

Women in Project Management: Leaders in Charge

Running Projects with Authenticity & Integrity

This session was part of the 2012 International Project Management Day events.

The participants are:

Naomi Caietti, from Northern California this year's Chair for International Project Management - Women's Theme

Deanne Earle, from New Zealand. Deanne's expertise is in the Change Management and she also brings us an international project management perspective. And ...

Vicki James, a Project manager and Business Analyst (PMP & CBAP) to help us understand the role of Business Analysis in projects.

Led by Martin Chernenkoff, Naomi, Deanne, and Vicki discuss:

1. *Challenges of connecting the project with the business...*
 - Projects are about making the "Business Better"
 - Who really owns the project? The Project Managers Role / The BA Role / Using Business Analysis
 - Change Management / Project Transitions
 - Leadership in Projects / Stakeholders
 - Growing your resources
2. *PM Processes – Tools & Techniques that deliver value*
 - Retrospectives / Lessons learned
 - A Deming Approach to build quality / Defect Improvement
 - Making Changes **NOT** Repeating Poor Practices
 - Building Relationships with "Soft Skills" / Active Listening
 - Courage – Speaking up for your project for improvement
 - Stakeholder analysis
 - Risk analysis and escalation
3. *Strengths, Challenges and Opportunities for Women PMs*
 - Confidence & Leadership / Impostor Syndrome
 - Personal Growth / Leading with Authenticity & Integrity
 - "Rolling up your sleeves" Work with your team
 - Empathy and Active Listening
 - Women are Self Aware / Emotional Intelligence
 - Building Relationships & Communications Emotional Leadership – Strengths & Weakness
 - Levels of Assertiveness & Aggression Perception / Personal Egos
 - Conflict & Conflict Resolution / Taking risks
 - Bullying in the workplace / Demonstrating Expertise
4. *How women need to lead with their "Strengths Zone" & come out of their "Comfort Zone"*
 - Soft Skills Coaching & Mentoring
 - Personal Growth & Development / Career / Skills Development
5. *How women can be Results Orientated / Competitive / Healthy Conflict*
6. *How women can influence /hinder their own success*
7. *Is there a gender gap? Media coverage of high profile women appointments to C level positions*
 - Is it changing? / Is it being addressed?
 - Women in Management positions / Perceptions
 - Fear of failure / Supporting each other / Role Models
8. *Work Life Balance / Becoming a Project Manager / Approaches to Project Management / Mentoring*
9. *Growing Women Leaders – Advice for women entering the field*
 - Actively learn your craft / Personal and career growth / Care about your Professional Development
 - Network, Network, Network / Social media / Professional Events
 - Know your strengths / Know your areas of personal growth
 - Best leaders make those around them shine and allow for their growth
 - Lead with your own leadership style but Show a willingness to adapt
 - HAVE FUN!! Enjoy yourself and laugh!

Martin Chernenkoff:

Good Morning, Good Afternoon and Good Evening, wherever you are and welcome to “Women in Project Management - Leaders In Charge!” This presentation is a Panel Presentation. We’ll feature a number of good leaders in Project Management and it’s part of the International Project Management Day on November 1, 2012. Our agenda for today will be: Introductions by myself, Martin Chernenkoff, a word from our Sponsor, Frank Saladis, and then the introductions of each of our panel members followed by the discussion and a wrap-up.

Our sponsor for today’s presentation is Frank Saladis, PMP. Many of you may know Frank Saladis from the International Institute for Learning (IIL). Frank is a Senior Consultant Trainer for IIL and he is the originator of International Project Management Day. He is the author of several highly regarded books within the Project Management community. He is a speaker and a trainer. And for those of you who possibly had the opportunity to see him on YouTube, Frank is the composer and performer of the Project Management Blues. And now, Frank, few words from you, introducing today’s International Project Management Day presentation.

Frank Saladis:

Thank you, Martin, for moderating this very interesting and useful panel and I’d also like to thank the panel themselves, especially Naomi, for organizing the panel, and to Deanne and Vicki, for taking their time to share their ideas and their knowledge about project management and this idea, women in project management. The purpose of International Project Management Day is to recognize project managers for their contributions to their organizations. Everyone, everywhere, experiences the results of project management everyday - so it’s fitting to have this day of recognition. The topic of women in project management was selected as a major theme this year mainly because we want to enhance the awareness of opportunities in the field of professional project management. And we want to especially focus on that area for women who are considering their career options. So, I’d like to extend my personal thanks again to the panel and to Project Managers everywhere for their continued dedication in this very fascinating and ever growing field. And with that, I’d like to turn this back over to Martin, and enjoy the rest of the day.

Martin Chernenkoff:

Our panel today consists of myself, Martin Chernenkoff, and three (3) world-class women Project Managers. The panel represents sixty (60) years of global experience. We have people from North America, Europe and the Pacific. These are global thought leaders, speakers and authors, one of whose objectives is to advance the women in Project Management through their speaking and authoring.

Let me start by introducing you to Naomi Caietti. Naomi is the Chair for the Women in Project Management Theme for International Project Management Day. Naomi’s focus is on Leadership. She is a Blogger, a Speaker and a Contributing Author to a number of websites and is very involved with PMI. Good afternoon, Naomi.

Naomi Caietti:

Thanks, Martin, it’s great to be here today.

Martin Chernenkoff:

Next on the panel is Deanne Earle. Deanne is the Author of Unlike Before. Unlike Before is her philosophy, her company and her blog. Deanne's main focus is on Change Management. She has created a model, called the ATI Model - Alter, Transform and Integrate. Deanne brings today a global perspective. She originates in New Zealand, as you may notice by the accent, and is currently working and living in Italy. Good afternoon, Deanne.

Deanne Earle:

Good morning, Martin. Nice to be here today with yourself and the other panellists.

Martin Chernenkoff:

I'd like to introduce you to Vicki James. She is with the Professional Project Solutions. Vicki is both a Certified Business Analyst (CBAP) and a Certified Project Manager (PMP). Vicki's focus is on Project Sponsorship in which she is co-authoring a book which will be available next year. Good afternoon, Vicki.

Vicki James:

Good afternoon, Martin. Thank you for the introduction and thank you for moderating us today.

Martin Chernenkoff:

And thank you. Finally, myself, I am Martin Chernenkoff, PMP. I am the founder of pduOTD.com, Website for Professional Development. I am an IT Project Management Consultant, and a Project Management Trainer. And I was introduced to this fine panel of Women in Project Management through social media. We're all involved in Twitter, through the #PMOT, and the #PMChat and we were introduced to one another through LinkedIn.

(Contact information below)

Our first question for the panel

You're all involved in Project Management and what we're seeing in a lot of discussions in the Project Management Forums and in the Congress relates to Project Management and Business Strategy. How can PM's ensure that the projects remain connected to the business? It is really important in today's economy that we provide value. Come on in, we ask first Vicki, you have both the Business Analyst Perspective and a Project Management Perspective on this. What do you think PMs bring and how can they ensure that the project is connected to the business?

Vicki James:

Well, there's a couple of different aspects that I think are very important. It begins with Stakeholder Management and making sure that we identify those business stakeholders that have the information we need and are willing to provide it throughout the project. Also, include some elements of Stakeholder Education to let the business know that we will need their participation when it comes to eliciting requirement, when they have the projects going. They gonna get more value from the project the more they participate in it. So, there's that element of Stakeholder Education. And then, finally, utilizing the role of the Business Analyst. The Project Manager doesn't have to do it all. I mean, in many of our projects, that's just too much Stakeholder Management and too much Document Management and everything else to deal with.

The Business Analyst have many of the same skills as the Project Manager do as far as interviews, soft skills, talking to stakeholders, and that type of thing, but we also have really the full set of items that we can use to help elicit and communicate the requirements we're hearing from the business. So, leveraging that skill set on the project is going to go a huge way to helping bring that together So just to sum it up, part of it is the Stakeholder Management and Education and then also using Business Analysis on our teams to help tied up in and bring it to the forefront of the project.

Martin Chernenkoff:

So, a couple of key points I heard there was, one is, not for the Project Manager to try to do it all and to use the Business Analysts. Now, BAs have specific knowledge. My background is PM. I know about the Project Management Body of Knowledge. Is there anything comparable in the BA world?

Vicki James:

Yes, there is. There is a Business Analysis Body of Knowledge that the International Institute of Business Analysis has put out. The IIBA is relatively new and was founded in 2003, but much of the work they're doing parallels what PMI has done just for the business analysts.. So, they do have the body of knowledge. They do have such Certifications and the resources. The direction they're heading is very much comparable to the PMI just with the Business Analyst as a profession in mind.

Martin Chernenkoff:

Okay. That's something we can look into. Thank you.

Deanne, your perspective is Change Management and how the projects in today's economy relate to Change Management where we're changing processes, we're merging companies – there are new fields that are evolving - Companies are finding that the business they were in isn't the business they need to be in. How do you think PMs can help the projects stay connected to the business, with Change Management?

Deanne Earle:

Yes, there's the very important fact of the event and point that you just made Martin is about how organizations are changing and they need to shift from how they are today and what they're doing today to what tomorrow as business as usual will look like. And it is very important for project managers to recognize and realize that projects are not theirs, they are not the Project Manager's project, they belong to the organization. And the reason that the Project Manager is there is to deliver the outcomes for the business.

So, it's very important to remember that there is the whole purpose of why they are there. While the project itself might start be an individual purpose and maybe one of the activity for specific contribution is not the individuality and one-offness is not an isolated or insulated case. So, it's always to deliver what the business made. And I think sometimes, that case is a little bit forgotten, your stakeholders are very important, as Vicki was saying, because of their needs.

However, it's what the stakeholder needs in order to deliver what the organization is looking for, for tomorrow's way of working. So, all projects are about change and it is very important for Project Managers to remember that nothing will stay the same and they must be able to shift and morph, as well while they are managing the effects that change will bring. Projects are not initiated for today's ways of doing business to stay the same, otherwise, the organization will never transition and transforms into what it needs to look like for tomorrow.

Martin Chernenkoff:

Do you find, in projects that you've worked with, do you find that the business actually knows what it needs to do in terms of change management or does the PM and the BA bring some of that domain knowledge and specific change management knowledge to the project?

Deanne Earle:

Yeah, you know, I think that a little bit of a psychological hang-up around change management. Change Management is very important because organizations are people, right?

Without people, organizations don't exist. And people get used to, and we all will do ourselves as Project Managers and leaders. we get used to the way that we work, and the things that we have to do, the way that we go about doing them. And the requirements organizations have of us to deliver those things. So, we get used to a way of working and changing ourselves is a way a challenge.

However, I think that the concept of Change Management perhaps, can be a little bit, sometimes, a little blown out of proportion. So, it's more about how we manage people from one thing to another rather than how we help them transition themselves from one place to another place. So, when you start using different words and different language, then you stop, perhaps talk less about Change Management and more about transitioning forward and transitioning for the good of the business.

It shifts things in people's minds and it allows them to understand what that movement is about and what it can help create and generate for the organization for whom they work. So, really, Change Management and understanding, these are the things that we need to do. And the sequence we need to do them and how we need to make sure we keep moving forward towards that ultimate goal is very important.

That is managing, the process - we want to be able to bring people along that passes well – and that's where transition is, I think, is one of the most important things about, around for effective and efficient change to happen.

Martin Chernenkoff:

It sounds like the term transition may also create less anxiety than Change Management.

Deanne Earle:

I think you're right, Martin. I think that's a very good point. It says it can reposition people's minds of what's happening and why it is happening, which is really the ultimate, isn't it? The organization has to move from where they are now to where they need to be for business reasons, for them to be able to stay in business.

You have to transition the organization as well as the people within it. So, I think using different words is very important there. And the PMs can help that and help keep their projects connected to the business by using different types of languages as well, and understanding the motivation of the stakeholders where they fit within the organization's Agenda, what their own agenda's are and understand those. But also, not necessarily understand them so they can change the project to fit those Agendas but to be able to relate those Agendas to what the project is there to deliver.

Martin Chernenkoff:

Okay. Naomi, you bring to the panel today a perspective on Leadership. And the discussion that I just had with Deanne, it sounds to me like we're going to need some Leadership to be able to effect Change Management as opposed to simple management. So, how do you think that leaders or project leaders or leaders of the project can help ensure that the project remains connected to the business and to the people?

Naomi Caietti:

Thanks, Martin, for asking that question. You know, Vicki and Deanne certainly laid out the foundation and the reasons why a business lead is so critical to a project. As a Project Manager, when you are assigned to a project, you really need to let your sponsor know that you require a business lead to be a key resource on your project.

You know, Business Analysts are so essential in this role and unfortunately, it's been my experience that Project Managers get stuck in this role. So, organizations really need to understand the importance of this role because really, you know, as Deanne and Vicki said, a business lead should champion the business requirements. They should be very involved in testing and end-user acceptance. They need to be a very close partner with the Project Manager and they really need to rally the Business Team.

When you have a Project Manager that gets wrapped up in that role and has to, trade hats off between the two, the Project Manager is not staying focused on really what their role and their job is to do. So, to that end, I would say, mature PMs will work to defer this to the business, and Business Analysts in the organization, if they could bring those resources to the project. They are going to have to rise to the occasion. What will happen in organizations who aren't or who don't have mature Program Managers is that they are going to be challenged in this area. And unfortunately, this could lead to signs or symptoms of project failure. So, I think that what you need to do as a Project Manager is you need to make it focus to go take a Business Analysis class. Add that to your personal development plan. I think the other thing like Vicki mentioned, you need to get very involved in your local IIBA Chapter. Attend those meetings. Invite some of your resources to attend those meetings because I think, as a Project Manager and a leader, you need to grow resources in your organization to be Business Analysts that you can utilize and rely on to be key members of your project.

Martin Chernenkoff:

So, we've seen three (3) perspectives on Project Management: How Project Managers can connect the project to the business: the correct Business Analysis, Change Management; and Leadership.

Vicki, do you have something you wanted to bring into this?

Vicki James:

Yes. So, both Deanne and Naomi touched on that. Projects today are about making the business better. You know, before the dot.com bust, before the latest recession, there might have been a lot of technology projects for the sake of technology, but now, our focus is more business.

Now, one thing we have to remember when it comes to IT projects that, your Project Managers are thinking IT solutions on the forefront, but it's not always an IT solution that's going to meet the business need. So getting that other perspective and having those conversations is going to make sure that the time we do spend developing those solutions really does address the core business needs and isn't some other type of band-aid or fix.

Martin Chernenkoff:

Well, thank you very much. Having discussed how the project remains connected to the business, I'd like each of you to take a moment or two to tell me what are your favourite or the best practice Project Management processes, tools and techniques that you found that help you to connect to the stakeholders and to deliver value to the project. We'll go on reverse order; I'll start with you Naomi.

Naomi Caietti:

Okay. Well, I think, one very good best practice that I've used and I've seen used in other organizations like Hewett Packard, is something called retrospectives or what we know as 'Lessons Learned.' These should be done throughout the project and allow you to engage your team and stakeholders to share feedback. And it's kind of like using the Deming approach: You're gonna plan, you're gonna do, you're gonna check, you're gonna act. So, it should become an integral part of your project. So that, organizations who can focus on more mature Project Management methodologies going to help them build on their quality. They can implement more rigor and change management that will be necessary so that as you take these lessons learned you gonna play them to effect process and defect improvement, as well as, you can be able to gather metrics throughout the project.

Martin Chernenkoff:

I absolutely agree with you, Naomi. It's been my observation that all too often lessons learned is a document created at the end of the project and then shelved indefinitely. If companies use them better, they can certainly gain significant value. I think that can also be said for lessons learned from other companies. And that's part of why we are doing professional development today.

Deanne, can you offer some Project Management processes and some lessons learned from your extensive experience?

Deanne Earle:

Yeah. I think one of the big ones actually, is poor practices or practices that perhaps don't work are repeated. So, more often than not, lessons learned or retrospectives tend to bring up the same things over and over again. So, I think a big lesson from that, as you say Martin, don't just do the report and file it away. Actually, do something with it. Take those things that didn't work or perhaps could be improved to works that are great or whatever way you want to package it, and actually, action something, do something about it. Don't just say, 'Oh, that wasn't so great' but then do it again. That's not the purpose of a retrospective; you really do have to make some changes. I think also, another very important technique that PMs and Project Team, in general, can make huge use of soft skills; need to really make good relationships.

Relationships are very important. And make sure that you're listening to things and watching things, that are subtle, that are not necessarily seen, body language, things like that. Active listening as well as developing and honing soft skills are very important techniques that Project Managers can use and their Project Teams can use to support the sound processes and tools. And, don't be afraid to speak up for your projects.

Don't be afraid. You are there to lead this and to deliver an outcome. It's part of your role to challenge others and to be comfortable to be challenged yourself. So, those are also ways that you can actually enact change yourself, and make a difference to those things that you learned through your retrospective, that didn't work very well, to improve them and make them better next time.

Martin Chernenkoff:

I agree. Vicki, you have straddled both the Project Management and the BA worlds, you must have a lot of processes and tools at your disposal.

Vicki James:

Probably a few too many to go into here, but its in both Bodies of Knowledge include stakeholder analysis is such a critical piece. Its not just about doing that analysis up front but making sure you revisit it because sometimes people's interest have changed or new stakeholders come up. So, just as you review your risk register, going back the stakeholder analysis on a regular basis can help you identify something early on. Then also like Deanne's point about being able to let people know if you need help. You know, there's a risk because somebody is not attending a meeting or you have the wrong representation. That might be a risk that you need to record and address. If it doesn't get addressed in that way maybe something has to bring it to a higher level to escalate. But the thing we have to keep in mind for all of these is watching the best interest of the project, with the project success being reliant on bringing value to the business.

Martin Chernenkoff:

Your suggestion is that the Stakeholder Analysis ties into the soft skills that Deanne was mentioning and I think, probably, frequently comes up in the retrospectives that Naomi was discussing with us.

Thank you very much panel for your discussion of the business side of Project Management. I want to ask you some questions specifically about Women in Project Management, some of the challenges that women face and also some of the opportunities that are there for them.

Naomi, I want to ask you first about leadership within the title itself, Project Management. But we're seeing so much nowadays about how they need to provide leadership to their teams. How do Women PMs do this with confidence? And also, if you could touch briefly on Impostor's Syndrome where women sometimes feel that they are put into a position more through luck than through recognition of their skills. How do Women PMs provide that leadership without falling into that trap?

Naomi Caietti:

Well, this is really key area that I think, as a woman and Project Manager; you really need to focus on your personal growth in this area. I think women really need to lead with authenticity and integrity. Women have great soft skills. So, we're good at building relationships. You need a focus on your organizations and on your projects on building relationships that create partnerships. You need to communicate with confidence and clarity. You need to do this up, down and across the organization. You need to be able to change your communication styles to meet your audience. And with your Project Team, you really need to be willing to roll on your sleeves during crunch times. You're working on this project for a while. Your team has been working hard and you really going to really show your leadership by rolling up your sleeves and getting in there with them and letting them know that you're behind them, that you're there listening, to remove any barriers and resolve any problem and just to make sure that they can keep the project continuing to move forward.

So, really, you know, as leader, you just show up and be present for your team every day. You need to have an open door policy and when your team comes to you with problems and issues, sure, you're busy and it's easy for you to tell them to come back and make an appointment, how about tomorrow. But, I think just a little empathy and active listening goes a long way. People show up at your door and make time or take the time to talk to you. Just actively listen and listen for the messages, watch the body language. You'll gain a lot from those interactions with your team. And, I think, that you should always be self-aware. This is the key tenet of emotional intelligence that women are great at. And I think its gonna help leverage your influence on projects and in your organization and it can allow your key strengths to really shine.

Martin Chernenkoff:

Is there a perception amongst Project Teams that a woman leader would bring as a specific style or specific strengths that she may have that wouldn't necessarily be there with their male counterpart?

Naomi Caietti:

Well, you know, I think, certainly, you know I've come to talk all about these soft skills, the listening skills, building relationships, showing empathy, you might not find these with your male counterparts as much, I hate to say this but I think sometimes it's looked on as a sign of weakness but you know it's kind of you're showing the more of the emotional side to

yourself. But people are people. And people are your most important asset in your organization. And that's another reason why women are really a key in your organization, and on your projects, to be leaders and should be looked on and thought of in that way. Really it's what men and women bring to the table. And it's applying leadership, and I think, that men and women have to step up to do that and focus not only on soft skills but on hard skills. That will take you a long way to be a successful Project Manager.

Martin Chernenkoff:

I think the PMP Certification says that we have the hard skills, the technical skills. I think the differentiator in many cases, is the soft skills (unfortunately named, in my opinion), but definitely a differentiator. Deanne, you co-authored a chapter or written a chapter on EQ (emotional intelligence) for an upcoming book. Can you talk a little bit about that?

Deanne Earle:

Yeah, I have. And very interesting topic actually, because it's all about human dynamics, isn't it. So, again, there are lots of different words that I guess you can apply about and be interested in human dynamics, whether psychology or more emotional intelligence or normal everyday behaviours.

It's quite fascinating to watch people at work and also socially, and how sometimes that contrast can be quite substantial, help people behave in different situations. Emotional intelligence having even a little interest than help people tick, is really important in leadership. Because as well as wanting to achieve what the organization needs you're also wanting, I guess, as a leader and whether it's a project or anything else, to help people achieve what they want to achieve.

So, that's really important to understand how people tick, where their hot buttons are, what turns them on. And in a business scenario, how can you as a Leader and a Project Manager get the best out of them for what it is you're delivering to the business but also, for themselves because people also need to develop and grow in their own right. And the soft skills are really important there. That includes, of course, to be able to build relationships. How you communicate with people. One size doesn't fit all. The underlying message maybe the same but how you deliver that, and how people receive that message is different, depending on the situation and the person.

Good leaders, as well, understand that they don't have all the answers. They appreciate they don't have all the answers. So they are quite willing to have people around them and build a strong team of people who in some areas know more than they do and are better at what needs to be done than the leader themselves. And that means they are going all in the same direction and have a contribution to make and that's very important.

I think the key is part of that and I think Naomi was touching on sometimes women leadership roles are viewed as perhaps weaker than their male counterparts. And I think though that one of the strengths of women is about being help people behave differently and in their capability to be firm yet fair. So, strong leaders are able to say, we're here to do our job and this is what we need to achieve, and these are our boundaries, however, I am open to what and how it is that you think is the way to achieve and these are our boundaries that. So, that firm yet fair approach, I think, is

important and developing the soft skills around that. So, along with that comes respect, the people respect you. And you can be able to achieve quite significant amounts through those kinds of relationships that you can build and develop.

Martin Chernenkoff:

Which I think, if you want to have a Project Management career in a business, I think we need to be able to focus beyond the project and into the portfolios and programs. And I believe that with the focus on the soft skills and relationships that Deanne talked about and Naomi that a key part of that is going to be building teams for the long term. Just want to reference back to our first question, because what we're saying there is that the program also needs to connect to the business. It's been my experience that some male managers, some overly aggressive managers, can get a single project done but lose team members or lose the business capabilities because the people stay for the project and then leave shortly afterwards.

Vicki, I know that in your role as a Business Analyst, one aspect of that revolves around conflict and conflict resolutions - does it not? In terms of the requirements people say they want or have to have and what the Project Manager is prepared to commit to? I will throw this out to the whole panel, what level of assertiveness can women bring? Is there difference in the levels of assertiveness that different genders bring to the table, to meetings?

Vicki James:

Well, that's a good question. I know in my own experience, I know, discrimination in general is on the decline and becoming more rare but it is still out there. And there have been instances where, I guessed, I was bullied by Managers who don't understand my expertise. And so, you know, we have to be assertive, we have to be able to prove our expertise but do it in a way that saves face and doesn't get argumentative or such. And one way that can help you do that is, you know, find a nugget that's going to help that person see your expertise on something that's going to help them.

So, one example might be in a Business Analyst world, nobody, I shouldn't say nobody. There's team members that felt, we have, we've done requirements before, we don't know why we need you here. But when I was able to present a new tool for prioritizing they really bought into, then they started listening to me more and more.

So, being able to demonstrate that expertise and be able to stand up and say: 'Hey, I have it, give me a chance' without it turning into a debate or, you know, some type of a conflict is key there. Again, you know, having that confidence and believing in ourselves, something we can do is to take it and take a risk of responding to it passively aggressively later because we just kind of blow it off if we don't deal with it. We have to be assertive and deal with those issues as they come up.

Martin Chernenkoff:

And the way in which a woman can or addresses a conflict, the confidence that's required as Naomi was describing, the soft skills that Deanne brings to the table, I'd also suggested there's a lot of materials that are available that relates to introverts. There's another niche out there which is 'The Introverted Project Manager.' There's also much work-with relationships and soft skills to achieve.

Deanne, can you add to what Vicki had to say about the either conflict resolution or what she's describing in terms of assertiveness and bullying?

Deanne Earle:

Yeah. Just as something quite quick actually, triggered in my mind from what Vicki was saying, the difference between assertive and aggressive. Sometimes, there's a big ego thing that's in there. And certainly, as a female and feeling male-dominated area in business, I'm going to say that quite a bit, that differentiation is sometimes quite understood. So you might as a female, think you are being assertive, however, sometimes, it comes across as being aggressive.

I think one way of being able to be more confident in your assertiveness is to stay fact focused. So, if you focus on the facts then you're not, perhaps bringing emotion into it, and you're not, perhaps, battering up against those egos. In conflict resolution that can be very powerful where you're diffusing the situation a little bit by not engaging, not enrolling in the conflict itself and stay focus on the facts. What you'll need to achieve ultimately, and how, is to perhaps to come to some sort of agreement of how best to do that given the situation that you are attempting to resolve or diffuse.

So, I think, being fact focused is very important and not get caught up emotionally in what is going on. Because everyone can get that feeling of 'Oh, I've done something wrong' or perhaps 'I'm not being heard' or 'I'm not being listened to,' that 'they are not interested in what am doing or what I'm here to try to achieve.' So, taking that emotion out of that and sticking to the fact can be very powerful.

Martin Chernenkoff:

We've talked a little bit about some of the challenges and I think we've talked about some of the strengths. In terms of, yourself as a PM, receiving feedback each, what do you see as the number one thing that you would want to continue doing that you're currently doing, a behaviour, or a style that you bring to your projects. Naomi?

Naomi Caietti:

So, you know, as a woman, I still think that it is our soft skills that make us shine. It is our gifted area that women have. And there is a new book out by John Maxwell called '[15 Laws of Growth](#)' and it's just kind of a paraphrase. But I think women need to lead in their strength zone and step out of their comfort zone to grow as a leader. And that has been my, key to success. If you recognize what you're good at, you need to stay focused on that. But you also need to challenge yourself and step outside of what you are comfortable doing and try new things. Take on new stretch projects. That's gonna help you lead different kinds of projects, work with different kinds of teams, and sponsors and executives in your organization like, Deanne, she's a Global Consultant, so she's travelling, you know, to different countries, working with different stakeholders, Vicki is a Business Analyst. You see projects and organization from a different perspective, but you will never do that if you do not allow yourself to step out of your comfort zone. As women, you need to focus on the fact that you build strong in a personal relationship.

That's the gift that you have, so you need to use it. And the other thing too, women are great coaches. You coach and mentor your teams. You coach and mentor your sponsor and your stakeholders, but you, yourself, are a very coachable resource. You need to take advantage of the fact that you need to get all the insight you can when you meet your sponsor. You need to listen to your team when they are giving you feedback and you should also seek out feedback from your functional manager, too. He could help you guide through the politics and the other organizational challenges that you're gonna run into when you start leading projects that are local, regional, statewide, global. And I think the other thing that women need to realize is that, I think, self-awareness being a key tenet of emotional intelligence is where we live daily.

I think that is a good thing. I think it's a good thing that we are able to be in touch with our emotions because it ables us to relate better with others. And that's going to help us create high-performing teams. I think we also, as women, focus on results. I think women are very results-oriented and we're looking for win-wins. I think it's very positive thing for an organization. You don't want to get stuck into a quagmire, focusing on a detail when you should be focusing on getting a quick win and keeping the project moving forward. And I think that we have the ability to show a lot of empathy. So, when you're dealing with teams, you're dealing with people. And you're dealing with people in the organization. And projects are all about people. So, the fact that you're able to relate with them, that's going to really help you grow as a leader, and I think it's a positive; it's a win-win.

Martin Chernenkoff:

Yes, Yes, very much so. Vicki, you mentioned the conflict sometimes between the BA and the team or the BA and the PM. Do you think, in your experience, that men are more competitive and that there's frequently a win-lose, or winner and a loser in a conflict as opposed to women? Or is that just a stereo-type?

Vicki James:

I am not sure there is a lot of difference there. Women can be very competitive especially with each other. Hopefully, we're not going, we're being nurturing and emphatic. You know, one of the things that I like to do as a leader, whatever my role is, is to rely on the expertise of those people around me. To know that, we have an Architect because that's their specialty, so we rely on them, to help think through the solutions to come to the right answers.

As far as the Business Analyst and Project Manager, there is inherent conflict in the roles. Because the Project Manager is more focused on schedule and cost as they should be whereas the Business Analyst is trying to bring the most value to the business that they can. But I find that to be a healthy conflict. A project I worked on where you have on two strong people that are willing to debate are probably going to come up with better decisions because they're talking through all the points of both sides and gain clarification from the sponsors with great information. So, the conflict between a BA and a PM is healthy and is good for the project. But am not sure if there's any more conflict, you know, where it's male-female versus, female-male.

Martin Chernenkoff:

I just want to move us on to the next slide. We have questions on that slide that relate to this discussion, as well as how to be successful in a male-dominated field. We have already been discussing these, some of the natural strengths that women bring to project management, and some of the ways in which women can influence or hinder their own success in this particular field.

Deanne, you were involved in IT Project Management, were you not?

Deanne Earle:

Yes.

Martin Chernenkoff:

And that is a fairly a male-dominated field. How were you able to leverage your strength and build trust and let the guys know that you have the technical skills to lead the project?

Deanne Earle:

Yeah, they are interesting questions especially the last thing, about the technical skills to lead the project. Because actually, while majority of my work is related to IT projects, I'm actually, not a technical person. So I don't come from a technical background. I come from a business background and I just happen to have spent most of my career involved in IT projects, delivering IT solutions to the business. So really I come from the flip side which gives me, a natural advantage or different kinds of strengths that I can bring to IT projects.

I come at them with the business view: this is what we need to achieve for the good of the business. How we do it technically, I'm not necessarily about to challenge. What I will challenge though is how that technology will deliver what the business needs and not lock the business into a place where it can't escape from. So, in terms of my team, in confidence that they have in me again it's very much back to those relationships; a very important part of that has helped me personally through my career has been being personable - being one of the team, not separating myself out from the team and saying, *'Well, I'm the PM' or 'I'm the Consultant' or 'I'm the Leader, therefore, I'm separate from you.'* I'm not because I'm part of the Team like everybody else. And also, personally, i like to have fun.

While I'm doing a serious job and it has serious implications, I like to have fun while am doing it. So, we have conversations with people that are not business related. And one of my pet likes is eating pie. So, I go and eat pies for lunch with the guys. And yes, we have a lot of fun. We talk about stuff that has nothing to do with the project, but that builds rapport and those relationships. When there's an issue you need to challenge something or have a healthy discussion and constructive conflict about some that emanates a result, you can do that open, honest and respectful manner. And I think that really helps you, I think, regardless of whether you're male or female. But certainly, women, in relating in a male-dominated sector is, it might break down a barrier and you're just one of them, you're just one of the team.

Martin Chernenkoff:

Even though you're not specifically coding PHP or configuring the servers.

Deanne Earle:

Absolutely. But I do want to know as the PM, as the leader of that piece of work, I do want to know where it's up to, when it's due, the status of it with where the issues and what the challenges are because I need to support and help resolve those, not tell them the best way to do it. So, at least, I need them to get on with their jobs and they also know what my expectations are. So we have a healthy level of respect for skills and expertise or deliverables. So, that firm and fair approach that I spoke about earlier, as well. I'm very firm and clear about my expectations and the team knows that and that sets a very healthy scene from the get-go.

Martin Chernenkoff:

I had a Project Manager who definitely could not sit on the keyboard and do any of the technical work. But when there was an emergency and people had to go into the office on Sunday to deal with something, she was prepared, not necessarily very time, but she was prepared to go in and be with the team.

Deanne Earle:

Absolutely. Lead how you expect to be led. And just because you're the Leader or the Project Manager, doesn't mean that you, don't have to participate in the less than desirable office hours or leaves you immune to certain things - you're there to support the team and to help them achieve what it is they need to achieve in whatever way it makes sense.

Martin Chernenkoff:

And I think that some of the soft skills that Project Managers can bring to the table is that reading of people to know that even though they don't say it, they appreciate the fact that you did come in

Deanne Earle:

Yeah.

Martin Chernenkoff:

.... or they appreciate the subtleties of the conversation; the body language and the way in which people sometimes use specific words that they're saying - or not saying ...

Deanne Earle:

Yeah, that's quite clear. You might be there, not actually doing anything. But the fact that you're present says volumes, it speaks volumes. Very powerful!

Martin Chernenkoff:

I think we've had an awesome discussion about the strengths, the challenges that women face and the opportunities; the natural strength that they bring. In our last segment, we're going to wrap up the discussion with a set of questions for each of you. The questions will be on women, your greatest influence, advice to a young woman considering Project Management and your top three (3) tips for Project Managers.

So, the question I've been dying to ask the women on the panel here - is there actually a gender gap? Do you find that to be true or, are you just seen as one of the guys? Naomi, what do you think? Is there a gender gap?

Naomi Caietti:

Well, Martin, I think the answer to that question is absolutely. It still exists today. And there's probably no newspaper, no twitter feed, no commentary through Forbes or the Wall Street Journal that you won't find today talking about it. So, you know, women are getting paid less but just recently the [Lili Leddbetter Act](#) (USA) was signed by President Obama and that's kind of, I think, brought some awareness that this needs to be addressed. In an article that was put out through Planet Money, there was a radio show through the National Public Radio that talked about what American women do for work. And basically said, they had few little chart that I have found that 40 years ago, only one in three American workers was a woman. And today, it's one in two. No, I wouldn't say that you know, that's huge strides but with the downturn of the economy, we're finding that a lot of men have lost their jobs and women are the bread winners. But, unfortunately, because we make less, we're not bringing money into the household and we're not being able to spend money so we are putting it back in the economy. That's a problem. And you know, for those, you know, kind of women who are at the C level suite CIOs, CEOs, Board Presidents, they're finding that you're not finding many women in those roles either.

We're really not breaking the glass ceiling. It's still a problem that exists. And I think that women collectively just need to keep focused on stepping up to challenges. I think we need to find coaches as we go through our careers, and you wish to progress to the upper level, and we want to an executive position, I think we need to put away the idea that we need to be fearful of failure. I think if we're gonna fail, we need to fail fast and fail forward. It's the mantra for today. If you're an entrepreneur and you're trying to start up a new company, or start with a new initiative and, trying to get seed money for a project - that's important. And I think the biggest thing of all is as women, as a group out there, we need to support each other. I think that's huge. And I think for young women today, they're looking for role models. If you're out there and you're leading, step up and be a role model. And most important thing leadership is genuinely growing other leaders. That is my take on, on that topic.

Martin Chernenkoff:

Many of the PMI Chapters have a formal mentoring program. Are you all involved with your PMI Chapter? Or in Vicki's case, also the IIBA Chapter? And do you have formal mentoring programs? Vicki?

Vicki James:

I have as well, seen formal mentoring in different organizations, not so much within the PMI or IIBA, it hasn't been specific towards women. But when I worked in the State of Washington, there were different programs in the different agencies I worked in along those lines. So, I think they exist, but it's finding them.

Deanne Earle:

For me, personally, I've not been involved in any formal mentoring program. I think that there are pros and cons for those, like there are for anything. I think if you are looking for a mentor, a formal program may give you a means to access different mentors. But I think, you still have to find one that you can relate to and that works for you and the way you learn and that types of things that you want to be mentored about. As I've said there are pros and cons and formal ones. And personally, I have not been involved in any formal program such as that.

Martin Chernenkoff:

Okay. I know that recently, Marissa Mayer was named the CEO of Yahoo. And there was an awful lot of attention paid to that announcement and particularly the fact that she was a woman and a pregnant woman, as well. What did you think of that attention?

Deanne Earle:

Disproportionate, perhaps? That's focusing on her, the fact that, on her gender rather than her ability, capability and competency to do the role. I'm sure that if it was a man taking that role that would have been an announcement about the person, where they had come from, what they have achieved to date and what their goals and objectives were, and less about their family, or if their wife was pregnant or if they had a dog or, when they do their supermarket shopping.

So, I think, there are some things that the media focused attention on where that attention is disproportionate and has no bearing whatsoever on the persons capability or competency to actually perform the role being asked to do. I guess, you can say I have a strong opinion.

Naomi Caietti:

I guess my take on it is different. I heard some conversations of some young women and who are Project Managers, and I think, there is some kind of negative and positive connotations. I think, the conversations that were going around discussing Marissa Mayer's promotion and the fact that she was pregnant, and about to have a baby - it really shed light on the question "Can woman have it all?" Can they have a job, and a family? Can they create that work-like balance? Because it is a balancing act as you know.

As a mom, I went back to work and after I was pregnant and had my daughter and it has been difficult. Its kind of a juggling act. But I think, women today who are looking to either graduate from college, get a job in an organization, they're kinda looking for role models, and they're kinda looking for the fact that could she, you know, can I, you know, go to college, get a job, have a family, is that possible. And see role model out there who's doing that and now that they're talking about it. I think, kind of, you know, give them some perspective, give them an idea that women can work and have a family and be able to accomplish that. And I think that kinda give them some perspective.

Martin Chernenkoff:

We talked about the gender gap. Is there a different career path for women than for men? If there is a difference in the career path, is Project Management well suited to that type of interrupted career where, you know, you worked for few years, you're a mom for few years, then you go back into the workplace?

Vicki James:

Speaking of the gender gap, there are pockets where it still exists. And, yes, speaking of vocation for women, I think, if you get into the education, health care, social services, you see a lot more women leaders taking on that all, you know, secretary, nurse, teacher-type role. In IT, looking on the other examples, that's where becomes an anomaly and becomes, you know, worthy in the news.

Within the State of Washington, it's interesting that we've had and we currently have a female Governor. She's on her way out but here in her office, primarily you know, I think, it stands a larger proportion of female Cabinet Members. And then we have two Congresswomen here. Within the State of Washington, there's great examples every time we turn around. So, one thing I experienced last week, I was at the PMI Global Congress in Vancouver BC and they had a panel just like ours talking about Women in Project Management and I was listening to some of the chatter afterwards, and many were saying: 'Ah, there's no discrimination, I don't know why we're still talking about this.' It's like called you haven't experienced to get it doesn't mean it doesn't exist because there are those pockets out there.

Naomi Caietti:

Oh, yeah, absolutely. I've been a Project Manager in IT for 27 years. And you know, pretty much, I was either the only female or there were a few of us, so we were either, in the beginning, we kinda of in administrative roles. But then, as I progressed in IT, many projects, again I went from an administrative role to the technical roles that I led and then, a leadership role. And I'm back in the position where I'm one of only a few women in this role and working with mostly men. And so, I think that you have to get some thick skin and you also gonna have some perspective about how you're going to have that work-life balance. How you're gonna make that work for you and is your organization supportive. Do you have a good culture supporting the mission and the vision and the values and do they match your values. I kind of think that it's really all about, if you really love what you do, it doesn't matter what your profession is, it's just that, does it match with the organization that you're working for. And I think that's the question everybody needs to ask, ask of themselves, too. Because I think at some point, you need to take a look at that and consider, you're gonna transition and go into a different career path in a different industry. Because certainly, I think, as a Project Manager, your skills are very transferable to any industry, whether be IT, health care, construction, or telecom. Being a Project Manager, you really have, there's some benefits there.

Deanne Earle:

I think that's a lot to do with attitude. Sometimes if you think that there is a gender gap, there will be, you know, almost self-fulfilling prophecy. But I mean, that's not to say that it doesn't exist at all because it does.

I think that there are in a lot of places certainly in Europe, as well as other parts of the world, where lots of this is influenced culturally and that might be of less of influence in the US than the other parts of the world. But there are lots of countries where, you know, the traditional male role and that's still very prevalent in today's world.

So, there is an underlying tension if you like of a male dominated society. That's just the way it is. Women have a lot of work to do to close that (gap) themselves again through proving themselves in building those relationships and their attitudes and how they approach it enough. If they don't see there is a gender gap then they won't behave in that way, slowly, over time it changes but it does take a very long time.

Martin Chernenkoff:

Okay, well, we are seeing the top of the hour approaching. I'd like to move us on to the quickie round, if you like. First question, who is the greatest Influence in choosing Project Manager as your career? Did you choose Project Management as your career? Deanne?

Deanne Earle:

I didn't choose Project Management as my career, to be honest with you. I'm actually still figuring out what it is I want to do when I grow up. So, yes, I just think, I guess, you would class me as an [Accidental Project Manager](#). The type of skills and capabilities and competency I have and the experiences and expertise that I've developed over my years of working have lead me along that path, having originally started as a member of an ERP system implementation, I was a member of the teams. So the natural progression through that kind of work led me up to leading those kinds of projects and then on to different projects from there. So, I guess, that was more a natural progression rather than a specific, 'I want to be Project Manager when I grow up.'

In terms of greatest influence, I wouldn't say it would be around choosing that path, would be more about my professional development and my experience and knowledge than there have been some key people that I've worked with over the years that have had significant influence on how I develop both as a person and a professional in this sector.

Martin Chernenkoff:

How about you Naomi?

Naomi Caietti:

Well, I guess, am kinda also on the same lines as Deanne. I'm working on what my focus is, kind of moving towards, you know, my future career development. I really started out as a technical lead, Assistant Engineer, and Architect in Information Technology for the public sector. I found that I was tapped off to lead many projects that had an IT component for the business.

I started working in a very large data center here in California and I really got some insights into working with customers, understanding what their business needs were, what their business drivers were, and what some of the programs were that were impacted by the systems we were trying to help install for them, and that really brought home for me.

I got involved at the local chapter level and I think then, that I found my niche. I decided, well I am doing this, I love what am doing, I think it will be worth it to invest myself, to get a credential. The President of the PMI Sacramento Valley Chapter Payson Hall was pretty influential at that time. And I would say that he had the key influence in me in choosing Project Management as a career.

I joined there for the directors at that time. I was selected to be their Vice President of Communication. And I was also doing that and continuing the work for the State at the Data Center. The Project Manager at the Data Center, Karen Walker, was a great coach and great mentor. She helped me grow as a Project Manager and she was very instrumental.

So, I really have kind of two (2) key people who have worked in the public and private sector. They are practitioners. They have the passion for Project Management. They were great models for me and that really helped me realize how I, as a leader in the Public Sector could grow my skills to be a better Project Manager. And so, I think, now, I'm focused. My goal today is paying it forward and sharing with my community of Project Managers, and to help grow it one Project Manager at a time.

Martin Chernenkoff:

And I think you've done an awesome job with the Women's theme, the Women in Project Management for the International Project Management Day for which this panel discussion is a seminar, a presentation for that. Vicki, you've chosen both Project Management and Business Analysis. Why? How did you fall into that?

Vicki James:

Well, I got into IT back in 1999. I had been a power user of the State's budget systems working as a Budget Analyst. And I knew I wanted to get into IT. So, when there was a position open for a Product Manager that was, half Business Analyst, half trainer/help desk, it was something I really was interested in doing, helping grow the systems that they used for budgets. As I got in there, I saw, you know, learning more about projects and how they're running. I knew I wanted to go into that Project Management direction. So I did take a Certification class. But where I really turned the point was, I met a friend in the class Sandra Moss that concluded 'hey there's a PMP Certification, I think we should go take the test.' And like, 'Okay, whatever. You know, I can use some alphabet soup behind my name'

But the reason I say that was a turning point because it was actually going through the PMBOK using [Rita Mulcahy's book](#) for studying them like 'Wow, there's some really good information to help my projects to run more smoothly.' So, really, when you look at the influence, it's all of those people that have contributed to the PMBOK and to the knowledge base made me go 'Oh, I get it!' And I can see how we can bring more value to the State by doing projects more efficiently and using the best resources. That's how I got into the Project Management. It wasn't until I left the State to start a solo career that I thought, well, finally, I gonna be out there and try to market myself and be in the business analysis because I'm still looking for that certification.

And then the same thing happened when I started looking at the Business Analysis Body of Knowledge (BABOK) and I took an ESI course to help me prepare for that exam. It's like, 'Wow, there's great stuff out here, it didn't exist when I first became a BA since IIBA is so new. But it was like, this is just great information and I don't have to make it up on my own. I can rely on the expertise of the one ahead of me.

People ask me today, which do I like better a 'BA or a PM?' And they have different attractions for me.

I love being a BA. I love, you know, helping people think of new ways to solve problems, thinking out of the box. I mentioned earlier that, you know, sometimes the solution isn't an IT solution. And I love when, you know, you can help somebody come up with the "Aha!, Wow, we can do this" without being an huge investment or if we're making an investment, at least, we know what our other options look like.

And then I enjoy the PM because I like seeing something come together and then seeing something informative and in knowing that I help provide the leadership and the actual active leading the team to work together to produce the results there.

They are both, you know, strong for me. If somebody would make me choose one over the other I don't know that I could at this point. I will say, however, when I wear both hats, that seems to be problematic too. Like what we talked earlier too, about the PM/BA conflict, I would be in conflict with myself... So, I do like to be in one role or the other versus trying to manage both.

Martin Chernenkoff:
Deanne?

Deanne Earle:

Yeah, top top three (3) Tips. It's difficult to restrict to just three (3), isn't it?

I think my first one would be about:

1) *Know your strengths BUT equally recognize your weaknesses*

That's very important to do that. By knowing and recognizing those is to keep learning the things that you know, because you know by the books and you have the experience its the end of your learning exercise keep going.

My second one would be:

2) *Always show a willingness to adapt.*

Not every situation is exactly the same. Even if the organization processes and issues and challenges are pretty much the same, the situation will be different. So, you need a willingness to adapt.

And my third one, which may be a surprise to everybody is:

3) *TO HAVE FUN!*

Eat some pies but have fun and enjoy yourself and laugh. Don't forget to laugh. Not particularly project management based. It's human based than professional based. With those you will gain a respect and understanding the situation and enjoy your career whatever path you choose to take.

Naomi Caietti:
Those are great Tips!

Martin Chernenkoff:

Naomi? What kind of pie are you after?

Naomi Caietti:

I especially want to know about the pie. But it's true. I really truly believe that you really need to enjoy and love what you're doing and fun should be a big part of it.

But I think my tips that kinda bit have come home to me is that:

1) *You need to lead under your own Leadership style.*

You may have a, you know, functional manager or you may be working for a Chief Information Officer in IT and they have their own leadership style. But I think you need to try to develop your own because you shouldn't try to lead under someone else's vision and values.

And I think, number two would be:

2) *You need to focus on growing yourself.*

No one else should be responsible for your own personal development but you. And don't wait on your organization to set up a training plan for you. Don't wait for a class to be offered. You should be actively looking for opportunities. You should be focusing on, reflecting on where you need to fill gaps in your skills sets. And you should draft a personal development plan to set out some key goals and objectives on how you're going to get there.

And number three, I think, I can say this enough:

3) *You need to Network, Network, Network, - Network everywhere and in anywhere you can.*

Social media is a great place. You should be on Twitter. You should be on LinkedIn. If you have a local chapter that you can attend meetings, definitely go there and meet Board Members, meet people from the community. And if you have the opportunity to attend Project Management Institute leadership meeting, if you're involved in the chapter or a Global Congress, find the way to go. I

t will be the most, enlightening experience. Because you'll meet people all over the world, you're gonna gain different perspectives and you're gonna come home with a fresh perspective for yourself.

Martin Chernenkoff:

Those are some awesome tips and I hope that we take them all to heart. I want to leave the last words to you then Vicki - on the three Tips, anyways.

Vicki James:

Oh, well, I can kind of shorten it by just saying ditto on 'all of the above.' I think, Naomi is spot on. And I often count to people that nobody is going to take your career seriously as you. If there's training you want to do and they're not going to pay for it, then you may need to consider taking that from out of your own pocket because you may not be with that employer year from now but it's what skills you can gain so that you can be in a job, in a profession and in a career that suits you well. And sometimes that may mean taking on in that responsibility in that expense. It is very important.

Also, one of the things I'd like to add is:

1) That, as Project Managers, it's really important that we help the people around us shine and to grow in their expertise.

The more that their expertise lends to the project, the more they shine, the more you do as a leader. I think, often, you know, there is a tendency that one wants to try to do it all, or can handle everything, or be as smart as everybody else in the room. But that's what the best leaders do. The best leaders say, 'I want to hire people smarter than me.' The reason on top of this is that I don't have the need to know or have responsibility to know to help round out this team to be the best that it can be.

Martin Chernenkoff:

Awesome! I would like very much to thank our panel for a coffee-cup style conversation about Women in Project Management. I see that we could easily extend this to dinner and dessert and talk well into the night but we do need to wrap up the seminar for those people listening.

I just want to re-introduce you to the people of the panel:

Myself, Martin Chernenkoff, my bio is here and my website is pduOTD.com which is the Professional Development Unit Of The Day.

Naomi Caietti, this year's Chair for International Project Management. As I've said earlier, she is a Blogger, a Speaker and an Author of many, many articles. She has come to us today from Northern California, well worth taking to look at her website and her blog articles.

Deanne, thank you very much for speaking to us today from New Zealand and helping us with that international perspective, with the Change Management Perspective. Deanne's blog website is called, 'Unlike Before,' and focuses on and tells you about her philosophy and her company.

And finally, Vicki James, a PMP and CBAP. Her website PPS Solutions.

Thank you very much to all the panel.

And also thank you to our technical person Samad Aidane for providing the recordings today. Samad's website is the Guerilla Project Manager, a very worthwhile resource for Project Managers.

Thank you very much for your time today. If you have questions for any of our panellists, the presentation includes their websites and also their email address. We're all very open to your comments, questions and contacts. Thank you and that concludes our Seminar for today.

(See last page for contact info)

Connect with the panel members:

- **Naomi Caietti PMP** ([LinkedIn profile](#)) [@Califgirl232](#)
 - IPM Day Chair WIPM Theme
 - Enterprise Architect Coach & PMP
 - Naomi's Blog – [InSightOfALeader.com](#)
- **Deanne Earle PMP** ([LinkedIn profile](#)) [@UnlikeBefore](#)
 - Expert International Project Management
 - Project Fixer who Empowers People
 - Deanne's Site [UnlikeBefore.com](#)
- **Vicki James PMP CBAP** ([LinkedIn profile](#)) [@VickiPPS](#)
 - Expert Business Analysis & Project Management
 - PMP CBAP Author Speaker Trainer & GURU
 - Vicki's Site [Project-Pro.us](#)
- **Martin Chernenkoff PMP** ([LinkedIn profile](#)) [@EdmontonPM](#)
 - Sr. Information Technology PM Team Development & Mentoring
 - Supporting the community of PMs BAs and Agile/IT Professionals
 - Founder [PDU Of The Day](#) encouraging Continuing Professional Development

Special Thank You's to:

Samad Aidane PMP ([LinkedIn Profile](#)) [@samadaidane](#) for making this presentation possible! Samad produces the [Guerrilla Project Management Podcast \(subscription link\)](#), and his technical expertise & coordination were invaluable to this project. His BLOG [Guerilla Project Management](#) is recommended reading for all PMs! With over 15 years of IT experience Samad is also a sought after PMI® Global Congress speaker on the mindset that Project Managers must adopt to be able to effectively manage today's complex projects.

Frank Saladis PMP ([LinkedIn profile](#)) - *Creator of [International Project Management Day](#)*, is an accomplished leader in project management. Frank was PMI's 2006 Person of the Year and has been very involved with the PMI as the president of the NYC PMI chapter for ten years. He is the author of [7 published books](#) and has entertained countless audiences with project management songs as his way of sharing his humor and passion for project management.

[Click to Listen to Frank's "Project Manager Blues"](#)

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