September 2013

Bluegrass Chapter of IFMA

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IFMA Awards of Excellence

1997 Distinguished Member

1998 Educational Programming

2001 Small Chapter of the Year

2003 IFMA Fellow Award

2005 Newsletter Publishing

Bluegrass BLUEPRINT

Bluegrass Chapter of IFMA

Lexington, Kentucky

September Program

Program: Leadership & Managership

Who: Alan Curry

When: Tuesday September 10, 2013
Lunch at 11:30 with Meeting at Noon

Where: Lexington Herald Leader Building
100 Midland Avenue
Lexington KY 40508-1999

Speaker Bio

Alan Curry

With the belief that Human Resources is a Business, Leadership and Transformational function, Alan has spent the last 35 years of his career establishing. building and leading Human Resources functions across a variety of industries around the world.

Beginning his career as a Captain in the US Army during Vietnam, Alan has been a part of General Mills, where he established the Compensation & Benefits function for a newly acquired subsidiary; SC Johnson & Son, where he established the Company's Global Leadership Assessment & OD function; Boehringer Mannheim Corporation, where he established and led the Corporation's Global Leadership Development & OD function; Evenflo Company, where he built and led the Company's Global Human Resources function; and, most recently, Registrat-Mapi, a global Clinical Research company, where he established and led the Human Resources function for North America while successfully facilitating its merger with a French company.

A graduate of Wake Forest University and Eastern Kentucky University, Alan and his wife live in Madison County.

Leadership & Managership

During this "conversation", the following questions will be presented and discussed:

- What are they?
- Are they different?
- Are they important?
- How do you select Leaders & Managers

As a result, you should:

- have a better understanding of the importance of both Leadership and Managership to the success of your organization.
- be able to identify opportunities and methods for becoming a more effective Leader.
- be able to identify some of the problems that organization face in choosing effective Leaders and Managers as well as methods for increasing the probability for success.

Message from the President

David Roop

President , Bluegrass Chapter IFMA

Hello Bluegrass Chapter

As summer seems to winding down, the temperature is starting to rise. It has been an unusual summer to say the least. I think everyone can blame this summer on me since I chose to put a pool in last year at the end of the summer, therefore this being my first full summer with it.

I hope everyone enjoyed last month's speaker, Dick is a very energetic speaker who loves what he does. For those of you who weren't able to attend , if you get a chance to attend any of the Dale Carnegie classes at Sullivan University, I encourage you to do so.

Membership continues to increase, which is a very positive sign. With the new Facebook and LinkedIn pages we should be able to continue this trend. The new webpage is nearing completion and what I have seen so far looks very good.

For those needing to contact me, my cell number is the same, but my new email address is droop505@roadrunner.com.

Look forward to seeing everyone and their guests next month.

Thanks,
David

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Bluegrass Chapter

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Upcoming Events

IFMA's World Workplace Conference & Expo 2013

October 2 – 4, 2013 Philadelphia PA

IFMA's World Workplace Conference & Expo is the largest, most longstanding and well-respected annual conference and exposition for facility management and related professions. Each year offers a new experience, addressing challenges and strategies that are universal to every facility type, shape and size.

Visit the World Workplace 2013 website »

World Workplace is the only facility-focused educational and networking event on the planet backed by more than 30 years of experience, knowledge and a commitment to quality. World Workplace is hosted by the International Facility Management Association, the organization that has supported, represented and defined facility management for the past three decades.

FM News

Project Management

Project Management is a well-established approach to managing and controlling the introduction of new initiatives or organizational changes.
Projects are finite in length, usually one-time pieces of work involving a number of activities that must be completed within a given time frame, and often on a fixed budget. Common examples of projects are construction of a building, introduction of a new product, installation of a new piece of machinery in a manufacturing plant, creation of a new software tool, or the design and launch of a new advertising campaign.

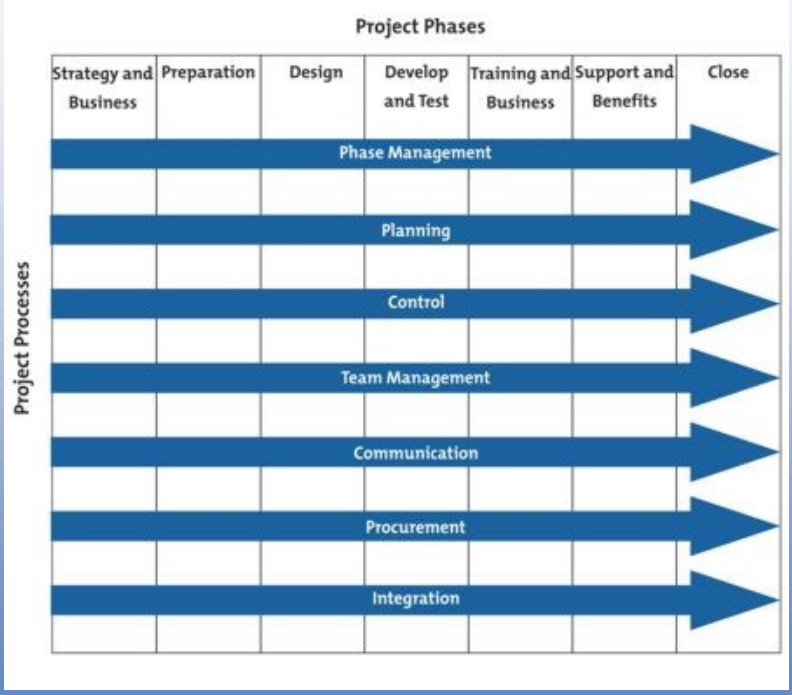
While the very simplest projects can be managed easily by applying common sense and just getting on with things, projects that are more complex need a great deal of planning, and benefit from a formal, disciplined management approach. From making sure that activities will actually meet the specified need, to devising a workable schedule, developing systems for reporting progress, and managing requests for changes – all of these issues require thoughtful consideration.

Managing projects well requires a great deal of time, skill, and finesse. There are many sides to project management and this is what makes it so interesting and demanding. Project managers are expected to take an uncertain event and make a certain promise to deliver. They are also expected to do this within a specified time and within a limited budget.

Structuring Your Project

For all but the smallest projects, experienced project managers use well-established project management methodologies. These are often published systems – such as PMBOK (Project Management Body of Knowledge) or PRINCE2 – but they can also be in-house methodologies that are specific to the organization.

These approaches have some differences in emphasis, and they tend to use slightly different terminology, but they generally share two key features: projects are delivered in stages, and certain common project management processes run across these stages.



Project Phases

Phases, or stages, are very important for project managers. By thinking in terms of phases, you can ensure that the deliverables produced at the end of each phase meet their purpose, and that project team members (or sub-teams) are properly prepared for the next phase.

You identify the required deliverables for each phase from the Work Breakdown Structure (WBS) for it. The WBS is drafted as part of your preparation activities, and then validated by the rest of the project team. At the end of each phase, someone signs off on the deliverables from that phase. (In your preparation phase, think through who needs to approve each deliverable. Approvers may include the project board, project sponsor, or key stakeholders.) Once the deliverables are approved, the phase is completed and the project team can pass through the "gate" to the next phase. This is why the term "stage/gate" is used so often in project management.
The exact phases, and the order in which they're completed, may vary slightly, depending on what you need to achieve with your project. The phases are as follows:

- Project strategy and business case.
- Preparation.
- Design.
- Development and testing.
- Training and business readiness.
- Support and benefits realization.
- Project close.

Preparation – Here, you work with key stakeholders and project team members who have already been identified to establish and start the project:

- Complete a high-level Work Breakdown Structure.
- Determine the project's high-level plan at the milestone level. (Work with appropriate project team members to produce detailed plans at each subsequent phase. This ensures that they have a sense of ownership of these plans.)
- Identify and recruit project members.
- Produce the Project Initiation Document.
- Select third parties to use in the early project phases (for example, IT subcontractors or partners).
- Put actions in place to secure key resources. (For example, reserve rooms for the training phase, and allocate desks and PCs/printers for the project team.)

Design – Start the work involved with creating the project's deliverables, using the project strategy, business case, and Project Initiation Document as your starting point. Then work with relevant stakeholders to develop the designs of the main deliverables. In larger projects, you may use business analysts to help you with this. You probably have a project board or project sponsor who is responsible for signing off the overall design, but make sure you also get input from other stakeholders as well. This helps build business ownership of the project deliverables.
If changes to processes are required, use a Flow Chart or Swim Lane Diagram to create a detailed map of how things will work. At this stage, you must do everything you can to think through and deal with project issues before you start to build project deliverables – problems are almost always easier and cheaper to fix at design stage than they are once the detailed work of implementation has started.

Select stakeholders carefully for the detailed design phase. A good detailed design is more likely to lead to a good project deliverable. If the detailed design is poor, the project deliverables are much less likely to meet requirements!

Development and testing – With all of the planning and designing complete, the project team can now start to develop and build the components of the project output – whether it's a piece of software, a bridge, or a business process. As part of this phase, you need to test these components thoroughly to confirm that they work as they should.

Training and business readiness – This stage is all about preparing for the project launch or "go live." Do the following things during this phase:

- Train users.
- Put in place ongoing support.
- Transfer data to new systems.
- Identify what's required for the project to be effective from the launch date, and ensure that you adequately address this.

Support and benefits realization – Make sure you provide transitional support to the business after the project is launched, and consider what's required before your team members are reassigned. Project teams are often assigned to other work too soon after the project has gone "live", meaning that project benefits are often not fully realized. Monitor the delivery of project benefits. You can use this to promote your project or to give you information about other actions needed to ensure that the project is successful. You can monitor benefits as part of "business as usual" activities, and you should (ideally) continue to do so after the project is closed.

Project close – Closing a project is not the most exciting part of the project lifecycle, but, if you don't do it properly, you may obstruct the ongoing delivery of benefits to the organization. Make sure you do the following:

- Complete and store documentation.
- Carry out a Post-Implementation Review, so that you and your colleagues can use the experience you've gained in future projects.
- Use your business connections to reassign project team members to appropriate roles in the organization. You don't want to lose the experience and knowledge that they've gained from working on the project.

Project Management Processes

The key project management processes, which run though all of these phases, are:

- Phase management.
- Planning.
- Control.
- Team management.
- Communication.
- Procurement.
- Integration.

Let's look at each process in more detail

- **Phase management** – Here, you ensure that you adequately satisfy the conditions for completing each phase, and for starting the next one. To do this, make sure that you fully understand the "gates", or deliverables that must be completed and approved by the appropriate stakeholders before you can exit a phase. Deliverables and sign-off requirements are usually identified in the Project Initiation Document, so review this appropriately during the project.
-
- **Planning** – Carry out high-level planning for the whole project at the start of the project, then do more detailed planning for each phase at the start of each phase. Ensure that you have the right people, re sources, methodologies, and supporting tools in place for each planning phase, so that you can deliver the project on time, on budget, and to appropriate quality standards.

- **Control** – It's essential to control scope, cost, and issues; and to manage time, risks, and benefits effectively. Create reports that contain the information you need to create an accurate picture of how things are proceeding. A common way of doing this is to use a Project Dashboard.

- **Team management** – As project manager, you are responsible for managing the project team. Working on a project is often different from most "business as usual" activities, and project work may require a different approach and set of skills. As such, you'll probably need specific project management training and support. And there are additional complexities in managing team members who have project responsibilities as well as other roles at the same time (see our article on Managing Cross-Functional Teams for more on this).

- **Communication** – Make sure that you're clear about who is responsible for communicating to team members, the project board, the different stakeholders within the business, and relevant third parties. Inadequate communication is a frequent problem area for projects, and it needs considerable attention to communicate well.

- **Procurement** – This is a specialist area. Many projects hire third parties to manage purchasing, particularly when it involves IT systems. Managing these third parties is often the role of the project manager. See our articles on Request for Proposal Documents and Procurement Management for more on this.

- **Integration** – Many projects do not stand on their own within an organization – they often impact other areas of the business. Make sure that you consider how your project will interface with other projects or functions.

Chapter News

We need program ideas. If you have any suggestions or questions please contact Lori Gibson at lgibson@CDCDIST.com or 859-588-5688

2013 MEMBERSHIP DRIVE

On Tuesday January 8, the IFMA Lexington Bluegrass Chapter kicked off the "2013 MEMBERSHIP DRIVE ", which means that the more guests you recruit who become a FULL or Associate member, the more chances you have toward winning a money raffle which will be held December 10, 2013 at the Christmas dinner.

Here's how it works:

- For each guest you bring into the Lexington Bluegrass Chapter in 2013 and then who become an IFMA member, you increase your chances of winning money!
- The Membership Drive will be held from January 8 – December 10, 2013.
- When you recruit a new member, please have them mention your name to Membership Chair Mary Martin and she will enter your name in the drawing.
- There will be 4 cash prizes - $250 / quarter!! ($1000 total)
- There is no limit to the amount of entries / member and a member can win the raffle up to 4 times! (The raffle will be held at the annual Christmas dinner for all four quarters.)

If you need any further information, members can contact Mary Martin, Membership Chair, at 859-809-9276 or mmartin8861@hotmail.com

Fun Facts

Banging your head against a wall uses 150 calories an hour.

Quote

I am a firm believer in the people. If given the truth, they can be depended upon to meet any national crisis. The great point is to bring them the real facts.

Abraham Lincoln

If you have any questions or suggestions for the newsletter please contact Debbie Bryan at ifmabluegrasschapter@aol.com or 859-381-4719

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