



**Mission Statement: Meeting the array of needs for the established IT professional while seeking to develop the IT profession and provide a service to our community and society.**

A Publication of the Minnesota Information Professional Society ([www.mnips.org](http://www.mnips.org)) – Vol. 6, No. 8, October, 2005

### **NEWSLETTER INFORMATION**

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

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Minneapolis, MN 55408  
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E-mail: [newsletter@mnips.org](mailto:newsletter@mnips.org)

### **NOTE MEETING INFORMATION**

**MEETING PLACE:**  
**Holiday Inn – Bloomington**  
**35W at 94<sup>th</sup> St.**  
**Phone (952) 884-8211**

#### **Meeting Times:**

3:30 PM Networking Event  
5:00 PM Social Hour  
6:00 PM Buffet Dinner  
6:45 PM Meeting & Program  
8:00 PM Adjourn

For a Dinner and Program Reservation, send email to:  
[reservations@mnips.org](mailto:reservations@mnips.org)

**no later than 5 pm on**  
**Thursday, Oct. 13**

\$28 Members  
\$33 Non-members

### **Meeting NOTICE**

**Tuesday, Oct. 18, 2005**

#### **Minnesota Information Professional Society**

Networking Event Topic:  
**“To be Determined”**

Speaker:  
**Mona Gierke**

Dinner Topic:  
**“Images of Health:  
Digital Medical Imaging in  
the 21<sup>st</sup> Century”**

Speakers:  
**Nancy L. Bushek and  
Martin Kappeyne**

### **SPEAKER TOPIC**

Most of us have grown up knowing what an x-ray looks like, an oversize transparent negative film. But times have changed. X-ray machines are still being used as a basic diagnostic tool, but have been supplemented by many other parts of the electromagnetic spectrum gamma radiation and sound which provide radiologists, cardiologist and oncologists with a vast array of new information.

Photography has moved into the digital age and has taken medicine along with it. In this talk we will review some of the basics of medical imaging and discuss how digital technology and PACS (Picture Archiving and Communication System) is changing the way radiology

departments do their work and communicate with their customers.

### **SPEAKER PROFILES**

**Nancy L. Bushek** is Clinical Specialist in Electronic Health Records at Hennepin County Medical Center. She grew up in Wisconsin and graduated from the University of Wisconsin - La Crosse with a B.S. degree in Biology. Following graduation, Nancy interned in Nuclear Medicine at HCMC and has worked there in Radiology for 30 years in a number of roles including Nuclear Medicine Technology supervisor, Radiology IT manager, PACS and RIS project manager, and as Radiology clinical specialist to many enterprise IT projects. She is currently working in IT at HCMC as a clinical specialist on the Electronic Health Record project.

Nancy has participated in a number of PACS-related activities, starting with the installation at HCMC in 1993 of one of the first PACS in the U.S. Her experience has included RFP development, vendor selection, project planning and implementation, systems integration, and on-going support and staff education.

**Martin Kappeyne** was born in South Africa, moved to Switzerland when he was 14 and received a Masters Degree in Geology before emigrating to the US in 1978. He has had spent the past 27 years working with different aspects of IT and has eight years of experience in healthcare.

During the past years he has been integrating picture archiving and communications systems (PACS) in hospital environments ensuring that radiology and cardiology can move towards a paperless, filmless environment that can benefit from the electronic medical records now appearing.

## President's Letter

September 20<sup>th</sup> was the first meeting of the season. I enjoyed seeing and talking with many returning members and meeting some new members too. Thank you to all who attended. Your continued support and interest in MnIPS is one of the key ingredients of the organization's success.

Another key ingredient to MnIPS success is the high quality presentations given by our presenters. We had 2 presenters at our Network meeting. The first was a representative from the Minnesota Department of Economic Security who provided a variety of statistics that shed some light on employment trends over the last few years and provided a better picture of what future employment opportunities might be. The second speaker was Isaac Cheifetz. He reviewed a variety of job market trends, for example, one of the hot areas of job growth in IT are for those individuals that can align IT with the business objectives of the company and give that company a competitive advantage in its market place. The dinner meeting presenter was Rob Page. Mr. Page discussed high-level strategies that can empower IT organizations to collaborate more effectively with their stakeholders. I am looking forward to October's presentations! Please

visit the MnIPS web site ([www.minps.org](http://www.minps.org)) for details.

Finally, my campaign for volunteers continues. At the top of the list is a need for a Volunteer Coordinator. The Volunteer Coordinator's primary role is to encourage others to step forward and lend a hand helping the MnIPS board and committee chairs run the organization. Typically, the Volunteer Coordinator uses the MnIPS network meeting, dinner meeting, and this newsletter as a form to communicate with the membership what volunteers are needed. In addition to the need for a Volunteer Coordinator, MnIPS needs volunteers to help the committee chairs and board members. Some of the committees include Programs, Arrangements, Membership, Audits & Bylaws, Newsletter, and Marketing, while some of the board members include Treasurer, and Secretary. The contribution made by our volunteers is key to our organization's success.

In conclusion, I look forward to seeing all of you at October's network meeting and dinner meeting.

– Jeff O'Connor,  
MnIPS President  
[president@mnips.org](mailto:president@mnips.org)

## Fixing the Communications gap between IT and Business

(Sep. 20, 2005 MnIPS dinner topic by Rob Page, President and Senior Partner of Page Technologies; recap courtesy of Bill McTeer)

Rob Page's presentation covered two main topics: a detailed analysis of the communication gap and Rob's personal journey towards better communication.

Rob started by describing some of the **symptoms of the communication gap** between IT and business. Effects show up in project life cycle, such as a project that appears to be going along nicely and then has its funding suddenly pulled or a project that dramatically misses its resource projections. Other symptoms are more behavioral, such as people who can't move past a particular project milestone, or project decisions being difficult to make or often reversed. There are also feelings that indicate poor project communication, such as business users that express unhappiness with the solutions delivered, a general lack of excitement or advocates, and fear or frustration with the solution process (often by all parties).

We are familiar with the **outcomes of the gap**. We have heard the 1994 Standish Group statistics that more than 30% of projects are cancelled before completion, and more than 50% will cost almost double their original estimate. In 1998, the Standish Group estimated that only 25% of software projects can be said to succeed. Because these statistics are so extreme, they are a little difficult to interpret, but there is little disagreement with an IEEE study that says "avoidable rework accounts for 40% of the average software project budget".

When we seek to fix this situation, we need to first understand what it would look like if we had a perfect **utopian state of communications**. In utopia, the project team would understand all the competing interests and the context of the project domain and the costs and value of solving the problem would be well understood and agreed upon. In other words, IT and Business users would understand the vision, scope, budget and constraints of the pro-

posed solution. Everyone would then partner and cooperate and remain invested in the problem and solution and the methods and processes used would provide benefits to all. In other words, all entities would work together in an organized and efficient manner.

However, the **realistic state of communications** is different. At the IT level, the real problem to solved often remains hidden, unexpectedly complex, and changing. We respond to the pressure to get something out the door by replacing one problem with another (we automate the problem rather than solving it). The IT and Business entities never achieve consensus on vision and constraints and end up being unable to separate the content of the project from its context. These (and other natural) conflicts between entities foster diverging needs and objectives and we end up with power struggles for control and/or abandonment of project ownership and responsibility.

Although we may not be able to achieve utopia, we can certainly improve on this situation from the IT end of things by trying to avoid some of the **general causes of the gap**. We are often guilty of focusing on the technology and not the business problem. We need to guard against lack of clarity of the business problem description, which may condemn us to trying to solve a moving target. We have to be careful of the different vocabulary and communications styles between IT and Business, especially since, for many practitioners, IT skills are based on understanding technology, not being good at listening and questioning. We also need to do what we can to avoid friction within the organization and between departments.

This all points to a need for improved **general communication soft skills**. We should devote our IT resources to problem solving, not just programming and purchasing. During initial investigation, we should make sure we concentrate on understanding the business problem not leaping to a solution. We should focus our modeling on business Use Cases, not just our solution's Use Cases. We need to be sure we know who our customer is and how we are making them successful.

Once the problem is properly understood, IT should provide **leadership** to mitigate the communications gap. We can do this by communicating to all the entity stakeholders the diagnosis of the problem and the definition of the solution. We should engage the various business entities in the solution process and help them to own the solution. We should strive for the simplest solution and ensure that each step, phase, and iteration confirms the decisions to continue investment. We should provide a complete roadmap and ways to accommodate change along the way.

At a more general level, Rob recommends **knowledge management** to help organizations prepare better to avoid communications issues. Among the techniques he suggests is the creation of a Communications Plan for users to follow and developing a Project Office that can assess and mentor project managers, as well as provide standards, reporting tools, and metrics. He recommends using portals and the Web to communicate within projects and creating a Glossary of Terms for the organization. He feels every project should have a CBA or ROI and a definition of success before it is started and an effort should be made to identify all potential stakeholders,

including people that may be affected indirectly.

For the final part of his presentation, Rob talked about his **personal leadership journey**. He admitted to many of the deficiencies he tries to correct in others. During his 8.5 years owning a consulting business (concentrating on improving clients' software development process through improved communication and object oriented design), he has had to grow and change his leadership style through personal mentors, reading, listening, and experience.

Rob has found an important communication consideration is **leadership and self-deception**. When we talk, we often concentrate on communicating the words and concepts. However, when we listen, a large proportion of what we "hear" comes from other perceptions. There are always two conversations going on – the front conversation and the backend conversation. The backend conversation is often influenced by people looking at others through one of three "objectizing" filters: others can be viewed as doing something for you, as a threat to you, or as irrelevant to you. People are very sensitive to these issues and apply the filters instinctively from time to time in all their relationships. To lead effectively, you must understand that this is going on. The only way for a leader to influence people is to build and sustain relationships. "People only care how much you know when they know how much you care". Rob recommends the book *Leadership and Self Deception* by The Arbinger Institute (ISBN 1576751740) for more on this topic.

If anyone wishes to discuss communication issues further, Rob encourages you to e-mail him at [rob@pageinc.com](mailto:rob@pageinc.com).

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### **MnIPS Newsletter**

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### **Address Service Requested**

#### **MnIPS MEETING**

Oct. 18, 2005, 3:30-5:00 PM

Networking Topic:

**"To be Determined"**

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Dinner Topic: **"Images of**

**Health: Digital Medical**

**Imaging in the 21<sup>st</sup> Century"**

Speakers: **Nancy L. Bushek &  
Martin Kappeyne**

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

**"I bought a new computer  
after the Geek Squad left  
because they said,  
"Your computer is so  
20<sup>th</sup> Century!"**



**by Earl C. Joseph, Futurist**