



## NEWSLETTER INFORMATION

Published nine times per year (September – June) by the Minnesota Information Professional Society. We welcome materials for publication (articles or news). Submit materials on disk or via E-mail to:

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## NOTE MEETING INFORMATION

**MEETING PLACE:**  
**Holiday Inn – Bloomington**  
**35W at 94<sup>th</sup>**  
**Phone (612) 884-8211**

**Meeting Times:**  
5:00 PM Social Hour  
6:00 PM Dinner  
6:45 PM Meeting & Program  
8:00 PM Adjourn

### For Reservation Call:

John Belich  
by November 16<sup>th</sup>  
and choose:  
Turkey or Beer-Battered Cod

Tel: (651) 634-1440  
or E-mail:  
[john.belich@tech-pro.com](mailto:john.belich@tech-pro.com)

\$20 Members  
\$25 for non-members

## Dinner Meeting NOTICE Tuesday, Nov. 20, 2001

Joint Meeting of

**Minnesota  
Information Professional  
Society  
And  
ACM & ASM**

Speakers Topic:  
**“A Practitioner Perspective  
on CyberCrime Fighting”**

Speaker:  
**Dr. Bob Burkhart**

### Topic Information

Bob Burkhart (LCdr USNR-Ret.) will share case studies showing how fast-track deployment methods reinforce ongoing collaborative efforts between public and private sectors to fight CyberCrime. The global mission and vision driving this "Virtual InfraGard Collaborative" efforts rests on Understanding, Coping, Investigating and Resolving crime incidents plus Litigation Strategies.

### Speaker Profile

Mr. Burkhart is a principal in ACCTTS, LLC, which designs, develops and delivers training products supporting the FBI InfraGard Outreach Program for the National Infrastructure Pro-

tection Center ([www.nipc.gov](http://www.nipc.gov)) plus other e-Business and e-Commerce marketplace initiatives.

ACCTTS builds on prior "lessons learned" by professional association supporters, concerned multi-national firms, communities of interest and regional program co-sponsors. This session provides "road-maps" for deploying similar efforts in other regions.

Bob (RJ) Burkhart - LCDR, USNR-Ret. works with Information Resource and Information Security Management (IRM & ISM) emphasizing business system productivity, quality, and protection. His focus is on business disruption avoidance and scenario-based team training. Cdr. Burkhart received his M.S. in Information Science from the University of Hawaii - Manoa and a B.S. in Business degree from the University of Kansas. He completed the Mini-MSDD with Graduate Programs in Software at the University of St. Thomas in 1992. Bob is a long-term member of MnIPS and currently serves as Secretary of the organization.

## President's Letter

Happy Thanksgiving! I want to thank all of you who attend

and/or help out at all of the MnIPS events, including monthly dinner meetings, educational seminars or the annual golf outing in June. A special thanks to Bill McTeer and Sylvia Wiebe for being our 2001-02 webmasters, continuing the fine work started by Gary Kobs at "[www.mnips.org](http://www.mnips.org)" the past 2 years.

We held a board ELECTION at the October 16<sup>th</sup> meeting and the following officers were chosen for the 2001-02 year: President – Dennis Cummings, Vice President – Gerry Lindner, Secretary – Bob Burkhart, and Treasurer – Joe Perzel. While we have officers and committee chairs in place for the year, we always welcome assistance from the rank-and-file. If you have an improvement idea or you are interested in helping us out at MnIPS events, please call me at 651-205-2632.

The MnIPS education committee will host an all-day seminar on Wednesday, November 7, called "The Future of CRM". Krisan Partridge and Joe Perzel are coordinating this event at Metropolitan State University in St. Paul. Please look for their article in this issue or in a separate mailing soon for more information.

I look forward to hearing our November 20<sup>th</sup> meeting's speaker, Bob Burkhart, who will speak on "Cyber-Terrorism". Thanks to our October 16<sup>th</sup> speaker, Todd Hudspeth of Espiria Consulting, who talked about "E-commerce and Intru-

sion Detection". Thanks also to our September 18<sup>th</sup> presenter, Tim Stenerson of Harbinger Partners, who spoke on "E-commerce Project Management". For a summary of Tim's talk, please read the regular meeting review column in this newsletter.

I hope to see all of you at the November 20th meeting!

--Dennis Cummings, MnIPS President

**You're a TM, I'm a  
PM...Let's Call the Whole  
Think-off!**  
(September 2001 MnIPS meet-  
ing review, written by Dennis  
Cummings)

Mr. Tim Stenerson was the featured presenter on "Project Management" (P-Mgmt) at the Minnesota Information Professional Society's monthly dinner meeting held on September 18, 2001. He is the Practice Leader for the Management Consulting Practice of Harbinger Partners, a Twin Cities based, employee owned, consulting firm specializing in P-Mgmt, Enterprise Application Development, Business Intelligence and Data Warehousing.

Mr. Stenerson has more than 10 years experience in managing projects, both from a Business and IT perspective. This experience includes the industries of Banking, Brokerage, Health Care, Retail and most recently a "\*.com" start-up company. Through these experiences he has learned to

adapt formal methodologies into organizations and create successful plans to deliver technical solutions to accomplish business strategies. These experiences provided the basis for his discussion. Mr. Stenerson has been an active member of the Project Management Institute since 1994 and will be sitting for the PMP exam in 2001.

The revolution of the IT industry, brought on by the rapid change of technologies, changing consumer expectations, and changing business strategies is challenging the tried and true methods of delivering results. How we manage projects in today's environment has changed dramatically, and must continue to evolve for the IT divisions of companies to remain successful. Even the very measures of success, applied to projects in the past, are changing. The toolkits used by Project Managers (PM), Methodologies, Project Plans, Communication Plans, Risk Mitigation, Budget Controls, etc. are evolving as well. This discussion looked at what has worked in rapid deployment projects, what changes need to be made in order to be successful, and what the future may hold for P-Mgmt.

Mr. Stenerson opened his presentation by asking the attendees to generally "identify the challenges" of P-Mgmt. The group came up with the following list: human interaction, deadlines, office politics, human & financial resources, and changes. While he kept these

ideas on an easel for later reference in the presentation, it became more of a trigger for the audience to openly share their ideas as he continued.

Mr. Stenerson came up with his own “challenges” list that he labeled as “business drivers” which are:

1. Platform and/or business environment changes.
2. Strengthening relationships with customers and business partners.
3. Extending market reach, gaining new customers and/or contacts.
4. Generating revenue through new channels such as a new product line.
5. Improving product quality and how to address that in projects.
6. Shortening the product development time, to meet the market window.
7. Reducing costs by streamlining processes—how to do things better.
8. Creating new business models.

Despite the challenges, all “project trends” appear to be driven by certain factors:

1. Compressed time-to-market (window to market  $\leq$  90 days).
2. Evolving technology.
3. Continual flux of:
  - a. Business models.
  - b. Technologies -- is it tested?
  - c. Project team members.
4. Growing inter-dependencies between

service providers and trading partners.

5. Are they adaptive, innovative and disciplined in this chaotic environment?

Mr. Stenerson then described the challenges that PM’s now face are:

1. External visibility of projects, leading to praise or criticism by others.
2. Executive expectations of the PM’s work which include cost and time to complete.
3. More challenges with supply team, how to deliver the goods better.
4. Managing distributed project teams that focus on specific parts of a project.
5. Assuring quality of the project as different pieces are put together.
6. Change control, which includes fire-fighting or being very proactive such as informing the client ASAP of problems.

PM’s can respond to these challenges by using:

1. Light methodologies such as XP and SCRUM (30-day cycle).
2. Bringing the customer close to the P-Mgmt process.
3. Proper risk and uncertainty management procedures.
4. Experienced leadership such as having a Senior PM lead a PM.
5. Communication between levels like up-down and/or matrix setups.
6. Expectation management measures such as the project’s estimated ROI.

7. PMO (Project Management Office) allowing executives to buy into a project.
8. Vendor management procedures which acquire cost-efficient hardware and software.
9. Training of staff and end-users.
10. Portfolio management = aligning P-Mgmt with business strategy.
11. Approvals with the company’s Quality Assurance officer.
12. The client or staff FINAL (?) functionality agreements in the testing stage.
13. Dedicated testers or projects from the start.

Mr. Stenerson stated that the next step in P-Mgmt would be Extreme Project Management (XPM), according to Jim Highsmith of Culver Project Management, Inc. XPM supports the shift to light methodologies such as XP, SCRUM and Adaptive Software Development. He jokes that SCRUM users have no chairs in the gathering rooms so that status meetings end soon (I’m all for that). XPM is generally fueled by:

1. Project trends.
2. Power shifts -- the traditional DP shops vs. purchase software packages.
3. Free agents -- using consultants from a wide variety of companies.
4. The global economy -- its effect on how we use it today.

XPM has 11 key rules, namely:

1. It uses creative management.

2. It pits the PM vs. the Technical Manager (TM).
3. P-Mgmt involves stakeholders, related projects, risk, benefits, costs, schedules, estimates, policy, and status updates.
4. Technical Management (T-Mgmt) involves data/function/object requirements, design, menu hierarchy, file design, module specs, test plans, documentation.
5. The PM and TM both cover the project's scope, objectives, strategy, quality.
6. All driven by economic factors, not just the project scope.
  - a. XPM uses a product management approach (in a graph) where development dollars are pitted against time, revealing costs before implementation and benefits afterwards.
  - b. XPM review becomes an ROI chart. Canceling a project for the right reason is a GOOD thing.
7. Plan with the project sponsors and spend more time with them as it progresses.
8. Walk-through project plan with manager. Content/technical vs. content/non-technical (graphic). We need to separate PM from TM tasks such as estimates to eventually deliver the project.
9. Define project success at the start. Have it on time, within budget, and promise functionality. Align all programs with the company's business strategy and create allies around the project.
10. If you can't predict it, don't try to plan it. What will business be like in 6 months? Who knows, but we can guess a 30-day outlook. Expect and look for change.
11. Carpe diem (i.e., seize the day). What will we do today? Notify clients of project status, such as no

system availability for that day to do development work.

Finally, Mr Stenerson offered his views on what makes a project manager extremely successful. They need to develop the soft skills of accountability, adaptability, communication, leadership, team building and vision. If you wish to learn more about Mr. Stenerson or his Harbinger Partners work, please contact him by E-mail at "[testenerson@harbinger-partners.com](mailto:testenerson@harbinger-partners.com)".

<p><b>PROGRAM COMMITTEE</b> Kurt Linberg</p>
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I would appreciate a few volunteers to participate on the Program Committee. Minimal time investment is just 2 hours over the November/December time frame. If interested please call Kurt at 612-252-4335.

## MnIPS Officers 2001

### President

Dennis Cummings (W) 651-205-2632

### Vice President

Gerry Lindner (W) 651-292-9304

### Programs

Kurt Linberg (W) 612-252-4335

### Marketing

Joe Reilly (W) 612-513-5951

### Treasurer and Past President

Joe Perzel (W) 612-340-1110

### Secretary

Bob Burkhart (W) 952-888-1108

### Arrangements

John Belich (W) 651-634-1440

### Newsletter Editor

Earl C. Joseph (W) 651-290-2846

### Education

Haziel Matias (W) 612-627-2171

### Golf Tournament (in June)

Jeff Hemauer (W) 651-766-1387

### Audit & Bylaws

Dave Farmer (W) 651-637-2568

### Special Projects

Bill McTeer (W) 612-333-4115

### Data Base

Tom Walters (W) 952-995-4066

### **MnIPS Newsletter**

P.O. Box 201243  
Bloomington, MN 55420-1243

### Address Service Requested

### **DINNER MEETING**

Tuesday, Nov. 20, 2001 – 5-8PM

### **TOPIC**

“CYBERCRIME”

### **NOTE: Meeting Location**

Holiday Inn Bloomington  
35W & 94<sup>th</sup> (1201 W. 94<sup>th</sup> St.)

