

MILESTONES

ORANGE COUNTY CHAPTER OF PMI

1991, 1992, 1993, 1995 & 1997 CHAPTER OF THE YEAR

JANUARY 1999, Volume 11, Number 1

1999 CHAPTER BOARD

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January 12th Meeting

PLANNING FOR SUCCESS: DISNEY'S ANIMAL KINGDOM PROJECT

TAKE A PEAK AT THE SECRETS BEHIND THE MAGIC as Frank Addeman from Walt Disney Imagineering presents the latest and certainly greatest of the Disney theme parks. This 500-acre park is five times the size of the Magic Kingdom Park and is the largest Disney park in the world. It is a celebration of animals from around the world and across time. Animals at the park range from lions and elephants to unicorns and dinosaurs. And there are thrill rides, exotic landscapes and close encounters with live wild animals in natural settings. To create this exotic park, 24 thousand trees and 2 million shrubs were planted in record time, requiring 90 miles of irrigation. Grading profiles for the park required close coordination between themed structural shotcrete retaining walls and underground piping. The schedule required an installation rate of over 100,000 square feet of themed shotcrete walls per month and 10 miles of underground piping (with multiple cross-overs) per month. The project also included construction of over 100 themed and backstage buildings. Disney's Animal Kingdom opened on schedule in April, 1998.

Frank Addeman is the Executive Director of Project Planning and Scheduling for Walt Disney Imagineering. Frank joined Imagineering in 1988 as Senior Manager of Division Finance. Frank became Manager of Project Planning/Scheduling in 1990 and was the lead planner for Splash Mountain, Disney's Animal Kingdom in Florida, and multiple projects in Paris. Frank developed WDI planning and scheduling guidelines and standards as well as the WDI Project Process handbook. Prior to joining WDI, Frank spent 17 years in design engineering and construction with Bechtel and Fluor Corporation. Frank's Bechtel experience included eight years as Project Controls Manager responsible for design and construction of several multi-billion dollar fast-track projects. Frank has a B.S. in Business and Applied Engineering from the University of Idaho and a professional designation in capital and operating cost management from UCLA.

NEW MEMBERS**Jack Barnhill**

Unisys Corporation

Dewey BennettE2M Engineering
Environmental Management**Donna Dodge**

Bank of America

Rajasekaran DurairajEDS Southern California
Solution Center**Debbie Gurbach**

Smartware

Patty Hondorp

IBM Global Services

James McCrory

High Technology Software Inc.

John Medwetz

Diebold Inc.

David Mitchell

Bank of America

Kenneth Wisinski**Mark Zeider**

Grant Thornton LLP

**STRATEGIC
ADVISORY
COMMITTEE****Pat Alexander****John Bing****Jan Birkleback****Lou D'Angelo****Quentin Fleming****Charlie Lopinsky****Mico Llanos****Vijay Mididaddi****Frank Reynolds****Gwen Vangelisto****Marty Wartenberg****Julie Wilson**

TO SIMPLY SAY THAT THE YEAR, 1998, WAS A SUCCESSFUL ONE for our Chapter would be a blatant understatement. We owe a debt of gratitude to the vigor, commitment, activism and unqualified fulfillment of productive results achieved by the outgoing Board of Directors. I am honored and profoundly appreciative that five of them have decided to continue contributing their enormous talent — and to put up with me as their President for the coming year. Suffice it to say, I eagerly welcome the four first-time Board Members, who equally abound with verve, gusto and undaunted enthusiasm. I am certain they will do their best in the service of our Chapter.

Most importantly, I ask you to join me in bestowing our highest accolades to our outgoing President, Quentin Fleming. He is an unrivaled master in leadership, vision and motivation, who has raised the standard of excellence for our Chapter to a level that presents the incoming Board with the challenging task of meeting, let alone exceeding those standards. Let me highlight just some of the new initiatives that were achieved under Quentin's tutelage during the past year:

COMMUNICATIONS

Established an e-mailing list, using the good services of Ron Stein at PTS, to broadcast announcements for our monthly meetings, including information on the activities for the meeting. Established a PMI-OC website linked to the PMI website <www.pmi.org>. This year, in addition to augmenting the content of our website we will be linking the e-mail list to our website. I will providing you with more details pertaining to expansion of content in subsequent issues of this newsletter.

PROFESSIONAL DEVELOPMENT

Last year we hosted not one but two PMP Workshops, both of which were superbly successful, in the quality of content and financial rewards to our Chapter. My unqualified appreciation to Janice Preston, Warren Nogaki, Ed Fern and all the volunteer facilitators for their hard work. We are currently working on a relationship with Cal. State Fullerton to develop a project management curricula, similar to the one we developed with UCI.

LEGACY DEVELOPMENT

We had two strategic planning sessions last year where we set out our Chapter goals for both the near term and for the next five years. As part of this effort, we established a Strategic Advisory Council (SAC) from the membership at large, who attended and contributed great ideas and concepts during these strategy sessions. SAC Members attend Board meetings and provide support on specific tasks on committees organized by Board members. Most importantly, SAC members are apprenticing to become Board members in the years to come.

Quentin, we thank you for your legacy! To do less in 1999, the last year of this millennium, would be a disservice to that legacy. As I take over the reins from Quentin I am reassured that the new Board will take our Chapter to new heights.

There is much, much more that was identified and developed during the past year, such as:

- Increased membership
- Increased attendance at our meetings, including excellent programs.
- Effective participation in support of PMI '98

Space limitations prohibit me from elaborating at this time. Again because of space limitations, I apologize for not being able to single out specific individuals on the 1998 Board for well deserved accolades for their superior efforts. However, there are eleven more issues to come and you can be assured they will not be overlooked in forthcoming messages in this column.

Dave Jacob

THE TEAM COACH

by *Donna Deepröse*

AMACOM Books 170 pages

- Coaches are not team leaders. Coaches facilitate team improvement, development, and responsibility. But, they are not player/coaches. Deepröse identifies eight primary activities that coaches carry out.
- Coaches build teams. Pulling a group together is team forming, but team building means guiding the team through the storming, norming and performing phases as well. Caring, but sparing, interventions in the teams internal development process will be most effective if the coach is perceived as an external force, not as a full member of the team.
- Coaches provide vision. Successfully meeting challenges is just as rewarding for teams as it is for individuals. The coach is responsible for introducing challenges into the team's goal setting processes. The challenges must meet the production/quality/financial needs of the organization at large and the development needs of the team.
- Coaches transfer management responsibilities to teams. By measuring a team's progress and maturity, a coach makes the determination to introduce new management responsibilities to the team. Each new responsibility will bring its own learning curve and its own opportunity to test and measure results.
- Coaches facilitate external relationships. Because teams are still an exceptional form of organization, relationships with other departments within a company, relationships with suppliers, and relationships with customers may continue to require the facilitation of an individual who is "in charge." Like other management responsibilities, the coach's goal should be to put team members in charge of these relationships by helping them to build their own relationships.
- Coaches provide resources. Until the team develops its own relationships, credibility, and presentation skills, getting authorization for expenses for training, maintenance, new personnel and equipment may require intervention from the coach. Even these responsibilities can, in time, be moved to the team.
- Coaches do longer-term planning. Freed from the time-consuming burdens of day-to-day supervision, the coach will have time to focus on longer time frames. Major process improvements often require new equipment, new layouts of existing equipment, retraining of personnel, and careful budgeting and planning.
- Coaches support the career development of team members. Once responsibility for meeting the current production schedule is moved to the team, coaches are free to consider whether an individual team member might be of more value to the company doing a different job. Arranging training and education to develop personnel skills, and value to the company, includes responsibility for getting team approval to schedule employee time.
- Coaches participate in teams of their own. If the organization is large, it may support several layers of teams within teams. The teams of coaches may have responsibilities for whole processes while individual teams have responsibility for process blocks within the whole.

As project managers, we spend a lot of our time and energy coaching project teams. For many of us, the Project Management Institute provides us with a team we can be proud to be a member of and call our own.

WHAT IS PMI?

THE PROJECT MANAGEMENT INSTITUTE

is a non-profit professional organization dedicated to advancing the state-of-the-art in project management. Anyone involved or interested in project management, regardless of industry or discipline, is encouraged to attend the monthly meeting to find out more about PMI and the Orange County Chapter.

Project Management Institute (PMI)
Orange County Chapter

Project Management Professional (PMP)
1999 Certification Workshop

“... *Building Professionalism in Project Management...*”

Be recognized for working in Project Management. Apply for a PMP Certification.

Purpose of Workshop: The purpose of this workshop is to help PMI Members prepare for the PMP Certification Exam by providing the materials and guidance for members to prepare for the exam. The sessions are conducted by PMI members from the Southern California area who are PMP's, *or are recognized as experts in the subject matters being instructed.*

Training will be provided at Fluor-Daniel in the Park Place Business Center, 3353 Michelson, Irvine, at the Jamboree Rd Exit of I-405 near the 55 Freeway. Bldg. 3345, down escalator, turn right to Rm. 37-26.

THIS LOCATION IS SUBJECT TO CONFIRMATION.

Saturdays 8am-5pm

<u>Date:</u>	<u>Time:</u>	<u>PMBOK Area</u>
10 Apr	(8-12) (1-5)	Overview/Study Prep Integration
24 Apr	(8-12) (1-5)	Scope Time
8 May	(8-12) (1-5)	Cost Contracts
22 May	(8-12) (1-5)	Risk Communications
5 Jun	(8-12) (1-5)	Human Resources Quality
19 Jun	(8-5)	Comprehensive Review

Exams may be taken at a *Sylvan Technical Training Center* convenient to you after the training is complete.

WORKSHOP FEE: MUST BE PAID PRIOR TO 1ST CLASS SESSION. A COPY OF THE PMBOK IS ALSO REQUIRED, WHICH MAY BE ORDERED FROM PMI OR PURCHASED AT THE FIRST SESSION FOR \$25.00.

PMI Members.....**\$325**

Non-PMI Members.....**\$450**

Make check payable to “PMI-OC”
Mail to “P.O. Box 8026; Newport Beach, CA 92658-8026”

(Include your return address, office and home phone and FAX number, and e-mail address)

PMI-Orange County PMP Workshop Registration / Information:
Call: Cathy Jackson at 949-733-3601.....**PMP Workshop Registrar**



MONTHLY DINNER MEETING

TUESDAY, JANUARY 12, 1999

Program: PLANNING FOR SUCCESS
DISNEY'S ANIMAL KINGDOM PROJECT

Location: Holiday Inn
2726 Grand Avenue, Santa Ana
Next to the 55 Freeway at the Dyer Road Exit

Time: 5:30 - 6:20 Sign-In and Networking
6:20 - 7:30 Announcements, Dinner
7:30 - 8:50 Speaker
8:50 - 9:00 Closing and Adjournment

Cost:	In Advance	Members	\$25.00
		Non-Members	\$27.50
	At the Door		\$30.00

Please register online at <http://www.pmi-oc.org>

Or mail your check to: PMI - Orange County
P. O. Box 8026
Newport Beach, California 92658-8026

EDWARD J. (ED) FERN

Public Relations Director

MY CAREER IN INFORMATION TECHNOLOGY and product development dates to 1973. I've held director level positions with Sprint, Control Data Corporation, and TRW. I earned an MS in Technology Management at Pepperdine University in 1992 and earned my PMP in 1998. Since 1992, I've been doing independent consulting for a variety of companies including Infonet Services Corporation, Sprint, Southern California Gas Company, and The Eastman Group.



Recently, I've focused on the application of project management disciplines to product development. My first article on this subject will appear in *PM Network* early in 1999. I'm currently finishing a book, *Time-to-Profit Project Management: A Primer for Project Managers in Commercial Product Development*. My consulting practice is now being incorporated with the name, "Time-to-Profit, Inc." I will be offering a Product Development System Improvement Program based on my own experience and the research I've done in preparing the book.

I'm looking forward to teaching several courses at UCI this year. In addition to the "Introduction and Overview of Project Management" and "Business Process Improvement Projects" courses, UCI is evaluating a "Product Development Project Management" course based on my book and a PMP Examination Review for people who have completed their certificate program.

I was born and raised in Kansas City where I met my bride of twenty-seven years, Cindy, and where our two sons, Garrett (18) and Spencer (16) were born. We moved to California in 1987. We won't be able to get back to Kansas though, none of us own any red shoes and our dog is named Tuck, not Toto.

As your publicity director, I have responsibility for the chapter's web site, <<http://www.pmi-oc.org>> and for putting together each month's *Milestones*. I am also working two projects to increase the visibility of PMI-OC among Orange County's project sponsor-employers.

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PMI Orange County MILESTONES

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MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, Chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the Chapter or the Project Management Institute.

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PMI LA

TOOL TIME MEETING

THE TOOL TIME MEETING is your opportunity to see and learn about the latest tools, services, and opportunities in the project management field. Vendors from the major and emerging software companies, as well as service providers and consultants, will provide information and demonstrate their latest tools and services for project managers. You will be able to roam at your leisure from booth to booth and talk one-on-one to 20 exhibitors. Get to know the products and services available to the project management profession by attending this educational and social event.

Date: **February 11, 1999** Time: **6:30 to 9:30 PM**

Place: The Proud Bird Restaurant
1022 Aviation Boulevard (just South of LAX)
Los Angeles

Food and Drink: Hors D'oeuvres Cash Bar

Cost: \$5 ONLY with reservation

Reservations: Call PMILA 909-340-1780

E-MAIL

If you would like to make an E-mail announcement to all PMI members, contact RStein@PTStaffing.com.

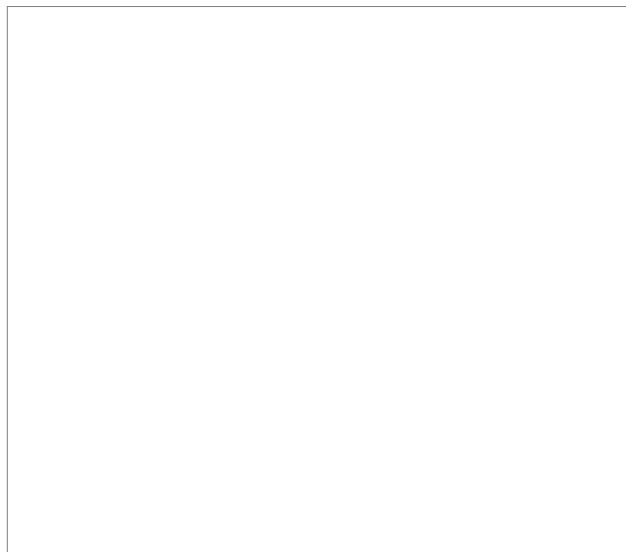
www.time-to-profit.com

QUENTIN FLEMING EXPANDS INTERNATIONAL OPERATIONS

by Ray Stratton

Mexico City, December 1998: There I was in Mexico City. I had just completed conducting a two day project management seminar for various Mexican companies. I decided to stay an extra day to see the country, perhaps take a tour, and get my mind off work and the activities back home. Turning a corner I looked up and there it was, "Instituto Fleming."

Now I know that Quentin has done some foreign travel, but it seems the Fleming enterprise is perhaps larger than he would have us think. Quentin? Is there something going on here that you would like to share with PMI Orange County?



ORANGE COUNTY WEB SITE

Visit our web site at:
<http://www.pmi-oc.org>
to reserve your place at the meeting and to stay informed of events that are important to members and to project management.

COMING EVENTS

JANUARY MEETING - TUESDAY, JANUARY 12

PLANNING FOR SUCCESS
DISNEY'S ANIMAL KINGDOM PROJECT
Frank Addeman, Disney

FEBRUARY METING - TUESDAY, FEBRUARY 9

DESIGN/BUILD PROJECT DELIVERY
OF THE EASTERN TRANSPORTATION CORRIDOR
Frank Jenes, CH2M Hill, Inc.

MARCH MEETING - TUESDAY, MARCH 9

YOUR ERP PROJECT IS IN TROUBLE
WHAT DO YOU DO?
Phil Quigley, IBM

PMI/OC MILESTONES

Project Management Institute

Orange County Chapter

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