PMI ORANGE COUNTY MILESTONES

AUGUST 2002
Volume 16
Number 7

PMI-OC VISION

We are recognized as the volunteer organization of innovative project management professionals. We provide value to our stakeholders and the community at large. We promote the development of project management as a benefit in all industries.

PMI-OC MISSION

We promote project management by providing services, tools and knowledge to project sponsors, project managers, team members and the community. We provide a forum for networking and opportunities for social interaction.

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AUGUST 13TH PMI-OC PRESENTATION

Project Survival Tips and Characteristics of Successful Smoke Jumpers

By Vicki Wong, PMP, Project Manager, IBM

Monday afternoon at 2 p.m.: You and your boss are summoned into the department head's office. After being seated, the department head explains the reason for the emergency meeting: "We've got a critical project that's in trouble; we need you to parachute in and perform a rescue operation." How long has the fire been burning, you ask. "The blaze has gone on undetected by our watch tower for some time, maybe months. We just now caught sight of smoke rising from the project site. Pack your bags, a helicopter is waiting to take you to there" is the reply.

Does this scenario sound familiar to you? Do you thrive on disaster? Do you get an adrenaline rush, are most creative, and (although you may not think so at the time) have the best time of your life when faced with impossible odds for success? Then you too are a smoke jumper. For those of us who have not been in a smoke jumping situation before, the game is a bit different than what you may be used to as a project manager. For one thing, you don't have the luxury of up-front planning and organizing prior to execution; in smoke jumping (if you'll forgive the mixing of metaphors), it's leap in the pool and swim!

In this presentation, we will discuss some survival tips and characteristics of successful smoke jumpers.

Vicki Wong, PMP is a project manager with IBM, currently assigned to the Nissan account in Gardena, California. Prior to Nissan and IBM, she gained extensive familiarity with project management tools and techniques as a management consultant with Deloitte & Touche. Vicki has a BS in Math/ Computer Science from UCLA and an MBA in Information Systems from USC.

Vicki has been a member of PMI since 1996. Her paper "Diary of a Smoke Jumper" was published in the 1999 Annual PMI Symposium Proceedings. She received her PMP in October 2000.

Her 20+ years of experience in systems development have taught her this universal truth: "Life is like a systems project; the hard part isn't in the design, but in the implementation."

Vendor Showcase: ProjectWorld
See ad on page 18.

NEW PROJECT MANAGEMENT PROFESSIONALS

Chris Alexander	PMP-#42733
Bob Bazargan	PMP-#50368
Marvin Bonta	PMP-#22060
Grant Bornzin	PMP-#42979
Randy Bradley	PMP-#50499
Joseph Gal	PMP-#50998
Frank Garwood	PMP-#51160
Cynthia Hicks	PMP-#50502
John Marcinek	PMP-#50612
Paul Pearce	PMP-#50783
Anne Peters	PMP-#50549
Philip Peterson	PMP-#51134
Christopher Simpson	PMP-#51078
Pauletta Smith	PMP-#50982
Lynne Wendelstadt	PMP-#50358

New PMI-OC PMPs: 15
Total PMI-OC PMPs: 277

NEW MEMBERS

Richard Aguilar
Hoag Memorial Hospital Presbyterian

Chris Alexander
Niku Corporation

Marvin Bonta
Synergistic Solutions

Grant Bornzin

Elizabeth Carlson

Michael Crowley

Kathlyn Evans

Karen Grams

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Felipe Mationg
Alegria Solutions

Cathy Mungon
Westcorp

Marie Nunez
Aperture Technologies

Alexader Perry
Callisma

Bijan Rahimian
Experian

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THE PRESIDENT'S COLUMN

On July 13, 23 people from the Orange County Chapter met to discuss our strategic position for the next two to five years. We began the day by reviewing our progress against the objectives we set for ourselves at the 2002 Planning Meeting. A list of those goals and the status to date is included on the next page of this newsletter.

The next conversation was about our Component Maturity Model. **Stephen Townsend** at PMI Headquarters developed the Maturity Model. It defines the stages of component maturity as:

- Organizational: starting up a chapter, completing chartering requirements
- Operational: beginning to develop policies and procedures, implementing a governance structure
- Developmental: developing multiple programs and specializations
- Strategic: leveraging core competencies and building the business and key relationships
- Mature: having a solid infrastructure, doing community outreach and utilizing paid staff
- Revitalization: doing an internal assessment and planning for re-organization
- Dissolution: wrapping up the business and closing it down

We identified that PMI-OC is transitioning from the Developmental to the Strategic stage. The **Structural** elements in the Developmental Stage are complete:

- Specialized activities: PMP Exam Prep, Dinner Meetings, Breakfast Meetings, Workshops with components and associations
- Leadership position descriptions: complete and posted on the web site
- Formal policies and procedures: complete and adding more as needed

PMI-OC does most, but not all of the **activities** in the Developmental Stage:

- Develop member networking activities: Dinner Meetings, Breakfast Meetings, Workshops
- Establish recognition programs: volunteer of the month, volunteer of the year, and volunteer appreciation day
- Formalize leader transition plan: have policies that define board member transition activities
- Develop educational opportunities: PMP Exam Prep, workshops with components and associations
- Create organizational marketing and communication plans: need to do as part of Business Plan
- Conduct Member Surveys: after each dinner meeting, will be developing an electronic member survey for third or fourth quarter

As a chapter, we need to focus on achieving some of the **benchmarks** that define the Developmental Stage:

- Leadership training and development and mentoring: we are looking to get some training on non-profit board development
- Member survey process: when we send out the electronic survey later this year we will develop a process for an annual survey
- Ongoing marketing and media relations: we are considering a marketing position, either at the board level or as an appointed director
- Lessons learned and other evaluative activities: we have done lessons learned on our planning and strategic meetings, however, we need to establish metrics for our operations and measure our progress against those operational metrics
- Strategically focused board with operational committees: this is our biggest challenge. We are trying to have the board focus strategically, but until we build strong and stable operational committees, we will still have to have an operational focus.

This conversation was very rich for all that participated. Unfortunately we had to cut it off to work on the Business Plan format. **Victoria Flanagan** led a very productive discussion on the format of the Business Plan. We established a committee to work on the Business Plan that will incorporate much of the Maturity Level information as well as a section on our Vision, Mission and Guiding Principles, our approach to achieve our goals and objectives, Operational Plans, both internal and external, Risks, Quality and Financial Model.

Some of the outcomes from the meeting included identifying the need for knowledge management, a strong IT infrastructure to support our outreach and growth and a marketing position.

Among the next steps is our annual Operations Planning Meeting. This meeting will start to put more tactical steps to the areas where we identified the need for development. If you would like to be involved, please notify **Terry Warner**.

Thank you to all who participated.
Cyndi Snyder, PMP

2002 PMI-OC OBJECTIVES

MID-YEAR PROGRESS ASSESSMENT

No.	Objective	Status	Responsible
1.	Update PMI Website • Added capability to accept credit card payments for dinner meetings. • Future capabilities include adding: registration services for multiple events, employment services, and volunteer opportunity matching.	In Progress	Kristine Munson
2.	Develop relationships with other PMI components (SIG, sister chapter, college) • Tom Sippl is our liaison for associations. • Co-sponsoring one-day educational workshop with SCQAA and AITP on 08/10/2002. • Partnering with Risk SIG, PMI-LA, and PMI-SD for Risk Symposium on 09/12/2002 – 09/14/2002.	In Progress	Frank Parth
3.	Develop strategic relationships with other associations • Board members are in conversations with multiple local organizations.	In Progress	Frank Parth
4.	Conduct two PMP workshops • Registration open for 2nd PMP workshop.	In Progress	Mike Beard
5.	Develop at least 1 one-day workshop • See Objective No. 2 above.	In Progress	Mike Beard
6.	Develop Chapter Operations Manual • Development in progress. • Will be a paper document but plan to put it on the website for remote access.	In Progress	Terry Warner
7.	Establish educational scholarships • No development.	In Progress	Terry Warner
8.	Hold milestone celebrations– 1,000 members, 200 PMPs • Held 200th PMP Celebration. • Plan to celebrate our Chapter's 1,000th member and 300th PMP in 4th quarter.	In Progress	Frank Reynolds
9.	Actively seek and gather best practices from other chapters • Best Practices gathered at Wine Country Summit (02/2002) and Leadership Conference (03/2002). • Plan to continue gathering Best Practices at Leadership Conference (10/2002, San Antonio) and San Diego Summit (08/2002).	In Progress	Cyndi Snyder
10.	Chapter Diplomats to attend other component meetings • President has attended LA and SD Chapter meetings.	In Progress	Cyndi Snyder
11.	Enable single point update of Member Information (National, Regional, etc.) • Working with Kristine Munson, VP Communications, to integrate with website.	In Progress	Glen Fujimoto
12.	Consolidate databases (membership, web, etc.) • Working with Kristine Munson, VP Communications, to integrate with website.	In Progress	Glen Fujimoto
13.	Increase student participation	Not Started	Frank Parth
14.	Contribute to community service projects	Not Started	Frank Parth
15.	Expand Chapter exposure in under represented industries	Not Started	Frank Parth
16.	Develop student mentoring program	Not Started	Mike Beard
17.	Initiate disaster recovery volunteer capability	Not Started	Terry Warner

Strategy Session Attendees

Many thanks to the volunteers who spent Saturday, July 13, discussing PMI-OC's long-term strategic direction.

1. **Cyndi Snyder**
2. **Terry Warner**
3. **Glen Fujimoto**
4. **Frank Reynolds**
5. **Frank Parth**
6. **Stephen June**
7. **Kristine Munson**
8. **Judy Quenzer**
9. **Mike Beard**
10. **Victoria Flanagan**
11. **Adrienne Keane**
12. **Tom Sippl**
13. **Diana Goltzer**
14. **Diane Altwies**
15. **Giancarla Berardi**
16. **Julie Wilson**
17. **Ken Pao**
18. **Ed Walker**
19. **Jeannette Horne**
20. **Dave Jacob**
21. **Janice Preston**
22. **Brent Felsted**
23. **Lew Siegler**

Committee Announces 2003 Board of Directors Nominations

The PMI-OC Nominating Committee has announced their proposed candidate slate for the 2003 PMI-OC Board of Directors. Elections will be held in conjunction with the Annual Meeting to be held at the September dinner meeting.

Nominees are:

- President
  Adrienne Keane, PMP
- VP Communications
  Glen Fujimoto
- VP Corporate Relations
  Victoria Flanagan
- VP Finance
  Stephen June
- VP Membership
  Judy Quenzer, PMP
- VP Operations
  Mike Beard, PMP
- VP Professional Development
  Kristine Munson, PMP
- VP Programs
  Frank Parth
- Trustee
  Terry Warner, PMP

Letter to the Editor

Editor:

D. R. McNatty, the local Primavera rep, has paid for an ad in every issue of *Milestones* that I've ever seen. Planview advertises in every issue and steps up to sponsor our meetings, even on very short notice. I wonder how about us giving Microsoft two-thirds of a page of free advertising. I believe the PMI participation in MPUG could have been covered without publicizing the new release and I don't think the "news" about MP 2002 was a real service to our membership.

Ed Fern, PMP

We welcome your comments about items that appear in Milestones. *Send your letters to Kristine Munson, kristine_munson@hotmail. com.*

VOLUNTEER OF THE MONTH

Giancarla Berardi, PMP, Honored as Volunteer of the Month

A resolution was unanimously passed, at the June Board meeting of your Chapter, designating **Giancarla Berardi** as the Volunteer of the Month for June. Chapter Volunteer Coordinator, **Brent Felsted,** honored Giancarla at our July 2002 general meeting, by presenting her with a Certificate of Appreciation

Giancarla has been a member of PMI and our chapter for just over a year. No sooner had she joined, she immediately jumped into volunteering. She has been tireless in her volunteer work, especially on the chapter's new web site and its continual updates. Giancarla has worked intensely behind the scenes with our VP Communications, **Kristine Munson,** as well as with the Board of Directors to maintain the quality of our web site. If you have not visited our website recently, please go to http://www.pmi-oc.org/ and contrast it with what we had before Giancarla's involvement.

In spite of her concentrated volunteering on behalf of the chapter, Giancarla remained undaunted and took the time to study for and take PMP exam. She passed it in February 2002 and is now a full-fledged PMP.

We wish her well in her career as a Project Manager in Information Technology.

Dave Jacob

VOLUNTEER OPPORTUNITIES

Third Annual Vendor Showcase and Conference on August 10

Volunteers are needed to help with the following:

- Registration
- Sergeant at Arms (to ensure the speakers have everything they need)
- Vendor support
- Raffle ticket sales
- Set up/Take down

Each volunteer working for two hours receives free admission. Both volunteering and attending the conference count for PDUs towards maintaining professional certification.

Risk Symposium on September 12–14

Volunteers are needed to help with the following:

- Registration
- Sergeant at Arms (to ensure the speakers have everything they need)
- Vendor support

PMI-OC Dinner Meetings

Volunteers are needed to help with the following:

- Registration
- Ambassador (welcoming first timers)
- Dinner meeting reviewer (submitting article to *Milestones*)
- *Milestones* photographer

Contact **Brent Felsted**
brent.felsted@ugs.com, for more details.

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KNOWLEDGE

We use a proven methodology performed by experienced, certified system implementation specialists in a broad variety of industries.

SUPPORT

We have a comprehensive, Primavera certified training program that offers a strategic advantage to all participants.

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I wanted to take a moment to thank you for the wonderful tool you have. I passed my PMP Exam with ease. Being able to emulate the test environment by using PMPrepare was truly instrumental in my being very comfortable during the test. Your test questions challenged my understanding of the material, and ensured that my depth of understanding went well beyond just memorization. I highly recommend your tool to others in preparing for the test.

Ann Jacobs-Long Atlanta, Georgia

VISIT

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What our New PMP's Say.....

"The Cheetah course is different. It isn't a course, it's a vehicle—destination PMP. I couldn't have done it without you. You guys were GREAT!"

Ray Strano, PMP RCDD

"The attitude of importance, encouragement, and 24 hour a day focus is like a wave that sweeps you up and helps carry you through the exam. Someone asked me what I thought about taking a series of Saturday classes in prep for the exam. My thought is that this kind of learning would be too diluted to have the same impact of the solid 4 day infusion that Cheetah delivers."

Patricia McNabb, PMP

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ETHICS AND THE PROJECT MANAGER

Maybe the average project manager isn't running a project or a company as large as an Enron, WorldCom or others that are beleaguered with accounting practice questions and investor doubt. The project manager's reputation is a critical element to success however, and needs to be nurtured and cared for with great caution and personal scrutiny. PMI® addition of ethics to the elements discussed in the PMBOK is important, but is secondary to what your team members, peers and management sponsors perceive as the essence of your character and integrity. Here are some tips and thoughts on nurturing and enhancing that perception.

Financial Reporting

As one of the primary "triple constraints," financial tracking and reporting is a pivotal part of project management. Project managers often will rely on proven, ongoing corporate processes for reporting the financial elements of project performance–saving time and focus for other areas of the project. However, are there exceptions that need to be considered for accurate reporting on your particular project? Are the supporting procedures for creating and processing data for the financial processes being followed appropriately?

Taking the time to examine these processes early in the project life cycle can save embarrassment and undue scrutiny from stakeholders and your direct management. Items such as time reporting, the establishment and categorization of cost codes and the separation of internal and external costs (when tracking expenditures on behalf of a client) should be carefully examined and understood in detail by the project manager. This will prevent any questions, misunderstandings and misinterpretations by stakeholders and members of the project team.

Estimating

"Padding the schedule" is a discussion we often get into as we engage in project management training sessions across the country. In an effort to appropriately perform "expectations management" many project management practitioners will arbitrarily add a percentage of time to all estimates received from their project team members–sometimes as great as adding 100% to the estimates they receive. In defense of this practice, project managers will report that it "serves them well"–often these "padded" estimates actually hit the mark relative to the time or resources it takes to complete a project. Feeling justified by the accuracy of this approach, project managers continue the practice as a matter of course. This practice has long lasting and deteriorating consequences however.

When the project manager asks for estimates and proceeds to arbitrarily add time to them, what does that say to the team member who came up with those estimates? How does the practice promote the education of your team members relative to their estimating techniques? What could the consequences be if you were questioned in detail about how your estimates were derived?

All this being said leads us to a question: How should the project manager proceed with estimation? The answer: maybe the practice doesn't change much, but the process is done OPENLY, using standard processes, including a full-circle communication process. Standard practices, such as utilizing the PERT technique–asking for and processing individuals optimistic, most likely and pessimistic estimates, and providing conditions for the estimates (i.e. this task can be performed by a technician of average competency in two weeks if they are not interrupted by other work demands) promotes additional thought and consideration for estimates. Standard formulas, such as (Optimistic + (4*Most Likely) + Pessimistic)/6 can then be applied to determine a PERT estimate. Secondly, reviewing the actual outcome against the original estimate with the estimator and the person who performed the work demonstrates your dedication to the process and provides a means to educate and drive improvement for the task estimators.

All this enhances your dedication to the process and importance of estimating accurately, demonstrates a well thought out approach, and upholds your integrity from a relationship standpoint. Have an approach, follow the approach and involve and educate your team members on that approach is the best way to maintain your integrity when approaching the estimation process.

Personal Interactions

In addition to solid integrity in approaching the estimation process, there are a number of instances where interactions with your team, sponsor and other stakeholders can inadvertently alter their perception of you and your skills. One simple but often overlooked item: are you an optimist or a pessimist by nature? The impressions you give stakeholders about the status of the project or the impact of events–versus what actually transpires–can significantly alter how you are perceived, and how stakeholders will react to your opinions and impressions.

Status reporting–in particular judging when to share an issue with management or the project sponsor–involves a series of judgment calls that can be pivotal in forming perceptions of your abilities as a project manager. As a general rule, communicating an issue will be more helpful, as long as that sharing is accompanied with a summary of the actions being taken and your approach for providing ongoing updates on the status of the issue. PMs should avoid the temptation to focus on fixing the problems that surface without communicating them as a means of "not rocking the boat" or looking like you can't work through issues. The odd situation that makes its way to your manager or the sponsor and "blindsides" them will set you back significantly. Carefully assess the possibility of an issue surfacing to your management; if a possibility exists, it is wiser to communicate the situation and the action you are taking to resolve the issue. If unsure, it is usually better to over-communicate than under-communicate.

Lastly, be consistent. Outside of being dishonest, the item that can do the most to erode the reputation of a project manager is being inconsistent or unpredictable. Setting expectations, including the basics of establishing roles and assignments to the format of reports, establishing when and how situations are communicated to you as the project manager, and when and how you interact with your customers is pivotal to the success of the project manager. Instances where reports from the project team are not provided on a fixed schedule or contain inconsistencies in references (ie. What exactly constitutes a status of green, yellow or red?) can quickly erode your perception as a person who is "in control." Tools like project glossaries

Continued on page 13

UC Irvine extension

Project Management Accelerated Courses Fall 2002

Project Management: Planning, Scheduling and Control Techniques
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Management, Leadership & Team Building in the Project & Program Environment
Thursday & Friday, October 10 & 11, 8am-6:30pm; Saturday, October 12, 8am-6pm

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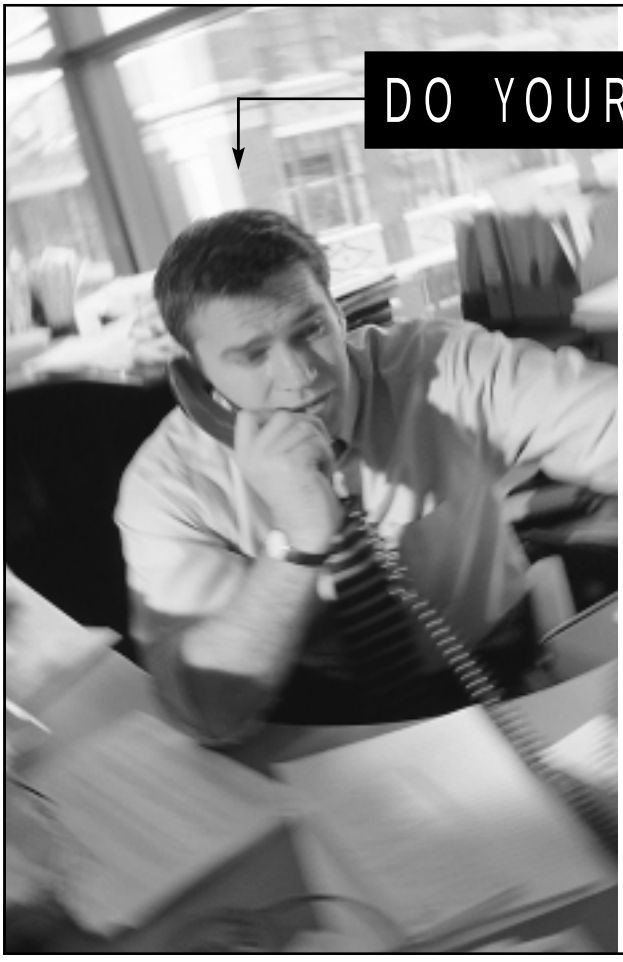

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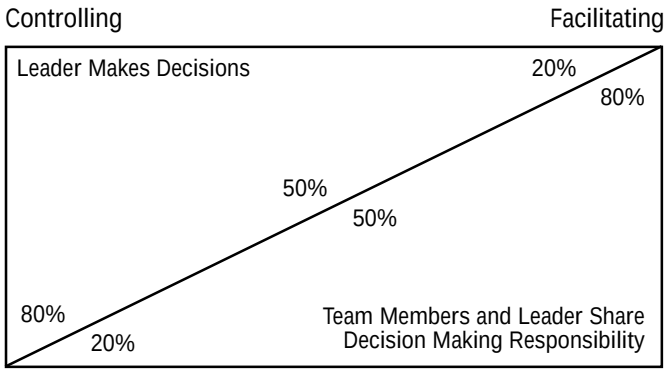
THE DAY THE ZIN OBELISK WAS BUILT

With his well-structured presentation at the July 2002 dinner meeting, **Ted Leemann** captivated his audience while discussing communication dynamics in groups of people working together as a team. He offered answers to such questions as:

- How do you make a decision?
- How do you encourage participation?
- How do team dynamics affect the project outcome?

Figure 1: Leadership Styles



Using Figure 1, Ted explained the leadership styles and the three types of behavior they engender in the team.

"It is important," Ted continued, "that all information is made available up front to every team member, because it affects all progress downstream." The team members will quickly assume their individual roles:

1. Aggressor, whose self-talk is "I need to get my point across;"
2. Blocker with his/her "Let's have a break;"
3. Recognition seeker;
4. Self-confessor;
5. Dominator;
6. Help seeker; and
7. Special-interest pleader.

In performing these roles, some team members will not speak up voluntarily. Yet, these people often possess a vital part of the information that the team needs. It's the team leader's job to encourage these less vocal members to share their crucial information. The team leader must at times cajole and/or protect them, skillfully switching roles and acting interchangeably as encourager, harmonizer, compromiser, gate keeper, expediter, group observer, commentator and follower.

Ted offered up an effective way to illustrate his point. He invited a panel of five volunteers to participate in a team communication exercise. To each volunteer he handed a set of cards with information about an enigmatic obelisk, the ZIN. All Ted asked of the panel was that it use the information stated in the cards to determine the day of the week on which the ZIN's construction was completed.

Hardly had we sat down at our seats that we went to work. After all, the time was ticking away–we were given a slim 20 minutes to develop our answer–and we didn't want to waste any of it. Each of us dove right in: reading the received set of cards and talking about them all at once.

At first, the cards didn't make sense. Some information was quite funny, if not altogether weird and whimsical, as though it had come from another planet: "It takes one shlib to assemble four ponks." (Shlibs denoted the equivalent to hours worked. Ponks were a measurement unit for dimensions.)

My set of cards contained information about the time it took to finish a building block of the ZIN, about certain days in the week during which work was suspended, and about the color of some of the ZIN's elements. Other cards also had data that dealt with the cost of a shlib's worth of work.

One panel member ultimately took to the easel and started to write down the information in his set of cards, while the rest of us rummaged through our own cards looking and re-looking for matching pieces to the puzzle. In so doing, we zigzagged around with our thoughts, repeating many statements and discarding others, only to retrieve them later.

Finally, someone noticed that the cards also contained much extraneous information with the sole purpose of camouflaging the useful data. Now it dawned upon us that each of us had a necessary, yet not sufficient, portion of the required project information, but for one reason or another had not thought it worth mentioning from the start.

It cost us a goodly 15 minutes to get this far. As a result, time had nearly run out before we discovered the algebraic relationships that would lead us to the solution of the puzzle–determining the day of the week on which the ZIN was completed. Luckily, we came up with the correct answer just in time.

The pride in our accomplishment quickly faded, though, when Ted gave us his evaluation. He helped us realize that, as the experienced project managers that we deem ourselves, we had in fact failed miserably at even the basic tenets of project management. Instead, PMP and all, we had been so eager to get to work that we couldn't even keep our wits about us. The result was failure to reach consensus on the task at hand, omission of any planning effort whatever, and lack of systematic analysis of the project data.

Ted informed that about 73% of all the panels find the correct answer within the allotted time, and that they all used the easel in their efforts. (The shortest time to the right answer any panel has ever accomplished is six minutes.)

For me, as a panel participant, the experience provided precious insights into how to be an effective project manager: a most valuable lesson to take home–I am tempted to call it a nudge from Providence.

Preceding the well-deserved applause, Ted summarized his key messages thus:

- Effective communication is vital to project success.
- On large projects, more time may be spent communication and coordinating than on executing tasks.
- 93% of all communication takes place without words.
- Use active listening to better understand the facts, feelings, and ideas presented.
- Asking questions is crucial to active listening.

George D. Meier, PMP

PROJECT MANAGEMENT MAY NOT BE OPTIONAL

Last May when I was in Guangzhou (formerly Canton) China my client arranged an interview with me to appear in the 21CN Business Herald (Nanfang Daily Group). The interview team included: the chief editor, management issue, Mr. Liu, (who had rudimentary English), a reporter, Jim (whose English comprehension was high), and a translator (whose English was excellent but who lacked the grasp of project management that my regular translator has). There were two women from the public relations department of the software company partnered with my client. The president of my client's firm, Eric, and the Marketing Director, Sharon, were also present.

Both journalists came with notes in preparation for my interview. The reporter had a diagram of the nine project management competencies that he referred to from time to time. The editor began: "Can you tell me the origins of project management and what are the major features of its popularity as a business tool now?"

My reply started with premise that project management is about spending scarce capital for possible future benefit. I continued this activity is distinct from conventional business practice that is oriented to the "going concern" nature of business. Project management is about creating something new. It is an activity that has a start followed by a highly varied series of tasks to create the new product, system or service. It ends with an inevitable disbanding of the project.

The remainder of the interview was an interweaving of Cantonese, English and Mandarin among the translator, the editor, the reporter, Eric, and me. I stated I believe project managers have more in common with senior executives than with functional managers. I introduced two points that may not be consistent with Chinese expectations for project managers.

Middle managers spend expenses with expectation of proportional, predictable returns. Project managers spend capital with wide ranges of outcomes that express a project's inherent uncertainty.

Functional managers, working as they do within a going concern context, often can move from unit to unit with an expectation of a proven and robust business processes. Even in more mature project settings, setting up a project is more entrepreneurial where less can be taken as a given.

The editor asked how project management might be integrated with ERP (Enterprise Resource Planning) and other software support systems for conventional business management. My reply was that integrating systems in support of conventional business management with project management systems has often failed because of a fundamental difference in philosophy. I explained two characteristics underpinning this distinction were the: 1) higher velocity of the project management process; and 2) uncertainty surrounding costs and benefits associated with satisfactory completion of a project.

One of the skeins of questions had to do with whether project management would overtake conventional business management as the preferred approach. I asserted that they actually provide two parallel ladders to promotion in an organization. I recounted how the senior actuary of a former employer had been promoted to president on his strength in managing a creation of a major new product line.

In companies where they compete on continuously reducing costs through continuous refinement of their business process and products, conventional management is clearly the path to success. On the other hand, if a company needs to overtake competition or forge a new product arena, then project management is the only reasonable path to do that.

U.S. companies that started prospering after the Japanese challenge of the early 90s were those that undertook incremental or discontinuous improvement using their project management competency. This is where the rest of the world realized that the vaunted MBA was insufficient; entrepreneurial initiatives of small, nimble organizations recreated the U.S. economy.

The entire process was very interesting. It ended in a curious way. The translator, after a lengthy exchange with the editor the translator put his question to me: "Can you tell me some of the applications of project management?"

The question seemed to me as it did to the others that the editor was treating project management as if it were a tool you might choose to insure a purchased piece of equipment or to choose between management by objectives or management by walking around. Everyone else in the room understood, I think choosing project management is not a choice at all. If you try to build something new with conventional business practices you will surely fail.

I said that followed by my conclusion: Conventional business management is at best adequate to handle continuous improvement of on-going production processes. If you want incremental or discontinuous (quantum leap) changes in your products, systems or services then you have no choice but to adopt the project management discipline.

I went on to point out the that if a company or a country is not a leader, but rather behind its competition, and that competitor is improving itself by continuous quality improvement, then you can never overtake it with the same process. You will be chasing forever like on a treadmill. This means that you must adopt a method that allows you to incrementally or discontinuously improve your processes or introduce new products if you expect to have any chance of catching up and surpassing. However in adopting this more accelerated approach you are increasing the likelihood of failure. The good news is that you are less likely to fail using project management than if you apply conventional management. Change is, however, risky business.

When I returned to China in June I received a copy of the newspaper. My interview, with a headshot picture I provided, was printed above the fold on the first page of a special section on project management. The client's marketing director read it over. She pronounced the interview pretty faithful to my comments. She did say that she was puzzled by a paragraph that mentioned my Korean friend who did not speak English very well. I don't have a Korean friend.

Frank Reynolds, PMP
PMI-OC Trustee

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R.E.P. Project Management Institute

JULY BREAKFAST MEETING REVIEW

The July 23 PMI-OC Breakfast Roundtable Meeting was a strong success again this month.

There were 14 attendees in all. Some demographics are: all but one were PMI members, three PMPs, zero recruiters; company size: two attendees from 1-10 employees, zero from 11-100 employees, seven from companies with 100+ employees and five seeking new positions; all have been project managers for five+ years . . . the meeting was loaded with experience.

A short poll indicated all attendees were satisfied with the meeting time and location and venue.

The three main topics discussed, selected by group demand, were 1-Use of a Balanced Score Card; 2- Metrics Used to Measure Project Manager Success; and 3-PMP Exam Preparation methods. Interspersed within those were other topics including six Sigma, government granted contracts (one member from Orange County Department of Transportation shared many insights), Reporting to CIOs vs. CEOs, IT governance, PMP study methods and tools.

A lot was squeezed into the time allotted: 7:15 AM announcements, 7:30 AM to 8:30 AM discussion of the topics and after that, networking and small group private conversations went on from there and departures to work.

Those wishing to attend the August 27th meeting (4th Tuesday of the month) should REGISTER via www.pmi-oc.org. If you have questions or comments, email tsippl@PacificLife.com.

Tom Sippl, PMP
Committee Chairman, PMI-OC Breakfast Roundtables

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Questions? *Contact PMI's Housing/Registration Bureau at: 800-713-0774 (within the U.S. only) or +847-518-1593 (from all other locations), or e-mail pmi2002@cteusa.com.*

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DINNER MEETING FEEDBACK

We value the feedback you provide to us via the PMI-OC Dinner Meeting evaluations. Below is a summary of what you have told us so far this year.

PMI-OC Monthly Meeting Analysis for January–June 2002

(Rating 1 to 5 where 1 is poor and 5 is excellent)	**Rating**
Average number of attendees	125
Average number of meeting evaluations submitted	55
Presentation	4.6
Presenter's knowledge of subject matter	4.7
Relevance of subject matter to project management concepts	4.5
Meeting facility	4.5
Registration	4.4
Food	4.4

Reasons for Attending PMI-OC Monthly Dinner Meetings:

1. Networking
2. Presentation
3. Knowledge sharing
4. Great place to meet PM colleagues
5. Professional and personal development
6. To gain PDUs
7. To visit with friends and colleagues
8. Job searching
9. To see the speaker
10. Get involved in PM organization

Please continue to take a few minutes at each dinner meeting to complete the evaluation form. Forms can always be found at each table.

PMI-OC's focus is providing great customer service for our members and guests at our monthly chapter meetings. If you have feedback on our meetings and/or suggestions for meeting topics and/or speakers, please contact **Judy Quenzer**, VP Programs, at coachjq@sbcglobal.net.

Ethics and the Project Manager

Continued from page 7

can come in handy to ensure the project team and the customer use the same terms in a consistent fashion, avoiding embarrassing and costly misinterpretations. Focusing on consistency can benefit the project manager, contributing to your perception for both the short and long term.

Performance Management

Are you "transparent" when communicating your perception of your team members' performance? Being transparent in this case means that anything you would say to a manager you would (and hopefully have!!!) said to the team member directly. Although you might decide to be more careful in choosing your words or take a coaching approach in how you communicate your perceptions when talking directly to the team member, ultimately stating the same thing you convey to any manager or sponsor to the employee as well is paramount to maintaining your integrity.

Furthermore, receiving ongoing trust and support from team members–for this project and the next–requires open and frequent feedback that is consistent with actual performance. Spending time on this is something that many PMs overlook. Accurately assessing individual performance not only provides a means to improve individual performance, but it also indirectly helps other team members develop trust in your leadership. Addressing sub-par performance helps the team be more effective, and eases the burden on well performing employees to "make up" for the deficiency of the non-performer.

Neglecting to address these performance issues invoke a "triple threat"–the current project suffers, the dedication of your team members on future projects will not be forthcoming, and your perception as a project manager will deteriorate quickly. Focus on your team and their performance, and your integrity is more likely to be a positive one.

Bob McGannon, PMP

Bob McGannon is a Founder and Principal of MINDAVATION, a company providing project management training, leadership workshops and team building programs throughout North America. Bob can be reached at MINDAVATION via the web at WWW.MINDAVATION.COM or by calling 866-888-MIND (6463).

Facelift to PMI-OC Website

Highlights and Future Plan

In the past several months, you might have noticed significant improvements or changes in the performance of the PMI-OC website. Improvement highlights include:

- Provided members the ability to register for monthly dinner meetings using major credit cards, with VeriSign providing the necessary security in the use of credit cards.
- Redesigned to reflect the new PMI-OC logo adopted by PMI-OC over a year ago.
- Created pmi-oc.org e-mail boxes for Board members.
- Switched webhost providers to improve site reliability.

The project to revamp the PMI-OC website started in November 2001. The new website launched in April 2002. **Kristine Munson** who headed the project along with her project team members get Kudos for the successful completion of Phase I of the project. Key volunteers who worked on Phase I of the project and provided feedback included:

- 2001 and 2002 PMI-OC Board of Directors: **Cyndi Snyder, Ed Fern, Glen Fujimoto, Janice Preston, Judy Quenzer, Kristine Munson, Stephen June, Terry Warner, Dave Jacobs, Frank Reynolds, Ken Pao**
- Old Webmaster: **Soren Rantzau Nielsen**
- New Webmaster: **Giancarla Berardi**
- Website Committee Members: **Brent Felsted, Frank Parth, Lew Seigler, Diana Goltzer, Shyamkumar Narayana, Ed Walker**

Thanks to the team's hard work and its team effort.

Phase II is still in the planning stages; however it is determined that the following key enhancements will occur in the following priority order:

- Develop tools to allow volunteers to routinely maintain or update site information (Dinner meetings, Breakfast meetings, *Milestones* and more).
- Accept registrations and credit card payments for all PMI-OC sponsored events (PMP Workshops, Breakfast meetings and more).
- Communicate employment opportunities to members.
- Communicate volunteer opportunities to members.

A final comment:

If anyone has enhancement suggestions or has experienced any problems with the site, please contact info@pmi-oc.org. Also if anyone is interested in volunteering for the PMI-OC Website Committee, please contact info@pmi-oc.org.

Shyamkumar Narayana, PMP
Website Committee Member

THE PROJECT FROM HELL

Hell is located on the East Coast.

Every project manager with many years of experience and a lot of grey hair can remember the one project that stands out for its sheer horror. This is the one, where everything has gone wrong and when you think it can't get any worse, it does.

Anyone who has worked on software projects understands the concept of "Death March" projects. These are the ones that just go on and on; you know you're not accomplishing anything, but you continue to grind out code, test it, throw it away and start again. My own personal horror story goes back to the late 1980s and it involved a very large (at that time) real time system for a NASA satellite tracking program. The prime contractor was a very large organization whose space division was headquartered on the east coast.

Our company had the responsibility to build the software that controlled the handling of satellite-to-satellite communications and the final transmission, uncoupling and recording the multiplexed data at a ground station located in the southwest United States. We had a customer project manager who kept changing his mind and he sufficiently terrorized the program manager at our company into accepting scope changes with no change in cost or schedule. In order to meet the increasing customer demands, the project team chunked the software deliveries into smaller and smaller versions in order to keep up a continuous delivery (the curse of progress payments). We planned version 5.0 and then broke it down to 5.1 through 5.5 for weekly deliveries. Then the customer struck again and 5.1 was further broken down into 5.1A, 5.1B and 5.1C.

We decided that enough was enough when we hit 5.1A. 1 with further breakdowns to come. We escalated the problem to higher authority at the customer's site and were given the opportunity to re-plan. The software was delivered about six months late and about 35% overrun, but it did work according to the specification. This was probably one of the best or worst examples of continuing scope creep allowed by the company's program manager and the best efforts of the project team to keep up with a continual flow of changes. Our lessons learned on this project were to train our program managers to say *no* and to plan for incremental deliveries on large complex software projects from the beginning. It will happen.

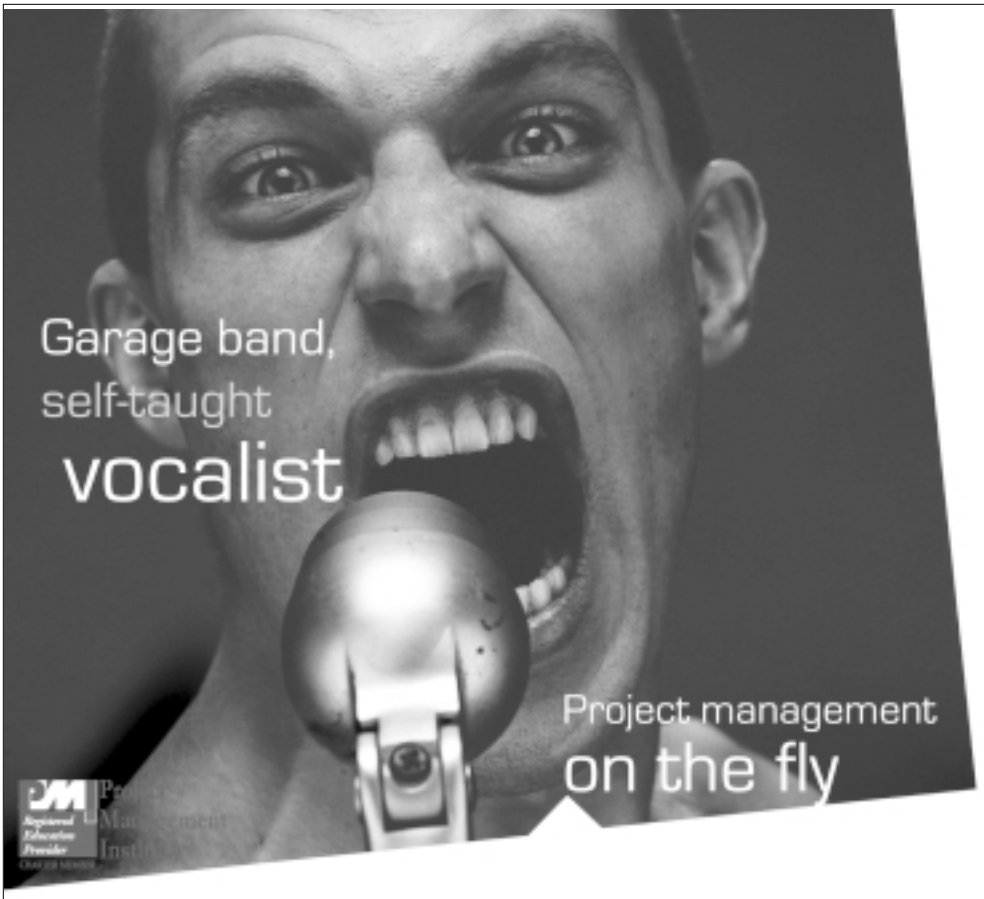
The program manager left the company and went into local politics; the project manager is still at the company which was bought out by a different aerospace company which later merged with still another one. He learned a lot from this experience, and it did make him a better project manager.

Lessons Learned (by FRP):

As Yogi Berra said: "Déja vu all over again." I've seen this happen on Air Force projects I've worked on, especially when the system program office (SPO) personnel was rotated. Often the new managers (generally captains and majors) needed to make a strong impression that they're fully in charge by ordering changes. They did this despite not being aware of the full impact of the changes because they were too new. I don't know that this is what happened in this case, but it sure sounds familiar. As project managers, we're responsible for telling the customer the cost and schedule impacts of any changes they're requesting, but when the customer has a strong take-charge personality, that can be very intimidating. I'll admit that even I have resorted to written communications (with a copy to management) rather than a verbal discussion when I've had to deal with someone who wasn't willing to listen to reason.

*Submitted to **Frank Parth***

If you have any of your own stories you'd like to share, send them to either Frank Parth, fparth@projectauditors.com or to Kristine Munson, kristine_munson@hotmail.com. All possible names, places and associations will be removed from the stories and they will be published in confidence.



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PMO SIG

The PMI-OC PMO SIG is beginning to grow. Two immediate goals have been identified. First is to identify members and interested parties, and the second is to change the nature of the meeting structure a little.

A registration web site functionality has been provided to list members and interested individuals as well as gather a few preliminary opinions.

If you are interested in membership or receiving meeting announcements related to the PMO SIG Orange County Regional, then register at www.PMOForum.com. (Use the Orange County PMO SIG link on the left navigation bar.) The form asks for contact information and some high level demographics and opinions as to meeting locations, agendas, and other start up information.

After conversations at meetings, held so far a half hour in ahead of regular chapter meetings, it was the consensus to have meetings at a separate time and location so as not to suffer from conflicted interests and loss of networking opportunities at the regular meetings.

When a reasonable number of interested members register, based on the information received from the registration forms, the first meeting of the new type will be set, announced and held.

The site also contains links to the National PMO SIG, the PMO SIG discussion group and PMO SIG membership application.

If additional information is needed, contact **Tom Sippl** at tsippl@pacificlife.com or **Victoria Flanagan** at veflanagan@yahoo.com.

Tom Sippl, PMP

RISK MANAGEMENT SYMPOSIUM

The SoCal Risk Management Symposium is going strong. We have the most dynamic speakers lined up, and this month we felt you should be exposed to what they will be saying at the Conference of the Year in Southern California.

Dr. Robert N. Charette's topic is **"Give Me that New Time Religion."**

No pain, no gain. Where there is risk, there is opportunity. No risk, no reward. The mantras of the new religion of risk management have taken hold in both our personal as well as our professional lives. From extreme sports to day trading, from derivatives to hedge funds, the ability to better quantify and manage risk has profoundly changed the way we live and work.

Our lives are immensely better off by being able to take more significant and diverse types of risks. Modern society, as **Peter Bernstein** notes, could hardly have developed without it. However, our success has also bred risk arrogance, a perception that all risks can be quantified and therefore controlled. This arrogance has led to the pursuit of glimmering opportunities that are instead shadowy chimeras, with expected unhappy consequences. It has also led to the abuse of the risk management process itself, where instead of being used to understand risks so they can be honestly managed, the process is used instead to hide risks so others can profit.

Pride goes before the fall, and risk management as a practice is suffering from an excess of pride. From the Enron fiasco to NASA's pursuit of cheaper, faster better, from Firestone tires to Wall Street stock analysts, the misuse and abuse of risk management is fast creating bills that we may soon not be able to pay off.

In his wide-ranging talk, Dr. Charette will take a critical look at the strengths and weaknesses of risk management. In so doing, he will describe how to create a successful practice of risk management, and especially the need to overcome the problem of risk arrogance through the application of risk leadership. If an ethical approach to risk management is not taken, we will all get what we deserve.

A complete list of speakers as well as other important information about the event is available at the event web site below. Join us September 12-14, 2002 at the Hyatt Regency in Long Beach, California. You just can't **RISK** not attending.

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Mike Beard, PMP
VP Professional Development, PMI-OC

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PMI® Monthly Meetings

Dinner Meeting

TUESDAY, AUGUST 13, 2002

Program: **Project Survival Tips and Characteristics of Successful Smoke Jumpers**

Location: Wyndham Gardens Hotel
3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

Time: 5:30 - 9:00 p.m.

Cost:	In Advance:		At the Door:	
	Members	$30.00	Members	$45.00
	Non-Members	$35.00	Non-Members	$45.00

Please register at www.pmi-oc.org**.** You can pay via credit card in advance or by cash/check at the door.

Make your reservation by 5:00 pm, Thursday, August 8th, to obtain the "In Advance" price. Reservations made after 5:00 pm, Thursday, August 8th, will be charged the "At the Door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel after Sunday, August 11 at 6 p.m. will be invoiced a $15 cancellation fee. Members and non-members who make reservations and do not show up at the meeting will be invoiced a $15 no show fee.

PMI-OC Breakfast Roundtable

TUESDAY, AUGUST 27, 2002

Join us for breakfast on the fourth Tuesday morning of every month to discuss project management issues that impact you.

Location: **Hilton Hotel**
(formerly The Red Lion)
3050 Bristol Street (near Paularino)
Costa Mesa
Atrium Cafe, lobby level

Time: 7:15–8.45 a.m.

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Register: e-mail Tom Sippl: tsippl@pacificlife.com

NEW MEMBERS *Continued from page 2*

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Cristina Semler
First American Title Lenders

Kelly Sweeten
Northrup Grumman

Chris Thibodeaux

Pamela Walker
Xerox

Amy Watson
Electronic Data Systems

Wayne Watson
EDS/Solutions Consulting

Total New Members: 27
PMI-OC Membership: 939

PMI-OC WEB SITE

Visit our web site at:
http://www.pmi-oc.org
to make your reservation for the dinner meeting and to stay informed of events that are important to members and to project management.

E-MAIL

If you would like to receive e-mail announcements about upcoming PMI-OC events, contact **Rstein@PTSStaffing.com.**

JOB POSTING TABLE

Share available employment opportunities with PMI-OC dinner meeting attendees. Submit your opening to Theresa Theiler, **tt1591@aol.com.**

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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COMING EVENTS

AUGUST 10 THIRD ANNUAL VENDOR SHOWCASE AND CONFERENCE
"Tools and Techniques for Project Success"
Seaport Marina Hotel, Long Beach
See insert

AUGUST 13 DINNER MEETING
Project Survival Tips and Characteristics of Successful Smoke Jumpers
Vicki Wong, Project Manager, IBM
Vendor Showcase: ProjectWorld
See page 1

AUGUST 26 PMI-OC BOARD MEETING
E-mail info@pmi-oc.org for time and location

AUGUST 27 BREAKFAST ROUNDTABLE
See page 17

SEPTEMBER 7 PMI-OC PMP PREPARATION CLASS
See insert

SEPTEMBER 10 DINNER AND ANNUAL MEETING
Lessons Learned from Mars Climate Orbiter and Mars Polar Lander
Jerry Suitor, Jet Propulsion Laboratory
Election of 2003 PMI-OC Board of Directors
Vendor Showcase: Artemis International Solutions

SEPTEMBER 12-14 RISK MANAGEMENT SYMPOSIUM
See page 16

OCTOBER 15 DINNER MEETING
Please note date change

PMI ORANGE COUNTY MILESTONES

Project Management Institute
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RETURN SERVICE REQUESTED