June 13th Meeting

THE ACCOUNTABILITY REVOLUTION:

Achieving Breakthrough Results in Half the Time

By Mark Samuel

Working harder isn't the answer for improving performance results in less time within an environment of decreasing resources, mergers and continually changing technology. In addition, successful organizations have learned that streamlining processes and providing employee training no longer equates to high performance. Today, the most successful organizations and highest performers have one thing in common: Accountability – people who can be "counted on" and can "count on" others to keep their commitments and agreements. Accountability is the way to bring the human spirit alive in the workplace and this presentation tells you how.

Based on the book, *The Accountability Revolution*, this no-nonsense presentation focuses on the key strategies and tools used by top performing organizations, teams and individuals who have achieved breakthrough results in half the time expected. In this practical, highly entertaining and interactive presentation, participants hear success stories, watch demonstrations, and practice the tools learned as they apply the principles of accountability to their own work and personal life. Participants will not only come away inspired, but also be prepared to take action on three key areas that will contribute to their performance and morale on the job, as well as their quality of life at home:

• Execution & Recovery: The Secrets for Achieving Breakthrough Results
• Overcoming Fear and Resistance to Change
• Three Steps for Measuring and Sustaining Success

Mark Samuel, *founder and president of IMPAQ, and originator of Accountability-based Consulting and Training has been an independent consultant, educator and speaker since 1978. His experience as an Organizational Development Specialist includes the development of leaders and teams to increase performance norms and achieve business outcomes.*

Mark has worked with organizations throughout the world including General Motors, UC Berkeley, Hewlett-Packard, Kaiser Permanente, PDVSA of Venezuela, PacifiCare, the US Navy, Chevron, Southern CA Edison, Pacific Bell, Sun Microsystems and many others that have implemented IMPAQ systems.

He has just authored a book entitled, The Accountability Revolution: Achieve Breakthrough Results in Half the Time.

Vendor Showcase: ARES Corporation

ORANGE COUNTY CHAPTER

PMI

Michael Bachtold   PMP # 23491

Iosif David   PMP # 21361

Zoila Hernandez   PMP # 23421

William Newcomb   PMP # 24199

Frank Parth   PMP # 23874

Linda Smotherman   PMP # 23483

Terence Warner   PMP # 23841

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Juliet Acuff
CSC

Darrell Anderson

Christine Avers
R & B Incorporated

N. Ann Blumenthal
PacifiCare Health Systems

John Bryan

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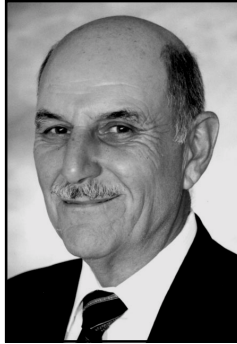Jorgensen Consulting Inc.

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Patricia Lopez
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Ann Marie McFadden
QuadraMed Corp.

THE PRESIDENT'S COLUMN

Our dinner meeting in May was a rousing success *for those who attended*. Phil Quigley, who happens to be a Chapter member, presented a thought provoking, riveting and stimulating presentation on **"Your Website is Cool . . . Does Your Plumbing Work?"** Not only was the content truly relevant, but his delivery was impeccable. Phil's presentation and most certainly the networking were the best part of the meeting. Unfortunately, there was a "downer." I dislike using this column to broadcast "downers." But this time—and I sincerely hope the last time—I feel obliged to raise the problem.

You will notice I italicized the above words *for those who attended*. That's because we had 100 confirmed reservations and we ended the evening with 36 "no-shows," a number well in excess of what we've previously experienced. Fortunately the "walk-ins" (those who attended without advanced reservations) helped offset some of the deficit with a resulting attendance of about 80 people. However, your Chapter experienced a deficit.

A word of explanation: Each dinner meeting that your Chapter hosts involves signing a contract with the Holiday Inn. Our obligation is to provide a guaranteed minimum head count for meals. The Chapter is required to pay that minimum amount. Moreover, if we exceed this minimum, we must pay for the additional people who attend. Based on our past history of walk-ins versus no-shows, we generally equal or exceed the minimum guaranty.

So this situation begs the question, "What should we do about no-shows?" Your Board and Committee members have been discussing this question at some length by e-mail. The general consensus is that we don't want to become overly restrictive. We will continue to sustain a no-charge cancellation policy in the foreseeable future. However, I appeal to your collective sense of integrity and cooperation; that if for any reason you cannot attend after making an advance reservation, please let us know as soon as you can. This way you'll be doing your Chapter and yourself a worthwhile service.

Let me hasten to add that, in relation to other volunteer organizations, your Chapter is very solvent and the chance of becoming financially marginal is extremely remote. By the same token, your Board and Committee members endeavor to obtain the best value for each and every expenditure on behalf of our Chapter. Dinner meetings are not fund-raising events. Our expectation is simply to break even. As "proactive project managers," your Board considers that the negative financial blip resulting from the May meeting is just that—a blip and not a trend. As one of our stalwart committee members, Lou D'Angelo, stated, "Unpredictable schedules, travel, higher priorities, etc., are the norm in the project management business." We fully empathize with his remark, but as experienced or aspiring project managers, please consider "proaction" as well.

Having said that, and admittedly with a measure of reluctance, I look forward to having all of you attend our June meeting. We will strive to give you another quality evening of professional and social interaction, including what will undoubtedly be another fine presentation by our guest speaker.

Dave Jacob

SUCCESS, ORGANIZATIONAL CHANGE AND PROJECT MANAGEMENT

By Bradley Paul

Introduction of new or improved products into the market place requires management philosophies, business processes and manufacturing capabilities that allow for rapid transition from prototype to full-scale production, so as to meet market introduction dates and customer commitments. Therefore, a company must have a solid foundation that supports consistent and reliable execution of processes, which provide both value and quality to the customer. Unless these products and services can be delivered with competitive economics, the ability to deliver value to the customer and increase revenue is undermined.

The full potential of this strategy cannot be realized without certain organizational capabilities or "foundations for growth," and requires an alignment and commitment of the organization toward delivering value, as defined by the customer. Project management methods and tools are designed to align the organization's growth strategies, and deliver customer value through superior execution, consistent with the need to meet that rapid transition.

Still common in many companies is the traditional "silo" organizational structure in which various departments function as independent entities, rather than as a team with a common objective. This is because they compartmentalize decision making and responsibility, restrict information flow, and dictate a command-and-control management style. These organizations are poorly suited to delivering competitive customer value, which will impede growth or market share.

Traditional functional departments strive to link functions as a way of overcoming this silo effect, but growth requires organizations and business processes that do more than just link functions. Through process redefinition and a matrix management structure, management can integrate inter-dependent processes and their supporting internal areas of specialization with external customers and suppliers. Functional organizations tend to lack these processes and level of integration, which often results in conflicting objectives, priorities, and measures. Most significantly, this can lead to uncoordinated actions that can inhibit the effective execution of growth strategies.

Often the challenge faced by companies is not just helping the organization make the change from the "silo" organizations of the past. It also requires convincing executive management of the value of, and need for a change to a matrix organization, which utilizes project management methods and tools as a competitive advantage.

Successful companies create a culture open to change by focusing on three key areas: communication, participation, and alignment.

Communication: This is central to the change process. It is important to create a clear vision of the organization's desired competitive position, commitment, distinctive strengths, products and services offered, processes performed, and core values. This information must be communicated to and integrated with the organization. In high-performing growth companies, every individual knows what to do, why it needs to be done, and how to do it.

Participation: People will support change they help create. Visionary leaders recognize that tapping into workers' knowledge and experiences, and enlisting employee participation benefits both the company and the individual. Growth companies foster the development of change "champions" who enthusiastically and credibly spread the change message at all levels of the organization. Change at this point becomes contagious. In addition, these champions must have the resources, executive level support, skills, and motivation to bring about change.

Alignment: Management must be concerned with the alignment of corporate strategy, vision, people, processes, resources, and technology as well as the execution of material, information, and financial flows, with the goal of supporting the company's objectives and strategies. Achieving the proper alignment and execution requires a shift away from the traditional (business as usual) functional or "silo" view, to a horizontal/matrix organization with a Project Management perspective.

Project Management is not just the latest "buzz word;" the methods and tools used are at the very heart of an organization structured for success. They support the corporate vision, the work force, core processes, and future growth.

PMI CERTIFICATION EXAM CENTERS

Candidates can now schedule their computer-based PMP certification examinations at Assessment Systems, Inc. (ASI).

To schedule an appointment for the examination, eligible candidates should call ASI at 877-244-1688. Candidates may also register with ASI via the Internet at www.asisvcs.com.

Detailed scheduling information will be provided in the candidates' eligibility letters. Questions regarding exam scheduling should be directed to the Certification Program Department.

For information on paper/pencil-based certification examinations, please contact the Certification Program Department. e-mail to: certasst1@pmi.org

- *A news release on PMI's Corporate Council has been distributed* to 160 publications in order to announce this new program. The release is posted on PMI's Web site Press Room (www.pmi.org/press/releases.htm.) In addition, PMI is happy to announce the addition of two new participants in the Corporate Council Program: Boston University Corporate Education Center and Honeywell International. For the most up-to-date listing of participants, please visit the Corporate Council Web page at www.pmi.org/corporatecouncil. (corporatecouncil@pmi.org)

- *PMI's new Web Advertising Program* will "go live" on 15 May 2000, at which time button advertising spots will begin to appear on specially designated pages of the PMI Web site. The PMI Headquarters Publishing Division will manage the program in partnership with the MIS Department. Cornerstone Media, Inc. is PMI's advertising sales representative. Promotional literature has been sent to prospective advertisers announcing this program designed to tap into today's technology to reach the world's largest market of professionals working in project management. (advertising@pmi.org)

- *The Exposure Draft* of PMI's *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*, *2000 Edition* had elicited over 120 comments as of 26 April 2000. Numerous additional comments are anticipated as a result of having sent out 65,880 copies to date of the Exposure Draft to PMI members and other affected parties. The deadline for submission of Comment Forms is 30 June 2000 at 5:00 p.m. Eastern Daylight Time (US). (standards@pmi.org)

- *"PMI Connections 2000" Update*: Registration opened on 8 May for PMI's Annual Seminars & Symposium – PMI Connections 2000 – being held 7-16 September 2000 in Houston, Texas USA. If you have not yet received one, the registration brochure is posted on PMI's Web site at www.pmi.org/sympo/pmi2000. Register early to take advantage of the early bird discount, as the event is expected to sell out. (mtgs-conv@pmi.org). On Monday, 11 September 2000 from 8:30 a.m.–10 a.m. (US Central Time), PMI will transmit a live Web broadcast of the opening General Session. The keynote speaker for this event is William Taylor, co-founder of *Fast Company* magazine. Taylor will focus on what separates the winners from the losers in the business world. Compaq will sponsor the live Web broadcast and keynote speaker. Visit the Web site www.pmi.org/sympo/pmi2000 for the most up-to-date information and to find out how to log on to this groundbreaking event. (mtgs-conv@pmi.org)

- *PMI® will be featured on an episode of the television program "The Next Wave with Leonard Nimoy."* PMI's designated representative, Daniel Cozad, PMP, and individuals from two other companies discussed the role of project management in the new economy. The half-hour television show airs on CNBC (as paid programming) and is dedicated to exploring the issues and trends of the new economy.

Appearing with Cozad were Bob Olsen, President and CEO of Systemation, and William Smillie, Partner, Programme and Project Management Services, PricewaterhouseCoopers. Cozad's participation was as PMI's project management subject matter expert. The show was taped on 6 April 2000 in Los Angeles, California USA. The episode is scheduled to air on CNBC on Sunday, 11 June 2000 at 1:30 p.m. (EDT). As with all television programs, the schedule is subject to change. Check your local listings or Next Wave's Web site, www.nextwavetv.com for the air date in your region. In the event that you miss the show, portions of the program will be available for viewing at that Web site. (publicrelations@pmi.org)
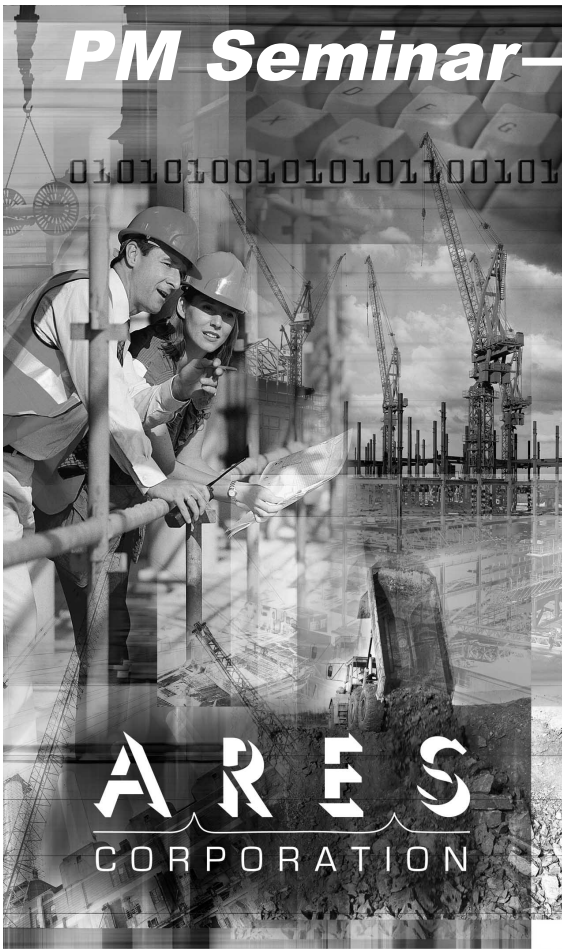
PMP EXAM QUESTIONS

TRY YOUR KNOWLEDGE ON PMP EXAM QUESTIONS (answers are on page 6)

Here is a sample of some questions:

1. The project plan should be distributed to:
   a. All stakeholders in the performing organization.
   b. All project stakeholders.
   c. Project team members and the project sponsor.
   d. Those people defined in the communication management plan.

2. Corrective action in project time management primarily concerns:
   a. Analyzing reasons behind variances
   b. Expediting to ensure that activities remain on schedule
   c. Assessing the project management software used
   d. Determining the magnitude of any variances

3. If a cost variance is the same value as the schedule variance, then:
   a. The cost variance is due to the schedule variance
   b. The variance is favorable to the project
   c. The schedule variance can be easily corrected
   d. Labor rates have escalated since the project began

4. All of the following are objectives of the kickoff meeting *except*:
   a. Working relationships and lines of communication
   b. Reviewing project plans
   c. Establishing individual and group responsibilities and accountabilities
   d. Discussing specific legal issues regarding the contract

YOUR WEBSITE IS COOL

DOES YOUR PLUMBING WORK?

by Phil Quigley

In this new information age many firms are so intent upon obtaining a Web presence that they overlook many issues that are critical for the success of the Website and perhaps the firm itself. Phil presented a clear outline of these many issues that must be considered when planning and implementing a Website.

BRAND MARKETING PLAN

Perhaps the most important issue stressed was the need to use the Website as a tool to extend "Branding" of the company and to accomplish this through an integrated Web strategy Brand Marketing Plan. This idea will put the focus of establishing a Website in the proper perspective and will help the firm avoid just putting something together to get on the Web.

The Needs of the Customer

In addition to having a Website that is cool to look at there are a number of other customer requirements that must be considered for success:

- The Website should be fast, easy to navigate, and contain up-to-date information.
- The Website should be supported by a system that is designed for operation 24 hours a day, 7 days a week.
- The products or services offered must be available for rapid fulfillment of orders on a global basis. This means the ability to ship goods to any conceivable location in the world.
- The Website must include appropriate security features for protection of customers' information and the firm's internal network.
- The system must be designed with scalability in mind to minimize the impact of growth issues.
- Is there a system in place 24 hours a day to efficiently resolve any problems or disputes?

The Importance of the Business Model

It was mentioned that a well-designed business model with accurate projections is important when considering the type of business that may expand rapidly due to a Web influence. There is a critical need to plan for the continuous evolving of the employees and the physical aspects of the firm. The nature of the Web business model implies that the customer expects the product quickly. The firm must have the resources to quickly supply the goods or services as well as planning for continued growth without a decrease in quality of delivery time.

In summary there is much more than meets the eye when considering a Website. There must be an overall strategy that will consider the Branding message to be delivered to the customer as well as all of the important points mentioned above. In many firms the addition of the Web as a tool may require extensive re-tooling of many of the existing business processes.

Tony Kurpakus

ANSWERS TO PMP EXAM QUESTIONS

1. **d. Those people defined in the communication management plan.**

   The communication management plan defines who receives what kind of information, when, and the level of detail to be provided to each person. PMBOK, pg.42

2. **b. Expediting to ensure that activities remain on schedule.**

   Special actions are needed to ensure completion of activities on time or with the least possible delay. [Controlling] PMBOK, pg.72

3. **a. The cost variance is due to the schedule variance.**

   In this case, the cost variance is an indicator of a schedule problem rather than a cost problem. Had the project remained on schedule, the cost would have been as estimated.

4. **d. Discussing specific legal issues regarding the contract.**

   Conducted after contract award or approval of the project, the kickoff meeting provides an opportunity for project participants to get to know each other and review information about the project. It is not a forum to discuss detailed project issues.

ORANGE COUNTY CHAPTER PMI™
MONTHLY DINNER MEETING

TUESDAY, JUNE 13, 2000

Program:	THE ACCOUNTABILITY REVOLUTION: **Achieving Breakthrough Results in Half the Time**	
Vendor Showcase:	ARES Corporation	
Location:	Holiday Inn, 2726 Grand Avenue, Santa Ana *Next to the 55 Freeway at the Dyer Road Exit.*	
Time:	5:30 - 9:00 p.m.	

Cost:

In Advance	Members	$25.00
	Non-Members	$30.00
At the Door		$30.00

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

Payment, by cash or check, may be made at the meeting.
Checks should be made out to **PMI-OC.**

Make your reservation early to guarantee seating.
Please cancel your reservation if you are unable to attend.

LOGO CONTEST

The PMI-Orange County Chapter is in the process of adopting a new logo, and we are having a contest!!! We need your ideas and suggestions. Enter the contest and **design our new logo**. The Board of Directors will review all entries and select three finalists.

The three selected designs will be shown at our July dinner meeting where members and guests will have the opportunity to vote for their favorite logo design. The winner will be announced two weeks after the July meeting, and the announcement will be published on our web site, pmi-org.com. The winner will **receive a special prize**.

Go to the web site to see **sample designs** and **logo requirements** (the design has to match the specific requirements defined by PMI). Please keep in mind that the design must be simple so that it looks nice when reduced in size**. All entries must be received by 5:00 PM, on Friday, June 23, 2000. Please e-mail all entries to Myrna Bravo at pmilogo@aol.com.** You will receive a confirmation when your e-mail is received.

Enter the contest now. Do not miss this UNIQUE opportunity!!

E-MAIL

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

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

Mark your calendar for these *can't miss* PMI-OC dinner meeting
topics:

11 JULY   **Will Your Project Overrun?**
                     Do a Cost/Risk Analysis
                     by David Hulett

8 AUG   **Team Building on Projects**
                     by Greg Jacobsen

12 SEPT   **Project Partnering**
                     by Dennis Eriksen

Watch for PMI on "The Next Wave with Leonard Nimoy"
Airing on CNBC on Sunday, 11 June at 1:30 PM (EDT).

Why not attend the following nearby PMI Seminars
World 2000 event:

10-13 JULY   San Francisco

Visit www.pmi.org/semcat/ for more information.

Don't forget the PMI Annual Seminars & Symposium
"Connections 2000" to be held in Houston, Texas
from **7-13 September 2000. Register at http://www.pmi.org/**

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PMI/OC **MILESTONES**

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