



PMI SOC Graduates it's first Leadership Program Participants
 by Murray Dalgleish, PMP



Murray Dalgleish, PMP

On April 25, SOC graduated 24 participants from its inaugural Leadership Institute Program. The program, which began in September 2007, was held over six days and featured many creative individual, small group and large group exercises. There were also individual development exercises outside of the classroom and a confidential 360 degree assessment provided on people's individual leadership styles.

The course provided many insights on leadership, interpersonal dynamics, communication. Many participants sited greater levels of self-awareness and purpose by the end of the course.

As an added bonus to the final class session on April 26th, members from both SOC LIP I and II joined up for dinner and had the opportunity to meet a group of past PMI Leadership Institute Masters Class graduates who were in Toronto participating in the LMIC Spa of the Mind. Peter Monkhouse, past SOC President, LMIC graduate and Spa of the Mind participant helped facilitate the meeting of the two groups. Over dinner, engaging conversation was had focusing on topics from Project Management, to leadership, personal goals and motivation, and more.

The program has enjoyed great success and a second Leadership class graduates in June 2008. Given the high level of interest, the Board will look into planning additional Leadership courses for Fall 2008.

Surprisingly, there were no formal binders or power point presentations. That was by design! Instead there was a great deal of time spent on active learning, often with a great deal of fun! There were high levels of participation and interaction.

Compared to other leadership programs, the value for the money was excellent and I would recommend anyone looking to improve their leadership skills to consider this program.

The SOC Leadership Institute Program graduates extend their thanks and appreciation to Dr. Jerry Brightman of the Center for Creative Leadership for facilitating the program, the SOC's Shari Bricks for organizing many of the logistics plus Herman Gonzalez, SOC Treasurer & Secretary at the time, who volunteered to lead one of the more interesting exercises.

Please contact Shirley Kelly at shirley.kelly@soc.pmi.on.ca if you have any questions.



What's Inside:

PMI -SOC Graduates it's first Leadership Program Participants
by Murray Dalgleish, PMP 1

Break Your PMP® Studies Into Small Pieces
by Cornelius Fichtner 2

PMI -SOC Elections 2008 Results..... 3

Liar, Liar ... Pants on Fire
by Sloan Campbell 4

Business in a Knapsack
by Michelle LaBrosse, PMP 2

PMI -SOC Upcoming Events 9

PMI Leadership Meeting Reports 13

New Members 16

PMI -SOC Corporate Sponsors 19



Break Your PMP® Studies Into Small Pieces

By Cornelius Fichtner, PMP



Cornelius Fichtner, PMP

Taking the PMP® examination is one of the biggest steps you'll take in your career as a Project Manager and one of the most daunting. There seems to be an endless parade of information to stuff into your brain but don't be discouraged! By

careful planning and structure, you can pass the exam with a minimum of stress and absorb more of the information you need to be a success in your chosen career.

The very first thing you need is a study plan. Assess your daily obligations; many people devote months to their studies and ignore the other things they need to do every day. Distraction sets in; catch-up becomes tedious and interferes with studies. List your normal schedule and then assign a daily time for study, usually 90-120 minutes. By establishing a routine, you have study time allotted and everything else that can distract you has already been taken care of.

Why assign a time limit for study? There are only so many hoops you can make your brain jump through before it tires and begins to stumble. Just like pushing yourself physically, after awhile pushing yourself mentally becomes redundant and you start to lose the progress you've made. By limiting your study time, you actually increase your retention and the amount of knowledge you can absorb! If your goal is to be the best Project Manager you can be this may be one of the most important things you can do for your future. You'll only need sixty one percent to pass the exam but if you want to enjoy being the very best at what you've chosen to do, aim a lot higher.

Setting weekly goals and keeping track of your progress will not only encourage you as you study, you'll be able to make the most of your time and study more effectively. Instead of skipping around and perhaps missing an important area of study, you'll cover everything thoroughly. It would be a good idea before you begin to make a chart of your objectives, week by week. This will help you to focus on daily goals but be sure not to cram too much into each session. You will retain much more by concentrating on one subject at a time. Since you need to learn so many things about so many subjects, it may be best to divide the subjects into categories that make sense to you. If there is something of particular interest to you that you really enjoy, you might place it in such a way that it "rewards" you after an especially difficult section of study.

Repetition is another good technique for solidifying your new knowledge. Believe it or not, repeating a fact to yourself creates a neural pathway that your memory can travel again. Rather than "burning" it into your memory,

you're clearing a trail through the undergrowth with the important knowledge at the end of the path. By repeating something to yourself or writing it on paper, you're walking it home where it will stay as long as you visit it occasionally. It's best to practice repetition every day for at least a month and ideally for two months. If possible, you should do your repetitive mental calisthenics when you first get up, as the brain is at its most receptive immediately upon awakening. Plus, relaxing in bed for ten minutes while you mentally repeat what you want to remember can be very pleasant and reinforce a positive outlook toward your PMP test!

You have undoubtedly heard of PMP boot camps, 2-5 day cram courses for the exam that can cost thousands of dollars and claim a 95% pass rate. Most boot camps base most of their class time on the PMBOK, which is available for much less than the cost of a boot camp. By reading through and highlighting the most important passages, you'll probably learn nearly as much for a fraction of the price of a boot camp. You would be better advised to make your plan, establish a routine, break your learning into small chunks and reinforce your learning through repetition.

(Continued on Page 11)

FREE TO GOOD HOME

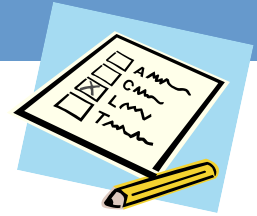
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At this time we would like to thank our outgoing board members for their contribution to the SOC board of directors and our entire membership for the dedication, contribution, and support during their three-year term. We wish them all much success!

Thank you to:



Gail Hardman, PMP



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Liar, Liar ... Pants on Fire!!

By Sloan Campbell, MBA, PMP, P.Mgr, F.CIM



Lately, I have been thinking a lot about how much simpler life was when I was younger ... when somebody lied you called them on it, maybe with a rousing chorus of "Liar, Liar ... Pants on Fire !!". Nowadays, I would venture a guess that the majority of us (i.e. Project Managers) spend more time in the grey area than we do in the absolute white or black areas of our business decisions ... if we are really honest with ourselves.

For those of you who don't know, "the grey area" is a term used as a border between two or more things that is unclearly defined, a border that is hard to define or even impossible to define, or a definition where the distinct border tends to move. There are several flavours of grey areas:

- A **grey area of definitions** signifies a problem of sorting reality into clearly cut categories.
- A **grey area of law** is an area where no clear legislation or precedent exists, or where the law has not been applied in a long time thus making it unclear if it is applicable at all.
- A **grey area of ethics** signifies an ethical dilemma, where the border between right and wrong is blurred.¹

Most of us make dozens of decisions each day without even giving them a second thought ... and then there are the tough ones, those decisions that make or break strategies, damage or enhance credibility, build or destroy partnerships or just plain affect relationships (internal or external). These are the decisions that cause sudden, discreet periods of intense anxiety, mounting physiological arousal, fear and discomfort that are associated with a variety of somatic and cognitive symptoms:

- A sensation of adrenaline going through your entire body
- Sweating

- Shortness of breath
- Racing or pounding heartbeat or palpitations
- Chest pain
- Dizziness
- Light-headedness
- Nausea/stomach pains
- Hyperventilation
- Choking or smothering sensations
- Uncontrollable itching
- Tingling or numbness in the hands, face, feet or mouth
- Hot/cold flashes
- Trembling
- Feeling of claustrophobia
- Exhaustion
- Feeling of physical weakness or limpness of the body
- Uncontrollable crying
- Loss of the ability to react logically to stimuli
- Loss of cognitive ability in general
- Racing thoughts (often based on fear; a repeated or illogical worry)
- Loud internal dialogue
- Feeling of impending doom
- Feeling of "going crazy"
- Extreme-worried feeling
- Feeling of extreme nervousness
- Feeling out of control
- Feeling of Threatening
- Feeling of anti-social behaviour from other people
- Feeling of excitement
- Feeling of nagging from other people
- Vision is somewhat impaired (eyes may feel like they are shaking)
- Terror, or a sense that something unimaginably horrible is about to occur and one is powerless to prevent it
- Fear that the panic is a symptom of a serious illness
- Fear that the panic will not subside
- Fear of losing control
- Fear of death
- Fear of living
- Fear of going crazy
- Tunnel vision

(Continued on Page 10)



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Business in a Knapsack

Can you run your projects when you're on the run?

by Michelle LaBrosse, PMP®, Chief Cheetah
and Founder, Cheetah Learning



Michelle LaBrosse, PMP

Business on the go is part of our lives today. Whether you're running a business or you're running a project when you're on the go, don't mistake mobility for absence. When you're not there in person, you need to be more effective at being there virtually. That means

you have to sharpen your communication skills like a pro. Most of us think first about the technology tools in our knapsack and forget about the invisible tools – until there's a problem. Communication is one of those invisible tools that every business needs to hone – especially in a virtual world.

Here are Six Keys to Clear Communication in a Virtual World

1. Build trust in person and grow that trust with clear expectations.

In order for people to work effectively virtually, there has to be trust. Trust doesn't happen magically. It is built when you bring your team together for training or team building, and then continues to grow with clear expectations consistently set by leaders and met by the team. It's important to bring people together at least once a year. The other thing I've learned is that you don't have to have everyone fly into one location at once. I often meet with my key people on my team one on one. I can fly wherever they are or have them fly to meet me when I'm in a nearby city. In those meetings, I often really get a handle on something that wasn't obvious before; and then when we're virtual again, I have invaluable insight that wouldn't have been possible before the time we spent together.

2. Manage Results, Not Activity.

In the physical office environment, "busy work" often gets mistaken for real work.

(Continued on Page 8)



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Centennial College Project Management Institute - Southern Ontario Chapter Student Section

A Student Section at Ontario's Centennial College has been officially established as part of the Project Management Institute Southern Ontario Chapter (PMI-SOC) this May 2008.

The Section (CCPMISS - Centennial College Project Management Institute Student Section) was founded by an executive committee consisting of students enrolled in Centennial College's Graduate Certificate in Project Management program.

It is the aim of Centennial College to ensure that graduates of the program are best placed to fill the growing demand in Ontario for skilled project management professionals.

This student-led initiative provides a platform for interaction with project management professionals and will enhance the learning of the practical and applied aspect of project management. The student section will work closely with its sponsoring PMI-Southern Ontario Chapter (PMI-SOC) to organize meetings and seminars that involve key industry's experts.

The current PMI-SOC Board member providing support and sponsorship to this new section is Andres E. Diaz, PMP.

To ensure its continuation, the executive committee will pass on the responsibility of the section to the next batch of students, who will then become the succeeding governing body and will work with the same principle of shared knowledge to benefit its members.

The Sections founding Executive Committee are:

- * Shah Hosein, President
- * Ashirwad Kamath, Secretary and Treasurer
- * Navjot Kaur, VP Communications and Public Relations
- * Jasjeet Garcha, VP Membership and Education
- * Ragu Nayak, Presiding Officer (Program Coordinator)

For more information please contact:

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In the virtual environment, when you can't see what people are doing, the key is to manage results. Set expectations and monitor the results, not the daily activities. This is empowering for people who are motivated and who take the initiative, and on the other hand it is a virtual microscope, which reveals people who don't know how to get things done. You can usually spot a poor hire in a couple of months and save yourself and the individual a lot of time and heartache.

3. Schedule Regular Communication.

It's important that there is a regular time for reporting both progress and potential pitfalls to the team. This keeps people on track and gives everyone the discipline of a team check-in. It's amazing how much can be accomplished in a 30-minute conference call when you set expectations beforehand and tell everyone what you need to accomplish in that timeframe.

4. Create Communication that Saves Time -- Not Kills It.

Have you created an e-mail culture that wastes time with endless "daisy-chain" conversations that take several hours to read? Does your team spend hours trying to solve an issue with an e-mail conversation that could have been solved with a 30-minute conference call? With e-mail being a critical tool in our work environments, it's important to create a new culture of effectiveness around it. Ask yourself: How you can make your team's e-mail communication even more productive? Set e-mail rules for your organization. Here are a few of my favorites:

Michelle's Favorite Email Rules

Survive the Quick Read by Putting what You Need in the Lead

I don't have time to read a long rambling piece of prose about anything. Remember that I'm glancing quickly to know what is important and what you need from me. Put that in the subject line and immediately tell me what you need at the top of the e-mail.

Don't CC the Whole World

Don't create work for your colleagues if they don't need to be cc'd. Copy only those who need to know, and let the rest of us receive one less e-mail.

Don't Use E-mail to Blow a Fuse

When you're angry, step away from the keyboard. Nothing is more disruptive or upsetting to anyone's day than getting negative garbage and anger in their e-mail box. Cool off and then send a sane response.

Don't Forget that Old-Fashioned Device Called a Phone

I love it when people say to me: "She didn't respond to my e-mail." And then I inevitably ask: "Did you call her?" And I get this funny look while the person goes back in the memory bank and remembers the good ole phone. It still works wonders, especially if an e-mail chain is getting confusing and/or wasting people's time. Pick up the phone when the e-mail isn't saving time.

5. Create Standards that Build a Cohesive Culture. What are your standards of quality? How do you define excellence? What does your brand mean to each employee? Making sure everyone knows the answers to those three questions is even more important when people are scattered geographically. Virtually, you need to create cohesion with excellence and a sense of pride in what your company stands for.

(Continued on Page 11)

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PMI-SOC UPCOMING EVENTS

TUESDAY, JUNE 17, 2008

PMI HEALTHCARE LIG DINNER AND MEETING

Title: Health Checks for Projects *with Susan Ksiezopolski*

Presenter's bio: Susan is currently the Manager of the Project Management Centre of Excellence (PMCoE), a corporate centre of excellence providing project management standards, training and support across the Ontario Public Service. It is there that her passion for project management is supporting the ongoing development of a project culture within the OPS through the development of practical resources, offering advice and guidance, and cultivating knowledge sharing and learning.

THURSDAY, JUNE 19, 2008

PMI GTISLIG DINNER AND MEETING

Title: Six Sigma: Another Statistical Tool or a Business Improvement Approach? *with Andres Diaz*

Overview: Six Sigma: Another statistical tool or a business improvement approach?

Although Six Sigma is strongly based in statistical techniques, its overall scope is a set of practices to systematically improve processes by eliminating defects and, as such, it reaches into process improvement and process design, therefore becoming a change methodology.

This presentation will review all the Six Sigma components, statistical and otherwise, and present a practical approach to put it all together in a doable and value added strategy for your organizations.

SATURDAYS, SEPTEMBER 6 — NOVEMBER 22, 2008

PMI-SOC PMP REVIEW SESSIONS

Title: PMI-SOC PMP Review Sessions *with various instructors*

Overview: This set of Review Sessions are scheduled to start on Saturday, September 6th to November 22nd, 2008. All sessions will be from 8:30 a.m. to approximately 12:30 p.m. for the duration of 11 weeks - location is University of Toronto downtown on St. George Street. Course Attendees are provided with copies of the Powerpoint presentations in a loose-leaf binder together with a copy of PMP Exam Prep: by Rita Mulcahy.

All attendees are required to be members of the Project Management Institute and its Southern Ontario Chapter.

REGISTRATION

For more details and to register for any of the listed events, visit www.soc.pmi.on.ca

Tel: 416.381.4058

Email: AskGreg@soc.pmi.on.ca or info@soc.pmi.on.ca

A taste of 2008-2009 topics include:

- September kick-off meeting featuring Dr. James Norrie
- Panel on PgMP Certification
- Humour in the Workplace
- PMBoK let's enter... the twilight zone
- Corporate Intelligence Awareness, Securing the Competitive Edge
- Managing the 21st Century Project Team
- Exercising Influence - Building Relationships and Getting Results
- Thinking on Purpose for Project Managers: Outstanding Evolution

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- SOC Leadership Institute Program III
 - begins October 2008
 - 53 graduates of SOC LIP I and II

- 2 dinner meetings
- 2 Lunch n'Learn Sessions
- 5 breakfast meetings
 - convenient downtown locations

- 4 Saturday Continuing Education Sessions
- 3 Full Day Seminars

- Heightened senses
- The apparent slowing down or speeding up of time
- Dream-like sensation or perceptual distortion
- Dissociation, or the perception that one is not connected to the body or is disconnected from space and time
- Feeling of loss of free will, as if acting entirely automatically without control ²

Generally, these decisions involve the Schedule, Cost, Quality, SOW (Statement of Work) or Customer Satisfaction of your project and some questionable solution to a problem that has been festering for some time.

I would like to be able to get up on my soapbox and tell all of you that I definitively tell the black & white truth on every decision that I make, but that would be neither true nor realistic. I will tell you that being a PMP, P.Mgr and F.CIM means that I have three different (but similar) 'Codes of Ethics' that I consciously try to follow with all my business decisions ... but I would be lying if I said that none of my decisions were infringing on a grey area at times. I don't have any definitive guidance for you here ... sorry ...

However, I do have some thoughts that I would like to share with you. First, we live in a society where we are conditioned not to hurt peoples feelings or to try not to delivery bad news to anyone we have a relationship with, business or otherwise. Don't believe me ? ... OK ... you asked for it ... here are some of the various types of lies that are typically told:

Bald-faced Lie

A bald-faced (or barefaced) lie is a lie told when it is obvious to all concerned that it is a lie. For example, the child with chocolate all over her face who denies having eaten the cake is committing a bald-faced lie. The adjective "bald-faced" indicates that no attempt has been made to hide the fact that it is a lie.

Lying by Omission

Lying by omission is when an important fact is omitted, deliberately leaving another person with a misconception. This includes failures to correct pre-existing misconceptions.

Lie-to-Children

A lie-to-children is an expression, or more specifically a euphemism, that describes a lie told to make an adult subject, such as sex, acceptable to children. The most common example is "The stork brought you." or hiding honesty and truth (i.e. I will tell you when you are a little bit older).

White Lie

A white lie would cause no discord if it were uncovered and offers some benefit to the liar or the hearer, or both. As a concept, it is largely defined by local custom and cannot be clearly separated from regular lies with any authority. As such the term may have differing meanings

in different cultures. Lies that are harmless but told for no reason are generally not called white lies.

Emergency Lie

Emergency lie is a different kind of white lie, which is employed when the truth may not be told because, for example, harm to a third party would come of it. An example of such an emergency lie would be a neighbour lying to an enraged husband about the whereabouts of his unfaithful wife, because said husband might reasonably be expected to inflict physical violence should he encounter his wife in person.

Perjury

Perjury is the act of lying or making verifiably false statements on a material matter under oath or affirmation in a court of law or in any of various sworn statements in writing. Perjury is a crime because the witness has sworn to tell the truth and, for the credibility of the court, witness testimony must be relied on as being truthful.

Bluffing

Bluffing is an act of deception that is not usually seen as immoral because it takes place in the context of a game where this kind of deception is consented to in advance by the players. For instance, a gambler who deceives other players into thinking he has different cards than he really does, or an athlete who indicates he will move left and then actually dodges right, are not considered to be lying. In these situations, deception is accepted as a tactic and even expected.

Misleading

Misleading is when a person tells a statement that isn't an outright lie, but still has the purpose of making someone believe in an untruth.

Dissembling

"Dissemble" is a polite term for lying (insincerity, disguise or conceal), it can be considered as just misleading but is also used as a euphemism for lying.

Careful Speaking

Careful speaking is distinct from Dissembling in that the speaker wishes to avoid imparting certain information, or admitting certain facts, and additionally, does not want to 'lie' when doing so. Careful speaking involves using carefully phrased statements to give a 'half-answer': one that does not actually 'answer' the question, but still provides an appropriate (and accurate) answer based on that question. As with 'misleading', above, 'careful speaking' is not outright lying.

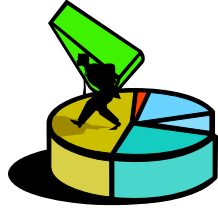
Exaggeration

Exaggeration is when the most fundamental aspect(s) of a statement is true, but the degree to which it is true is not correct.

(Continued on Page 12)

Break Your PMP® Studies into Small Pieces... Continued from Page 2.

A very important last suggestion--everyone needs a break. Even if you're enjoying your studies, you should take at least one full day a week to get completely away from it and do other things. It doesn't have to be a big production or cost a lot of money; a morning walk, reading, a movie, a play, or anything that truly relaxes and refreshes you is just as important as the work you do the rest of the week.



About the author

Cornelius Fichtner, PMP is an international project manager and noted PMP expert. He is the host of The PM Podcast at www.thepmpodcast.com where you can hear his free interviews with project management experts from around the world. His PM PrepCast at www.pm-prepcast.com has also helped over 2,000 project managers to prepare for the PMP exam. Please send your comments to pm@pm-prepcast.com.

Business in a Knapsack... Continued from Page 8.

People want a reason to belong and a strong culture gives them a sense of belonging and also the confidence of knowing what the rules of the road are for them and your company.

6. Rules of Responsiveness.

When people are working remotely, it's important that you define what your rules of responsiveness are for your culture. How quickly are people expected to return an e-mail, an Instant Message or a phone call? What is your protocol when people are out of the office or on vacation? If you're in a customer service environment, it's important to have clear expectations regarding how to respond to all customer inquiries. No one likes to be kept waiting, and knowing what to expect immediately lowers the blood pressures on both sides of the customer/company relationship.

Once you have your communication keys in place, don't forget to be a model of the behavior you want to cultivate. Set some boundaries for yourself, and let your team know when you're not available. If you're on a family vacation, give people plenty of notice, and let them know the time period when you are not available. Empower people when you are unavailable. You'll be surprised how the world still turned while our Blackberry was off!

Stay tuned for more. This was just a taste of my upcoming book about my experiences running Cheetah Learning from a knapsack. Stay tuned and we'll provide more details as we get closer to a publishing date.

About the Know How Network and Cheetah Learning

The Know How Network is a monthly column written by Michelle LaBrosse, the founder and Chief Cheetah of Cheetah Learning. Distributed to hundreds of newsletters and media outlets around the world, the Know How Network brings the promise, purpose and passion of Project Management to people everywhere. Visit www.cheetahlearning.com to learn more about Cheetah PM, the fastest way to learn about Project Management

and get your PMP. You can also get your career in gear with CheetahWare, free Project Management tools from Cheetah Learning.

About the Author

Michelle LaBrosse, PMP, is the founder of Cheetah Learning, and author of Cheetah Negotiations and Cheetah Project Management. The Project Management Institute, www.pmi.org, recently selected Michelle as one of the 25 Most Influential Women in Project Management in the World, and only one of two women selected from the training and education industry. She is a graduate of the Harvard Business School's Owner President Managers (OPM) program and also holds engineering degrees from Syracuse University and the University of Dayton. Cheetah Learning is a virtual company and has 100 employees, contractors, and licensees worldwide.

Her articles have appeared in over 100 publications from around the world. Her monthly column, the Know How Network is carried by 400 publications, and her monthly newsletter subscription list includes more than 50,000 people.

To date, more than 30,000 people have become "Cheetahs" using Cheetah Learning's innovative Project Management and accelerated learning techniques.

Michelle has been running her company virtually for the past 20 years. She has grown the company 100 fold in the past 20 years, and she credits her success to using the Cheetah Project Management method to better manage both people and technology. Michelle's mission is to help people achieve great results, FAST, by making it fast, easy and fun to learn and do Project Management.

She lives in Nevada with her family and likes to rejuvenate in Alaska where you'll often find her kayaking, golfing or hiking.



Jocose lies are lies that are meant in jest and are usually understood as such by all present parties. Sarcasm can be one example of this. A more elaborate example can be seen in storytelling traditions, which are present in some places, where the humour comes from the storyteller's insistence that he or she is telling the absolute truth despite all evidence to the contrary (i.e. tall tale). There is debate about whether these are "real lies", with different philosophers holding different views.

In order to lie, you have to say something that you believe to be false. But lying is not simply saying what you believe to be false. Philosophers have made several suggestions for what the additional condition might be. For example, it has been suggested that the liar has to intend to deceive (*Augustine 395, Bok 1978, Mahon 2006*), that she has to believe that she will deceive (*Chisholm and Feehan 1977*), or that she has to warrant the truth of what she says (*Carson 2006*).⁶

Augustine of Hippo divided lies into eight kinds, listed in order of severity:

1. Lies in religious teaching.
2. Lies that harm others and help no one.
3. Lies that harm others and help someone.
4. Lies told for the pleasure of lying.
5. Lies told to "please others in smooth discourse."
6. Lies that harm no one and that help someone.
7. Lies that harm no one and that save someone's life.
8. Lies that harm no one and that save someone's "purity."

Augustine believed that "jocose lies" are not, in fact, lies.

Thomas Aquinas divided lies into three kinds; the **useful**, the **humorous** and the **malicious**. All are sinful according to Aquinas. Humorous and useful lies, however, are venial sins. Malicious lies are mortal sins.

Mark Twain popularized a summary hierarchy of lies attributed to Benjamin Disraeli; "There are three kinds of lies – **lies, damn lies and statistics.**"³

Please understand, I am not trying to shame you into a complete revamping of your decision-making process/style to make it more truthful ... all I want to do is help you better understand your options when 'forced' to make tough decisions that can make or break strategies, damage or grow credibility, build or destroy partnerships or just plain affect relationships (*internal or external*).

There is an excellent article (*which by the way is my personal guide*) by Laurie Weiss, PhD, which outlines the **Top Ten Principles for Telling the Truth in Business Relationships**, where she explains that telling the truth can be risky. It is often difficult to find a balance between telling important truths and protecting the feelings and reputations of everyone involved. Not only that, but honest, well-intentioned people don't always agree about what is true. It may seem easier to keep the truth to yourself than to cause a rift in an important relation-

ship. Understanding and using these principles will help you feel more confident about the choices you make and help you develop the skills you need to tell the truth with grace and skill.

The Top Ten Principles for Telling the Truth in Business Relationships are as follows:

1. Realize that your truth is not THE TRUTH, and neither is anyone else's.

You are unique. There is no one else in the world who has had exactly the same life experiences as you. Your past experiences have a profound influence upon how you see and understand your world.

Since there is always more data coming at you than you or anyone else could possibly process, your brain screens out everything that it believes is irrelevant to you. Your brain makes those instantaneous decisions based upon what it has previously learned is pleasant or painful. That means that whatever you perceive (*your truth*) is only a part of what is present.

Anyone who has had a different life than you have had (*including your sisters, brothers, significant other, children, parents, co-workers, etc.*) chooses somewhat different things to screen out. Therefore, what they perceive as true (*their truth*) is bound to be different than your truth.

Understanding this basic fact, shows how pointless it is to argue about what is THE TRUTH. THE TRUTH simply does not exist.

2. Know what is true for you, including the signals that you are unaware of some aspects of your own truth.

Since you are the only one who knows what you see, hear, feel, taste, or smell, it is important to pay attention to that information. You may not understand why something is attractive or repulsive to you, but knowing that you have feelings about it is one way to help you make choices, including the choice to learn more about why you feel the way you do.

When you were a child, others didn't necessarily appreciate or agree with your expressions of what you liked or hated. In the course of becoming civilized, you learned to stop paying attention to your own truths. You then learned to pay attention to what others believed instead, and to invalidate things about you that others did not like.

Many adults cover their own uncomfortable and invalidated truths by doing things to keep their attention away from their own experiences. Mindlessly watching TV, overeating, smoking, overworking, alcohol and drug abuse, are all ways of tuning out this awareness. Make a habit of using your favourite way of tuning out as a signal to check in with yourself and learn your own truth.

(Continued on Page 14)

PMI Leadership Institute Meeting (LIM) - May 16-18, 2008

St. Julians, Malta

Reports by SOC Board Members - John A. Estrella, PhD, CMC, PMP and Shirley Kelly, PMP, MSc

Four members of the PMI SOC Board of Directors (Michael Flint, Shirley Kelly, Andres Dias and John A. Estrella) attended the PMI Leadership Institute Meeting (LIM) at St. Julians, Malta on 16-18 May 2008. At the meeting, Philip R. Diab (PMI Chair) and Gregory Balestrero (PMI CEO) highlighted the global reach and expansion of our association by pointing out the openings of new offices and branches in India, China and South Korea.

PMI's expansion necessitates standardized structures (strategic alignment scorecard, multi-year business plan and performance management framework) whilst remaining sensitive to the diverse regional differences. Andres Dias recognized the impact of global reality to our components and leaders. "Components leaders must have the right level of leadership skills and capabilities to deliver changing and more demanding services to our membership" and "the components themselves have to revisit their organizational models to become more effective, given their challenging roles and geographical issues."

John A. Estrella gained valuable insights on why members join and renew their PMI memberships. Members join PMI for knowledge and networking. They are looking for lessons learned, best practices, metrics and templates. During the various sessions, component leaders discussed membership retention and involvement strategies such as getting members to volunteer at non-for-profit projects, contacting PMPs in the area who are not PMI and chapter members, and establishing company ambassadors to promote local chapters to their organizations.

At various sessions, Michael Flint and Shirley Kelly shared our chapter's best practices to other chapters in EMEA. As the board heads to the annual strategic planning session in June, the LIM attendees will bring with them valuable fresh ideas to help increase the value that we provide to our members.



PMI President and CEO Gregory Balestrero, and Dr. John A. Estrella, PMP, PMI SOC Board Member



Shirley Kelly, PMP

One of the roles your PMI-SOC Board members perform is representing the chapter at various PMI Strategic Leadership Institute meetings. These PMI conferences are held annually, in cities around the world, and are grouped into three main categories; Regional, North American and International Events. Our chapter regularly sends Board members, and because of our participation, both PMI Global and the PMI Executive recognize our Chapter as a leader in the Component community.

PMI started the Leadership Institute several years ago. The primary purpose was to develop new PMI leaders, while providing an opportunity to educate and align these leaders with larger PMI strategic goals and global strategy. In recent years, PMI has expanded these sessions to help their volunteers develop not only within PMI but also within their professional lives. Regardless of the location, there are usually three streams of presentations, and we always ensure we have representation in each stream.

The Board also utilizes this time away from work and family to conduct our own offsite team meetings. We compare notes on all the sessions we've attended, share lessons learned and discuss ways we might use these ideas in the future management of the PMI-SOC Chapter.

Some recent ideas we've adopted after attending a Leadership Institute include holding introductory sessions for new members, and providing advanced project management seminars. The new PMI-SOC Leadership Institute Program evolved from PMI Global Leadership Program. We witnessed how vital such a program is to develop of our future leaders and wanted to provide the opportunity to our own Chapter members. It has been a great success with two (2) classes graduating this year.

Your Board has also presented various topics on chapter management at these events, sharing our knowledge with the larger PMI community. Just in the past year, we have spoken on financial management, working with external communities, providing expanded membership benefits, and outsourcing opportunities and risks.

Networking is one of the most important roles the board undertakes while attending Leadership Institute Meetings. We have met many presidents and members from around the world and had one-on-one conversations with our senior PMI Executive including, PMI's Executive Director Greg Balestrero, PMI Chair Philip Diab, and PMI COO Mark Langley.

These face-to-face meetings allow us to learn and share with our peers – and yes, we do have some fun too!

3. Learn to tell the difference between your observations -- what anyone else would also observe -- and your interpretations and assumptions -- the meanings you put on what you observe.

You spend your early life learning that the things you see, hear, feel, etc., mean something. You learn to interpret that a smile on someone's face means that they are pleased with you, and a frown or sharp word means that you have done something wrong.

You become so used to associating meaning to what you observe, that you carry those connections into adulthood, never realizing that the same signals may now mean different things. A smile now may be simply a social cover-up to hide someone's true feelings, a frown may mean someone is concentrating, and a sharp word may mean that someone is upset with something that has no relationship to you.

A video camera might accurately record and validate what you observe, however, you can only guess (or ask the other person) whether or not your interpretations are correct.

4. Assume that, at any given moment, you and others are doing the best you can to get what you need, given the knowledge and resources available at that moment.

Only a few people learn to recognize what they want and gracefully and skillfully communicate that information to others. The rest of us just bumble along doing the best we can. Often our behaviour is unskillful, and we inadvertently hurt others in our quest to take care of ourselves.

Of course, some people are belligerent, and seem to deliberately go out of their way to hurt others. Looking more deeply, you may see how they, too, do not know of any other options for themselves. You still need to take appropriate precautions in your life. However, approaching situations with this attitude will make it possible for you to examine many otherwise hidden options for creating truthful relationships.

5. Decide what you hope to accomplish by telling the truth.

It helps to remember that your truth may not be the same as somebody else's truth. Often the reason you want another to know your truth is because you want them to behave differently. Sometimes you just want to be heard and understood.

Knowing what you want to accomplish will help you design your communication more skillfully, so that you are more likely to accomplish your goal.

6. Think about how what you say will impact the other person.

Often, truth telling is perceived as criticism. Before criticizing someone, put yourself in their shoes by answering the following questions.

- * Are they in any shape to hear this?
- * Have they heard it before?
- * Can they do anything about it?
- * Am I committed enough that I would be willing to stay overtime to work this through?
- * Am I positive that this criticism is really about them and not about myself -- something I don't want to take responsibility for?
- * Is it possible that maybe what they really need is more validation?

(These questions are adapted from a lecture by Sid Simon, 1987)

7. Build rapport and trust. It doesn't do any good to tell the truth to someone who isn't ready to hear it.

You can help someone get ready to hear what is true for you, if you first take the time to learn what is true for them. One easy way to do this is to listen carefully to what they say to you and check your understanding by paraphrasing it back to them and asking if you have heard them correctly. Many books and training programs provide instruction for this active listening technique.

8. Don't always tell the truth; sometimes asking questions to understand the other's truth is more valuable.

When you strongly disagree with another's position about something, sharing your own opposite beliefs may lead to conflict and cut off further conversation. To create a dialogue instead of an argument, try asking them to explain their views in more detail.

Although you feel tempted to refute their position, keep listening and asking questions until you feel you understand how they have arrived at their beliefs, and why those beliefs are important to them. When you reach this point decide whether or not it now seems useful or important to share your own truth.

9. Express your truth in a way that communicates that the other person is valuable and important to you.

Most people want to know that you care, before they care what you know. Listening is one way of showing that you care. Not interrupting is another. Expressing your genuine appreciation for something that they have said or done helps others know you care about them. So does remembering and referring to personal information that they have previously shared with you.

10. Share your experiences -- what you see, hear, feel, intuit -- before your conclusions and interpretations; invite others person to do the same.

When sharing your experiences, first describe what you have noticed (seen, heard, or felt). Then ask whether your interpretations and conclusions are correct. You might say "I noticed..., I believe it means that..., Am I right?"⁴

(Continued on Page 15)

Liar, Liar ... Pants on Fire!! ... Continued from Page 13.

Good advice no matter what situation you find yourself in ...

My second thought is that the more we, as Project Managers or employees, are forced into the grey area, the more the fabric of Ethics is stretched or damaged to almost the point of no return/repair. It is my opinion, and only my opinion, that this has a lot to do with many of the workplace retention issues that organizations are faced with today.

If we look at the **Top Ten Reasons Why People Quit Their Jobs** ...

1. Under-staffing
2. Poor Communication
3. Lack of Challenge
4. Lack of Empowerment
5. No Recognition
6. Limited Work-Life Options
7. Poor Company Culture
8. The Employee's Life Situation Has Changed
9. Questionable Promotional Practices
10. No Enjoyment ⁵

... virtually all of them can be linked to the organization or the individual having some or all of their work practices planted firmly in the grey area ... or ... to the organization and/or the individual just outright misleading one another. If you are having a hard time believing this connection all you have to do is to understand the **Psychology of Lying** and it should all begin to make sense ...

The capacity to lie is noted early and nearly universally in human development. Social psychology and developmental psychology are concerned with the theory of mind, which people employ to simulate another's reaction to their story and determine if a lie will be believable. The most commonly cited milestone, what is known as **Machiavellian Intelligence**, is at the age of about four and a half years, when children begin to be able to lie convincingly. Before this, they seem simply unable to comprehend that anyone doesn't see the same view of events that they do -- and seem to assume that there is only one point of view: their own -- that must be integrated into any given story.

Young children learn from experience that stating an untruth can avoid punishment for misdeeds, before they develop the theory of mind necessary to understand why it works. In this stage of development, children will sometimes tell fantastic and unbelievable lies because they lack the conceptual framework to judge whether a statement is believable or even to understand the concept of believability. When children first learn how lying works, they lack the moral understanding of when to refrain from doing it. It takes years of watching people lie and the results of lies to develop a proper understanding.

Propensity to lie varies greatly between children, some doing so habitually and others being habitually honest. Habits in this regard are likely to change into early adulthood. ³

If you only take one thing away from this article, let it be that "it is often difficult to find a balance between telling important truths and protecting the feelings and reputations of everyone involved. Not only that, but honest, well-intentioned people don't always agree about what is true. It may seem easier to keep the truth to yourself than to cause a rift in an important relationship."

So, with liars all around us (*don't lie -- we ALL lie at one point or another, even those "little white lies" count*), it's imperative to have a guide to help you with your Project Management endeavours and to keep your ethical & moral compass pointing in the right direction ... hopefully this article will help.

I will leave you with two quotes that sum this article up perfectly ... "**Bad news is not like good wine, it does not get better with age**" (*a modified version of the Robert Dickinson Esq. Quote - "Bad debts are not like good wine, they don't get better with age"*) and "**None of us could live with a habitual truth teller: but, thank Goodness, none of us has to**" (*Mark Twain on the universal complicity with and desirability of polite lies*).

Good Luck ... & Trust Your Instincts !!

Notes

1. Grey Area: http://en.wikipedia.org/wiki/Grey_area
2. Panic Attack: http://en.wikipedia.org/wiki/Panic_attack
3. Lie: <http://en.wikipedia.org/wiki/Lie>
4. Top Ten Principles for telling the Truth: <http://www.empowermentsystems.com/tp10trth.html>
5. Top 10 Reason Why People Quit Their Jobs: <http://top-10-reasons.blogspot.com/2006/11/top-ten-reasons-why-people-quit-their.html>
6. What Is Lying?: <http://dlist.sir.arizona.edu/2100/01/FallisAPALie.pdf>

About the author

Sloan Campbell is a Program Manager at ELCAN Optical Technologies. ELCAN Optical Technologies (ELCAN) is a world photonics leader specializing in the design and manufacture of complex, precision opto-mechanical and electro-optical systems and subsystems for projection display, medical, industrial, automotive, defence, entertainment and telecommunications markets. You can e-mail your comments to the author at scampbell@elcan.com.



Welcome to our April and May 2008 New Members

Nadia Abuseif	TD Bank Financial Group	Mark Dietrich	Deloitte
Alfred Adamo	6356311 Canada Inc.	Steven Dimtsis	TNS Canadian Facts
Anat Agasi	Anagu	Giselle DiSimone	Tempest Management Corp
Sean Agostini	Hospitals In-Common Laboratory Inc	Nappinder Dogra	Rogers Wireless
David Aning	Fidelity	Tara Donnelly	eTimeMachine
Walter Aolari	OPG	Daniela Donner	IBM Brazil
Claudia Arianna	Amex Bank of Canada	Gerald Dornan	Pam dornan and Associates Inc.
Jack Armatys		Angela Dusome	Accenture
Shardul Athavale	CIBC	Alexander DVORKIN	Earth Tech Canada, Inc.
Jimmy Avgoulas		Ghada El Tawashy	Telus
Richard Bagshaw	Siemens Business Services	Roy El-Durr	R. Durr Engineering Ltd
Seema Baharyeh	RBC	Rabia Elhaddad	Alhazem Project Management Ltd.
Pedro Balzan	SRB Education Solutions Inc.	Mohamad El-Hamawi	Celestica Inc
Nilesh Barai	Microlink Development	Liana Ellis	
Elizabeth Barnett		Aldo Filice	Tempest Management Corp
Patrick Batty	Pabatech Partners	Reginald Gagnon	BPR Inc.
Joachim Bayah	Jo Bayah	Monica Gangal	Vincro Clinical Management Services
Lou Berkovits	Berkon Development Group Inc	Devashish Ganguly	Innovations In Business Solutions
Meredith Beyer-Alldrige	Anaca Technologies	Gregory Gardiner	Royal Bank of Canada
Rajeev Bhuchar	CANEAST Trading Inc.	Andrea Garnett Sherlock	FundSERV Inc.
Maritza Blasquez	Snap On	Kieran John Garside	Eau Rouge Project Management
Matthew Bourne	IBM	Hicham Geres	Atomic Energy of Canada Ltd.
Christine Brault	Canadian Blood Services	Devashis Ghose	Leitch technolo
Douglas Bronson	City of Mississauga	Suzanne Giannitti	Hudson's Bay Company
Lisa Brown-Cardarelli	Tempest Management Corp	Ms. Goldberg	Royal & SunAlliance
Roopchand Bundele	RoIta India	Desmond Michael Gomes	
Rey Giovanni Buquid	Ericsson Philippines	Laurie Grant	411 Local Search Corp.
Junior Campbell	City of Toronto	Lynn Greiner	Ipsos North America
Nella Capra	Rogers Media	Liz Grier	Rogers Wireless Partnership
Jennifer Carragher	Novopharm	Paula Habas	Professional Engineers Ontario
Giuseppe Caruso	GAC Management and Consulting Ltd.	Denise Haney	CA
Jeanette Cato	CIBC	Vicki Harris	C.S.T. Consultants Inc.
Cynthia Cecutti		Marvin Harrison	IBM
Frederick Chan	RBC Financial Group	Lina Hdeib	CGI Group Inc.
Derek Chan	Bell Canada	Jeannette Heyl	Agilent Technologies
Mina Charoughchi	Ultimate Project Management Inc.	Wojtek Hoch	wojtekhoch.com
Asmat Chaudhry	Magna Closures	Robert Howard	Georgian College
DongYing Chen	Bayer Inc	Renelsa Inniss	CIBC
Yakov Cherkassky	Davis + Henderson	Masoumeh Jafarzadeh	
Raymond Chik	Kapik	Galina Johnston	BMO
Ty Chong		Achraf Joumaa	Infrastructure Ontario
Patrick Chow	Mapleleaf Consumer Foods	Theodor Jucan	
Anika Chugh	WestJet	Nora Kelly	None
Ting Wo Chung	Bell Canada	Jacek Kisilewicz	Rogers Communications Inc
Nascimento Cidadao	Cidadao Consulting Services	Michael Klafuric	CGI Inc.
Erin Code	Code Learning Group	Dorothy Krajewski	none
Michael Collins	none	Goran Kravos	TheSpartan Inc.
Anne Collins	Hewlett-Packard Co.	Mirjana Krsmanovic	Sunlife Financial
Mario Corsetti		Rohit Kumar	Toronto Rehab Institute
David DeBuck		Rosalie Lahey	
Steve Demmery	EPM Global Services	Bosco Lai	Ontario Health Services I&IT Cluster
Narendra Deo	NBC Universal / General Electric	Pierre Langevin	Hyundai Auto Canada Corp
Cengiz Derinoz	Derinn Trading & Construction	Bill Lee	Dundee Securities Corp
Shabbir Devjiyani	HSBC Bank	Rhona Levin	Nortel
Mahmud DeWan	Royal Bank of Canada	Sentao Li	Oracle Canada

April and May 2008 New Members ... Continued from Page 14.

Angeline Lim	Kohl & Frisch Limited	Des Ramessar	SOROC TECHNOLOGY
Maryke Loos		Harman Rana	IFDS
Biljana Lukovic	Alliance Data	Salar Rana	Quad Infotech Inc
Jennifer Macdonald	IBM Canada Ltd	Ravi Raveenthiran	Hbc
Elizabeth MacRae	Snr Manager	Theresa Reddy	CIBC
Azam Maghsoudi	unemployed	Doug Reeves	none
Alan Makaryk	Tempest Management Corp	Jeffrey Reitsma	Earth Tech Canada Inc.
Nadeem Malang	NDM Consultants Inc.	Sarah Renaud	
Cynthia Marron	TELUS	David Renfrew	Community Living Toronto
Carol Martin	Carol Martin	Kathryn Richard	Xerox Global Service
Sharon Marzano	Unis Lumin	Richelle Richards	Celestica Inc.
Reza Mashayekhi	Centra Industries	Mark Riegel	Mark Riegel
Anne-Marie McCall	Rogers	Vilma Rosario Rojas Nunez	Banco de la Republica - Colombia
Jennifer McCarthy	KPMG	Joao Rolo	Joao Rolo Consulting
Mihaela McCormick	Ontario Power Generation	Carlo Romano	PineValley System Solutions Inc.
Jesse McDaniel	n/a	Naomi Rowe	Honeywell
James McLean	Straticom	Arthur Ryman	IBM
John McMaster		Martha Sales	De Lage Landen Financial Services
Sarah Medina	Rogers Communications Inc.	Luis Enrique Sanchez	IBM Canada
Rajat Mehandiratta	Holt Renfrew	Salina Santiago	Zurich Financial Services
Bill Meikle	Avanti	Marcus Santos	New Job
Hardeep Merwar		Tana Scott	Great Ormond Street Hospital for Children
Darlene Mielke	Royal Bank of Canada	Debra Scott	Sauble Solutions Inc
David AP Miller	Honeywell	Kenny Seto	CIBC
Donald Miller	Analysts International	Gail Severini	Symphini Change Management Inc
Muhammad Minhas	MFXchange Holdings Inc.	Rutul Sharma	
Afreed Mistry	AIT Services Inc.	Neeti Sharma	Rogers Communications Inc
Michael Morgan	Edward Jones	Rajaratnam Shenthnan	ALLSTREAM
Frederick Morris	Rogers Communication Inc	Ephraim Shifferaw	New Horizon System Solutions
Sandra Muirhead	Sierra	Todd Shulman	IBM
Mary Munro	TD Bank Financial Group	Tashakkur Siddiqi	CIBC
Mandy Murphy	York Region	Jivan Silva	
Helen Murray	InterTAN Canada Ltd/ The Source By Circuit City	Jordanna Silver	Unis Lumin Inc
Mohsin Muzaffar		Raymond Simoni	Tempest Management Corp
Mary Nasello	CIBC	Shanthan Sivapalan	Sun Microsystems Inc
Swati Navathe	Ceridian Canada	Hanna Soltysiak	American Express
Richard Neville	SCM Business Insights Inc.	Denise Lynn Son Kee	McAfee
Holly Ng	Bell Canada	Frances Spektor	Vincro
Nghin Ngui		Margo Steffan	Fidelity Investments
Mitra Nikfarjam	CAE Australia	Melanie Steggle	The Manufacturers Life Insurance Company
Ali Niroofar	NPA Co.	Michael Stephenson	CIBC World Markets
Janice Ellen O'Donnell	Carswell	Mark Stevens	Ontera
Marisa Oldnall	X-PM Inc.	Jennifer Stewart	CGI
Julie Page	Bell Canada	Iqbal Syedmohammad	CGI
Manisha Paliwal	Accenture	Ketan Tailor	Hibar Systems Ltd.
Thayalan Paramalingam		Eduardo Tavares	
Kelly Paul		Devansh Thakkar	ING Canada
Damjan Penchev	Allstate Insurance Company of Canada	Thayaparan Thangavelautham	Stantec Consulting Ltd
Stephen Pickford	State Street Canada	Lisa Thomasos	Lisa Thomasos Consulting
Susan Plewes	Susan C. Plewes	Keith Tilley	KFT Consulting
Carlisle Popley	Research In Motion	Akhtar Tiwana	Telus Corp.
Niko Pretorius	VinCro Clinical Management Services	Alexander Tolokonnikov	AGT Solutions
Robyn Pruden	Brookfield Lepage Johnson Controls	Ana Marie Torres	Econstruction
Lauren Quinn	ADP Canada	Christopher Tyler	Canwest
Vladimir Radulovic	Rogers	John Tyler	None
Nader Rahmaty	Acres Manitoba (member of Hatch Group)	Harappriyan Ulaganathan	Rogers Wireless Partnership

SOC Participates in Region 3 Summit

By Murray Dalgleish, PMP



2008 Region 3 Summit – Quebec City, May 30 & 31st.

On May 30 & 31, members of your SOC Board of Directors attended the PMI Region 3 Summit in Quebec City.

80 representatives from the Region 3 Chapters from Ontario, Quebec, the New England states and the Atlantic provinces attended the Summit. It was well organized by volunteers from the host Levi-Quebec Chapter and was project managed by Judi Vincent from the Nova Scotia Chapter. The SOC's Executive Director, Shari Bricks and President, Michael Flint supported logistics and Finance for the conference.



Keynote speakers plus a number of workshops were arranged, focusing on growing the profile and reputation of PMI members and ensuring the quality of member services. As well, seven corporate sponsors helped to ensure the success of the Summit with their financial support. Michael Flint co-facilitated a Townhall on the PMI's balanced score card approach to planning and tracking member service, called Performance Management Framework (PMF), which was piloted by SOC and the Montreal Chapter. Currently in Pilot, PMF will ensure that all chapters around the world offer the same services to our PMI members.

A key activity of the Regional Summit for the different chapters was to exchange ideas and help each other deliver consistent quality service to their members, and there were a number of ideas that will be incorporated into the SOC planning for the 2008-2009 year. This includes:

- * working with the next cycle of the PMF as part of the planning and monitoring of the chapter's services to its members,
- * keeping abreast of the emerging ISO 25201 standards for project management and ensuring the Canadian chapters' voice continues to be heard via ISO 25201 study groups under the leadership of the SOC Immediate Past President, Peter Monkhouse and the Montreal Chapter's President, Michael Karmel.

SOC representatives were active in the workshops acting as break-out group presenters and capturing key ideas from the workshops. These notes are being summarized by a volunteer from the South Western Ontario Chapter and will be used by each of the participating Chapters for planning initiatives and future member service improvements.

More information on the PMI SOC balanced score card will be provided later this year. Updates on the ISO 25201 study will be provided in future newsletters.

As a newly elected board member, this was my first Region 3 Summit, and I was very impressed with the quality of the speakers, logistics and workshop content especially considering that it was a volunteer-driven event. I felt that the focus on members was appropriate, and it was encouraging to learn that other chapters, big and small, had many of the same goals and that we could support each other in our efforts. All-in-all a great Region 3 Team effort!

If you have questions about the Region 3 Summit, please feel free to contact me.

April and May 2008 New Members ... Continued from Page 15.

Iulian Ursache	CA	Jin Xu	Brown Daniels Associates Inc
Carl Uy	IBM Philippines Inc.	Adel Yani	Travel Insurance Coordinators
Nicole Vézina	City of Guelph	Liana Yeo	The Canadian Depository for Securities Ltd.
Nina Wang	Rogers Wireless	Ernest Yeung	Advanced Microdevices Inc.
Daniel Webb	Pathway Communications	Winnie Yeung	BearingPoint
Michael Welch	Xstrata Nickel	Chris Younkman	PCmdOnCall
Richard Widish	Bell Canada	Yong Jun Yu	AMD
Laura Willems	Richmond River Consulting Inc.	Vinicius Zetea	
Joshua Wu	IBM	Derek Zoldy	Earth Tech Canada Inc.
Josephine Wu	CGI Group Inc / CGI Services to BCE		

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"SEEC and ye shall find."



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