



A publication of the Diversity Specific Interest Group of the Project Management Institute

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PRESIDENT'S MESSAGE

Phenomenal Results Through Intuitive Leadership

-Stewart White

I recently attended a seminar that suggested that an effective leader's most powerful tool is the ability to use intuition in making decisions. A key point in the presentation was that "we continually experience problems to solve and decisions to make, and we need to balance our analytical left brain with our intuitive right brain in order for our lives to run on course."

We were all born with intuition, but we have learned to rely more heavily on our logical left brain. Does your gut feeling tell you one thing, but you go in another direction, only to later regret it? Do you spend time and money to find clarity both personally and professionally, but continue spinning your wheels? Many world leaders attribute the key to their success on the reliance of their gut instincts. Tom Peters states, "Intuition is the New Physics"

On the other side of despair, you will find clarity. Individuals and organizations are experiencing an evolutionary shift in human consciousness. People are searching for greater clarity of direction, peace of mind, and meaning in their lives and work. People want to uncover and express their greatness and to be valued for it. People want to create and be innovative, which is the foundation for success in business and life!

"Leadership is a function of knowing yourself, having a vision that is well expressed, building trust ... and taking effective action to realize our own leadership potential." As project managers, leaders, and humans, we must expand our minds and hearts by using all the resources already within each of us. We must learn to listen to ourselves and blend our left logical brain with our intuition. This will move us on a path where we use our natural gifts to benefit ourselves, our organizations, and the stakeholders we serve. Our organizations bottom lines will improve as a result of providing this value.

Imagination is limitless and natural. Confinement to using only the left half of our brains is not natural. Using intuition is like walking in balance. The only boundaries that we have are the



ones that we established for ourselves, or that we have allowed others to establish for us. As we become use to relying on intuition, we become more trusting. Intuition is strengthened through increased self awareness. It is directly correlated to one's energy level. Emotional states and thoughts affect matter. Therefore we need to behave accordingly, and experience extraordinary results.

Join us by emailing the Diversity SIG President at presidentpmidiversity@yahoo.com or calling 901-752-2747

Programs

Past Events

“PMI Certifications”

Paul Aaron, PMP
August 29, 2007

“Human Factors in Managing Project Teams”

Dr. Zachary Wong,
September 20, 2007

Up Coming Programs and Events

“PMI Leadership Meeting”

October 4-6, 2007
Atlanta, GA

“PMI Diversity SIG Reception at PMI North America Congress”

October 8, 2007
Atlanta, GA

“Cross Cultural Communications”

Titta Rosvall,
November 6, 2007

“Portfolio Management” and “Working with American and Asian Project Teams”

Joint PMI Taipei and Hong Kong regional IT conference
Ray Ju, PMP
November, 2007



Up Coming Programs and Events (continued)

“Managing Small Projects”

Sandra Rowe
Dec/Jan,

Diversity SIG Annual Officer Elections

Date: November 15 – November 27, 2007 Elections

PMI Diversity SIG Annual ‘Town Hall’ Business Meeting

Date: December 12, 2007
Time: 12:00-1:00 pm EST
Location: Web Seminar

“Global Technology Trends”

Dr. O'Neal Smitherman,
Q1 2008,

Did You Know...

You can earn Professional Development Units (PDUs) by submitting an article covering a project management topic to be published in the newsletter! We'd like to hear success stories, best practices, and experiences from our members who are managing projects in different parts of the world. Send your articles to: presidentpmidiversity@yahoo.com



Diversity SIG Annual Business Meeting

The PMI Diversity Specific Interest Group (DSIG) cordially invites you to attend the Diversity SIG Annual Business Meeting that will be held Wednesday December 12, 2007.

Please join PMI Diversity SIG officers and DSIG members in an open forum of networking and sharing of project experiences. Hear how PMI Diversity SIG is promoting a holistic, applied-oriented understanding of Diversity and its relevance within the Project Management Profession. DSIG Board of Directors is open to suggestive improvement commentary

PMI Diversity SIG Annual 'Town Hall' Business Meeting

Date: December 12, 2007

Time: 12:00-1:00 pm EST

Location: Web Seminar

In an effort to allow the entire Diversity SIG membership the opportunity to attend, please RSVP by email to: presidentpmidiversity@yahoo.com This registration process will allow the optimal number of phone lines necessary to carry all participants.

For more information, please visit the PMI Diversity SIG website at www.pmidisig.org to find upcoming meetings and events that PMI Diversity SIG is hosting.

Sincerely,

PMI Diversity SIG Board of Directors

Did You Know...

Member involvement makes a difference! *Volunteers are the lifeblood of PMI. Filling a leadership role or working on a project is a great way to gain professional exposure while making your PMI experience richer and more meaningful. As a volunteer you will not only make great professional contacts, you will also expand your knowledge and develop your leadership skills.* Interested candidates for DSIG can email the Diversity SIG President at presidentpmidiversity@yahoo.com or call 901-375-6075.



It's Election Time!!!

Stewart White. President – PMI Diversity SIG

It's time again for the PMI Diversity SIG component to begin the election process that will determine 2008 – 2009 officers. The PMI Diversity nominating committee has solicited to DSIG membership in good standing asking for nominations. This process will begin November 19 and end on December 3rd.

Are you up to accepting the challenge? Serving as an officer in the Diversity SIG component is a great opportunity to increase your leadership skills, knowledge and understanding of PMI, and the discipline of project management. It is a rewarding experience, both personally and professionally. Your leadership can make a difference! Consider volunteering for one of the following positions:

VP Education

Responsible for promoting a holistic, applied-oriented understanding of diversity and its relevance within the project management profession. Through the development of diversity-related educational materials, the identification of knowledge-enhancing resources, and a DSIG-developed and sponsored professional development activity, value-added emphasis will be placed on enhancing and expanding the Diversity-related skills and knowledge of project managers in accordance with the objectives of DSIG.

Roles

- Identify DSIG component-related project management reading materials, links to Diversity PM materials, and other professional publications and resources. In cooperation with the VP of eTechnology, VP Programs, and VP Publications, develop and maintain a DSIG Knowledge portal to include a DSIG eLibrary and links to outside Diversity-specific resources.
- Collaborate with DSIG Board-identified educational institutions to enlist their support in defining the scope of Diversity and promoting a greater understanding of Diversity's importance in the Project Management Profession through the professional development outreach activities of the DSIG.
- Provide DSIG and PMI membership with a Diversity-related professional development event designed to improve their understanding of Diversity and its importance in the field of Project Management.
- Identify areas of the PMP certification exam that are likely to contain DSIG-related subject matter and develop appropriate study resources and aids for DSIG and PMI members to understand and prepare for these areas of the exam.



DIVERSITY in project management



Striving to promote the participation and advancement of individuals of diverse backgrounds, in the field of project management

- In cooperation with the VP Programs, VP Publications, and VP Membership, actively pursue paid Diversity-related PM workshop attendance by the public at large and increase the public's knowledge and awareness of the DSIG through targeted outreach efforts.
- Prepare monthly status reports for presentation at DSIG Board meetings
- Maintain and deliver all permanent records to the position successor as required

VP Marketing

Responsible for publicity efforts of the Diversity SIG and PMI to internal and external publications, and through partnering with businesses. Additionally, the position includes cooperative marketing of DSIG project management activities with other PMI component chapters, SIGS, and business partners.

Roles

- Fill the role of Project Manager establishing for the preparation and editing of local advertisements describing DSIG activities and plans.
- Develop and place advertisement in newspapers, magazines of DSIG meetings, events, workshops, seminars, and vendor shows.
- Submit regular information on DSIG activities for publication in the PMI Today newspaper.
- In cooperation with Vice President Programs prepare draft text of meeting notices for review by the Board at their meeting preceding each Leadership meeting.
- With the cooperation of other Board members, establish an awards program to show honor and distinction for professional accomplishments and DSIG participation.
- Prepare monthly status reports for presentation at DSIG Board meetings.
- Maintain and deliver all permanent records to the position successor as required.
- Establish and maintain an active corporate DSIG sponsorship solicitation drive.

VP Membership

Responsible for the development and maintenance of a DSIG membership plan that assures continued growth through aggressive recruiting and partnering with major employers, as well as the development and implementation of a retention program.

Roles

- Compile and maintain a current file of PMI members in the Diversity area of operations and solicit their affiliation with the DSIG.
- Establish and maintain an active membership drive, including a documented plan, partnering with other DSIG Board members to identify membership opportunities, providing membership application forms and PMI information to potential members.
- Provide periodic membership lists to all DSIG Board members, communicating with and requesting from PMI, all appropriate membership documentation.



- Develop and implement a retention program and follow up with each member who does not renew his or her annual membership.
- Prepare monthly status reports for presentation at DSIG Board meetings
- Maintain a permanent file of the membership and recruiting activities of the DSIG and turn over all documentation to successors as required.
- Develop and implement a member needs assessment survey.
- Monitor and report the general membership's requirements and response to DSIG Program surveys. This includes the preparation, analysis, and reporting on questionnaires, surveys, and other evaluation devices.

VP eTechnology

Responsible for promoting the Diversity SIG through the development and management of technology. Shall research, select, and manage eTechnology to support DSIG activities.

Roles

- Develop and maintain the DSIG web site by acquiring and managing domain name, web design and development of web media and dissemination of DSIG information.
- Establish the technical services and coordinate input to host DSIG activities such as Webinar, chat rooms, and discussion groups, with input from VP Programs and VP of Certification and Education.
- Maintain repository of DSIG newsletter, DSIG governing documents, seminars, events, or special presentations announcements on web as provided by VP of Publications.
- Report DSIG general membership's requirements information and response to DSIG Programs surveys on website as provided by VP of Membership.
- Maintain a repository of all Component correspondence (meeting minutes, mailings, etc.) to be placed on website, as provided by VP Publications.
- Serve as the Component Parliamentarian. Assist the President/Chairperson in matters of parliamentary procedure.
- Develop and distribute a "Special Projects Plan" to address and prioritize annual activities.
- Prepare monthly status reports for presentation at DSIG Board meetings.
- Maintain and deliver all permanent records to the position successor as required.
- Provide PMI Headquarters with copies of the DSIG newsletter, DSIG brochures and similar publications, and copies of articles about the DSIG and its published events.

Nomination and motion information, such as guidelines and requirements have been announced and are being accepted via email to: nominations@pmidsig.org

If you need additional information, please contact the current DSIG president at presidentpmidiversity@yahoo.com



Everybody Loves Brainstorming, But...

© September 2007, Dr David Hillson PMP FAPM
david@risk-doctor.com

If you ask people which technique they use to identify risks, most will include brainstorming in the list, usually conducted as part of a facilitated workshop. Indeed for many, brainstorming is not just one technique among several; it's the only one they use. Brainstorming is popular for a range of reasons:

- Everybody feels involved, with an opportunity to share their opinion openly
- It produces visible results quickly as the flipcharts fill up around the room
- It's usually conducted in an atmosphere of fun away from the usual workplace
- It gives people the chance to be creative and "think outside the box"
- It encourages team-building and creates a sense of shared ownership of the output

But there are some drawbacks to brainstorming which can lead to it becoming ineffective, for example:

- It can be difficult to get the right people to attend, and if key stakeholder perspectives are not present, important risks may be missed.
- The way the group functions can be influenced by groupthink and other subconscious biases.
- Strong individuals can impose their view on the session and inhibit others from contributing.
- The creative non-critical approach often results in identification of other things which are not risks (such as problems, issues, worries etc).

These can be overcome by simple steps such as effective facilitation by someone skilled in managing group dynamics, good preparation by participants before attending the session, and commitment by all to honesty and mutual respect. But even with these in place, brainstorming can run into difficulties.

Part of the problem is that traditional brainstorming was not intended for identifying risks. The technique was originally developed for problem-solving, and has two key principles. First is *deferred judgment*. Idea generation must be separated from evaluation, otherwise the creative flow might be disrupted. Second is that *quantity breeds quality*. The first idea is rarely the best, so finding more ideas increases the chance of getting good ones. These two principles are expressed in the four rules of brainstorming:

1. *Creativity and free thought* are welcomed and encouraged, even if they appear unproductive



2. *No criticism* is allowed during the session, with judgment being deferred until later
3. *Combination and improvement* are sought, to produce better ideas by building upon others
4. *Quantity* is required, since more ideas increase the chance of finding a solution

When brainstorming is used for risk identification, we need to be sure that we identify as many risks as possible from a wide range of sources across the project. Unfortunately the creative process can result in identification of things which are not risks. It is common for a brainstorm session to concentrate on areas where participants are comfortable, such as technical risks, ignoring other important areas such as commercial or external risks. It is also possible for a brainstorm session to go down a blind alley, with people being very “creative” about unrealistic risks (such as an alien invasion, everyone dying from a mystery disease, or the project manager becoming a millionaire).

To avoid these shortcomings, the rules of brainstorming need to be modified when it is used as a risk identification technique. For example it helps to have some evaluation of the ideas initially generated, in order to remove non-risks. Use of a standard risk description (or risk metalanguage) can help to ensure that only genuine risks are captured. It can also be helpful to structure the creativity in a risk identification brainstorm by using risk categories or a Risk Breakdown Structure, to be sure that all possible sources of risk are considered. Everybody loves brainstorming, but it must be used carefully and intelligently for risk identification if it is to achieve its purpose of allowing key stakeholders to identify as many risks as possible in a creative and fun way.

Article from “Risk Doctor Briefing”

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, contact the Risk Doctor (info@risk-doctor.com), or visit the Risk Doctor website (www.risk-doctor.com).



Situational Awareness and the Project Charter

Michael E Lucero, PMP, Managing Consultant

How often do we find ourselves in the position of inheriting our budgets from prior management teams with prior management priorities? It's no revelation that projects don't always have clear starts and clean finishes. In my experience in the Federal space, resuscitating projects in the midst of *continuing resolutions*, or worse, in the aftermath of the Congressional budget axe is rather a common occurrence. And just to keep things exciting, the boss's boss just sent your beloved project champion on TDY for the next six months. If these situations seem foreign to you, count your blessings. If this is business as usual, consider revisiting your project charter and evaluate your situational awareness.

Like security practitioners, PMs need situational awareness. And though situational awareness might naturally—even correctly—lead you back to the project scope, another element to look at is the project charter. Do you still have a champion? Have your customer's needs changed? When was the last time you checked the burn rate and evaluated your deliverables with your PM? Do you have alternatives if the project's impetus is no longer relevant under the new management agenda? After all, being a good PM may mean making a no-go decision, or helping an organization transition funding into more valuable endeavors.

Consider an IT project where what was planned for years ago, budgeted for in the last fiscal cycle, but is only recently coming to fruition, now is no longer considered a best-practices solution. In situations such as this, navigating the alternatives and recruiting management champions are valuable skills. Doing this well takes project situational awareness and revisiting the project charter. Evaluating the scope is part of the process, but it's not as useful for revealing political undercurrents, especially for long-term initiatives.

Politics in organizations matter. Politics affect project outcomes and the perception of success. When management teams change, PMs have to be ready to adjust to new priorities. Adjusting does not mean sidestepping PM ethics. Rather, it's about making sure a project's value is still significant enough and relevant enough to have a sponsor sign off on the charter today with the same enthusiasm as when the project commenced.

Michael Lucero is a Diversity SIG member and Management Consultant for the US Department of Energy.



Buying Time: How to Put More Hours in Every Day

by Michelle LaBrosse, PMP®, Chief Cheetah and Founder, Cheetah Learning
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How often do we say to one another: I just wish there were more hours in the day? Well, there can be. When you use Project Management techniques to your advantage, you can be singing the Rolling Stones classic, *Time Is on My Side*. Here are some of my favorite time-saving tips that you can apply both to your business and home life.

1. **Avoid the Long, Rambling To-Do List.** One thing that gets many of us in trouble is when we have enormous To-Do lists that have no prioritization, and they just continue to grow like a pile of laundry. What's dangerous about this, is that we get overwhelmed and the To-Do list starts to become the enemy instead of our ally.
2. **Prioritize.** At the beginning of every day, look at what you have to do and prioritize it. What's red hot and time specific? Do that first. What do you need to do today to move forward on some of your Big Hairy Audacious Goals? What's at your Bus Stop? These are things you are waiting for from others. What's on your passion list? This is what you will do to recharge your batteries and give you energy.
3. **Eating Your Spinach.** It is human to dive into what is fun, but think of all the procrastination time you save when you tackle the tough stuff first. It's like eating your spinach before you can have the hot fudge sundae for dessert. It's also important to tune in to the time of day when you have the most energy. That's the best time to do your most difficult tasks.
4. **Save Time for Murphy.** When you over-schedule your day, you create stress for yourself because there is no time for Murphy's Law – the inevitable things that go wrong that we might not foresee. Try to leave at least two hours of your workday unscheduled.
5. **Rebooting Your Brain.** Sleep deprivation might have been a sport in college, but when you're working and trying to be effective in all aspects of your life, you need to get enough sleep. If you think of your brain as your own personal hard drive, it needs time to sleep to function at its best and keep all the data in the right places. When you're rested, you give your brain the white space it needs to do its best work. Nothing is a bigger time waster than when you're not in top form, and you have to keep doing the same things over and over again.
6. **Know Where your Time Is Going.** If you don't think you know where your time is going, spend a week logging it, and then evaluate the results. This simple exercise will often give you insight into what you should NOT be doing.



7. **One of These Things Is not Like the Other.** When you group like tasks together, you can save an enormous amount of time and really get momentum going. Look at what you have to accomplish, and set up the flow so that it builds logically and saves you having to back track.
8. **Make Technology Work for You.** If you feel like you're doing the same things over and over again, automate or standardize those tasks. Learn how to manage your e-mail so it is a productivity tool, not a time waster. If you find that you spend all day responding to e-mail, but not enough time completing tasks, you need to evaluate how you're spending your time, and build an e-mail culture that works for your team and organization.
9. **Make Meetings Matter.** Someone once told me about a CEO of a company in New Hampshire who had conference room tables with no chairs. The message was clear. Get to the point, and make the meeting matter. Don't have a meeting if it can easily be handled in an e-mail or a conference call. Have a meeting when being face-to-face has an important impact on the outcome, and set the expectation that everyone's time is valuable, so no meeting can be called unless there is an agenda and a clear objective.
10. **Stretch.** Building in breaks for exercise and stretching is critical to maximizing your time and making sure your brain is working at its peak performance. We see this time and time again in our training, and that's why we believe strongly in integrating stretching and breathing into our classes.
11. **Know Your Shine Time.** If you're a morning person and that is prime time for you, make the most of that time, and get up a little earlier to maximize your shine time. Likewise, if you're a night owl or get a burst of energy in the late afternoon, recognize your energy surges and take advantage of them.
12. **Recharge Your Batteries with Passion.** Passion creates energy. When you are passionate about something, whether it's fly-fishing or doing the tango, it helps you recharge your batteries. Make sure to leave space on your calendar for something that you love.
13. **Don't Put Off Professional Development.** When you invest time in your professional development, you save time because you often accelerate your career. Take the time you have to invest in yourself, and get your [PMP® certification](#) or take a [Project Management course](#) to beef up a skill set that will help propel you forward. Look at the options available to you – online and offsite – and commit to making every minute matter more.

This article is a part of the "Know How Network." The author is Michelle LaBrosse, the founder and Chief Cheetah of [Cheetah Learning](#) and an international expert on accelerated learning and Project Management development. Find out more about the author and Cheetah Learning at: www.cheetahlearning.com



New Members / Renewals / Rejoining

July

NEW MEMBERS

Fred Bohannon, New Palestine, IN USA
Albert Caldwell, Park Forest, IL USA
Nicole Mitchell, Reston, VA USA
Kharen Monsho, Austin, TX USA
Cleophas Pearson, Willingboro, NJ USA
Stephanie Price-David, Ringoes, NJ USA
Clarence Willie, New York, NY USA

RENEWALS / REJOINING MEMBERS

Paul Aaron, PMP, Fredericksburg, VA USA
Lia Briggs, PMP, Irving, TX USA
Malcolm Coghlan, Nunawading, VIC, AUSTRALIA
Christy Crickenberger, PMP, Succasunna, NJ USA
Amanda Dority, Pearland, TX USA
Pamela Gates, PMP, Tampa, FL USA
Fern Johnson, Plano, TX, USA
Yoshio Kanbe, Yokohama, Kanagawa, JAPAN
Asha Ramkissoon, PMP, Port of Spain
TRINIDAD AND TOBAGO
Darrell Reid, PMP, Oak Hill, VA USA
Fredericka Ross-Molock, Glen Dale, MD USA
Sandra Shakoor, Park Forest, IL USA
Melinda Thompson, PMP, Granger, IN USA

NEW PMPs

Mark Belli, Westlake, OH USA

August

NEW MEMBERS

Mutiu Adebakin, Sugarland, TX USA
Albert Almeida, PMP, Lake Oswego, OR USA
Christopher William Benoist, PMP
San Francisco, CA USA
Donna Braunschweig, PMP, West Chester, PA
USA
Dorothy Cooper, PMP, Alpharetta, GA USA
Sandra Goines, Newburgh, IN USA
Cedric Johnson, Charlotte, NC USA
Kirsten Lynch, Cincinnati, OH USA
Dean Murrell, PMP, Shawnee, KS USA
Shalina Murrell, PMP, Odenton, MD USA
Sudha Nallamothu, PMP, Commerce Township, MI
USA

RENEWALS / REJOINING MEMBERS

Carla Catalano, PMP, Santiago, CHILE
Dawn Haenlein, PMP, Waukesha, WI USA
Danny Nakagi, Long Beach, CA USA
Steven Hattey, PMP, Troy, MI USA
Mamane Ibrahim, PMP, Couzeix, FRANCE
Sandra Rowe, PMP, Southfield, MI USA
Shirshendu Sarkar, PMP, Fremont, CA USA
Boris Volpe, San Francisco, CA USA



NEW PMPs

Danny Nakagi, PMP, Long Beach, CA USA
Thomas Weissmann, PMP, Nuernberg, GERMANY
Clarence Willie, PMP, New York, NY USA

September

NEW MEMBERS

Rosalyn Adams-Smith, Indianapolis, IN USA
Umesh Dudaney, PMP, Emeryville, CA USA
Jesse Fewell, PMP, Falls Church, VA USA
Wendy Leung, PMP, Schaumburg, IL USA
Linda Mikowski, PMP, Crete, IL USA
Enrico Paulozza, PMP, Richmond Hill, Ontario
CANADA
Lewis Price, PMP, Oak Park, IL USA
Donald Rockhead, Boston, MA USA
Seth Tezyk, Miami, FL USA
Nadine Tomlinson, Piscataway, NJ USA
William White, Haymarket, VA USA
Cynthia Wollman, Jenkintown, PA USA
Alan Yue, PMP, Honolulu, HI USA

RENEWALS / REJOINING MEMBERS

David Esslinger, PMP, Springfield, IL USA
Michelle Halley, Danbury, CT USA
Betty Hutchins, PMP, Rochester, MN USA
Robert Wayne Ratcliffe, San Antonio, TX USA
Karen Scott, PMP, Clarkston, MI USA
Teresa Sherald, PMP, Columbus, OH USA
Helena Young, PMP, West Des Moines, IA USA

NEW PMPs

Adrienne Bitoy-Jackson, PMP, Country Club Hills, IL USA



DIVERSITY in project management



Striving to promote the participation and advancement of individuals of diverse backgrounds, in the field of project management

2007 Board of Directors

President

Stewart White
Presidentpmidiversity@yahoo.com

VP, Finance

Mark A. Lurch, PMP
Mark.Lurch@gd-ais.com

VP, Education

Open Position

VP of eTechnology

Boris Volpe
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VP, Membership

Tammy Camper
tecamper@stp-partners.com

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VP, Marketing

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tasherard@hotmail.com

VP, Publications

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pmifaye@yahoo.com

DSIG Statistics

DSIG is currently composed of over 293 members from more than 21 countries.

- | | |
|-----------|---------------------|
| Australia | Italy |
| Austria | Jamaica |
| Belgium | Korea |
| Bermuda | Malaysia |
| Brazil | Netherlands |
| Canada | Nigeria |
| England | New Zealand |
| France | Singapore |
| Germany | Trinidad and Tobago |
| India | United States |
| Ireland | |

