

REGIONAL REPORT – UNITED STATES – MAY 2008



Project Landscape: A Collaboration Project and  
An example of Right-Brain Project Management

**By Quang Ton, CABM, CISM, PMP**  
**International Correspondent for PMForum & PM World Today**  
**Houston, Texas, USA**



**What is it?** Project Landscape (PL) is a project initiated by the Tulsa & Oklahoma Chapter of Project Management Institute (PMI) to facilitate the collaboration between the PMI's Region 6 Chapters in delivering monthly publications with high quality contents and graphics.

PL started its pilot phase in November 2007 and after 2 months, the PMI Houston Chapter came on board to publish the collaborative edition in January 2008 and the email distribution has increased almost 9 times since the pilot phase and shortly after that, the PMI Austin Chapter joined.

The intent of the edition is not to replace or enter in competition with the standard PMI Global publications but rather an approach to reach local PMI members out with regional news.

**Project Landscape is a new kind of newsletter. It is different because:**

1. It is a collaborative effort between PMI chapters. Starting with this inaugural issue, it is produced by the PMI Tulsa and PMI OKC chapters. In the near future, other chapters will be joining forces.
2. They are dedicated to "Grassroots Thought Leadership". That means, among other things, that they accept feature articles about topics above and beyond than current PM standards. Challenge yourself to submit a feature article and think innovatively.
3. As they move forward, they will emphasize original content from participating chapters. They call it "surveying the local landscape of project management." They anticipate that this newsletter will be a popular publication. Why? With the combined readership of multiple chapters, Project Landscape will have a larger audience than most special interest groups (SIGs).



**Mike Robson**



**Balanced Scorecards**

**T**he Balanced Scorecard (BSC) is a change management system that enables organizations to translate their Vision and Strategy into goals. The Vision and Strategy is displayed and tracked in an easily understandable framework that translates the company's goals into a coherent set of metrics. This set is limited and divided into four different perspectives:

- Traditional financial indicators
- Measures of performance for customers
- Measures of performance for internal processes
- Measures of performance for learning, growth and improvement activities

Goals are reactive or proactive with Key Process/Performance Indicators (KPI's) as the measurement of progress. Every strategic goal of the organization will fit into one of these perspectives. Metrics are established or developed, data collected over time periods and analyzed relative to each of these perspectives.

Key Process Indicators (KPI) were set by the Management team which were then driven deep into the organization resulting in every employee having some of their objectives linked or tracked at the Scorecard level. A balanced scorecard was first implemented at The Well Completion and Productivity Segment in 2005. Top to bottom alignment was achieved by following the BSC pyramid (Figure 1). This is based on a Vision and Strategy for the business that addresses



Figure 1: BSC Pyramid

the Voice of the Customer (VOC), Stakeholder (VOS), Market (VOM), Employee (VOE). All initiatives were mapped to determine gaps and overlaps and a deployment plan of these initiatives defined. The Process Owners then validated that their objectives would achieve the Strategy. The BSC was then pushed down a level to the Schlumberger Reservoir and Completion Technology Center (SRC) where it has been central to driving the business since 2006. The BSC in addition to existing reactive metrics, such as Engineering and Manufacturing responsiveness, has a set of proactive actions aimed at the SRC Vision and Strategy. A good proactive example is the development of the Competency Matrix, a basic set of competencies skills required for all Technical staff tracked on the Learning Management system.

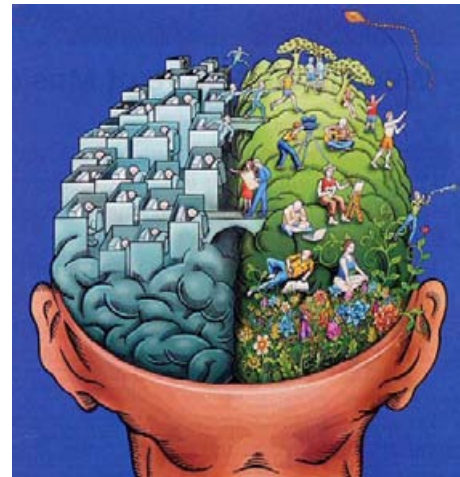
**What's in it?** Every publication contains a main body showing a common cover page (representing the theme of the month, for instance, the December 2007 edition was depicted with red cherries and a freezing environment) and featuring articles (demonstrating relevance towards the Project Management discipline, for instance, the February 2008 edition introduced the Balanced Scorecards concept), these are shared among the PMI's Region 6 Chapters participating in the Project Landscape.

Then, each of the participating PMI Chapters will be customizing their section and depending on their location, they will offer different information. In the case of the PMI Houston Chapter, the publication usually includes the following contents:

- Dedicated message from one of the Board Directors at the PMI Houston Chapter.
- Local Trainings, Seminars, Webinars, Chapter Meetings and Global Conferences.
- Job Opportunities for the specific month.
- Other project management topics either in the Houston Area or Worldwide.

### **An example of Right-Brain Project Management:**

Only six months after Project Landscape appeared as a prototype publication, the team of volunteer editors (Tulsa, Oklahoma, Houston and Austin Chapter of PMI) has grown from four to nine the number of participating chapters has grown from two to seven, and the distribution has grown from 1,700 to just under 14,000 people. This rapid success can be attributed to at least two things:



- PMI chapters can do more together than we can do in isolation. In other words, the whole can be greater than the sum of the parts. This is called "synthesis" which can be found in Dan Pink's article about "Right Brain Rising".
- They aim, every month, to create something special — something memorable. You can learn more about this idea in Mike Aucoin's article about "Right Brain Project Management".
- Both of these ideas are "right-brain" motivations. Right brain motivations can't be fully explained with rational left-brain logic, or emotionless analysis of required deliverables.

## You Can Help Create Something Special



To keep pace with growing demand for this newsletter, they are forming a cross-chapter collaborative team of copy editors. If you are very good at editing, and you aren't shy about fixing other people's work, They need you! As a member of the Project Landscape copy-editing team, you will probably be working on different newsletters each month, but they will ask no more than two hours of your time per month.

You may be asking, "well, what's in it for me?" (1) You will be invited to join our virtual workspace, which is a lot like learning how sausage is made. (Weird, huh.) (2) You will make double the pay rate of existing editors (\$0.00 \* 200% = \$0.00! Wow!) (3) They will bestow upon you an impressive title and an enormous distribution for your work that will look great on your resume. (4) Hey! Let your right-brain help motivate you. Help create something special.

If you have any questions, please contact Garry Booker ([garrybooker@projectfrontier.com](mailto:garrybooker@projectfrontier.com)) and Dotti Patton ([dottipatton@gmail.com](mailto:dottipatton@gmail.com)).



**About the Author:****Quang Ton***International Correspondent – Texas, USA*

**Quang Ton**, CABM, CISM, PMP, is an international correspondent for *PMForum* and *PM World Today* based in the Houston metropolitan area of South Texas, USA. He is also the Service Manager for Schlumberger Oilfield Services, the leading oilfield services provider, trusted to deliver superior results and improved E&P performance for oil and gas companies around the world. Through well site operations and in research and engineering facilities, the organization is working to develop products, services and solutions that optimize customer performance in a safe and environmentally sound manner. He has been working on global projects and program to secure information and offer physically security solutions, implementation and integration for the enterprise of 70,000+ employees located world-wide, his main focuses are in service quality, business processes and operational excellence.

He currently holds a Masters degree in Computer Engineering from the Université de Technologie de Compiègne (UTC) in France as well as a Bachelor degree in Electrical Engineering from the Institut Universitaire de Technologie de Créteil (IUT) in France and he has also acquired several credentials such as Certified Associate Business Manager (CABM), Project Management Professional (PMP), Certified Information Security Manager (CISM) and Foundation Level in Information Technology Infrastructure Library (ITIL).

Quang has been active in leadership positions with the Project Management Institute (PMI®) (VP Communications) and Schlumberger Limited (Eureka SIG Leader in Process Management). Quang lives in Houston, Texas, USA and can be contacted at [pmi.qton@yahoo.com](mailto:pmi.qton@yahoo.com).