



MILESTONES

Volume 3, Number 8

August, 1991

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August Dinner Meeting

Plotting Your Career Path In The 90's

Climbing the corporate ladder and getting the gold watch are antiquated career models in the 90's. Professionals who want to thrive in the new decade must become creative architects and engineers of their own careers. New times demand new designs for parlaying years of accumulated skills and experience into a career path that will lead to success and satisfaction.

During our August meeting, Dr. Ann Coil will present principles she has developed for plotting *your* career path in the 90's which includes:

- Perspectives on career trends in the 90's
- New models for plotting a career path
- Your core competency
- The building blocks that will make your career plan a reality

Dr. Ann Coil is the principal of Ann Coil Associates, a career development firm in Orange, California. For more than a decade, she has impacted the field of human resources through her nationally recognized, innovative career programs developed for an impressive list of private and public sector clients and individuals.

Through a bottom-line, hands-on approach in the programs, she has helped organizations and individuals to take charge of their careers, retain

talent in the organization, match people to the right jobs, and increase productivity and morale. She has developed and implemented programs for a variety of clients which include The White House, County of Los Angeles, AVCO Financial Services, Transamerica and Unisys.

Dr. Coil received her Ph.D. from Claremont Graduate School and is a refreshing example of an individual who understands the value of a formal education coupled with real experience. Dr. Coil lives out her favorite quote by making it come true for others: "To love what you do and know that it matters, what could be more fun?"--Kathryn Graham.

In addition, we hope to have the honor of hearing Dr. Davidson Frame, Director of Certification for PMI who will speak on PMP certification and its importance in your career. Dr. Frame is Chairman, Department of Management Science, George Washington University, Washington, D.C. We hope his schedule permits him to visit our meeting during his West Coast trip.

The vendor host for August will be Lucas Metier, Inc., developer of *Artemis*. Representatives will inform us of recent product offerings.

Dale Brown

August 13, 1991 Dinner Meeting

Guest Presenter: Dr. Ann Coil

Guest Vendor: Lucas Metier, Inc.

Ramada Hotel

2726 South Grand Avenue

at Dyer Road & Newport Freeway (I-55), Santa Ana

5:30 Social Hour with Cash Bar

6:25-7:30 Dinner (Grilled Orange Roughy)

7:45-9:00 Program

Chapter Mailing Address:

P. O. Box 8026

Newport Beach, CA 92658-8026

Total Quality Management: A Fad?

What is the magic of TQM? We've all read tons of articles addressing how good it is and how it will help struggling American businesses. Is it just another way of squeezing more productivity out of the jaded American worker? Or is it a true shift in thinking, leadership and action? In reading several articles on this topic, I wanted to share with you some thought provoking points:

TQM is *not* a standalone activity nor is it *just* an additive to improved customer service or novel method of simultaneous engineering. It *is* a synthesized, pervasive and unwavering commitment to quality through continuous process improvement by *all* members in an organization. It may be the most powerful vehicle for revolutionizing American productivity if implemented (and monitored) effectively.

The influence of W. Edwards Deming on Japanese strategy and quality has been well-documented. In recent years, Deming's principles have enabled high-profile U.S. organizations to achieve significant improvements. Deming often comments on quality starting in the boardroom and not stopping until you hit the lowest level of worker in the manufacturing chain. Deming's principles comprise an exacting, never-ending proposition that pins the responsibility for long-term quality enhancement squarely on the shoulders of management rather than on the rank and file.

In the cases where TQM has been most effective, there has been a true "team concept" based upon an environment that encourages candor, trust and ethics. Companies which experience difficulties in implementing TQM need look no further than the people involved. The human side of TQM is the *most* critical element and *key* to effective implementation of the process--yet it is often overlooked and underrated as a success factor. When committed leadership is lacking, TQM fails. Without honesty, openness and high ethics, it cannot reach its full long-term level of effectiveness although it may achieve a short-term level of efficiency. Successful TQM implementation requires true management ownership

to assure long lasting productivity gains.

When committed leadership is lacking, TQM fails to achieve the goal. Without honesty, openness and high ethics, its overall effectiveness is highly suspect. When organizations say one thing but do another, a significant credibility gap occurs which diminishes commitment to TQM and other organizational priorities. Customers of the company question its ethics and may take their business elsewhere.

Management, on the other hand, which *actively supports* the TQM process is clear, honest and follows through on its promises. Leaders at all levels take action to demonstrate their commitment to TQM's values. It's *not what they say but how they act* that counts as they provide proactive leadership rather than receiving defensive reactions.

When leadership, quality and ethics are consciously blended together, organizations have a formula which enables them to achieve increased excellence, productivity and long-term good health.

Look in the collective mirror of your organization and project. Does quality management and leadership measure up? Do employees take pride in their work? Do you as a Project Manager continually strive for improved quality? Do you recognize the need for continuous improvement of *your* leadership skills and practices as well as others?

Deming's Path To Quality is included on this page. He challenges us to do projects and business in a different way. Although we may not wholly agree with his views, it is food for thought on looking at new ways for improving quality at your company or on your project.

Julie Wilson

Next Board Meeting:

August 28
6:30-8:30 p.m.

Welcom Software Technology
2091 Business Center Drive
Suite 100

Irvine, CA

Contact: Bill Caughlin

Ph: 714/851-9536

Fx: 714/851-8242

All members are invited to attend and participate at Board meetings which are held the 3rd Wednesday of the month excluding holidays.

CALENDAR:

August

- 1 September *Milestones*:
Submit articles and ads
- 13 Chapter Dinner Meeting
Guest Presenter: Dr. Ann Coil
- 15 September *Milestones* to print
- 23 September *Milestones* mailed
- 28 Chapter Board Meeting

September:

- 1 October *Milestones*:
Submit articles and ads
- 10 Chapter Dinner Meeting:
Guest Presenter: Elayne Rail
- 15 October *Milestones* to print
- 18- Coastline Class:
- 25 Introduction
to Project Management
Presenter: John Bing
- 23 October *Milestones* mailed
- 23 Chapter Board Meeting
- 27- PMI Annual Seminar/
30 Symposium

Deming's Path To Quality:

- Establish consistency of purpose.
- Constantly improve every system.
- Eliminate numerical goals and quotas.
- Drive out fear.
- Institute leadership.
- Stop awarding business solely on the basis of price.
- Break down barriers between departments.
- Institute training on the job.
- Eliminate annual ratings.
- Promote education and self-improvement.
- Abandon slogans.
- Cease dependence on mass inspection.
- Adopt the new philosophy of quality in its entirety.
- Structure management to accomplish the transformation.

Juran Keynote Speaker At PMI '91

Dr. Joseph M. Juran, Chairman Emeritus, Juran Institute, renowned author of numerous publications on quality management is the keynote speaker at the Business Luncheon Monday, September 30.

Since 1924, Dr. Juran has pursued a varied career in management as an engineer, industrial executive, government administrator, university professor, labor arbitrator, corporate director and management consultant. His remarks will offer interesting insights to the underlying principles common to all managerial activity.

Dr. Bruce A. Baldwin, practicing psychologist, acclaimed author and noted authority on lifestyle management is the keynote luncheon speaker Tuesday, October 1. Author and noted authority on lifestyle management, he promotes the quality of life in achieving men and women. Dr. Baldwin will offer ways of understanding the sources of stress and how to deal effectively with them.

Workshops:

The PMI '91 workshops place the spotlight of Professional Development on the principal dimensions of Managing for Quality. Methods for achieving the continuous improvements that are essential to Total Quality Management will be presented within the context of the "Project Management Body of Knowledge (PMBOK)". Workshops include study materials, continental breakfast, lunch and coffee breaks. The workshops begin Friday, September 27 and continue through Sunday, September 29. A sampling of workshops to be offered include:

- Assuring Quality Start-Ups For Projects
- Selling Project Management To Top Management
- Integrating Procurement And Risk Management

Social Program:

Several events are planned in this category including "On The Border Fiesta"--Experience the colorful culture of a Mexican border town with spirit-filled Spanish dancers, brave matadors, a strolling Mariachi band

and display booths of artisans and their crafts.

Social Program:

Tours which guests of Symposium attendees can customize to their likes include a golf tournament, a tour of Dallas homes, a fashion clothing show, the Dallas Museum of fine Arts and Dallas Art About Town program, A Trip To Bountiful (featured in the movie of the same name), and other optional program tours.

Technical Tours:

A choice of three tours is offered including American Airlines Flight Academy, Texas Utilities Systems Operations Center and Infomart. Learn about the management of American's 500 commercial aircraft, a look at the core of a major utility, or see the latest automation products and services enhancing office productivity.

Optional Tours:

"Where The West Begins" is offered featuring Fort Worth and its charming blends of wild West and modern cultures. You'll tour the city and experience two-steppin' at Billy Bob's Texas, the world's largest honky tonk.

Have you noticed the date for the Annual Symposium/Seminar has moved back two days? That's right! With final planning concluded, the Seminar/Symposium runs from Friday, September 27 through Wednesday October 2. The additional days offer you additional workshops and seminars given *before* the technical program begins on Monday, September 30.

Next month we'll give you additional information as it becomes known. If you need to find out the latest before the September issue of *Milestones*, give me a call.

Julie Wilson



Technical Tracks:
Software Program Development
Government/Infrastructure
Operations/Management
Telecommunications
Education/Research
Pharmaceuticals
Environmental
Aerospace
Utilities

PMI
Annual Seminar/Symposium
September 27-October
2, 1991
Dallas, Texas

Dallas Bound...

- Carol Brown
- Bill Caughlin
- Hal Halverson
- David Hulett
- Myla K. Goldman
- Christina Lee
- Susan Morris
- Frank Reynolds
- Ward Speaker
- Julie M. Wilson
- David Yturalde

Notify Julie Wilson to be included in this column and to receive updated information as it becomes known.

Quality Thoughts ...

- A commitment to quality must start at the top.
- Most quality problems exist because we don't take the issue seriously enough.
- If you don't believe in quality, you'll never produce it.
- Everyone must be expected to contribute ideas to improve quality.
- Quality levels must not only be attained, but maintained, and improved.

Unveiling The Mystery of "C" Spec

At our July dinner meeting, Mr. Gary C. Humphreys, founder and President/CEO of Humphreys and Associates, presented "C/SCSC and the Role of the Project Manager". During his presentation, Gary discussed C-Spec or Earned Value concepts, organization of reporting, planning, budgeting, and analysis using earned value data. The key elements of Gary's presentation identified the Project Manager's role utilizing Performance Measurement Systems, the objectives of C/SCSC, the discussion of basic management principles, and the benefits of Performance Measurement Systems to the Project Manager.

Gary took a very complicated subject and in 45 minutes removed some of the mystery. Gary described the Earned Value Process as:

- Identify short tasks
- Schedule each task
- Assign a budget to each task
- Measure progress of the tasks

Gary described how a Project Manager utilizing this tool can

monitor cost and schedule performance which will result in:

- Fewer surprises in your schedule and budget
- Traceability of problems to their source
- Management involvement
- Data on which to base business planning
- Historical records for future estimating

The guest vendor for July was Management Computer Controls, Inc. (MC²) who market an estimating system. Blake Jones was MC²'s representative and his computer display created a lot of interest for attending members and guests. If you have other questions about their system, you can contact the vendor directly at (901) 346-1361 or Blake in Costa Mesa at (714) 432-6384.

I would like to again express our collective appreciation to Gary Humphreys for his fine presentation and for removing some of the mystery of earned value reporting. Also thanks goes to Blake Jones for his product display and information.

Dale Brown

July Dinner Report Card

38 Project Management professionals and guests attended. Survey responses follow below with ratings on a scale from 1 to 10, 10 being the most favorable. 19 responses received and averaged:

Vendor Corner:	
Met Needs	8
Presentation	7
Dinner and Service:	
Quality	7

Service	7
Speaker and Topic:	
Topic Importance	9
Presentation	10
Newsletter	8

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2091 Business Center Drive
Suite 100
Irvine, CA 92715
(714) 851-9536



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Membership

A Warm Orange County Welcome...

Welcome New 1991 Members:

- William R. Ball, Section Manager, Filenet (M-145)
- Jaimie Bustos-Ruiz, Support Services Manager, M.I.S.I. Company Ltd (M-138)
- Tedd Gibson, Group Leader-Schedules, McDonnell Douglas (M-139)
- Uzo Okereke, Senior Hydrologist, W. W. Irwin (M-142)
- Dr. A.L. "Rick" Padilla, Principal, PDManagement Consultants, Inc. (M-140)
- Ward Speaker, Principal, Ward Speaker Consulting (M-143)
- Jon Whitford, Avery Dennysor Commercial Products (M-141)
- Daniel Wickard, Program Development Manager, Bechtel, Inc. (M-144)

Welcome Back Renewing Members:

- Wayne Lind, Director-Water Resources, Robert Bein, Wm. Frost & Associates (CM-022)
- Terrie Medeiros, Project Manager-Santa Ana River Project, County of Orange (M-116)
- David J. Yturalde, Principal, CMPM Systems (M-076)

Names of new and renewing members are published as dues are received. Chapter membership number is in parentheses following the member's name. Members in good standing are those current in their dues.

To join PMI and the Orange County Chapter, call Steve Pare' at (714) 435-1706.

Free Meal On Us ...

Congratulations to Al Saye of Brinderson Corporation, the July dinner winner. Al will be dining "on us" at the August meeting.

Dale Brown

1992 PMP Workshop Manuals To Be Standardized, Computerized

A six-month project was kicked-off at the July dinner meeting to update the 1991 PMP Workshop Manuals for the 1992 Study Sessions. I presented an overview of the *Workshop Manual Automation Project*, by presenting information from a project management software package which tracks schedule, cost and resources that I have access to.

The first milestone of this project is to consolidate the eight workbooks into the same word processing/graphics package. Volunteers who can advise or assist in electronic file transfers, scanning text or graphics, and desktop publishing are heartily welcome! (Wordperfect 5.1 and Lotus Freelance Plus software is to be used with an IBM PS/2 PC and Laserjet IIP hardware.)

Once transferred, workbook contents will be reprinted in draft form for review and changes, if any. Final Workshop Manuals should be

published by December in readiness for starting the 1992 PMP Study Program tentatively scheduled to start in January and to continue through late June when the exam is expected to be given.

For further information on joining the PMP Workshop Manual Automation Team, give me a call today at (714) 756-7551. For further information on the PMP Study Program, call David Yturralde, PMP.

Rick Framme, PMP

Chapter Members!

Look for your
member registry
in the mail soon!

A New PM Technique?

Creative Visualization

Sports people do it. Movie celebrities do it. Politicians do it. Do what? Use creative visualization to achieve their goals, just the way Olympic gold medal winners do.

Perhaps Project Managers need to look at a different kind of technique, sometimes called guided imagery, as a useful tool toward goal achievement. Everything, from the mundane (going to the store) to the complex (StarWars) begins with an idea before it can be developed into action.

In her book "Well, imagine that!!" Jo Ann Honeyman describes creative visualization as, "Imagination is the ability to visualize a mental picture in the mind to create clear images of something you wish to express in your daily life by focusing on an idea or picture on a regular basis, giving it positive energy until it becomes reality."

Continued On Page 7

1991 Executive Committee Members:

PUBLIC RELATIONS:

Advertisement Program:

Christina Lee, Chair
Bill Caughlin

Newsletter:

Christina Lee, Editor
Sue McGlynn, Michell Navarre, Julie Wilson, Frank Reynolds, V. Hannah Markman

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Career Link/Talent Search:

Charley Lopinsky, Manager

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Carol Brown, Frank Reynolds, Alt: John Bing

Joint Southland Chapters Meetings:

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Julie Wilson, Chair
John Bing, Ben Caffey, Don Stone

Community Relations:

Julie Wilson, Chair

Vendor Relations:

Julie Wilson, Chair
Dale Brown, Mike Varrone

PMI and Chapter Relations:

Julie Wilson, Liaison

National Symposium/Seminar:

Julie Wilson, Liaison
Annual Volunteer Appreciation Day:
Christina Lee, Bill Caughlin, Co-Chairs

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Vendor Committee:

Dale Brown, Chair
Mike Varrone, Coordinator

Awards:

Dale Brown, Chair

Facilities:

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Julie Wilson, Mike Varrone

Coastline Program:

David Yturralde, Chair
John Bing, Carol Brown, David Hulett, Bev Miklich, John Oakes, Mike Varrone, Julie Wilson

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Don Stone

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David Yturralde

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Stephen Pare', Administrator
Julie Wilson

Membership Services:

Stephen Pare', Chair

ADMINISTRATION:

Chapter Constitution, By-Laws Committee:

Elayne Rail, Chair
Kathy Sharman

Congratulations!

Orange County Adds Two PMPs...

Following are those PMI members who took and passed the PMP exam administered May 25, 1991. The exam, sponsored by Orange County Chapter, saw two Chapter members successfully pass all eight parts and whom now can put "Project Management Professional" after their names:

- Charley Atkinson
- Rick Framme

The following Orange County members successfully passed six or seven parts of the exam:

- Tom Hanrahan
- Paul Jackson
- Vijey Kumar
- Julie Wilson

These four members will have one year to retake the remaining exam parts to earn their PMP.

Other PMI members passing all eight parts of the exam given in

Orange County were from the San Diego and Northern California Chapters. Congratulations to the following new PMP's:

- W. Andrew
- J. Domke
- R. Jue
- C. Stone

Remaining '91 Exams

Sept 29	Dallas, TX
Dec 7	Portland, OR
Dec 7	South Africa
Dec 7	Denver, CO

1991 PMP Workshop Manuals Order Form

	PMI Member:	Non Member:	Qty:	Amount:
Scope Management & PMP Exam Strategies David Yurralde, AIA, PMP	\$30	\$40	_____	_____
Time and Cost Management Carolyn Brown & Quentin Fleming, PE	\$30	\$40	_____	_____
Risk Management David Hulett, Ph.D.	\$30	\$40	_____	_____
Contract & Procurement Management Michael Varrone, PE	\$30	\$40	_____	_____
Quality Management Robert Peterson, PE	\$30	\$40	_____	_____
All Manuals (package discount)	\$115	\$175	_____	_____
Total amount:			_____	_____

Make checks payable (US dollars) to "PMI-Orange County Chapter" and mail to:
 PMP Workshop Manuals
 P. O. Box 8026
 Newport Beach, CA 92658-8026

Manuals will be mailed about one week after receipt of order form with check. Be sure to include your name, PMI number and mailing address where you want the manuals sent along with your phone number should we have any questions about your order. The manuals are sent first class mail. For airmail and non-US delivery, add \$10 (US).

6 Month Financial Report To The Membership

<p>Previous Balance: \$ 2,699.99 (January 1, 1991)</p> <p>Earnings: 11,601.99</p> <p>Expenditures: 7,261.15</p> <p>-----</p> <p>Balance: \$ 7,040.81</p>	<p>Account Center:</p> <table border="0"> <tr> <td>Dues</td> <td style="text-align: right;">\$ 2,100.00</td> <td style="text-align: right;">\$ 480.00</td> </tr> <tr> <td>Meetings</td> <td style="text-align: right;">4,692.96</td> <td style="text-align: right;">4,574.44</td> </tr> <tr> <td>Vendors</td> <td style="text-align: right;">825.00</td> <td style="text-align: right;">225.56</td> </tr> <tr> <td>Milestones Newsletter</td> <td style="text-align: right;">15.00</td> <td style="text-align: right;">706.91</td> </tr> <tr> <td>Operating Expenses</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">490.10</td> </tr> </table>	Dues	\$ 2,100.00	\$ 480.00	Meetings	4,692.96	4,574.44	Vendors	825.00	225.56	Milestones Newsletter	15.00	706.91	Operating Expenses	0.00	490.10	<p>Account Center:</p> <table border="0"> <tr> <td>Member Services</td> <td style="text-align: right;">0.00</td> <td style="text-align: right;">35.86</td> </tr> <tr> <td>Lapel Pins</td> <td style="text-align: right;">60.00</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Information Systems SIG</td> <td style="text-align: right;">370.00</td> <td style="text-align: right;">25.00</td> </tr> <tr> <td>Project Mgt. Development</td> <td style="text-align: right;">2,981.00</td> <td style="text-align: right;">723.28</td> </tr> <tr> <td>PMI Seminar (President)</td> <td style="text-align: right;">208.03</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Sponsorship</td> <td style="text-align: right;">50.00</td> <td style="text-align: right;">0.00</td> </tr> <tr> <td>Regional Symposium</td> <td style="text-align: right;">300.00</td> <td style="text-align: right;">0.00</td> </tr> </table> <p>Total: \$11,601.99 \$ 7,261.15</p>	Member Services	0.00	35.86	Lapel Pins	60.00	0.00	Information Systems SIG	370.00	25.00	Project Mgt. Development	2,981.00	723.28	PMI Seminar (President)	208.03	0.00	Sponsorship	50.00	0.00	Regional Symposium	300.00	0.00	<p>Revenue:</p> <p>-----</p> <p>(Less Expenses: (\$7,261.15))</p> <p>Operating Income/(Loss) 4,340.84</p> <p>Beginning Balance: 1/1/91 2,699.99</p> <p>Ending Balance: 6/30/91 7,040.81</p>
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Sponsorship	50.00	0.00																																					
Regional Symposium	300.00	0.00																																					

SIG Corner:

Many industries are represented within PMI and special interest groups abound. Current special interest groups, their sponsors and phone numbers are:

INFORMATION SYSTEMS:

Julie Wilson Lois Zells
714/640-3489 602/991-0504

INDEPENDENT BUSINESSPERSONS (CONSULTANTS):

Carol Brown Deborah Kezsbom
714/996-2717 201/871-1640

AEROSPACE & ELECTRONICS:

James Gallagher
513/873-2151

EDUCATION:

Charles Teplitz
619/260-4867

UTILITIES:

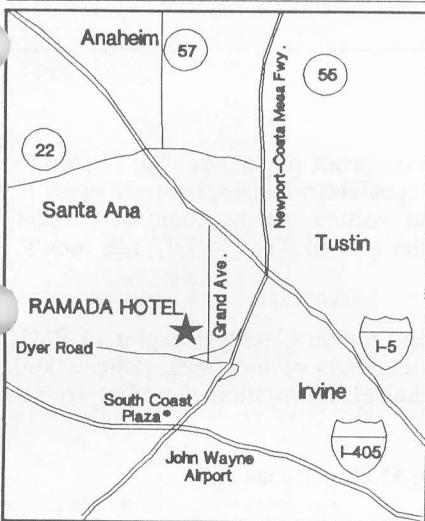
Roger Glaser
619/696-4383

PHARMACEUTICAL:

John Guba
Greg Salvano
215/341-2195

CONSTRUCTION:

David McClure
415/543-3665



Ramada Hotel

2726 South Grand Avenue at the intersection of the Newport Freeway (I-55) and Dyer Road. Telephone: 714/966-1955

1991 Remaining Meetings

September 10 October 8
November 12 December 10

Continued From Page 5

Which means exactly what? It's easy enough to visualize buying tomatoes at the store, but project management is more complex than that. Remember, when you were a kid and you wanted that special toy for Christmas, or you had this awful dread that you were going to flunk algebra. If you can recall what you did, you probably developed a mental picture of your wish, or dread, and carried it in your mind till the event occurred. You recalled that picture at will, and in unwanted moments the picture, or thought, this picture intruded into your consciousness. The energy put into the thought patterns is referred to as vibrations, or "vibes". Project managers mostly use their right brain side--the logic side. The creative side, left brain, is the visualization side. Project managers can learn to harness the energy flow--vibrations--as an aid to goal achievements.

The greatest difficulty for most people is deciding what they really want, a challenge goal-oriented project managers usually do not have. Most spend their work lives adhering to detailed plans.

Use your right brain to form a sharply defined picture or thought pattern. Hold onto it until you feel it is implanted in your mind using one of the following methods: write the goal down and stash it; write the goal down and display it prominently; tell your staff and let them visualize with you; visualize your goal frequently or after you feel it is part of your subconscious never think about it again. And lo and behold--the visualization has become a reality.

Perhaps you will find that some aspects of the project will have less frustrations, work out better, faster, easier. Who knows? Is it worth a try? If you want to know more on this topic, the library or bookstore has several books on visualization.

V. Hannah Markman

Reservations with checks must be postmarked by **August 9, 1991** and received 24 hours in advance of the meeting to receive discounted prices.

Make checks payable to: PMI-Orange County

Prices: \$20 for chapter members, \$22 for non-members.
\$25 and \$27 at the door.

We **MUST** confirm and pay for a minimum number of dinners with the Ramada. *Help us by reserving and sending in your check early.*

Questions about the meeting may be directed to Julie Wilson, 714/640-3489 or Dale Brown 213/807-2730.

PMI-Orange County Dinner Reservation

Send to: Treasurer, PMI-Orange County Chapter
P. O. Box 8026, Newport Beach, CA 92658-8026

YES! I (We) will attend the meeting. Reserve _____ places
\$20 chapter member, \$22 non-member. Enclosed: \$ _____

Name: _____

Company: _____

Address: _____ Phone (W): _____

City: _____ Zip: _____ Phone (H): _____

Receipt Requested _____

MILESTONES

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Orange County Chapter
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We welcome financial donations and other forms of support to promote project management and Chapter operations. Give any officer a call today!

PMI Orange County MILESTONES

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The Project Management Institute (PMI) is a non-profit organization dedicated to advancing the state-of-the-art in project management. Membership is open to anyone interested in project management and visitors are welcome at chapter meetings. Chapter meetings are usually held the second Tuesday of each month, excluding holidays.

Milestones is published for the members of the Orange County Chapter of PMI. The purpose of this publication is to inform members of meetings, policies and procedures of the chapter, and to provide technical information regarding trends and techniques in project management.

Subscription rates for non chapter members are \$5.00 per year (US).

Editor: Christina Lee
Desk Top Publishing: Sue McGlynn/Julie Wilson
Proofreading: Michell Navarre
Media Search: Frank P. Reynolds
Circulation/Mailing: Michell Navarre

Subscription, membership and change of address inquiries and notices should be addressed to:

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Funding for this newsletter is donated by Welcom Software Technology, Inc.