PMI MILESTONES
ORANGE COUNTY

JANUARY 2003
Volume 17
Number 1

**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.**

## 2003 CHAPTER BOARD

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## JANUARY 14TH PMI-OC DINNER MEETING

# Doing More with Less – Four Productivity Life Savers

***By Joan Knutson***

Every organization is being asked to do more with less; less money; fewer resources; less people. With less people, our project teams are being asked to be more productive, more efficient and more effective. As an executive in a project-driven organization, it becomes your job to protect project teams from impacts that can negatively affect their productivity. This presentation deals with four external influences that can slow a project team down. These four influences are 1) poor performers, 2) turnover, 3) overstaffing; i.e., throwing bodies at the problem, and 4) overtime. Each of these possible scenarios will be discussed and ideas shared on how to avoid and in some cases how to negate these negative influences.

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**Joan Knutson**, noted project management author, presenter and consultant, has earned an international reputation as a leader in the project management industry.

More than 25 years ago, Joan founded Project Mentors, a San Francisco-based project management training and consulting business. She grew her organization into a multi-million dollar firm, which was acquired in 1999 by a premier performance improvement company.

Over the years, many thousands of people worldwide have attended Joan Knutson's keynotes, seminars and classes. She is known for presenting stimulating and informative speeches for such Fortune 50 companies as AT&T and Citibank. In addition to her on-site lecturing at both large corporations and professional organizations, Joan hosts a very popular Project Management Webinar Series and serves as the "PM Guru," for the IS Specific Interest Group (SIG), which is the largest SIG within the Project Management Institute (PMI).

Joan is also the author of several highly regarded books on project management – *Project Management: How to Plan and Manage Successful Project* published by the American Management Association, and two other books published by John Wiley Sons in 2001, *Succeeding in Project-Driven Organizations: People, Processes, and Politics* and *Project Management for Business Professionals: A Comprehensive Guide*. In the latter book, Joan served as the contributing editor, consolidating 32 chapters from respected thought-leaders in the project management community. For many years, Joan has written and edited the "Executive's Notebook" column of *PMNetwork*, a magazine published by PMI. In addition, she has been interviewed as an expert in project management by such publications as *The Wall Street Journal* and *Inc. Magazine.*

**Vendor Showcase: Framework Technologies**
See ad on page 3

## NEW PROJECT MANAGEMENT PROFESSIONALS

| | |
|---|---|
| **William Ghattas** | PMP-#47502 |
| **Nita Jameson** | PMP-#56530 |
| **Glenn Norum** | PMP-#56020 |
| **Pamela Wade** | PMP-#56634 |
| **Matthew Williamson** | PMP-#56484 |
| **Mary Willman** | PMP-#56291 |

**New PMI-OC PMPs**: 6
**Total PMI-OC PMPs**: 290

## NEW MEMBERS

**Ajay Bengali**

**Pamela Chapman**
IBM Corporation

**Agnes Cyr**
AG Consulting

**Christi deRouen**
Option One Mortgage Co.

**Jennifer Faucher**
Sempra Energy Solutions

**Ravi Gupta**
Deloitte & Touche LLP

**Ali Hadavi**
California Dept. of Transportation

**Michael Hopkins**
Fluor

**Pan Kao**
Etiq Corp.

**Sharon Lu**
Southern California Edison

**Donald Lueder**
Southern California Edison

**Jimmy Man**
IBM Business Consulting Services

**Gary Mangiofico**
Johnson & Johnson Health Care

**Samer Marei**

**Rogers Mathews**
New Century Mortgage

**Sharon Moseley**
Balboa Life & Casualty

**Glenn Norum**

**Frances Patterson**

**Denis Pomerleau**
Ericsson Wireless Communications

**Audrey Shah**

**Scott Shulga**
ByNet Software, Inc.

**Shannon Stoddard**
Promedica Intl.

**Widya Susanto**

**Mary Willman**
FNIS

**Total New Members:** 24
**PMI-OC Membership:** 959

# THE PRESIDENT'S COLUMN

## Happy New Year

Welcome back from the holidays. As we look forward to a new and exciting year, I'd first like to take a look back at 2002 and thank **Cyndi Snyder** for her leadership and dedication to our chapter. Cyndi has lead the way for our chapter to move ahead to soar to new heights in 2003. I believe we now have the cornerstones in place to allow us to fulfill our vision, mission and long-term goals.

When I began volunteering for PMI-OC in 1996, dinner meetings averaged 35 attendees and the Board members ran the chapter with just a handful of volunteers. The camaraderie and caliber of the organization, and my belief in Project Management as a profession, compelled me to step up into a leadership position as Director of Programs. In this role I gained experience in speaker recruitment, event planning and public speaking. During my two years as VP of Operations, I lead the development of chapter vision and mission, designed annual planning workshops, lead Board meetings, participated in chapter incorporation and the updating of our chapter by-laws.

So when people as me, "why do I volunteer for PMI-OC?" my answer is simple. I have rarely been in a position to lead or participate in these types of activities in my job. I know my career's success has been due to the experiences and growth I have gained at PMI-OC. And as President, I look forward to new experiences and challenges.

These are exciting times for PMI-OC, and I am honored to be returning to the Board as President. The Board held a planning workshop last month and established our long-term goals and 2003 objectives. These objectives position us to make a significant contribution to our members and the profession of Project Management. We must constantly evaluate our member needs and reinvent ourselves to provide volunteer opportunities and services that help our members grow, as well as promote the profession of Project Management.

Our objectives for 2003 are to:

1. Develop a strategically focused Board by establishing operating committees
2. Support PMI-OC member project management career development by:
   a. Enhancing existing services
   b. Establishing one to three new services
3. Build PMI-OC brand recognition in Orange County
4. Build current and future leadership within PMI-OC
5. Establish a process to gather, analyze, incorporate and report stakeholder feedback
6. Establish an infrastructure that supports efficient chapter operations and management
7. Establish the capability to capture, manage and deliver PMI-OC intellectual property

I challenge each of you to examine your career goals and ask yourself how chapter service can benefit you. Additionally, what services and events can our chapter offer to help you reach your goals? Your ideas and service to the chapter are the keys to fulfilling our objectives. I am looking forward to growing together with you this year.

***Adrienne Keane, PMP***

# VOLUNTEER OF THE YEAR

## Dave Jacob Honored as 2002 Volunteer of the Year

***Dave Jacob*** *(left), PMI-OC Chapter's 2002 Volunteer of the Year with VP Professional Development* ***Kristine Hayes Munson***

**Dave Jacob** has been recognized as the 2002 PMI-OC Volunteer of the Year. He has been a member of PMI-OC since 1996 and has volunteered almost that entire time. After spending time at Board Meetings prior to becoming the Director of Administration, Dave held two terms as President and one term as Trustee.

In addition to his Board duties, Dave has always been willing to lend a hand, whether it is writing articles for *Milestones*, interviewing Volunteer of the Month recipients, or anything else we have asked him to do.

Dave is a well-respected instructor for the UCI Extension Project Management program. Many of his students join the chapter due to his enthusiastic support and dedication to the profession of Project Management. (Although there is a vicious rumor that he threatens to fail students if they don't attend meetings!)

Thank you Dave, for all the time and energy you have put into making this chapter a success. We appreciate your commitment and dedication.

***Cyndi Snyder, PMP***
*2002 President*

## Board Appointments

**Ray W. Stratton** has been elected to the Project Management Institute's College of Performance Management.

As Vice President - Research and Standards, Stratton will oversee research and standardization in the area of Earned Value project management methods.

He is also Chairman of the Cal Poly San Luis Obispo Computer Science Industry Advisory Council and a member of the editorial board of "Projects@Work" magazine. Stratton is president of Management Technologies, located in Brea, California.


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**Contact Cyndi Snyder, PMP**
**949-922-1628**

# News from Headquarters

***The latest issue of PM KnowledgeWire is now available.*** The December issue of *PM KnowledgeWire*, the quarterly newsletter of the PMI® James R. Snyder Center for Project Management Knowledge & Wisdom, is available in the Members Only section of the PMI Web site. This must-read issue features timely and very useful information about project offices, responses from members on the question of project management vs. technical skills, and pointers to IT metrics reports. For more information about *PM KnowledgeWire*, please contact nila.sathe@pmi.org. To learn more about the Knowledge & Wisdom Center, visit http://pmi.org/info PIR_KWCOverview.asp?nav=0603.

***How do you rate yourself as a leader?*** Here's a great way to find out. PMI is now accepting applications for the PMI Leadership Institute Class of 2004. The Leadership Institute is a year long learning journey designed to develop, utilize and mentor a growing corps of well-trained organizational leaders. It is divided into six learning segments, each one building upon the others. Participants meet three times a year: initially at a stand-alone seminar in August 2003; then during the March 2004 Leadership Meeting; and again in conjunction with the PMI Global Congress 2004-North America. Participants also engage in virtual learning through audio-conferences and Web seminars. Application materials and additional information are available on the PMI Web site. Check the News section on the homepage and click on the link to the PMI Leadership Institute. Questions regarding the Leadership Institute should be directed to Worldwide Component Affairs. (anne.jenemann@pmi.org)

***Celebrating the best in project management and PMI!*** The 2003 Call for Nominations for the PMI Professional Awards Program, including the 2003 PMI Project of the Year, has now been published. Look on the PMI Web site under "About PMI" or in your December issue of *PM Network*℠ to access the information and to learn how you can participate in this time honored tradition. (sandra.ardis@pmi.org)

***Call for Nominations for 2004 PMI Director-At-Large positions.*** The Call for Nominations has been posted on the PMI Web site (www.pmi.org) under News and published in the December issue of *PMI Today®*. Any member interested in the nomination process is encouraged to read the Call in its entirety and address all inquiries or nominations to Cliff Sprague, PMP, Nominating Committee Chair, at chair@pmi.org. (dorothy.hamilton@pmi.org)

# VOLUNTEER OF THE MONTH

## Jan Birkelbach Honored as Volunteer of the Month

***Jan Birkelbach*** *(left), PMI-OC Chapter's December Volunteer of the Month with VP Finance* ***Stephen June, PMP***

A resolution was unanimously passed, at the November Board meeting of your Chapter, designating **Jan Birkelbach** as the ***Volunteer of the Month for December***. VP Finance, ***Stephen June, PMP*****,** honored Jan at our December 2002 general meeting, by presenting him with a Certificate of Appreciation.

Jan is one of those unsung heroes that any volunteer organization would genuinely appreciate and embrace. He has been a member of the chapter since 1995. Within a year he was awarded his PMP, which he subsequently renewed in 2001.

Jan began his volunteering career in 1996 for the chapter as a committee member for membership development. He was–and still is–an important participant and contributor for the strategic planning efforts of the chapter. Over the years Jan has contributed a significant amount of his time as an extremely effective and highly sought after instructor and facilitator for the chapter-sponsored PMP workshops. On numerous occasions, he has presented the Cost, Communications (including Earned Value), Framework, Integration, and Professional Responsibility. When called upon, he gladly accepted the position of project manager and administrator for this year's PMP workshop. By all accounts it has been one of the most successful workshops the chapter has hosted, both in content and administration. Jan's volunteerism goes beyond the chapter. He has strong and active affiliations with various PMI Specific Interest Groups (SIGs), including Risk, Project Office, Education and IT.

Jan earned his MBA at University of California, Irvine and after many years of ad hoc project management (with varying results, by his admission) he decided to take it up professionally. The defining moment came to him during a marathon strategic planning meeting in the early 90s. On that same day he spotted a Dilbert® cartoon in the newspaper. It stated, "Strategic Planning is like real work, but without the satisfaction of actually accomplishing anything." That nailed it for him. To quote Jan, "Project Management is also like real work, but it's definitely unique and temporary." One difference, however, it's rarely boring."

Jan currently works as a professional instructor and project management consultant for a variety of clients, on projects such as computer hardware/software integration and deployment, strategic and operational business planning and marketing initiatives. Before starting his consultancy, he managed both staff and line functional groups, as senior project manager, program director, and in managing consultant roles. He has parlayed this wealth of experience, from his employment at large telecommunications, financial services and technical professional services companies, into his consulting practice.

***Dave Jacob***

# DECEMBER MEETING REVIEW

## Can I Count On You That You Will Do What You Say You Will Do?

Effective team leadership is imperatively at the core of all successful project management, because team leaders are ultimately accountable to the organization for their team's results. Leaders are also responsible for the impact their behavior has on the team's culture and performance. How, then, do leaders ensure that their impact is positive? No one can answer this question better than **Rachel Lewis** did with her inspiring presentation during the December meeting.

Rachel presents her concept of a high-impact team. She defines such a team as an energetic group of people who produce high-quality, planned results in a defined period despite difficulties. Members of such teams are committed to achieving the project's common goals by using their diverse skills, personalities, and talents. In a high-impact team, team members collaborate freely and enjoy working as a high-impact team.

Through her practical experience and research, Rachel has distilled high-impact team performance into ten practices. Here they are:

**1. Shared purpose and vision**. If you asked each of us why we are here as a team and what we are working towards, the answer would be the same and you can see it in our actions.

**2. Shared leadership**. We each take responsibility for the team being successful. Leadership propagates throughout the team: all members operate with the same purpose and vision as the leader.

**3. Measurable performance targets and definable goals**. We have agreed to specific, measurable, achievable, and time-bound goals; they include both business and team development objectives. We have established and we track measurable performance targets that move us toward our goals. We regularly evaluate how we are working together as a high-impact team.

**4. Clear roles and responsibilities**. We each know not only the activities for which we are accountable individually, but also what we are collectively responsible for producing. Each team member's role is clear. We respect each person's role and openly discuss our expectations for the responsibilities of each role.

**5. Active sponsorship**. Our sponsors are involved and committed to our success, and support us in clearing away obstacles. Our sponsors are proponents of our work and delegate the appropriate authority. We have the resources that we need to succeed: information, money, time, space, and talent.

**6. Effective team process**. We have a *working agreement* for our approach to our work and revise it whenever necessary. We have practices for effective meetings, integrating new team members, decision-making, and problem solving. We are competent at giving and receiving constructive feedback and coaching.

**7. Enhanced team competency**. Our team acknowledges conflict and deals with it as it arises. We have the flexibility to integrate change. We are able to correct our course when off course, and can adapt to changing conditions.

**8. Synergistic collaboration and innovation**. Trust, accountability, and integrity are strong in our relationships. Communication and dialogue foster actions. We collaborate to innovate new products or services and to solve problems when they arise. We use both task and task-free activities to infuse our team with creativity, celebration, and renewal.

**9. Meaningful recognition and rewards**. We are committed to each other's and the team's success. We acknowledge both individual and team achievements and personal development. We recognize value-based performance in a meaningful way.

**10. Quality relationships with stakeholders and other teams**. We coordinate our efforts with other stakeholders in a timely fashion. We develop good relationships with other teams. We integrate our work with the company's overall business goals.

These ten practices drive team excellence. They encourage the team's members to set their own target standards for performance based on their own professional and personal values. Project managers, by implementing the ten practices, obtain a methodology for achieving breakthrough results with their projects. They can recognize their team's strengths and identify the opportunities for improvement. They discover new ways for living with their team and for learning to speak the team members' language. In turn, the team members enjoy a sustainable and positive work experience.

What, then, is the magic ingredient that makes this all happen? **Trust!** Which begs the question: What makes up trust? In her answer, Rachel states these three basic tenets:

**1. Sincerity:**
a. Straightforward or congruent communication;
b. Absence of gossip or behind-the-back talk;
c. Openness of information with frequent communication;
d. Acceptance of differences. Ask: Do I accept how you communicate with me?

**2. Reliability**
a. Actions congruent with words;
b. Accuracy of information;
c. On-time commitments;
d. Ask: Can I count on you that you will do what you say that you will do?

**3. Competence**
a. Assigning the right person to the right role, responsibility, or task.
b. Ask: Do I believe that you have the experience, skills, or aptitude for doing this task?

Teams excel in a high-trust environment. To build high trust, Rachel recommends that project managers create *working agreements* with their team. Such agreements define how the team members will work together and support each other. They also foster team progress because they provide a structure for boosting the team's work and professional growth. Moreover, such agreements greatly ease the entry and integration of new team members.

Earning the well-deserved applause, Rachel ends her motivating presentation with "Becoming a great team leader is like becoming a great athlete. It takes commitment, technique, and time."

*Continued on page 6*

# December Meeting Review

*Continued from page 5*

*December speaker **Rachel Lewis** with **Judy Quenzer, PMP***

*Outgoing President **Cyndi Synder** (second from left) onored at December dinner meeting*

***Fall 2002 PMP Instructors** honored at December dinner meeting*

**Rachel** with **Cynder Niemela** is also the coauthor of the book *Leading High Impact Teams—the Coach Approach To Peak Performance* (ISBN 0-9710888-0-2). To her, team leaders must have the "right stuff" to be effective. The book introduces the premise that effective project managers are proficient in three distinct roles, simultaneously and equally:

**Role 1: Personal Master**

- **Self aware** of personal aptitudes, values, motivators, challenges and needs. Appreciates and applies own strengths and passions to manifest personal vision and mission.
- **Self-manages** by demonstrating self-discipline, monitoring progress towards self-mastery and goals, and handling self well regardless of circumstance.
- **Demonstrates integrity** by behaving consistently with beliefs and values. Assumes a high degree of personal responsibility and follows through on agreements and commitments.
- **Communicates effectively.** Uses language that is respectful and free of bias jargon, or judgment. Creates a culture in which timely, quality information flows smoothly. Listens fully to what others have to say, and encourages their truthful self-expression.
- Committed to **high personal and professional standards** and challenges others to raise their standards. Is a strong positive example for others.
- Takes time to focus on **personal and professional development.**Seeks truthful feedback to grow and develop continually as a leader. Tends to be curious and is driven to find ways to achieve full potential.

**Role 2: Business Professional**

- Inspires a **compelling vision** and ensures that team members work towards the organization's mission and goals.
- **Manager of results.** Collaboratively sets and achieves short- and long-term goals.
- **Gains sponsorship.** Involves project sponsors and other key organizational leaders early and often in the creation of a team charter. Sets the expectations for sponsor participation.
- **Strategist.** Demonstrates business acumen in core business areas including profitability, customer service, and organizational planning. Balances qualitative and quantitative measures of success.
- **Transformational leader.** Anticipates changes in customer and employee needs and changing market conditions. Responds by transforming business practices and organizational culture.
- **Provides meaningful rewards and acknowledgment** for individual and team performance. Aligns rewards appropriately with what is meaningful to the individual.

**Role 3: Developer of People and Teams**

- **Engenders trust.** Exhibits openness, sincerity, reliability, and competence.
- **Fosters a safe, supportive environment.** Demonstrates respect for team members' communication, work, and learning styles that creates opportunities for risk-taking and contributing in valuable ways.
- **Empowers.** Communicates what is expected for extraordinary performance, gives authority, and gets out of the way.
- **Builds high-impact teams.** Institutes effective team practices, provides opportunities for team members to contribute to their full potential, and clears away interference with success.
- **Provides support, resources, and encouragement** for individuals and teams adopting new behaviors and actions, including those that involve risk-taking or those that elicit anxiety.
- **Values ongoing learning.** Helps individuals and teams to see what's ahead and to identify the learning, experiences, and actions they need in order to get to the next level.

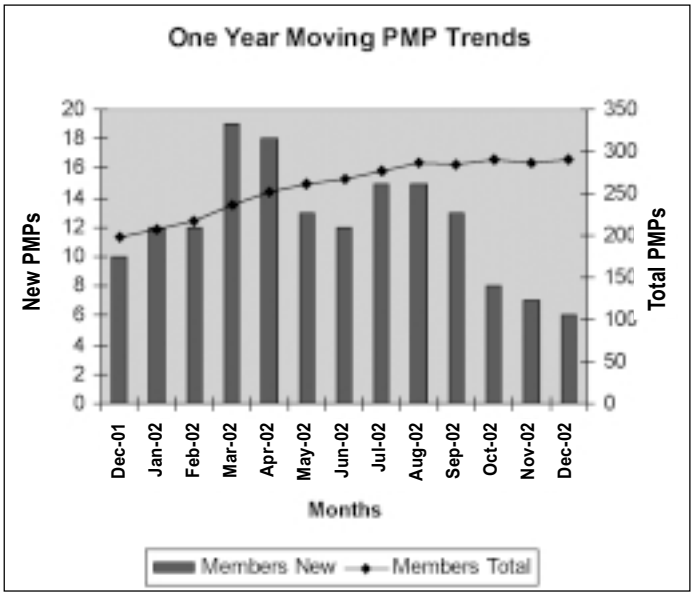
***George D. Meier, PMP***

# DINNER MEETING STATISTICS

## PMI-OC 2002

| 2002 Statistics | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | 2002 Avg | 2001 Avg |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Reservations | 140 | 158 | 139 | 143 | 152 | 178 | 120 | 107 | 129 | 93 | 115 | 95 | 131 | 121 |
| Cancellations | 2 | 3 | 3 | 5 | 0 | 1 | 3 | 2 | 0 | 0 | 2 | 0 | 2 | 6 |
| No-show | 13 | 37 | 23 | 21 | 26 | 28 | 16 | 16 | 23 | 15 | 13 | 15 | 21 | 29 |
| Walk-in | 29 | 15 | 28 | 19 | 22 | 19 | 14 | 23 | 15 | 6 | 23 | 16 | 19 | 20 |
| Speaker | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 3 | 1 | 1 | 1 |
| Vendor | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Guarantee | 133 | 145 | 135 | 120 | 140 | 160 | 120 | 100 | 110 | 100 | 100 | 90 | 121 | 102 |
| Attendees | 154 | 135 | 144 | 138 | 150 | 170 | 120 | 112 | 113 | 83 | 127 | 94 | 128 | 107 |
| Dinners paid for | 156 | 145 | 144 | 138 | 150 | 170 | 120 | 114 | 115 | 100 | 127 | 94 | 131 | 113 |
| No shows/reservations | 9% | 23% | 17% | 15% | 17% | 16% | 13% | 15% | 18% | 16% | 11% | 94 | 16% | 24% |
| Walk-ins/reservations | 21% | 9% | 20% | 13% | 14% | 11% | 12% | 21% | 12% | 6% | 20% | 94 | 15% | 16% |

# MEMBERSHIP AND PMP TRENDS



# More on Mass Customization

In 1980, Toffler[1] made the first reference to "de-massified production." At that time, few of the technologies required for mass customization had developed to the extent required. By 1992, Davidow and Malone[2] described the structure of an enterprise capable of supporting the new business model. In 1993, Pine[3] coined the name "Mass Customization."

**Mass customization is the ability to satisfy the particular needs and wants of individual customers at prices below those of mass produced products and services that only approximate the wishes of many customers in large market niches.**

Mass customization requires six core competencies:

1. Eliminating Customer Sacrifice – the ability to identify and satisfy the needs of individual and unique customers,
2. Modular Design and Integration – the ability to integrate the world class products of others into their own customizable product or service,
3. Supply Chain Management – the ability to provide suppliers with a stake in their own success,
4. Lean Production – the ability to eliminate inventories and the waste of effort, space, and capital they represent,
5. Process Organization – the ability to organize "competents," skilled individuals, into empowered, self-managed work groups, and
6. Multi-project Management – the ability to balance resources across multiple projects to achieve program success.

Multi-project management has the job of tying the other competencies together in response to the needs and wants of individual customers. In the new world of mass customization, every sale is a project. Smooth and efficient satisfaction of customer demand requires smooth and efficient project management. Delivery of customer value becomes the responsibility of project teams who must continuously and quickly re-align their own activities to meet unique requirements. Decision-making, responsibility, and accountability are entrusted to teams, not to individuals. Management focus is on process improvement while personnel management is placed in the hands of process teams acting collectively. This is the golden age for project managers.

***Ed Fern, PMP***

[1] Toffler, Alvin, 1980, *The Third Wave,* William Morrow, New York.

[2] Davidow, William H. and Michael S. Malone, 1992, *The Virtual Corporation: Structuring and Revitalizing the Corporation for the 21st Century,* Harper Business, New York

[3] Pine, B. Joseph II, 1993, *Mass Customization: The New Frontier of Business Competition,* Harvard Business School Press, Boston

# First Annual OC Chapter Membership Survey Results

The following is part three of a three part series, publishing the **First Annual Orange County Chapter Membership Survey** results.

The survey results indicate that the majority of respondents plan to renew their membership. Those who indicated they did not plan to renew their membership were asked question #8, which indicated the major reason for non renewal is moving or relocation. Those who were undecided about renewing their membership were asked question #9, which indicated the major reason is cost. The second major reason was value received.

The last three survey questions were general, open ended questions, allowing members to express any comments they wanted to share with the board, express desires to volunteer for the chapter, and communicate any changes to their contact information.

On behalf of the entire board, we thank you for your feedback. As we move into 2003, we will be moving to address the needs of the members, increasing efforts to publicize benefits for chapter members, and working to increase offerings and events for all our members.

If anyone has any questions regarding the survey, feel free to contact me.

***Glen Fujimoto***
*2002 VP Membership*
*2003 VP Communications*

7. When your chapter membership expires, do you plan to renew?

| | Response Percent | Response Total |
|---|---|---|
| Yes | 88.1% | 237 |
| No | 1.9% | 5 |
| Undecided | 10% | 27 |
| Total Respondents: | | 269 |
| (skipped this question) | | 19 |

8. Why are you not renewing your chapter membership? (Select all that apply)

| | Response Percent | Response Total |
|---|---|---|
| PMI Membership Dues Too Costly | 0% | 0 |
| Chapter Membership Dues Too Costly | 0% | 0 |
| Moved/Relocated | 80% | 4 |
| Changed Job/Profession | 0% | 0 |
| Did Not Receive Enough Value | 0% | 0 |
| View Other (please specify) | 20% | 1 |
| Total Respondents: | | 5 |
| (skipped this question) | | 282 |

9. Why are you currently undecided about renewing your chapter membership? (Select all that apply)

| | Response Percent | Response Total |
|---|---|---|
| PMI Membership Cost | 37% | 10 |
| Chapter Membership Cost | 25.9% | 7 |
| Moving/Relocating | 14.8% | 4 |
| Changing Jobs/Professions | 14.8% | 4 |
| Value Received | 44.4% | 12 |
| View Other (please specify) | 25.9% | 7 |
| Total Respondents: | | 27 |
| (skipped this question) | | 260 |

10. Please enter any other comments you may have for the Chapter.

| | |
|---|---|
| View Total Respondents: | 91 |
| (skipped this question) | 196 |

11. Are you interested in volunteer opportunities with the Chapter? We are always looking for people who would like to help out. If you are interested, list your name, phone number, email address, and any particular areas of interest, and someone will contact you about our current opportunities.

| | |
|---|---|
| View Total Respondents: | 105 |
| (skipped this question) | 182 |

12. Have you moved recently? Changed jobs? Stopped receiving your Chapter newsletter, Milestones? If so, we need to update your information. Please list your name, PMI number (if possible), and any recent contact information changes: address, phone number, email address, etc. Please also indicate if the change is to your work or home information. Don't forget to submit changes directly to PMI as well – log onto www.pmi.org and update your profile in the PMI members area.

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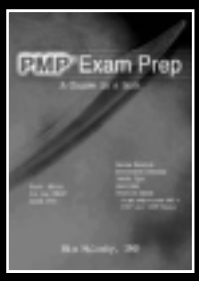


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# GOT A PROBLEM?

Finished planning? Into execution? Things are moving along smoothly until, whoops, there's a problem. What do you do now? Panic? Take over the problem and fix it yourself? Scramble to begin implementing a solution? How about none of the above? Here are some helpful hints for dealing with problems:

1. Take a deep breath. Don't panic. Unless the building is on fire, it probably isn't an emergency. We tend to respond to every problem as if it's a life or death situation. Ask yourself, what's the worst that could happen if I did nothing? Unless it's loss of life, it's not an emergency. Take the time to stay calm and help everyone else stay calm.

2. Don't automatically assume responsibility for the problem, unless it's in fact your problem. Just because you're the project manager doesn't mean you own all the problems. Your job is to provide support and facilitation so the person with the problem can devise and implement an appropriate solution.

3. Don't witch hunt. Most problems arise because stuff happens. Avoid looking to place blame. It's unproductive, ineffective and tends to destroy morale. Assume that the problem is a problem of the system and not a flaw of some individual. Look for system solutions.

4. Scope out the problem. A problem is nothing more than a deviation from an expected outcome or goal. What was the expected outcome? What did you get instead? Is this really a problem? If not, move on. Ask yourself, is there an opportunity here? Is this a twist in the road that might lead us to a new goal? If so, define the new goal state and devise a plan for getting there.

5. If you still have a problem, work through a systematic method for solving any problem. Step 1) Make sure the problem is clearly defined. What exactly is the problem? When did it occur? How often? How big? In clarifying what the problem is and what it's not, be careful not to ask why or who. Define a deadline for the problem resolution and the person accountable for the solution. Step 2) Determine if identifying the causes of the problem is needed in order to solve it. Some problems require the identification of causes and some don't. If identification of causes is relevant, then begin by asking why? Record each cause idea without judgment. Avoid pointing the finger at people and stay focused on what and not who. Continue to record whys until you've exhausted all cause ideas. Then come back and identify what evidence, if any, exists for each of the cause ideas. Select the most significant causes. Step 3) Brainstorm possible solutions. Again, no judgment, just ideas. After you've exhausted all ideas, rate each solution for "ease of implementation" and "impact of solution." If one solution is a hands down winner, you're ready for implementation. If not, evaluate the pros and cons of each candidate solution. For each con, identify countermeasures to turn the con into a pro. Pick the solution that has the most upsides and fewest downsides. Step 4) Implement. If it's a large implementation, you will need a project plan for implementation. If not, make sure you know what (the scope of the solution), who (who's accountable for what), when (the milestones) and how (the steps). Also make sure you identify any customers/stakeholders of the implementation and identify any requirements they might have. Every implementation is a mini-project.

6. Monitor the progress of the solution implementation.

7. After the implementation is complete, explore lessons learned.

Facilitating effective problem solving is a core skill that every project manager should possess. A person skilled at problem solving not only helps the team member find an effective solution, but also builds a stronger team in the process. Don't disempower your people by owning their problems and don't destroy morale by pointing fingers. Involve the team in the problem solving process so accountability stays where it belongs, with the team member whose problem it is, and involve the team in helping him to find a solution that works. And, don't forget that proper planning prevents avoids problem management in the first place.

***Paula K. Martin***

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**Paula Martin** is the CEO of Martin Training Associates, a management training and consulting firm. For more information, visit the Martin Training website:

www.martintraining.net or our new Executive website:

www.mtaexec.com. Phone: 866-922-3122 or 513-563-3512.

# Project World 2002

Hi, my name is **Lew Siegler, PMP** and I'm a member of the Orange County Chapter of PMI. Project World 2002 was held at the Santa Clara, California Convention Center and ran from December 10th through the 13th. I was the lucky winner of the full conference ticket raffled off by *Projects@Work* magazine at the August chapter meeting.

The opening keynote session "Software Implementation Best Practices" was a panel discussion which addressed issues related to project management in general, as well as software development. The second keynote session "Team Wisdom Secrets of Master Project Leaders" delved into 13 practices that are valuable when dealing with project teams.

Pre-conference workshops covered many topics, including a two-day PMP Preparation Exam session. Conference presentation tracks covered many areas of project management from Basic to Intermediate to Senior as well as Next Generation and the People Side of Project Management. The sessions I attended were mostly directed toward PMOs and Scheduling. But no matter where your specific interest in project management lies, there was something of interest for all attendees.

The exhibit floor had many vendor exhibitors. Many of them were aware of our chapter and spoke highly of our chapter and about many of the chapter members as individuals.

In speaking with many of the attendees, I found that my being between projects was not unusual, as many of them were in the same situation. Optimism toward the future was still high, and a number of attendees who had not yet sat for the PMP exam still expressed an intention to do so. Although this was the last conference for 2002, it was rewarding and worth attending whether you were fortunate to win a full conference ticket or paid to attend. I realize that the total cost for attending Project World or any conference can amount to a large sum of money if the attendee is paying for everything. I would strongly suggest that conferences such as Project World are valuable and worth attending, whether it is attending presentations or just visiting the exhibit floor.

I would like to thank *Projects@Work* for providing the ticket through the raffle in August and the chapter for sponsoring me.

***Lew Siegler***

# PRACTICE STANDARD ON CONFIGURATION MANAGEMENT

## PMI® needs your input

The Project Management Institute (PMI) has kicked off a project to develop a "Practice Standard on Configuration Management." **Elden Jones, PMP®** has been designated as the Project Manager for this effort. To make this truly a global effort and as widely accepted as possible, the project is looking for a very productive team for development. Below is an excerpt discussing the project and a link for more information. The process through the web site must be followed. Volunteers or comments cannot be accepted through email. Please follow the link to find out more how to get involved. Membership in PMI® is not required for this project. Please pass this along to user groups and colleagues of interest.

Configuration Management (CM) addresses the composition of a project, documentation defining the project, and other data that supports the project. CM is a baseline and requirements management process that provides managed control to all phases of a project life cycle. CM is a management discipline that applies technical and administrative direction to the development, production, and life cycle support of a project. In achieving this, CM is a management process for establishing and maintaining consistency of a project's performance, functional, and physical attributes with its requirements, design, development, and operational information throughout its life.

Practitioners of the PM discipline battle every day with changes to their projects. Controlling these changes is the process of Configuration Control. CM is the parent discipline to Configuration Control. The CM Practice Standard Project will provide PMI Practice Standard for Configuration Management providing guidance to the PM and project team for establishing (or ensuring the establishment of) a sound CM process for the life of a project.

This project will be fast paced and only those ready to work hard to improve the discipline should consider being a part of this dynamic team. We are expecting to publish this practice standard in time for launch during PMI 2004.

For more information visit the PMI website

http://www.pmi.org/info/PP_ConfigMgmt.asp.

***Elden F. Jones II, MSPM, PMP, CMII***
*Project Manager*
*Practice Standard for Configuration Management*

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# Try Your Knowledge on PMP Exam Questions

*(Answers are on page 15)*

Here is a sample of some questions:

1. You are preparing a schedule for your project. Initially you need to do some resource planning, but are not sure of the date a key resource is available. In preparing your schedule, you state a date this resource will join the project. You have:
   a. Identified an assumption
   b. Identified a constraint
   c. Set up a milestone to be met
   d. Set up a task on your critical path

2. The purpose of the project plan is to:
   a. Set forth specific responsibilities on the project
   b. State the project manager's authority and responsibility
   c. Guide project execution
   d. Develop a scope statement as the basis for making future project decisions.

3. Outputs from project plan execution are:
   a. Status review meeting and work results
   b. Change requests and changes in organizational procedures
   c. Change requests and corrective action
   d. Change requests and work results

4. Use the earned value (EV) to date on the project to answer the question:
   a. How much work should have been done?
   b. How much work is done?
   c. How much work is remaining?
   d. What is the estimate to complete the project?

### 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 **programs@pmi-oc.org**

### JOB POSTING TABLE

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

# WHY I VOLUNTEER FOR PMI-OC

The publication of this month's *Milestones* is a bittersweet event for me. This marks the last issue for which I will oversee production. I have been responsible for *Milestones* since June 2001 when I was first appointed VP Communications. During the majority of this time, I have had the opportunity to volunteer as the publication's editor. I can answer, in part, the question "why I volunteer" by looking back over the last 18 months

PMI-OC is the third PMI chapter of which I have been a member since joining PMI in 1999. It is also the first chapter in which I chose to actively volunteer. Why? The answer to the question is simple – the people.

The first time I attended a PMI-OC dinner meeting in August 2000, I immediately noticed that this organization seemed to be a gathering of friends – not just a group of people in a similar profession. I realized that this friendship was based on respect developed by working closely together as PMI-OC volunteers. I summoned up the courage to volunteer after attending several more dinner meetings. I have not regretted that decision. Now I look forward to attending PMI-OC sponsored events so that I can spend time with my friends.

Over forty-four people have become my friends because they have been willing to give of their time to contribute to *Milestones.* These individuals helped others – including myself – become better project managers because they have shared their project management expertise in writing via *Milestones*.

Most of these individuals have submitted more than one article during the last 18 months. Regular features such as how to structure a PMO and lessons learned from previous bad projects are mixed with thought provoking articles on timely, pertinent topics such as defining a successful project and reverse delegation. Each month I learn at least one thing from the various articles submitted that I could immediately apply in my professional career.

Others have worked tirelessly to obtain paid advertising to help offset the associated printing and mailing costs especially **Diana Goltzer**, 2002 PMI-OC Advertising Director. Still others have provided photos to help capture memories of PMI-OC sponsored events. And I can't forget **DW Nesper** who reliably provides the mailing labels each month. The responsive staff at Sir Speedy in Long Beach has supported volunteer efforts by designing, printing and mailing *Milestones.*

Because of the efforts from the people I now call friends, *Milestones* has grown from eight pages to a robust 20-page publication. If you would like to review past *Milestones* issues, they are available on the PMI-OC website.

The January 2003 issue is the first issue for new *Milestones* editor **Diane Altwies, PMP.** In the few short weeks that Diane has been volunteering as editor, she has already begun to look for ways to improve the overall quality of *Milestones* in order to better serve the PMI-OC membership's needs. I challenge you to expand your circle of friends by contacting Diane and volunteering to help her evolve the publication.

I want to extent my heartfelt gratitude to each person who has contributed to *Milestones* during my tenure. My life has been enriched immeasurability because of our association. I will look forward to receiving my *Milestones* monthly in the future so that I can continue to learn from the experiences shared by others.

***Kristine Hayes Munson, PMP***
*2002 VP Communications*
*2003 VP Professional Development*

## Milestones Contributors from July 2001 – December 2002

**Diane Altwies, PMP**
**Mike Beard, PMP**
**Pradeep Chaphalkar, PMP**
**Margaret Cunningham, PMP**
**Louis D'Angelo, PMP**
**Denise DeCarlo, PMP**
**Amro Elakkad**
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**Victoria Flanagan**
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**Quentin Fleming**
**Diana Goltzer, PMP**
**Kalee Gracse**
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**Lynn Tagami**
**Michael Toothman, PMP, MCP**
**Mike Wakshull, PMP**
**Terry Warner, PMP**

# PMI® Monthly Meetings

## Dinner Meeting

### TUESDAY, JANUARY 14, 2003

Program: **Doing More with Less**
**Four Productivity Life Savers**

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:

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| 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 9:00 pm, Thursday, January 9th, to obtain the "In Advance" price. Reservations made after 9:00 pm, Thursday, January 9th, 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, January 12th at 9 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, JANUARY 28, 20033

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 Café, Lobby Level
714-540-7000

Time: 7:15–8.45 a.m.

Register: Send your e-mail reservation to www.pmi-oc.org

Cost: Self-paid breakfast
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2. I'm impressed with . . .
3. You really got my attention with . . .
4. You're doing top quality work on . . .
5. You are right on the mark with . . .
6. One of the things I appreciate most about you is . . .
7. You can be proud of yourself for . . .
8. We couldn't have done it without your . . .
9. What an effective way to . . .
10. You really made my day when you . . .

***Frank Saladis***
*Past President NYC Chapter*

## Answers to PMP Exam Questions

*From page 13*

**1. a. Identified an assumption.** Assumptions are factors that, for planning purposes, are considered to be true, real or certain. *PMBOK® Guide 2000,* paragraph 4.1.1.5, [Planning]

**2. c. Guide project execution.** Project plan development [Planning] *PMBOK® Guide 2000*, paragraph 4.1.

**3. d. Change requests and work results.** Project plan execution, [Execution] *PMBOK® Guide 2000*, paragraph 4.2.3.

**4. b. How much work is done.** Earned Value is a quantifiable means of defining what work you physically achieved to date. It can be compared to (1) how you actually spent to date (cost variance) or (2) how much you had planned to spend to date (schedule variance [Controlling] *PMBOK® Guide 2000*, paragraph 8.3.2.

**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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daltwies@outercoreinc.com

# COMING EVENTS

**JANUARY 14 DINNER MEETING**
Doing More with Less – Four Productivity Life Savers
Speaker: Joan Knutson
Vendor Showcase: Framework Technologies
See page 1

**JANUARY 25 PMP PREPARATION 2003 WORKSHOP**
See insert

**JANUARY 27 PMI-OC BOARD MEETING**
E-mail info@pmi-oc.org for meeting information

**JANUARY 28 BREAKFAST ROUNDTABLE**
See article on page 15

**FEBRUARY 11 DINNER MEETING**
Successful Projects Against All Odds
Speakers: Mike Rose and Brian Dreyer
Vendor Showcase: ESI

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