

TITLE: "AN INTERVIEW WITH TIM BRYCE"

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Since 1971: *"Software for the finest computer - the Mind"*

*"Time is immaterial; it is the deliverable we need
to focus on."
- Bryce's Law*

NOTE: *Last week we celebrated the 35th anniversary of MBA and "PRIDE." This week, in an unusual move, I am including a recent interview of myself. In it, I describe how "PRIDE" applies to today's development environment and its future direction, along with my personal observations on management and the direction of the systems development industry.*

Q: First, let's begin by talking about how you got involved in this business.

BRYCE: Like a lot of people, I fell into this industry by accident. My college training was in communications and originally I had planned on a career in Radio-TV production. I always knew my father was involved in the computer industry but I had no intention of going into his line of work. In fact, it was during my senior year of High School in Cincinnati, Milt started MBA. Along with my future wife, I helped collate the first "PRIDE" manuals but had little interest in what the company was all about.

I think it was during my junior year in college, I came home for Christmas vacation and sat down and read the "PRIDE" manual. Frankly, I was shocked by the sheer commonsense logic of the methodology and remember asking Milt, *"How else do you do it?"* meaning *"How else would you build a system?"* As an aside, I've found this to be a typical reaction as expressed by others who are not intimate with the computer industry. Nonetheless, I started going on a few sales calls with my father and was appalled by the nonsense I saw going on in the industry. It didn't take me long to see Milt was on to something good and so I said "adios" to Radio-TV and hello to the systems world.

By my senior year of college I had all of the credits needed for my major, which was now Interpersonal Communications with a minor in English. Consequently, my senior year was boring and I was anxious to get started in business. To relieve my anxieties I devised an internship through the college with MBA for my last quarter at school. During the internship I had to write a thesis on interoffice communications and politics which was very well received by my professors and I aced my last quarter.

A few years ago, I had an occasion to call an old professor at OU (Ohio University) regarding a book I was interested in. I was surprised that he not only remembered me, but called me "Mr. PRIDE." I asked him why he called me that. As it turns out, I had been the first person from the College of Communications to do an internship and I had filed my proposal and thesis in a "PRIDE" binder which was presented to the college. This had become the model by which other internships were conducted at the college. Frankly, I was flattered by the attention my internship had received. Even today, if you want to do an internship at OU's College of Communications, you still have to read through the "PRIDE" binder.

When I joined MBA as a full-time employee in early 1976 I was responsible for sales support activities which included advertising, press releases, newsletters, liaison to a growing sales force, and representative to our user group. It was very important to Milt that I be properly indoctrinated into "PRIDE" and, because of this, he did two things: first, he made me Project Administrator for the company and; second, he had me design a sales system for use by our reps. Under "PRIDE," Project Administration reviews all project activities in progress, and develops summary reports of projects and resource allocations. This was all done manually prior to MBA developing our own automated Project Management system. This role made me acutely aware of the status of all of our projects and intimate with how Project Management works.

As to the Sales System, I designed a manually implemented system using "PRIDE." At the time, we had no computers in-house. It wouldn't be until 1980 that we purchased an HP-3000 for automated support. Prior to this, most of our work was done using punch cards which I would take downtown to a company with an IBM 360 computer. There I would run compiles and execute jobs using cards. Nonetheless, it often stuns people that I could develop an information system without the use of a computer; its mind-boggling to them. I call it commonsense.

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Also in 1976 Milt sent me to a COBOL course at IBM's offices in downtown Cincinnati. As I always like to say about the experience, I learned more about programmers than about programming. It was a most enlightening experience and confirmed my belief in the need for "PRIDE."

Over time, I began to take on "PRIDE" training and consulting assignments. Eventually, I became manager of all customer services where I was responsible for the implementation of "PRIDE."

As this was evolving, I began to study our own use of "PRIDE" in-house and eventually took over all of the Systems Analysis responsibilities. I then found myself in-charge of sales support, customer service and product development. Milt was still active in selling the products, along with our representatives.

Q: Sounds like you were pretty busy. Did you have to travel much?

BRYCE: As I matured in the organization, I traveled more and more which afforded me some interesting assignments throughout North America, Brazil, Australia, Japan, Hong Kong, Saudi Arabia, and Europe. I think my travels to Japan were the most rewarding though.

Q: Why is that?

BRYCE: The Japanese seemed to instinctively know what "PRIDE" was all about from the start. Its engineering/manufacturing concepts fit their culture nicely. Plus we were blessed by having an outstanding representative in Japan.



Tim Bryce

We found the Japanese to be tough negotiators. They would push very hard in the beginning but when a deal was finally struck, their word was their bond. I was also struck by the long cycle needed to make a sale over there. Unlike the United States where you typically make a single sales presentation, you have to make several such presentations in Japan in order for the company to reach a consensus on the matter. It was very Theory Z oriented. However, I have seen a lot of bad work habits slowly creep into the corporate culture over there. The younger people are less concerned with craftsmanship than their predecessors. Nonetheless, I thoroughly enjoy my assignments over there and would rather work there than any other place outside of the United States.

I would also like to add that my early career afforded me a rare opportunity to meet a veritable "Who's Who" of the industry. In the United States I was able to meet Les Matthies, the legendary Dean of Systems; Bob Beamer, the father of ASCII; and Tom Richley, the developer of TOTAL from Cincom. I was also fortunate to have met Michael A. Jackson, the Structured Programming guru from the UK, Dick Canning of the EDP ANALYZER, and Arnie Keller of INFOSYSTEMS. In Japan, there was Kazuya Matsudaira, Kenji Yoshihara, Takeo Shimojo, Muneya Nasu, and Dr. Bill Totten. All of these people left an indelible impression on me. Our customers also had an impact. People like Glenn Harris of the University of Western Ontario, Ham Rutledge of Marathon Oil, Jack Winters of Penn State, Gail Swanson of the State of Wisconsin, Dan Magraw of the State of Minnesota, Mal Toal of Northwestern Mutual Life, Art Huggard of General Electric, Bill Kane of Xerox, and Jim Andrews of Rank Xerox all left a lasting impression on me in the early days.

Q: What about Milt?

BRYCE: Especially Milt. I think he shaped my perspective on systems and computers more than anyone else. He had a rare gift to be able to dissect an argument with logic. This, coupled with his extensive experience, made him an invaluable mentor. Now that he is gone, I miss being able to bounce ideas off of him. He was a great sounding board.

Q: What were your personal contributions towards the development of "PRIDE"?

BRYCE: I didn't have much of an impact on the product until the 1980's when we were beginning to develop our Project Management system. I had problems with how our staff developed the Phase 1 Systems Study & Evaluation, and had them redo it until they got it right.

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I then headed up the development of our Automated Instructional Materials (AIM) which represented a rewrite of our whole product. This helped clarify the methodology and made it simpler to use.

The one development I was particularly keen on was our "PRIDE"-Enterprise Engineering Methodology (EEM). Ever since I graduated from college, I was interested in organization analysis and the establishment of priorities. IBM had already developed BSP (Business Systems Planning) but I thought we could do something better. I then went about creating "PRIDE"-EEM to model a business, logically and physically, perform an organization analysis, and formulate corporate priorities. I was particularly proud of the "enterprise decomposition" and "priority modeling" techniques we invented.

Following this, I was responsible for a major upgrade of our Automated Design Facility (ADF). I had to revise the logic of the design and added new features. We then renamed it "ASE" (Automated Systems Engineering). Keep in mind, I was still responsible for customer services and, as such, we revised our training programs using "PRIDE" itself.

Q: You mean, you can use "PRIDE" for non-systems work?

BRYCE: You have to remember that "PRIDE" is a state of mind. All I did was say that a training program was a product that can be engineered and manufactured like any other product. Once you make this up in your mind, you can conquer just about anything using this product orientation.

All of our training programs were implemented using "PRIDE" and our software. This afforded us the ability to reuse graphics and text in our various training programs. It also allowed us to make modifications quickly and regenerate scripts for the various courses.

We used this same philosophy when we created our book, *"The IRM Revolution: Blueprint for the 21st Century."* We simply treated it like a product, and broke it down into its sections.

"PRIDE" is a state of mind; a perspective; a way of thinking and looking at systems.

Q: Let's talk about the book for a minute. Why did MBA decide to publish it?

BRYCE: Simple; publicity. By the late 1980's "PRIDE" had become a large body of work and we wanted something to act as a precursor to the methodologies for both our customers and prospects. The book received excellent reviews as both a management and technical read. In fact, we called the first half of the book *"The Inspiration"* to explain the management concepts, and the second half of the book was *"The Perspiration"* which was more of a technical read. Basically, we wanted the book to bridge the gap between corporate management and the technical staff. And I think we were successful in this regard. There is nothing technical in the first half and it is well suited for virtually anyone to read.

We were particularly pleased by how well the book was received in Japan where it made it to the country's "Top 10" list for management books. Colleges also ordered the book for use in the classroom.

Although Milt supervised the project, I was the principal writer. I like to think of it as my thesis which marked my maturity with the product. There is nothing cryptic in the book or in "PRIDE." We wrote it so that everything was carefully and clearly explained. There is too much gobble-dyook in the industry without another book coming in to screw things up. This is why a glossary of terms was included in the book. If we couldn't explain "PRIDE" in layman terms, than we felt we had missed the mark.

Q: "PRIDE" has now been around for 35 years. Is it obsolete?

BRYCE: Absolutely not. As I said before, "PRIDE" is a state of mind; a perspective; a way of thinking and looking at systems. I have seen it applied on all kinds of systems and have never seen it fail when used correctly. Sure, I have seen it abused by some customers who would deliberately sabotage it. But when used as it is intended, I have never seen it fail. We use it ourselves in-house. Again, it is a philosophy. It is based on some rather simple commonsense principles.

The problem with "PRIDE" is that it has become a large body of work, much larger than the average person can assimilate. We always thought it would make an excellent curriculum for college programs. Unfortunately, they are imbued with programming and can't see the big picture. Is "PRIDE" a lot to digest? Yes. Is it obsolete? Hardly.

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Q: So what is the state of the industry as you see it today?

BRYCE: I basically spelled this out recently in my paper, *"A Short History on Systems Development."* In a nutshell, there has been a swing over the last fifty years away from true systems work to programming. Further, we have also swung from logical to physical. By this I mean the industry only grasps the physical elements of systems, such as software and computer files. There is no consideration for understanding the true nature of information and upfront systems analysis and design. Managers today believe their developers are not productive unless they are programming. True, there are some great tools out there for programming, but little in terms of true systems work.

I chuckle whenever I hear about "Agile Methodologies" and "Extreme Programming." Now, to their credit, the proponents admit that their products are only aimed at software, but what worries me here is the lack of integration between the programs produced. In the old days, we called this QAD "Quick And Dirty" programming. Is this progress? I hardly think so.

You also hear a lot about SOA (Service Oriented Architecture) which basically means you are going to implement your systems through the Internet. What's the big deal here? I fail to see how this is any different than implementing your systems through a packaged solution. But then again, I'm not in the business of selling books and conferences. I just think there is too much snake oil being peddled on the market. But then again, there has always been too much snake oil.

Q: You sound bitter.

BRYCE: Not really. Customers get what they pay for. Someone once told me that selling "PRIDE" against such products is like going on a diet. We all know that the best way to lose weight is to watch what you eat and get some exercise. But, instead, people prefer to take diet pills and look for the least painful panacea to overcome their problems. We don't promise panaceas. It has always been our policy to be intellectually honest with our customers. If we do not have the right answer, we'll try to find out, but we refuse to fabricate answers thereby misleading someone.

Its interesting, not long ago I was digging in our archives and came across the slides from the original "PRIDE" sales presentation in 1971. What I found disturbing was that the problems listed in the early presentation were

essentially no different than they are today: end-user information requirements are not being satisfied, data redundancy is rampant, systems lack integration, there is no documentation, projects are delivered late and over-budget. So, here we are, 35 years later, armed with some impressive programming tools, yet, we still have the same problems. This tells me that the tool-oriented approach to building systems doesn't work. Instead, how about trying a management-oriented approach? But I guess it is a lot like what Mr. Spock said in Star Trek, *"In an illogical world, a logical person will appear illogical."*

There is also a lot of talk in the industry about "Enterprise Architecture," "Business Processes" and "Business Rules" which I think is indicative of the industry trying to reinvent systems theory. Someone along the way must have said, *"Hey, there is more to systems than programming."* Perhaps it is an epiphany.

Q: Then what are your predictions about the future of the industry?

BRYCE: We have always been proud of our predictions. It was MBA who first predicted "client/server" computing (although we didn't call it that at the time). We also foresaw the merging of the "Big 8" CPA firms. Nevertheless, I don't see much progress in systems development until the industry embraces a uniform set of standards for building systems. Sure, our programming tools will improve, but until such time as we agree on some governing principles, the industry will continue to stagnate.

When I visit some of the trade related conferences, I am stunned to see what little progress has been made in terms of systems. We talk about everything but systems; we assume it is understood that everyone agrees on systems theory. We don't. The tools we are using in development are nice and flashy but it reminds me of the old expression, *"rearranging the deck chairs on the Titanic."* In other words, we are doing everything but correcting the problem. This disturbs me greatly. This is also a reason why we finally put "PRIDE" on the Internet in 2004, in the hopes that it will give the industry a starting point to agree on the fundamental concepts and philosophies for building systems.

Q: MBA has always had a jocular view of IBM and Microsoft. Why is that?

BRYCE: Well we used to call IBM the "Howard Johnson's of the computer industry" but I'm afraid they have passed the title over to Microsoft (with apologies to Howard Johnson's). By this we mean that what is delivered to companies is not necessarily the best or the worst; just

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predictably mediocre. Basically, the philosophy is not to invest too much in R&D but allow your competitors to do the legwork, then swoop in and take over the market using inferior products. I chuckle when I hear people refer to Bill Gates as a brilliant technician. Quite contrary, his forte is in marketing, not in technology.

IBM should never whine about Microsoft's domination in the marketplace. After all, they created the monster. I'm just amazed that IBM would allow Microsoft to push them out of the PC business. Talk about grasping defeat from the jaws of victory. I only wish IBM had stood up to them earlier with OS/2. Now that it is defeated, I would love to see them go "open-source" with the operating system. But that will never happen.

Q: How have corporate cultures changed over the years?

BRYCE: Wow, how long have we got? I have seen a lot in the last 30 years since coming into this business, both at the corporate and personal levels. When I came into the work force, you wore a suit and tie to work, drank black coffee, smoked your brains out, and worked your ass off. Today, nobody wears a suit and tie, nobody drinks coffee, nobody is allowed to smoke (except in my office), and everybody watches the clock. If you're not careful, you will get run over at the door as everyone is leaving. More importantly, we used to genuinely care about our work. It was important for us to do a good job. We never watched the clock. Today, it is just the reverse.

Lately I've been talking a lot about the decline of craftsmanship. Some think this is reserved for such things as cabinet making or machine tooling. Its not. Craftsmanship, like "PRIDE," is a state of mind. It applies to any job, be it in the product or service sector. Basically, it is concerned with pride in workmanship. A craftsman is someone who knows his job inside and out, and sweats over the details until the product or service is complete. In essence, he is putting his personal stamp of approval on it. In other words, he sees the work product as an extension of himself.

I would much rather work with someone who is politically incorrect yet admits that he screwed up than someone who is politically correct and sweeps problems under the carpet.

Today there is little regard for craftsmanship. Its not that we lack the skills to do our work, we don't. Its just that we no longer care. Frankly, I attribute this to a decline in our moral values. Nowadays we like to play games. We no longer consider what is produced, but rather the amount of time we spend during the day. This is putting the cart before the horse. Time is immaterial; it is the deliverable we need to focus on. Since the 1980's, companies have developed a fast-track mentality. This is primarily due to economics and a desire to turn things around within 90 days. Small wonder we have such things as Agile methodologies today. As a result, we no longer have corporate loyalty, no dedication, and poor ethics. I also believe this has encumbered our ability to successfully complete large projects. Sure, we still tackle large projects, but I see many more disasters than successes. Think about it, we now readily expect all large projects to come in late and over-budget. Consequently, companies now tend to avoid large projects and are pacified doing little things. Again, this is another example of "re-arranging the deck chairs on the Titanic." Its a sad day when we get more excited over trinkets like iPods and cell phones than building bridges or anything of substance.

I also see a change in management styles; whereas many companies used to practice Theory Y with worker empowerment, now we are seeing a more Theory X dictatorial form of micromanagement whereby nothing happens without the boss' personal stamp of approval. I, of course, am a big believer of empowering people and managing from the bottom-up. I also see this Theory X mentality spilling over to other countries, including Japan. Whereas Theory Z used to be the predominant mode of operating in Japan, they are now slowly shifting over to Theory X. What scares me is that the younger people today prefer to be told what to do as opposed to taking a little initiative. Have we become so structured that we can no longer think for ourselves?

Instead of dictating everything, management should be creating a work environment that empowers people and creates a spirit of responsibility and loyalty. Only when the worker views his work as a natural extension of his life will we see a return to craftsmanship.

Something else, corporate cultures have become very cognizant of class structure. Employees are now acutely aware of the pecking order and managers have become very territorial in nature. As a result, people feel confined to their area only and do not think of the best interests of the company overall. In other words, they don't see the big picture. This has led to a lot of the political correctness nonsense that plaques companies. I would

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much rather work with someone who is politically incorrect yet admits that he screwed up than someone who is politically correct and sweeps problems under the carpet.

You know, the Japanese love one of our slang expressions, "Bullshit." They tell me they have nothing like it in their language. It can be used for so many things and in different contexts. Frankly, I don't think we use "bullshit" enough in this country.

Q: You're kidding, right?

BRYCE: Hardly. Look, I'm polite up to a point. But there is no point in sugarcoating something when something is definitely wrong. We have had enough of this. Its time we quit fooling around and get down to work. And, No, I won't win any prize for being politically correct.

Q: You mentioned something earlier, what is your sense of the younger workers today?

BRYCE: I think I understand them well enough. I don't think their value system is quite the same as my generation's but I don't have a problem with them. There's a couple of things that bother me though. First, I think we have done a lousy job overall of parenting our kids. This is coming back to haunt us now in corporate America. Some time ago I wrote about the need for "Parenting Management" which means we are being forced to spend more time guiding our younger workers than ever before. It used to be when a new worker came in, it was assumed he would be mature enough to assume responsibility and get to work. However, I am finding the younger people today are having trouble acclimating to the corporate culture and managers are having to spend more time counseling them in such things as finances, dress, sex, drugs and alcohol. Their parents didn't teach them properly so now it defaults to the manager. I know of a lot of people who think "Parenting Management" is ridiculous. I think it is a reality.

We should be thinking ten years down the road, not ten minutes.

Don't get me wrong, I believe we have a lot of fine young people out there. We just need to setup the proper work environment and offer them a little mentoring. I love it when I see a young person take charge and has his act together. I probably have more respect for the younger person than their elders who have become stick-in-the-muds. The energy of the younger workers, when channeled properly, can become infectious.

It concerns me they are not being taught properly. For example, to me, sloppy dress results in sloppy work habits. I guess what I am saying is that there is a tendency today for young people to pick up bad work habits and carry them forward. The manager has nobody else to blame for this than himself.

I am also becoming concerned with our young people's ability to speak and write effectively. There is also no sense of history in this industry anymore, just a sense of the current technology. This is why I wrote that piece on the history of systems development.

Q: Then how would you describe the state of management today?

BRYCE: Well, I've eluded to a lot of the problems already but, bottom-line, you have to remember that management is about people. As Les Matthes once told me, never forget the "man" in management. It is not a technical function, it is a people function. I think managers need to improve their skills in interpersonal relations and communications. This is why I produced "*Bryce's Crash Course on Management*" a short while ago. I simply wanted to raise a flag and bring attention to the people side of management. Its not about numbers; its not about technology; its about people. To me, the sharp manager is the person who knows how to cultivate and motivate the human spirit. We all know that teamwork can accomplish more than individual effort, but how well are we coaching our people?

Another attribute I think is essential for an effective manager is the ability to embrace new ideas. Look, we live in an ever-changing world. As I have said on numerous occasions, "Change is Constant." Ignoring change is ignoring reality. Often I see managers who become set in their ways. I guess it is because we are all creatures of habit. But the manager has the responsibility of accepting and adapting to changing conditions. This has been a theme of "PRIDE" for many years. I find it amusing when managers develop plans, set them in concrete, and refuse to accommodate any type of change. They are simply not dealing with reality.

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What we need are some people with wisdom and vision who can think beyond their next paycheck or reporting cycle. We should be thinking ten years down the road, not ten minutes.

Q: What are your plans for "PRIDE"?

BRYCE: Our company is more of a consulting company today than we were years ago. We will continue in this regard. Like many companies, we do not like to announce product plans prematurely but I think you'll see a lot more electronic publishing from us as well as on-line courses. I am totally convinced "PRIDE" is as applicable today as ever before.

Q: What are your likes and dislikes?

BRYCE: Well, for likes, that's easy; a good cigar, a good malt scotch, a good joke, and some good conversation. Some people want to have a big house, a big boat, or a fancy car. As for me, I have always found the simple pleasures in life to be the best. When it comes down to it, its about enjoying the company you are with.

More importantly, I enjoy seeing a job well-done; I don't care what it is. Its always a pleasure to watch someone who knows what he or she is doing and does it well. Creativity, imagination, and class are all elements of this.

I also enjoy talking with people who have a vision and can articulate it well. Years ago, I attended a conference given by W. Edwards Deming, the great quality assurance guru. I listened to him attentively and found his concepts simple and straightforward. But as I looked around the room, I saw a lot of attendees with baffled looks on their faces. I guess they were looking for something hidden in his teachings. There wasn't anything hidden in what he was saying, it was just good old-fashioned horse-sense. I've experienced a similar phenomenon when teaching "PRIDE." There's nothing magical about systems development, the industry just makes it more complicated than it really is.

Its always a pleasure to watch someone who knows what he or she is doing and does it well. Creativity, imagination, and class are all elements of this.

As to dislikes, I don't like to lose. I don't mind losing in a fair contest. In fact, I will gladly shake my opponent's hand in this regard, but I hate losing to schlock. I remember one time when we responded to a government RFP (Request for Proposal). We put together what we considered a professional proposal. On paper, we were the only vendor who could satisfy their requirements. Unfortunately, we lost out to another competitor. Afterwards, we discovered the competing salesman had wined and dined the evaluation committee and even hustled hookers for them (prostitutes). In a way, we were glad to lose the account. However, this incident caused us to establish a policy not to respond to RFP's from then-on.

I also dislike corporate politics. However, I recognize it as a fact of life and have learned to live with it.

Q: Where did this Rush Limbaugh analogy come from?

BRYCE: I started making Internet broadcasts or podcasts some time ago. When our "Management Visions" broadcast came out last year, I had some friends kid me that I looked and sounded a lot like Rush, right down to the cigars I smoke. My broadcasts are not political in nature but the frank talk has earned me a reputation as a no-nonsense kind of guy when it comes to management and IT. Interestingly, the name stuck and I still get kidded about it. Like Rush, I believe I have an ability to communicate with the common man.

Q: One last question; where did all those Bryce's Laws come from?

BRYCE: I think it was back in 1976 or 1977 when I was traveling with Milt on his sales calls that I started to observe these little pearls he would drop in the course of his presentation. I started to record them. Around this time I saw a poster of Murphy's Laws in a shop and decided to create my own poster of Bryce's Laws which I gave Milt as a Christmas present. Customers who visited our offices saw it and immediately wanted copies of it. This became incredibly popular and we mailed them all over the world. I still run into them in offices.

Of course, the lion's share of the Bryce's Laws are attributed to Milt but I have added quite a few of my own. They're nice little axioms that stop and make people think. We have included the complete list on our web page which people often reference.

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Q: Do you have a favorite?

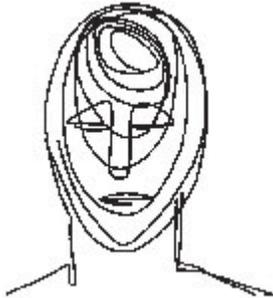
BRYCE: That's a tough one. There are many insightful concepts included in the Laws. If I had to pick one though, it would be the first one I recorded when I traveled with Milt:

"The first on-line, real-time, interactive, data base system was double-entry bookkeeping which was developed by the merchants of Venice in 1200 A.D."

He would love to use this to poke fun at the current technology and demonstrate that systems have been with us long before the advent of the computer.

Thank you for your time.

END



About the Author

Tim Bryce is the Managing Director of M. Bryce & Associates (MBA) of Palm Harbor, Florida and has 30 years of experience in the field of Information Resource Management (IRM). He is available for training and consulting on an international basis.

"PRIDE" Special Subject Bulletins can be found at:

<http://www.phmainstreet.com/mba/mbass.htm>

They are also available through the "PRIDE Methodologies for IRM Discussion Group" at:

<http://groups.yahoo.com/group/mbapride/>

You are welcome to join this group if you are so inclined.

The "Management Visions" Internet audio broadcast is available at:

<http://www.phmainstreet.com/mba/mv.htm>

Also, be sure to read Tim's Blog at:

<http://blogs.ittoolbox.com/pm/irm/>

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