

# PMI Finland Chapter

Newsletter

April 2010

## Announcement!

New PMI Finland Chapter Board:

- Tony Mc Glinn
- Dean Pattrick
- Katri Heinäsuo
- Clara Nyman
- Rajiv Arora
- Bernhard Korjonen
- Seppo Halminen
- Tuija Tuomainen
- Andrew Kallman
- Petri Jänttis

## F.Y.I.

Currently the Chapter has **282 members**.  
(April 29<sup>th</sup>)  
Let's see when we hit the "300 members mark".

## Message

Please, check out the discussion board on our web-pages where we continue the discussions from the Breakfast Round Tables. This is also an opportunity to join if you did not participate.

## UPGRADE

New password for the "Members only" area on our web-pages:

*PMIGLOBAL2010*

The new password will be valid until further notice.

## Important DATE!

We are still looking for facilitators for the CAPM/PMP. The idea was to run some 13 facilitation session before Midsummer, which is getting tougher and tougher to achieve every day. We have some volunteers already but still need more. Facilitators may claim PDUs for their effort. For more information please contact [bernhard.korjonen@pmifinland.org](mailto:bernhard.korjonen@pmifinland.org).

Come  
See  
ME 😊

[www.pmifinland.org](http://www.pmifinland.org)

# From the President



The new board members who were elected to the chapter board recently, have participated in their first board meeting. The new board made some changes to the board members' responsibilities, which, among other things, will give focus to growing the number of places in which we provide events, beyond Helsinki and Vaasa.

PMI recently surveyed about 30 members of the PMI Finland chapter about their satisfaction with the chapter, and sent the results to us in time to review them before the last board meeting, in April.

Although in general the respondents answered the survey questions positively, there were two areas that the board felt should be given more focus. These are member recognition, and introducing new members to the chapter and its activities, and plans are already in place to manage this.

I will take this opportunity to thank the three retiring board members, Ari Aaltonen PMP, Raimo Kaunismäki and Matti Haukka for all the work they have put into chapter activities over the last 2 years.

Please take a few minutes to get to know who the board members are at [www.pmifinland.org/47](http://www.pmifinland.org/47) If you have any ideas for the chapter or things you would like to see the chapter doing, feel free to contact the appropriate board member or myself, and the same if you would like to volunteer to help with anything.

Finally, I encourage any of you who are able, to attend the PMI EMEA Congress being held in Milan, Italy from May 10<sup>th</sup> to 12<sup>th</sup>. This is a great chance to hear the latest information about project management, get new ideas that you can use in your projects, and network with other project managers and people interested in project management. For those of you who have a PMP credential it is a great way to earn PDUs.

Tony McGlinn PMP

President PMI Finland chapter

# iPad, iPhone, iPod ... actually iTunes



In our company everybody wants to have an iPhone right now. As soon as someone gets one they sit around for several hours and “start getting used to it”. I am not that far yet and I guess I will stick with my Nokia for quite some time still. However, several weeks ago I got myself an iPod. (For those who don’t know, it is the same than an iPhone just without the phone, camera and GPS.) During the past weeks I synchronized my music and also got to explore iTunes a lot more. I had iTunes installed on my computer for many years already, but I never explored it beyond the music library and purchasing music. Here is what I found additionally with a strong focus on project management:

- Firstly and most important: iTunes is very easy to use, it is fast, and all I found is **FREE**.
- Secondly, if you don’t have any iP-item (pad, phone, or pod) you can use iTunes on your computer to watch and listen to the podcasts.
- Thirdly, podcasts:
  - The Project Management Podcast: regular podcast lead by Cornelius Fichtner, PMP. Great and inspiring interviews and discussions. Each topic podcast is about 20-30 minutes long.
  - The PMO Podcast: Each podcast is about 20 minutes long.
  - The Lazy Project Manager: by the author of “The Lazy Project Manager”. Each episode is only a few minutes long with very few up to 30 minutes.
  - Projects from Hell: video podcast with marketing purpose but very good “eye openers”. Most episodes are less than 10 minutes long.
  - Project Management: The Ask Cadence Podcast
- Fourthly, iTunesU (iTunes University)
  - Center for Creative Leadership: Communication, Emotional Intelligence, Influencing, Work/Life Balance ... and 19 other topics
- Sixthly, you may subscribe to a complete podcast series and receive new episodes automatically as they are published. Alternatively you may select and download individual podcasts of interest.

These are the areas I had time to check so far. I have already several days of “listening time” stored on my iPod (fortunately I have 64G storage space). Very soon the amount of podcast-time will overtake the amount of music-time.

iTunes is full of great and useful project management related topics, finding what is interesting for you will take some time.

Enjoy exploring!

:O) Bernhard Korjonen, PMP

# How does a ScrumMaster compare to a project manager?

By Lisa A. Grant, MBA, PMP, CSM

Can a ScrumMaster be a project manager – are the positions one in the same? I pondered this question for about 3 weeks after becoming a Certified ScrumMaster, and have concluded that they are not the same, rather they are two distinct roles. However, a project manager can fulfill the ScrumMaster role and often does.

Technically, Scrum, which is an agile software development framework, is ideally suited just for that: software development. In fact, it is designed for focused software development by highly skilled and self-motivated team members.

There are, however, many activities in the software development life cycle that are not directly related to the development of software features and functions. These activities include business case development, operational readiness activities, training and deployment to production, to name a few.

The best ScrumMasters are the technical leads, architects or managers. These are the senior software development engineers who can assess tasks and offer technical guidance to the development process. They are intended to be technical.

The project manager is a person who manages all aspects of the project, one of which is the software development cycle. **The project manager is the overarching manager and person accountable at the project level, which the ScrumMaster is the one responsible for the product development.**

Unlike the project manager, the ScrumMaster manages:

- The process that supports whether or not the software functionally meets the stakeholders' needs (per the product owner's direction);
- The soundness and scalability of the technical design; and
- The tasks required to build the product in an interactive manner that produces functional software after each iteration.

The project manager ensures that the business case is clearly defined, compliance documents are completed in a timely manner, product development activities are executed – and he or she manages all other business aspects of the new product launch.

There are many ways to assign roles based on the resources allocated to the project. However, as they are being assigned in an agile environment I want to reiterate that agile is intended and was designed for software product development.

It is possible to use agile for other types of projects, but the value could become diluted to a task list with due dates aligning to iterations. High-performing agile produces customer value at the end of each iteration, not simply the completion of a bunch of tasks.

The question to be answered is: “Is the customer better off for what we delivered at the end of the iteration?” If the answer is no, then agile is not being truly embraced.

So is your project manager also playing the ScrumMaster role? Ask these questions:

- Does the project manager have the technical expertise to assess technical tasks and set directions?
- Has the project manager been trained in Scrum?
- Does the project manager have the respect of the team for his or her subject matter expertise?

**If the answer to any of the above questions is “no”, then let the person who does have that expertise perform that role.** If the answer is “yes”, then he or she can probably successfully perform the dual role of ScrumMaster and project manager.

Just remember that it is difficult to keep a project view AND a task view; that's why there are project managers. To balance both roles, the business pieces of the project will need to be minor in comparison to the software development. The way, the project manager/ScrumMaster can focus the bulk of his or her time managing in facilitating the software development tasks and issues, and the rest of the time on activities such as business justification, deployment and training.

If your environment is moving towards Scrum, don't automatically assume that the project manager should be the ScrumMaster. Also, remember, there is always a role for the project manager.

**These two positions should work in concert with each other just as a project manager and a development manager do.**

Lisa A. Grant, MBA, PMP, is CEO of Enterprise Project management Solutions. She recently spearheaded the use of Scrum on her consulting engagements with the intent of following the process precisely in order to gain the experience and benefits of the framework. You can contact her as [lisa.grant@enterprisepermsolutions.com](mailto:lisa.grant@enterprisepermsolutions.com).

# UNIVERSAL LAWS OF RISK MANAGEMENT

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The term “risk management” covers many different types of risk, including strategic risk, financial risk, reputational risk, operational risk, project risk, environmental risk, legal risk, contract risk, or technical risk, as well as corporate governance, business continuity and disaster recovery. While each of these areas has its own special language, processes and techniques, there are some principles which apply to them all. These might be called **“universal laws of risk management”**.

The first law of risk management is that **risk is uncertain**. A risk is something in the future which might or might not occur. This is vital to a proper understanding of risk and its management. Risks do not yet exist, indeed they may never exist at all. They are potential future events or sets of circumstances or conditions. This makes them quite different from things which have happened in the past or which currently exist in the present. Past and present events can be analysed and measured, but future events can only be imagined or estimated. A risk which may or may not exist in the future cannot be experienced directly unless or until it happens. This makes risks different from issues, problems or constraints. In every type of risk management, risk is in the future, which is inherently uncertain.

The second law is that **risk matters**. If they occur, risks will have consequences which make a difference in some way. It is not possible to have an inconsequential risk, by definition. While various types of risk management focus on different sorts of consequence, all agree that a risk must affect something. This is because risks are inextricably linked to objectives. Wherever some field of human endeavour is attempting to achieve something, it is possible to identify uncertainties which might affect the chances of success. Whether the objectives are to achieve good corporate governance, successful projects or business continuity, risk management aims to identify possible future events which could influence those objectives, and to enable them to be understood and managed effectively.

The third law is that **managing risk is a process**. They may have different steps, but all approaches to risk management provide a framework which is designed to maximise both efficiency and effectiveness. Although the details of risk processes are different, every type of risk management has two important parts: analysis and action. Before risk can be properly managed, it must first be identified, described, understood and assessed. Analysis is a necessary first step but it is not sufficient – it must be followed by action. A risk process which does not lead to implementation of actions to deal with identified risks is incomplete and useless. The ultimate aim is to manage risk, not simply to analyse it.

Finally, the fourth law is that **risk is managed by people**. The human aspects of risk management are vital to its success and effectiveness. People implement processes, though we may use machines to automate calculations, to record results, or to generate reports. People set risk thresholds, identify risks, assess the degree of uncertainty and extent of possible impact, propose appropriate responses and implement agreed actions. These require judgements, estimates and decisions to be made in the presence of uncertainty. These judgements are subject to a range of influences, both explicit and hidden, which can significantly affect the outcome. Risk management at every level is exposed to sources of bias arising from overt and covert influences acting on individuals and groups who are trying to make risk-based decisions with imperfect or incomplete information.

Whatever type of risk we face, we have to follow these universal laws of risk management. To manage risk effectively we need to deal with **uncertainty** that **matters**, follow a **structured process**, and take account of the **people aspects**.

[Many of these issues are addressed in the “Prioritising Project Risks” guide published recently by the UK Association for Project Management (APM). Full details at <http://www.apm.org.uk/PrioritisingProjectRisk.asp>.]

# Annual General Meeting 2010

On March 24<sup>th</sup> the PMI Finland Chapter had its Annual General Meeting 2010 in Nokia House.

The agenda included:

- Jyrki Keinänen (CEO of SWECO CMU )
  - Leadership
- Anders Bjurestig – (President Swedish PMI Chapter)
  - Development of PMI Sweden Chapter
  - Competence development of teams
- AGM 2010 (highlights only)
  - Review of operations, income statement, balance sheet and auditors' report
    - The Chapter's financial situation is still solid, however, during 2009 the Chapter created a loss as some events were not making profit. This was intended to provide an additional benefit to our membership community.
  - Presentation of Chapter Chairman succession plan
    - Dean Patrick, PMP was suggested and accepted as "president in waiting".
  - Election of new board members and auditors
    - This year the Chapter switched to an electronic voting to include also members who are not able to commute to Espoo for the AGM. 76 members made use of their right to vote and on April 12<sup>th</sup> the old Board handed over operations to the new Board in the regular Board Meeting

Participants of the AGM 2010 are eligible to claim 2 PDU in Category 3. Please use "C288" (PMI Finland Chapter) as the event provider.