



October 2004
Volume 18
Number 10

ORANGE COUNTY CHAPTER

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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15th Anniversary Edition

OCTOBER 12TH PMI-OC DINNER MEETING

Effective Integration of Risk Management on a Project

By Harry Jabagchourian

Successful implementation of risk management on a project is based on a supportive culture, effective process, helpful tool, and a consistent practice that puts them all to a beneficial use, resulting in cost, schedule and quality enhancement. Project management utilizes a host of processes to help produce and deliver products and services within cost, schedule, and quality boundaries. Therefore, integrating the risk process with other project management processes is an essential consideration.

A risk management tool is the vehicle that enables enhanced implementation of the risk process and integration with other project management processes. An effective risk tool also helps monitoring and control and enables the capture of lessons learned.

In his presentation, **Harry Jabagchourian** will address the above considerations and knowledge gained from implementing the IPPD Control Suite toolset (RiskControl, OpportunityControl, ActionControl, and Lessons Learned) on various projects.



Harry Jabagchourian is the Chief IPPD Engineer in Systems Engineering and Software Development at Boeing, Canoga Park, California. His responsibilities include Integrated Product and Process Development (IPPD), Program Planning, IMP/IMS, Risk Management, Opportunity Management and Action Item Management processes and tools. He is a Subject Matter Expert (SME) in Boeing Program Management Best Practices.

Harry holds an MSEE from the University of California, Santa Barbara, an MBA from Pepperdine

University, and certificates in Program Management, TQM, and Astronautical Engineering. He is a Fellow in the College of Relay Engineers, a senior member of the Institute of Electrical and Electronics Engineers (IEEE), a member of the International Council on Systems Engineering (INCOSE), and a member of the Project Management Institute (PMI).

Vendor Showcase: **RIQ Tek**, www.riqtek.com

15th Anniversary Celebration and Annual Meeting

Join us to celebrate PMI-OC's 15th Anniversary at the October dinner and annual meeting. The program will feature:

- 2005 board elections
- Champagne toast
- Historical retrospective
- 2004 highlights
- Commemorative gift for each attendee
- Guest speaker

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Member Services

PMI-OC CAREER CENTER

Find your ideal project management job or find an experienced resource for your organization. For more information, see the **Career Center** on our website at www.pmi-oc.org/careers/ or contact the **Career Center** at careers@pmi-oc.org.

PMI-OC E-MAIL BLAST

Receive an e-mail reminder of all upcoming PMI-OC events.

Join the **PMI-OC E-Mail Blast** by sending an e-mail to join-blast@pmi-oc.org.

PMI-OC WEBSITE

Visit our website at www.pmi-oc.org. Make reservations for the dinner meetings, as well as other events, and stay informed of activities that are important to members and to the project management community.

PMI-OC LIBRARY

The PMI-OC Library is available at each monthly dinner meeting. PMI-OC members may check out the books for one month. Books should be returned at the next dinner meeting.

For more information about the PMI-OC Library, contact professionaldevelopment@pmi-oc.org.

PMI-OC MILESTONES

PMI-OC members receive our monthly newsletter, *Milestones*, containing timely information on upcoming events, continuing education, volunteer activities and other announcements related to our chapter.

You can obtain a free copy of the next *Milestones* by sending your e-mail request to SampleMilestones@pmi-oc.org.

THE PRESIDENT'S COLUMN



Celebrating 15 Years

October marks PMI-OC's 15th year anniversary. **Please join us for the PMI-OC birthday party at the October dinner meeting.** This month's *Milestones* also celebrates PMI-OC's past and recognizes the many volunteers who have donated their time to benefit each of us, both personally and professionally.

The first line of PMI-OC's mission statement states, "We are recognized as the volunteer organization of innovative project management professionals." Two key words stand out to me in this sentence: *volunteer and innovative*. The secret of PMI-OC's success over the years is a strong group of both member and non-member volunteers who continuously innovate chapter activities and services.

I will always be grateful for the efforts of people like **Kathy Sharman, Julie Wilson, Frank Reynolds, and John Bing**, who invested the time and energy required to charter PMI-OC in 1989. I wonder if they had any idea that the original founding group of 25 would grow to 1,236 members today. Take some time to read the reflections of past PMI-OC presidents and remember the contributions of many individuals who have helped the chapter grow over the years. Also, don't forget to look for yourself in the various photos.

I have been actively involved in PMI-OC since 2001. **Sherri Garcia**, my boss at the time, recommended I attend dinner meetings. She said the meeting attendees would be friendly and welcoming. I met **Janice Preston**, who recruited me as a volunteer. The decision to volunteer changed my life. During four short years, I have had the opportunity to work with, and learn from, countless volunteers. These volunteers taught me that in order to innovate, one must take risks and not accept the status quo. For example, the 2004 board continuously introduces changes to the dinner meeting, enabled the ability to accept credit cards at the door for most PMI-OC events, retained professional accounting services, recommended bylaw changes, and initiated the upcoming project management development regatta. More about this year's accomplishments will be discussed at the October dinner meeting during the annual membership meeting.

Even though we celebrate the past this month, we are also looking forward with plans for the 2005 Board of Directors election to be held in conjunction with the October dinner meeting. The candidate slate appears below. The 2005 board, together with other chapter volunteers, will build our future based on the foundation of our past. If you want to join the volunteers building the chapter's future, please contact me at president@pmi-oc.org.

Hope to see you at the October dinner meeting where we will celebrate our past and future!

*Kristine A. Hayes Munson, PMP
President*

Candidates for 2005 Board of Directors

The PMI-OC Nominating Committee has completed its evaluation of candidates for the 2005 Board of Directors. The Nominating Committee recommends the following individuals for board positions:

Chair	Kristine Hayes Munson, PMP
Chair Elect	Glen Fujimoto
Finance Director/Treasurer	Gene Dutz
IT Director	Stephen June, PMP
Marketing Director	Diane Altwies, PMP
Membership Director	Rod Hendrixson
Operations Director/Secretary	Pan Kao, PMP
Programs Director	Terry Ehrhard
Director at Large	Victoria Flanagan

Quentin Fleming, Adrienne Keane, PMP and **Janice Preston, PMP** would like to thank everyone who expressed interest in the board.

ENTERTAIN YOUR BRAIN



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Launches the

First Annual PMInAction Development Regatta: Race for the Cup

- Software Development Team Competition
- Project Management Contest
- Conference and Exposition

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WEDNESDAY, OCTOBER 20, 2004 PMI-OC CAREER NETWORKING GROUP

MARKETING YOURSELF TO PROSPECTIVE EMPLOYERS

Your resume looks good, and you have the qualifications for the position, but you just can't get to first base. How can you get yourself on the radar of the hiring manager? Is there a way to persuade an employer that they need to meet with you? Have you positioned yourself appropriately?



The day you found yourself in career transition, you assumed a new role, that of CMO. During this session, **Melanie McCarthy** will discuss techniques that Chief Marketing Officers use to create visibility and interest in "YOU, the product."

We'll explore strategies that work for each of five job search avenues. Melanie McCarthy is the principal of ResourceXperts, a local IT staffing firm and an instructor at 40 Plus of Orange County. For 15 years, Melanie has successfully marketed her search services to the very individuals you need to reach. She'll share ideas that will ensure you reach your target market and get employers to pay attention to your candidacy.

When: Wednesday, October 20, 2004, 6:00 p.m. – 9:00 p.m.
Registration and food start at 6:00 p.m. Program starts at 6:30 p.m.

Where: 40 Plus of Orange County, 2040 South Santa Cruz, Suite 245, Anaheim, CA 92805, (714) 938-0161

Cost: \$5.00 PMI-OC members / \$5.00 non-members (covers food and soft drinks)

Register: www.pmi-oc.org

Questions: E-mail: professionaldevelopment@pmi-oc.org.

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by Rita Mulcahy

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SUSANN LINN'S FAREWELL APPEARANCE

September 14th Meeting Review

When I spoke to a number of PMI-OC members about looking forward to **Susann Linn's** presentation, I told them how her first presentation had changed my behavior and cost me quite a view drinks. What I most remember from her presentation at our chapter, maybe a decade ago, was that she stressed the importance of business cards.

Susann emphasized that you should never be caught without business cards at any time. She recommended that you carry business cards in your wallet or purse, your computer bag, your jacket pocket, your shirt or blouse pocket, and your slacks or pants pocket. Additionally, she tells everyone to remember to stash business cards in the glove compartment of each car you are likely to drive, every piece of luggage you are likely to carry on or check, in your desk at work or in your home office and in your gym bag, as well as in your leatherette notepad and your Day-Timer® or Day Runner®.

The reason this sometimes costs me the price of a drink is an agreement I made with my son and colleague, Keith. Keith and I consulted together for a year and a half. Some chapter members might remember him as *Milestones* editor or as the program chairman a few years ago. We had an agreement. If we were ever caught without a business card, under any circumstances, the cardless one would buy the other a drink. Overall, I think I paid up more often than Keith did.

At our September meeting, Susann had so much to offer that she didn't mention the business cards process. Susann instead had us think about networking and how it is really (in my words) "small talk with a purpose." She humorously described how she had networked with women in rest rooms and how one of her clients described how he actually networked in a steam room.

Susann Linn is the undisputed expert in Orange County networking. As author of *Directory of Orange County Networking Organizations, 17th Edition*, Susann quickly got down to the nuts and bolts of benefiting from networking. She unapologetically defines networking this way: utilizing your contacts to get what you want. She demonstrated that this seemingly self-centered definition isn't a one-way proposition. The key to networking is generosity. The key networking question is, "How can I help?" To make sure we got that message, she directed meeting attendees to pair off with strangers at other tables and ask and be asked, "How may I help?"

85 percent of jobs are obtained through networking; only 15 percent through ads and headhunters. Jobs are better found when you are not looking for them. It is important to network even if you are happy with your job. It is job security in an insecure marketplace. It is your future job security. It is planting seeds; some sprout now, while others sprout later.

Networking is **not** going to groups and sitting with friends, co-workers, and family. The benefits from networking are highest when, as a normal part of your everyday life, you reach out, go out, and put yourself out to get to know other people in the context of your profession, industry and areas of interest. The people you contact and the people you meet through those contacts become your support team for the rest of your business career.

Susann contrasted networking with more conventional, but distant or adversarial, techniques that usually produce silence or negativity: telemarketing, cold-calling, direct mail or responding to ads or websites with resumes. Networking provides greater benefits while getting you to the additional 85 percent of opportunities other methods can never reach: contacting more people, learning something new, earning PDUs, meeting interesting people, growing personal and professional skills, increasing networking skills, and increasing personal visibility.



Susann also reminded us that if we just stay at home, our energy will be affected. So even if you work from home or are hunting for a job, or even in a negative office environment, it is important for the psyche to get out once in a while, to an event, to lunch, to become "more plugged in."

Whether wallflower or outgoing, you meet just one person at a time. You initiate the contact. You make the other person comfortable with a smile. You honor them by listening. You find a way to help them. You exchange business cards. It boils down to you treating others as you want to be treated.

Where should you network? There are five types of places you can network.

- Chambers of commerce promote business locally.
- Leads clubs bring representatives of different companies together to share leads and work among themselves.
- Trade, professional, and industry groups like PMI are where the bulk of most networking occurs.
- Professional women's groups are no longer just for women.
- Fund raising and service groups can give you unique visibility in different community and business strata.

Wherever you go, force yourself out of your comfort zone. Welcome someone. You'll find that a third of any group is new to that group. Set a goal each time you attend an event. Meet one or two more people than you normally would.

Susann is relocating to Great Britain with her project manager husband. She leaves a legacy of helpfulness and friendship simply by introducing herself to strangers, one at a time, empowering most of them to do the same.

Frank P. Reynolds, PMP
frank@fprconsulting.com



Henk Keukenkamp, PMP, Founder and CEO of **SCOPEiT**, Vendor Showcase for September.



The founding of the Orange County Chapter of the PMI® was set in motion in late 1987 and early 1988. It was the result of a task that **Kathy Sharman** was assigned to while working in the Office of the President at Pacific Mutual Life Insurance

Company. Kathy was tasked to set up a program management office. A friend of Kathy's learned about this assignment, and when her UCI instructor mentioned the Project Management Institute, she passed it along to Kathy.

Kathy thought the existence of the Project Management Institute interesting and convinced a number of co-workers, including **Julie Wilson**, who faced a similar task of setting up a product development organization, to accompany her to the LA Chapter monthly meeting. In addition, **Frank Reynolds**, a former employee who had set up his own consulting firm, accompanied them. Immediately upon entering the meeting place, they were struck by several ironic contradictions. First, they were literally confronted by a male dominated, engineer-focused group in a smoke filled room. Second, the group did not understand or value this group of newcomers who were seeking ways to implement project management in a services-based company and industry. This was the beginning of several challenges that the group faced.

That first meeting was an eye opener as the three quickly recognized that both the value and challenges that faced them in the following months would include convincing a traditional organization that there were other industries interested in project management that were not as traditionally project-based as construction and engineering.

Although this core group continued to make the trek to the LA chapter meetings, they still encountered the chapter's skepticism and a general lack of vision and understanding of how to transport this discipline to IT systems, product development, and the insurance industry, which they represented. Convinced of the chapter's value, but weary of the commute, the idea of a new chapter with a more convenient location in Orange County began to take shape.

The core group quickly began exploring the idea for a new chapter and linked up with **John Bing** as an advisor; he later became a founding trustee. John was a great help as he identified

and assisted with contacting 40 people who became the initial membership. Once the formal petition to PMI was submitted in early 1988, **Frank Jenes** (CH2Mhill, Seattle), the Regional PMI Vice President, became the PMI Board Advisor.

In early 1988, Frank's initial meeting with Kathy Sharman once again illustrated the major challenge to be faced. Frank and PMI were very skeptical that Orange County had the right type of industry headquarters and enough interest to support a chapter without negatively impacting the LA chapter.

This skepticism was the final catalyst that transformed Kathy and the founders. The group bonded and developed a vision for their chapter to provide more diversity and balance in membership, disciplines, industries, and opportunities. Armed with a new vision, dedicated volunteers on the organizing committee, and the corporate sponsors, Pacific Mutual Life (now Pacific Life) and Welcome Software, Kathy and the founders began what was to become a successful chapter formation campaign.

Truly the keys to the success were dedicated and hard working volunteers such as **Myla Goldman**, the first Director of Finance; **Mike Varrone**, the first Director of Professional Development; **Bill Caughlin**, the first Director of Communications; **Quentin Fleming**, promoter extraordinaire; and the youngest participant, 16 year old **Keith Reynolds**, who eventually became chapter VP of Communications and VP of Programs. These volunteers made it happen, and the chapter was up and running in record time. PMI officially recognized the chapter in 1989. PMI Orange County went on to be recognized as the Chapter of the Year in its first year of existence and has garnered many awards over the years for its innovative programs and leadership. Of note, the PMI-OC Chapter was a leader in promoting collaboration among chapters in Southern California; this included both the Los Angeles and San Diego Chapters.

Over the years, the PMI-OC Chapter has seen tremendous growth, change, and success. The most notable are demonstrated by the vision set in place in 1998: diversity in membership, industries, and opportunities within the project management profession, which can be found in the chapter. Moreover, the chapter has been a springboard for such leaders as Julie Wilson, who went on to co-found the Information Systems SIG and the Council of SIG Chairs (now Assembly of SIG Chairs). In addition, Julie served six years on the PMI-OC Board of Directors.

The success of the chapter can easily be attributed to the vision and motivation of Kathy Sharman; the organization and drive of Julie Wilson; the discipline and standards of John Bing and Frank Reynolds; and the overall dedication, persistence, and hard work by the 40 founding members.

The Orange County Chapter of PMI has been blessed over the years with a dedicated group of volunteers. From 1989 until September 2004, there have been 66 different members who have held chapter offices. Thirty-nine, or 59 percent, have held more than one office during these years.

Janice Preston has the distinction of holding more Orange County Chapter offices, at seven, than any other member. Not far behind Janice are **Frank Reynolds**, **Julie Wilson** and **John Beatty**, each holding six offices.

Their dedication, leadership and continuity were major factors that contributed to PMI-OC's recognition as Chapter of the Year in 1991, 1992, 1993 and 1995. At the time, it was the only chapter to have the distinction of Chapter of the Year for three consecutive years.

Marvin H. Bonta, PMP

Reprinted from PMI-OC Milestones, March 2003

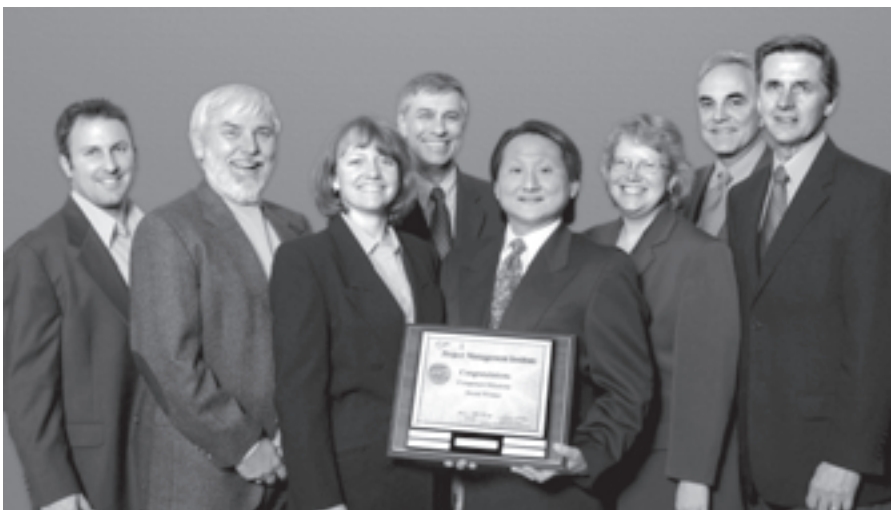


John Bing, a chapter founder, speaking at "Project Management Around the World" in March 2002

PMI-OC BOARDS OF DIRECTORS

1989-2004

Year	President	Treasurer/ Director/ VP Finance	Secretary/ Director/ VP Admin/ Operations	Director/ VP Programs	Director/ VP Membership	VP Prof. Develop.	Director/ VP Corporate Relations	Director/ VP Commun.	Trustees
1989	Kathy Sharman	Myla Goldman	Carolyn Brown	Frank Reynolds	Julie Wilson	N/A	N/A	N/A	N/A
1990	Kathy Sharman	Myla Goldman	Carolyn Brown	Frank Reynolds	Julie Wilson	N/A	Bill Caughlin	N/A	John Bing Tom Bogard
1991	Julie Wilson	Hannah Markman	Elaine Rail	Dale Brown	Stephen Pare	David Yturralde	Christina Lee	N/A	Ben Caffey Bill Caughlin
1992	Stephen Pare	Hannah Markman	Sheri Shade	Gordon Taylor	William Reinders	Rick Framme	Christina Lee	N/A	Julie Wilson Rodney Stroope
1993	Rick Framme	Julie Wilson	Bruce Byers	John Beatty	Marsha Peterson	Claudio Dalavalle	Al Borchardt	N/A	Stephen Pare Dale Brown
1994	John Beatty	Hugh Cronin	Tom Herrera	Quentin Fleming	Joseph Boustani	Paul Jackson	Alvin Colclasure	N/A	John Bing Julie Wilson
1995	John Beatty	Rick Moss	Darryl Selleck	Jerry Swain	Saad Suhail	Janice Preston	Marty Wartenberg	N/A	Frank Reynolds Tom Herrera
1996	Marty Wartenberg	Ellory Sokol	Al Borchardt	Jerry Swain	D.W. Nesper	Janice Preston	Linda King	N/A	Frank Reynolds John Beatty
1997	Jerry Swain	Judith Ratcliffe	David Jacob	Marty Wartenberg	Mico Llanos	Janice Preston	Linda King	N/A	Frank Reynolds John Beatty
1998	Quentin Fleming	Vijay Mididaddi	David Jacob	Adrienne Keane	Mico Llanos	Janice Preston	Keith Reynolds	N/A	Marty Wartenberg John Beatty
1999	David Jacob	Rob Barzaragan	Adrienne Keane	Keith Reynolds	Myrna Bravo	Warren Nogaki	Edward Fern	N/A	Marsha Peterson Janice Preston
2000	David Jacob	Janice Preston	Adrienne Keane	Keith Reynolds	Edward Fern	Warren Nogaki	Marty Wartenberg	Cyndi Snyder	Charles Lopinsky
2001	Cyndi Snyder	Janice Preston	Graham Kneale Terry Warner	Judy Quenzer	Glen Fujimoto	Edward Fern	Ken Pao	Terry Warner Kristine Munson	David Jacob
2002	Cyndi Snyder	Stephen June	Terry Warner Mike Beard	Judy Quenzer	Glen Fujimoto	Edward Fern Mike Beard	Mike Beard Frank Parth	Kristine Hayes Munson	Frank Reynolds
2003	Adrienne Keane	Stephen June	Mike Beard Glen Fujimoto	Frank Parth	Judy Quenzer Terry Ehrhard	Kristine Hayes Munson	Victoria Flanagan	Glen Fujimoto Bill Postma	Kathy Sharman
2004	Kristine Hayes Munson	Gene Dutz	Glen Fujimoto	Terry Ehrhard	Tom Cumming	Frank Parth Stephen June	Victoria Flanagan	Bill Postma	Adrienne Keane



Members of the **2004 Board of Directors** accept a PMI® plaque recognizing PMI-OC's 15th anniversary at the March 2004 PMI Leadership Conference held in Vancouver, British Columbia.

Left to right: VP Programs **Terry Ehrhard**, VP Professional Development **Frank Parth**, VP Corporate Relations **Victoria Flanagan**, PMI Board Chair **Kenneth Hartley**, VP Operations **Glen Fujimoto**, President **Kristine Hayes Munson**, PMI CEO **Gregory Balestrero**, and VP Communications **Bill Postma**.



Julie Wilson, PMP President 1991

I've benefited from my involvement in PMI® in several ways, including being a leader in the formation and, later, early years of services as an officer in the OC chapter. I made many friendships I treasure and will continue to treasure in the future.

Being in the forefront of the Specific Interest Group movement, resulting in its official recognition and endorsement by the PMI board, was a long road filled with many challenges. In the end, it was a very worthwhile journey when one looks at the positive impact it has had on PMI. We are truly diverse now, by industries, by project management application, and by global representation in our membership. Being recognized as a leader by the PMI membership, being elected twice to serve on the PMI board was a vote of confidence I've treasured. Building a global network of professional associates and friends, many of whom I have stayed in contact with over the last 15 years, is social capitalism at its best.

Recognition for my contributions has been made at the chapter, SIG and international levels, helping me realize the difference I've made as a professional volunteer. It gives me great satisfaction, considering the time I chose to invest. I'm also very grateful for the many people I've met and helped, as well as learned from, along the way.

Julie's comments are reprinted from the March 2003 Milestones issue.



Marty Wartenberg President 1996

For the two terms that I served, we featured our involvement with project management education and training as the centerpiece of the chapter's accomplishments. It got us a few Chapter of the Year nods at the PMI Conference. We were also considered a benchmark for the support, and many chapters contacted us regarding how to establish university relationships and sponsor programs. During that time we were actively involved with UCI, Cal State Long Beach, and Cerritos Community College.

My best memories of this time were the sometimes emotion charged PMI-OC Board of Directors meetings. We were all very passionate about our special interests, and it was fun working through the different personalities to end up with pretty good results. I'm looking forward to the October 12 meeting.

Jerry Swain, PMP, President 1997

As president, the board and I initiated several actions to improve and advance the chapter. A few of the more significant of these accomplishments were:

- The monthly newsletter was upgraded and made more user friendly, basically the format used today by PMI-OC.
- Implemented the internet notification of meetings to the members.
- Explored and initiated efforts to put the monthly newsletter online and to develop a PMI-OC web page.
- Initiated the search for a new PMI-OC dinner meeting location. Many locations were suggested, interviewed, visited, and a few new locations were tried.
- Explored expanding PMI-OC's renowned education program with multiple new institutes: Cal State Fullerton, Cal State Long Beach, etc.
- Expansion of the chapter meeting attendance, upwards to 80 members at a meeting on a regular basis (standard at the time was 30-35).

I recall joining PMI-OC when it was a very tight knit group of people, people who had been the mainstay of the chapter since its inception. The chapter at that time was made up primarily of members from the defense and construction industries. But the times were changing. During my time as a member, programs director, and president, I had the pleasure of watching the chapter grow and expand its base as other industries began to see the value and benefit of project management and a project based structure.

I think one of my greatest recollections and pleasures of PMI-OC was, after I had been absent for a few years, returning to the monthly meetings and seeing what an outstanding job had and was being done by those who succeeded me. The literal explosion in membership and meeting participation, the new venue, online registration and newsletter, to mention just a few. My congratulations to the chapter members, the board, and the leadership for the exceptional job over these last several years in continuing and expanding the OC chapter and its standard of excellence.



Quentin Fleming, President 1998

I first joined PMI in 1983, as a member of the PMI Los Angeles Chapter. Remember, neither the Orange County or San Diego chapters had been formed. We would meet at the Proud Bird near LAX, or the Hyatt Hotel in East Los Angeles. Members would come in carloads from Orange and San Diego to attend.

Then in 1989, a group of farsighted members decided to form an Orange County chapter. A great idea. My name was given to **John Bing** to recruit me to transfer into the new chapter. They couldn't have picked a better person. John kept calling my home and leaving messages. He just wouldn't let up. My wife commented, "Who is that guy John Bing who keeps calling us; is he trying to sell you something?" Yes, he was: project management. I did transfer into the chapter as member number 104. Postscript: John and Barbara Bing have since become dear friends or ours, as have many of the chapter members. Thanks John.

The contrast between our chapter in 1989 versus today is amazing. Example, the PMP training. In 1989 our director of professional development took me aside and said the chapter was planning to help prepare our members to pass the PMP test. How would I like to do a four hour tutorial on Cost Management. I explained that I knew nothing about the PMP test. "No problem" was his response, and he handed me a bad Xerox copy of the 1987 PMBOK® and assured me everything I needed to know was in this document. The tutorial went well. The following year I did both Cost and Time Management. The next year, Procurement and the next year, Scope Management. Somehow it worked; we would each bring our own course materials, with no help, and yet we had a good passage rate. Contrast that with what we have today in the PMP prep courses. Amateurs (then) versus professionals (now).

It was my privilege to serve as president of the chapter in 1998. What a change from then to now. When I was president, our monthly dinner meeting would have 30 to 40 people. One meeting, when we had a former vice president from Fluor, we had 73 people, WOW! Today, 73 people is a low turnout for us. We have truly come of age.

The most rewarding experience for me was when Orange County PMI joined with the PMI Los Angeles chapter to jointly sponsor the 1998 PMI World Conference in Long Beach. That was a different model than PMI uses today, and the last time that model, local involvement, was used. The joint committee of the two chapters met monthly for three years prior to the conference. I was Project Manager of the Technical Program. In 1998 we had 263 professional papers delivered, papers selected by the PMI Special Interest Groups (SIG). By contrast, last year there were only about 80 papers delivered in Baltimore. But there were more paid seminars now! I liked the old model.

Best wishes to all, Quentin Fleming, <http://www.QuentinF.com>.



Dave Jacob, President 1999-2000

I discovered PMI in my car, while waiting for a red light to change. **Marty Wartenberg** appeared in the next lane in his SUV. He and I had known each other for the past 20 years, and it was good to see him again. We pulled over to a parking lot in a nearby mall to exchange greetings and catch up on old times. Marty, who was then president of our chapter, mentioned PMI and the local Orange County chapter.

That was 1995, ironically after some 30 years of having spent most of my career working on projects, the last 15 of as a program manager. Wow! Almost my entire career elapsed with total ignorance of PMI's existence. I quickly discovered that PMI was an organization advocating much of what I had learned on the job and through various seminars, PERT/CPM in the early 60s, the WBS a decade later, and earned value (al la C/SCSC) in the early 80s. Because of that fortuitous encounter with Marty, I wound up attending two consecutive PMI meetings and became a member before the third meeting. Within less than a year, I became a board member and stayed on the board for five consecutive years.

In those early years, attendance at dinner meetings averaged about 30 people. Membership was under 300, and PMI International was at about 40,000. I guess word got around about our chapter, because attendance mushroomed in the ensuing years, consistently exceeding 100 attendees. Nowadays, meeting attendance never seems to dip below 125, and our membership is well in excess of 1,000. What an extraordinary group! It's the only organization I've been privileged to belong to that has never had a slump since its founding in 1989. But enough nostalgia. Kristine asked me to cite past major accomplishments during my tenure as chapter president for the two years, 1999 and 2000. So here goes:

- Made improvements to the e-mail list server (now called the e-mail blast) to spread the news of events and happenings related to the chapter.
- Created the chapter website.
- Developed the chapter logo.
- Developed the incorporation papers to make the chapter a not-for-profit California corporation.
- Teamed with PMI-LA Chapter to conduct additional PMP workshops.
- Changed the meeting venue from the Holiday Inn, Santa Ana (we outgrew it) to the Wyndham Gardens Hotel (now Wyndham Orange County Airport).

None of this could have happened if it were not for the stellar performance of my other board members and volunteers on various committees. And the success goes on! It never ceases to amaze me how each successive board immediately becomes a well-oiled team and elevates the level of excellence another notch above its predecessors.



Cyndi Snyder, PMP, President 2001-2002

I remember my first PMI-OC meeting in 1998. Then President **Quentin Fleming** was the first to come up and welcome me to the meeting. Back then, meetings had about 40 people, and membership was getting close to the 500 member mark. Quentin took me around and introduced me to various people, including several who were then chapter officers and who have since become friends and business associates.

Fast forward to 2001 when I was president of the chapter. We had to move our venue because our meetings were so large. At one meeting we topped 140 people! When I left, we were approaching the 1,000 member mark! What a change in three short years. A lot of things happened during the two years I was leading the board. We implemented breakfast meetings, we hosted a PMI Global Leadership Conference, we partnered with several other associations to produce or support events, and we nearly tripled the number of volunteers who were actively participating.

However, I think the best thing that I contributed to the chapter was making our strategic planning process more robust. The first time we tried this, it was more of an operations planning meeting with about 30 volunteers in attendance. We came out with a list of goals we wanted to achieve to support our vision and mission. The next year we actually assigned accountability and tracked progress toward our goals on a quarterly basis and reported that progress to the membership.

The last year, as I was leaving office, the board went on a strategic planning retreat. And while I did not lead the discussions; I left that to my successor, **Adrienne Keane**; I think the board did a phenomenal job going through the process to define the future that has gotten PMI-OC to where it is today. That retreat is probably my best memory, because for the three years prior to that I did a lot of leading and contributing content to our meetings, but at that meeting, all I did was cook. I got to truly support the board in doing their best job to create an exciting future for the chapter, by taking care of them with coffee, cookies, dinner, snacks, etc. What a pleasure that was to serve such good people who were working to serve other good people.

PMI-OC at 15 is a remarkable organization. I am pleased that I was able to contribute to part of that.



Adrienne Keane, PMP President 2003

In 2003, my goals as chapter president were to:

- Provide the strong leadership necessary to continue the chapter's transition from a developmental to a strategic organization,
- Build our volunteer organization by providing opportunities that benefit both the chapter and the individual,
- Implement more structured business planning processes, ensuring focus on initiatives that support our vision, mission and long term goals,
- Have fun and share enthusiasm for the discipline of project management and the PMI Orange County Chapter.

While leading our chapter to achieve these goals, I further developed several personal leadership skills. With a demanding full time career and family, I learned to delegate more effectively. As a board member, I was used to passionately defending my positions. As president, I learned to listen and facilitate the group to consensus. I attribute my public speaking skills to all the practice at chapter meetings and PMI events. Even my worst fear, the *Milestones* President's Column, turned out to be fun and enhanced my writing skills.

Most importantly, I got to share my passion for PMI and the profession of project management through service to the PMI-OC Chapter. PMI has helped me grow personally and professionally. I've met some of my closest friends and mentors in PMI.

I highly encourage all of you to get involved and consider a chapter leadership position.



2000: New logo winner with Myrna Bravo



2002 PMI-OC Board of Directors



2003 (above) and 2004 (below): PMP Exam Prep Workshop instructors recognized

2001



March: **Ron Stein** (right) with **Cyndi Snyder, PMP** (left)



April: **Lewis Siegler, PMP** (left) with **Bill Postma, PMP** (right)



May: **Soren Nielsen** (left) with **Cyndi Snyder, PMP** (right)



December: **Bill Postma, PMP** (right) with **Brent Felsted** (left)



2001 Volunteer of the Year: **Lewis Siegler, PMP** (left)

Unpictured 2001 Volunteers of the Month

- July: **Myrna Bravo, PMP**
- August: **Frank Parth, PMP**
- September: **Mike Beard, PMP**
- October: **Ed Walker, PMP**
- November: **Graham Kneale, PMP**

2002



February: **Michelle Massing, PMP** (left) with **Brent Felsted** (right)



August: **David Stiles, PMP** (left) with **Brent Felsted** (right)



October: **Janice Preston, PMP** (left) with **Brent Felsted** (right)



November: **Dave Jacob** (right) with **Frank Parth, PMP** (left)



December: **Jan Birkelbach, PMP** (left) with **Stephen June, PMP** (right)



2002 Volunteer of the Year: **Dave Jacob** (left)

Unpictured 2002 Volunteers of the Month

- January: **Stacy Steck**
- March: **Rick Michaels**
- April: **K.C. Anderson**
- May: **Diana Goltzer, PMP**
- June: **Giancarla Berardi, PMP**
- July: **Tom Sippel, PMP**

PMI-OC MEMBERS OVER THE YEARS



2003



January: **George Meier, PMP** (right) with Mike Beard, PMP (left)



February: **Mark Greenwald, PMP** (left) with Mike Beard, PMP (right)



March: **Ed Fern, PMP**



April: **Ed Walker, PMP** (right) with Kristine Hayes Munson, PMP



June: **Diane Altwies, PMP** (left) with Glen Fujimoto (right)



August: **Joe Roux, PMP** (left) with Victoria Flanagan (right)



September: **Mike Graupner, PMP**



October: **Rod Hendrixson** (right) with J.C. Moreno, PMP (left)



November: **Tom Cumming** (left) with J.C. Moreno, PMP (right)



December: **Dan Stadler, PMP** (left) with J.C. Moreno, PMP (right)



2003 Volunteer of the Year: **Mike Graupner, PMP** (left)

Unpictured 2003 Volunteers of the Month

- May: **Theresa Theiler, PMP**
- July: **Pan Kao, PMP**
- December: **Victor Prebyl, PMP**

2004



January: **Melanie McCarthy** (left) with Glen Fujimoto (right)



February: **Cornelius Fichtner** (right) with Behrad Fardi (left)



March: **J.C. Moreno, PMP** (right) with Behrad Fardi (left)



April: **Melonie Fan** (left) with Glen Fujimoto (right)



May: **Nuket Karagulle** (left) with Glen Fujimoto (right)



August: **Curtis Browne, PMP** (right) with Kristine Hayes Munson, PMP (left)

Unpictured 2004 Volunteers of the Month

- June: **Linda Bagwell**
- July: **George Stephens**
- September: **D.W. Nesper, PMP**



MEMBERS OVER THE YEARS



PMI-OC EVENTS



New Beginnings, Milestones, and Memories



February 2002: First Breakfast Roundtable



April 2003: Champagne toast celebrating 300 PMPs



May 2003: First Career Networking Event



November 2001: Russ Archibald (left), Julie Wilson (center), and Charles Lopinsky, PMP (1921-2002)



CALLING ALL VOLUNTEERS

1. Need volunteers for the **2004 North American Leadership Meeting, Anaheim Convention Center**, on Friday, October 22, to provide general assistance with conference events, including activities such as conference session assistance and room monitoring. Please contact **Glen Fujimoto**, glenfujimoto@hotmail.com.

2. Need volunteers at another conference, **2004 North America Global Congress, PMI-EF, Anaheim Convention Center**, to help staff the PMI booth and answer questions on October 24 through 26 for two to three hour sessions. Volunteers would need to attend a short information meeting, tentatively set for Sunday, October 24 at 1:00 p.m. PDT. Please contact **Glen Fujimoto**, glenfujimoto@hotmail.com.

3. Need a volunteer to help as **Assistant E-mail Blast Coordinator**. *E-mail Blast* is a weekly "upcoming events" bulletin that we all receive, and we need a backup resource. Please contact **Cornelius Fichtner** for more information, cornelius.fichtner@cox.net.

4. Need volunteers who are interested in the new **PMI Volunteer Recognition Committee** to ensure all volunteer efforts and contributions are highlighted and recognized. Please contact **Glen Fujimoto**, glenfujimoto@hotmail.com.

5. Logoware Coordinator. One volunteer needed to expand and manage chapter logoware.

- Propose and procure new logoware,
- Recommend logoware pricing,
- Manage logoware inventory,
- Promote logoware to PMI-OC community at events, via e-mail, and via website,
- Recruit additional volunteers as needed, and
- Report to VP of Corporate Relations.

Please contact **Victoria Flanagan**, veflanagan@yahoo.com.

6. Advertising Assistant. One volunteer needed to support advertising activities.

- Help create communications to sponsors,
- Create and manage sponsor invoices,
- Enhance and administer sponsor database, and
- Assist Advertising Chair as needed.

Please contact **Victoria Flanagan**, veflanagan@yahoo.com.

7. Need **lots** of volunteers for a new one-day event PMI-OC is hosting at North Orange County Community College District in Anaheim in early 2005. It is a **Software Development Competition, Project Management Contest, and a Conference** all wrapped into an event called "**Development Regatta: Race for the Cup.**" For more information and/or to volunteer for any of the positions described below in category 7, please contact **Victoria Flanagan**, veflanagan@yahoo.com, or **Terry Ehrhard**, tehrhard@firstam.com.

7a. Quality assurance. Day of the event. Need people skilled in debugging software applications (finding bugs in computer systems). These volunteers will assist the judges.

7b. Runners. Day of the event. These people will be responsible for virtually any activity that requires attention. This could be helping set up tables, getting food/drink for

the competitors, sending paperwork back and forth between the competitors and judges, helping people find their way around, and generally assisting the competition leaders as needed throughout the day.

7c. Security. Day of the event. These people will make sure everyone is being professional. Some areas will be off limits to food/drink. We also want the competitors to be focused on the competition and do not want people bothering them unnecessarily.

7d. Registration Table. Day of the event. These people will handle registration of competitors, vendors and attendees.

7e. Audio/Visual. Day of the event. These people will handle the audio and visual aspects of the event. Audio will be the microphones everyone is using in various rooms. Visual will be taping the events at the beginning of the competition to be replayed later in the day. Audio/visual will also include real-time video that will be streamed to other parts of the competition.

7f. Photographer. Day of the event. Takes pictures of the event for publication.

7g. Marketing. Before the event. Work with Victoria Flanagan, VP Corporate Relations, and others to get competitors and vendors to sign up for the event. Also work with publications (*OC Register, LA Times*, others, etc.) to get the event published. Market to all the universities and colleges to gain interest in competing and attending the event. Work on a news release to be used after the event has ended

7h. Technical Setup. Day of the event. Help competitors set up hardware and internet connections.

7i. General Setup. Day of the event. Help hand out material and promote PMI-OC at vendor booths.

Test Your Knowledge on PMP® Exam Questions

Answers are on page 23

Here is a sample of some questions:

1. Which of the following is *not* part of the project plan?
 - a. The project charter
 - b. The WBS
 - c. Performance measurements baseline for schedule and cost
 - d. The project team members' compensation plan
2. All but one of the following is an input to the initiation process:
 - a. Expert judgment
 - b. Product description
 - c. Strategic plan
 - d. Historical information
3. 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?
4. The tool and technique used in communications planning is:
 - a. Benefit/cost analysis
 - b. Benchmarking
 - c. Templates
 - d. Stakeholder analysis

VOLUNTEER OF THE MONTH

D.W. Nesper Honored as Volunteer of the Month for September

A resolution was unanimously passed at the August 2004 board meeting of your chapter designating **D.W. Nesper** as the **Volunteer of the Month for September**. PMI-OC President **Kristine Hayes Munson, PMP** honored D.W. at our August 2004 general meeting. Unfortunately, D.W. was not present to receive his Certificate of Appreciation, nor was D. W. available for the customary interview.

However, as best as this writer can conjecture, D.W. has been a member of PMI-OC since at least the early 90s. As long as I can remember, he has been the chapter's membership database guru (for at least ten years, I'm sure) and has performed the many associated tasks, such as:

- Entering and updating contact information.
- Maintaining vital statistics, including total membership count, new members, renewing members, PMP status, plus documenting changes on at least a monthly basis.
- Supporting the board on many special assignments regarding membership information.
- Preparing new member "welcome" letters for the president.
- Preparing the name tags for pre-registered dinner meeting attendees. No, they don't mysteriously appear on the table!

There are most likely many more logistical and administrative "backroom" functions that he performs as well.

D.W. has been employed for many years by the Institute for International Learning (IIL) as a consultant and trainer/facilitator.

Congratulations, D.W., for this well-deserved accolade.

Dave Jacob

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ADVANCED TOPIC SEMINAR

Leading the Project Team

Our speaker, **Fritz Mehrtens**, was the team coach for the day on Saturday, August 28. He emphasized that the seminar was not a lecture, but a workshop, where we would learn to lead our project teams more effectively. He promised us that when we went back to work on Monday morning, we would see our projects and project teams differently as a result of this leadership session.



Fritz's slide presentation quoted famous leaders as follows:

- **Jack Welch**, Ex-Chairman, GE
"... We need to live by our values, to energize every mind and get everybody involved to win in this globally competitive environment."
- **Ross Perot**
"Leadership is empowering a group of people to successfully achieve a common goal. In order to do that, you've got to tap their full potential."
- **Reuben Mark**, Chairman/CEO, Colgate-Palmolive
"... And the more that you can help other people be self-sufficient, proud of themselves, and truly skillful, the more the organization and society are going to accomplish."

Fritz's leadership definition is success through others. Leadership is about followers and is not about leaders.

The Workshop

The class was divided into six discussion groups, each with a spokesperson. The group exercise was to take 20 to 25 minutes to come up with a list of eight to ten qualities and characteristics of "a person who had led you."

Each group generated a list of its selected leader's qualities and characteristics. Heading the list were: clarity of goals, vision, strategy, personable interaction, energy, charisma, active listening, approachability, inspiration, leading by example, ethics, risk taking, confidence, team building, support, focus, trust in subordinates, recognition of achievement, competence, and good communication style. Each team was engaged in active discussions and had fun.

To conclude the workshop, Fritz presented his leadership qualities that are common when assessed by followers.

Leaders' Common Qualities

1. Vision
2. Focus, goal orientation
3. Motivation
4. Planner, organizer
5. Supporter, encourager, mentor
6. Decision maker
7. Passion, commitment, dedication
8. Trust, empowers and delegates to others
9. Respect, integrity
10. Competence, confidence, positive attitude

In addition, Fritz presented the five myths of leadership listed in the next column and emphasized that leadership is not about the leader or leadership style, but rather the leader's qualities and characteristics.

Five Myths of Leadership

1. Leadership is an art, and you must have the special talent it requires.
2. Leaders are born, not made.
3. Leadership is about the leader.
4. Leadership is confusing.
5. Leadership is part of management.

At the end of the session, Fritz presented his leadership model and leadership laws listed below:

Leadership Model

1. Define the goal; emphasize the results.
2. Define the challenge.
3. Set expectations.
4. Make the plan.
5. Communicate the plan.
6. Implement aggressively.
7. Empower others.
8. Support the followers.
9. Hand off leadership as necessary.
10. Measure progress.
11. Adjust, give feedback and praise.
12. Celebrate success; reward everyone; promote the deserving.

Leadership Laws

1. The leader's primary job is to constantly point to the goal.
2. Clarity is essential to leadership.
3. Everything must relate to the vision and the goal.
4. Leadership is science, not art, and leaders are made, not born.
5. Leadership is not about the leader; it is about the followers.
6. Leadership is a contact sport.
7. Leadership is not the same as management.
8. Everyone can be a leader at some time.
9. One does not lead without taking risks.
10. Take care of the troops. *Old Army principle*
11. Don't BS the troops. *Old Army principle*
12. Information is a gift, not a weapon.
13. Sooner is better than later.
14. Lead superiors and stakeholders, as well as team members.
15. Leader must be involved in the work, but need not do any of it.
16. Success is the ultimate measure of leadership.
17. "The only unforgivable sin is failure to prepare." *Lou Holtz*

For more details, please contact Fritz Mehrtens at fjmeh@usa.net.

Lynn Tagami, PMP
Lynn-PMWorks@cox.net



Ed Fern, PMP,
Quentin Fleming,
and
Fritz Mehrtens
*relaxing after
the session*





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CAREER NETWORKING GROUP

Advanced Job Search Strategies

PMI-OC member **Rod Hendrixson** kicked off the September 15th Career Networking Group meeting by introducing a presentation by **John Hall** on job searches and ways to approach the job market. John is an experienced placement counselor who also spoke at the PMI-OC dinner meeting in April.

John created, developed, and taught the only graduate level outplacement course in the nation for Chapman University's Master's Degree in Career Counseling at Chapman College, Irvine Campus. He currently teaches "Advanced Job Search Strategies" in the Career Counseling Certificate program at the University of California, San Diego, (ten weeks, \$275 to \$295), and is the president of the Orange County Chapter of the Professional Coaches and Mentors Association. Look him up at www.HallCareer.com, or call him at Hall Career Services, (949) 387-2004.

John said, "The average job today lasts two to five years; the average CEO lasts two to three years. Whether you call yourself a consultant or not, you are a short term/job hopper. You may have to resell yourself ten to fifteen times in your career. Therefore, you'd better think about yourself as having a **career** with many job assignments. You also want to make sure you pick assignments that fit into your career plan. Don't just fall into a 43 to 50 year career by accident, as most people do." Now, John himself started out as a biology/history major with a minor in Med Tech, but that's another story.

Most people do get careers by accident. They major in history, get a job, plod along, get married, have children, get lots of jobs and retire at age 65 to 90. It's much better to define who you are up front and have a defined plan. It takes about 40 hours to put your skills, interests, values, research and evaluations on paper, but 98 percent of people don't do this. A better plan is to select a career path and then select an industry. See *What Color is Your Parachute* by Richard Bolles, www.JobHuntersBible.com.

We're lucky to live in an area like Orange County, which has 77,000 plus companies and an unemployment rate of 3.7 percent. Southern California is the best place in the world to be unemployed.

To begin your search, start with the SIC codes, available in a business library. Filter your selection by putting in your area code, SIC code of the industry you are interested in, dollar volume and the minimum size of company you prefer. Put together a list of 30 to 100 companies in your area of interest. Sequence them by desirability. Start with least desirable (number 30 or number 100). The plan is to interview with the least attractive first, learn how to do it, and work your way up to the best, like dating. Start with **Sarah Jessica Parker** and work up to **Catherine Zeta-Jones**.

Focus yourself on what you can fix, not on every job opening. While many companies will have no openings, they will have **problems**. Every industry has them, such as:

1. Interplant coordination and communication,
2. Visibility of status,
3. Management won't make decisions,
4. The admiral's plan isn't visible to the helmsman and rowers,
5. Etc., etc., and so forth.

Do enough research to see how they are *bleeding* or *dreaming*. Most job hunters never do this research; they just dabble at it. This research could lead to being hired one month sooner and at a higher starting salary. John feels that the longer and more thorough your research, the shorter your job search will be. Remember, "**no**" is part of the game. No, no, no, (475 times no), **yes**. As in sales, as soon as you can chalk up 475 "**no's**," you win.

Remember, your title is not **what** you do. Focus on where you are going; focus on your personal commercial. "I solve problems. I help companies and organizations . . . do what . . . ; I help managers function more effectively, etc."

State your successes quantitatively, in terms of function, geography, and level. "In my previous job, I helped my \$3.5 billion company increase customer satisfaction from 78 to 93 percent. Currently, I'm looking for a large outplacement firm in Southern California, specializing in placing project managers in Fortune 500 companies."



Raffle winners **Tim Ellis** and **Alicia Bogardus**

Never lie; never over exaggerate; and **always** give the interviewer what he needs in **his** frame of reference.

When you call in, you can say "Do you have an opening for a . . . ? If not, are you aware of a company in your industry that is losing market share, fragmented, and losing millions of dollars because of lack of attention to details?"

Based on your career plan, fill out your skill set. One guy took a \$100,000 cut in pay to learn the skill he needed to fill out his skill set.

Rehearse all the above until it is conversational.

The outcome of all this is the **Special Report**. This is a five to six page, spiral bound, colorful proposal. Like a college term paper, it:

- Emphasizes your potential contribution,
- Positions you as an expert,
- Positions you as a miracle worker,
- Contains substantive value,
- Targets your common sense approach for "uncommon" problems,
- The last page is about you, the author.

Send the report to the VP with a cover note, "Here is a special report you may find interesting. I will call on Thursday at 2:00 p.m. to discuss how it can help you." Try to get the person to meet you out of the office, for coffee, etc. That sets up more of a peer-to-peer conversation.

Network. Be sure you are attending one industry organization and one functional organization, forever. Remember, networking is what you do when you are not job hunting.

Subscribe to the *OC Business Journal*. PMI® or 40 Plus may qualify you to get it for half price, \$45.00 per year.

Be creative with gatekeepers. Question: "What will it take to get to talk to your boss?" Answer: "Your right arm." One man bought a mannequin and sent the right arm **and** right leg to show he always gives 200 percent. He got the interview.

Volunteer. Publish articles, like I do.

And don't forget, our web site is www.pmi-oc.org. You can visit this site for job postings, to post job opportunities, and for the monthly dinner, breakfast and other meetings.

For example, **Melanie McCarthy** currently has an opening for a manager, business analyst with J2EE, DB2 and Oracle in an organization with few formal policies.

If you have questions about PMI-OC and what it can do for you, call **Stephen June**. He is the new VP Professional Development for PMI-OC, replacing **Frank Parth**.

The next meeting of the Career Networking Group is Wednesday, October 20, 2004.

Rick Wolf, MS, PMP
Rw124c41@aol.com, 909-858-9291



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MAXIMIZING PROJECT SUCCESS

Meeting Madness

I hope your organization isn't suffering from the disease that seems to have reached epidemic proportions: **Meeting Madness**. To properly diagnose this disease, you need to recognize the symptoms:

1. Most people's calendars are almost exclusively taken up with meetings. If they want time to actually do work or, heaven forbid, to sit and think, then that will have to happen in the evenings.
2. Because there are more meetings to attend than hours in the day, people are double and triple booking their time. Therefore, they skip some meetings altogether or attend parts of several meetings.
3. In spite of the first two symptoms, there are too many people at meetings. These are primarily stakeholders who aren't key to making a decision, but want to make sure they don't miss anything. As a result, it's hard to get anything done because there are just too many people, mostly nonessential, involved in the meeting.
4. Decisions don't get made in meetings. Often they don't get made at all.
5. One has to put off making a decision for weeks in order to get on the calendar of the right players (see number 1 above), and then half the time they don't show up anyway (see number 2 above), and the meeting has to be rescheduled.

If these symptoms aren't familiar, then count your lucky stars that this epidemic has bypassed your organization. For the rest of you, let's examine some of the causes of these symptoms:

1. There are too many projects and not enough people to get them done.
2. Stakeholders believe they need to be in the loop on every decision.
3. Meetings are grossly inefficient.

The first cause results from a lack of management discipline in managing the project portfolio. We aren't even going to go there in this column. The second cause comes from our mistaken belief that we need to know what's going on with anything and everything that could affect us. We can't be involved with every decision; that's why core teams are formed, and the accountability for decisions needs to be clearly defined. When we try to involve ourselves in every decision, nothing gets done.

Before we talk about meeting inefficiency, let's disavow ourselves of the notion that meetings in and of themselves are a bad thing. They aren't. They are a necessary vehicle for working collaboratively:

for making decisions, solving problems, monitoring process, and sharing some types of information. (A lot of information can be shared in less expensive forums such as through a website.)

The problem isn't that we have meetings. The problem is that we aren't getting adequate results from meetings. Meetings are a colossal waste of everyone's time unless they are planned and executed well. At least as much time should be spent in planning the meeting as is invested in holding the meeting, and if it's a large meeting with more than six people, then the ratio should be at least two to one, planning to execution.

What needs to be done during the meeting planning phase?

- Define the outcomes required from the meeting.
- Define the key participants who must be involved in order to produce the outcomes.
- Define a process for achieving the outcomes.
- Write an agenda, invite participants, inform them of what they need to bring to the meeting.
- Book an appropriate room. Come prepared with any supplies needed to run the process (like sticky notes, markers, etc.)

It's the process definition that usually gets ignored. There are two key generic processes that are needed for most meetings: decision making and problem solving process. The leader needs to be skilled in leading both of these processes. In addition, she needs to have a full toolkit of process tools and be a good facilitator.

If even a quarter of people's time is spent in meetings that don't produce results, the costs are astonishing. If your organization is riddled with meeting madness, don't despair. The disease is treatable. Brush up on your meeting planning and execution skills, and see if it doesn't provide you and your meeting participants with a small island of sanity.

Paula K. Martin

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Paula Martin is the CEO of Martin Training Associates, a management training and consulting firm. Martin Training now offers in-house training in Curing Meeting Madness. For more information, call (866) 922-3122.

PMI-OC DINNER MEETING

Tuesday, October 12, 2004

Program: **Effective Integration of Risk Management on a Project**
By Harry Jabaghourian

**PMI-OC 15th Anniversary Celebration, Annual Membership Meeting,
and Election of 2005 Board of Directors**

Location: **Wyndham Orange County Airport**
3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

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

Cost: **Dinner and Presentation**

<i>In Advance:</i>		<i>At the Door:</i>	
Members	\$25.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

Presentation Only (Members and Non-Members)
In Advance: \$10.00 *At the Door:* \$15.00

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

Make your reservation by 9:00 p.m., Sunday, October 10, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, October 10, will be charged the "at door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel their reservations after Sunday, October 10, or members and non-members who make a reservation and do not attend the meeting will not receive any refunds.

PMI-OC BREAKFAST MEETINGS

PMI-South OC Breakfast Roundtable

Friday, October 15, 2004

Third Friday of Every Month

Location: **Cocos**, Lake Forest and I-5

Time: 7:15 – 8:45 a.m.

Register: Send your e-mail reservation to Thomas Sippl at tsippl@pacificlife.com

Cost: Self-paid breakfast

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, October 19, 2004

Third Tuesday of Every Month

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 info@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-Central OC Breakfast Roundtable

Tuesday, October 26, 2004

Fourth Tuesday of Every Month

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 Thomas Sippl at tsippl@pacificlife.com

Cost: Self-paid breakfast, parking is validated

Answers to PMP® Exam Questions

From page 16

1.d. The project team members' compensation plan

The project plan commonly includes the project charter, scope statement, WBS, cost estimates, responsibility assignments, schedule and cost performance measurements baselines, major milestones and target dates, key staff, major risks, subsidiary plans and open issues. Compensation plans are typically part of the corporate HR function.

[Planning] PMBOK® 2000, page 45

2.a. Expert judgment

Expert judgment is a tool and technique and not an input to the initiation process.

[Initiation] PMBOK 2000, page 53

3.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) what you actually spent to date (cost variance) or (2) how much you had planned to spend to date (schedule variance).

[Controlling]

4.d. Stakeholder analysis

Stakeholder analysis is the only tool and technique for communications planning.

[Planning] PMBOK 2000, page 119



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.

Subscription rate for non-members is \$15.00 per year for individuals with U.S. mailing addresses.

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Printing: **Sir Speedy, Long Beach, CA**

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COMING EVENTS



OCTOBER 12 DINNER MEETING

Effective Integration of Risk Management on a Project
Speaker: Harry Jabagchourian
Vendor Showcase: RIQ Tek

PMI-OC 15th Anniversary Celebration Annual Membership Meeting Election of 2005 Board of Directors



OCTOBER 15 BREAKFAST MEETING

South Orange County Breakfast Roundtable



OCTOBER 19 BREAKFAST MEETING

PMO-Local Interest Group (LIG) Breakfast Roundtable



OCTOBER 20 CAREER NETWORKING GROUP

Marketing Yourself to Prospective Employers



OCTOBER 20-23 PMI® NORTH AMERICAN LEADERSHIP MEETING

Anaheim, CA



OCTOBER 24-26 PMI NORTH AMERICA GLOBAL CONGRESS

Anaheim, CA



OCTOBER 26 BREAKFAST MEETING

Central Orange County Breakfast Roundtable



NOVEMBER 9 DINNER MEETING

Speaker: To be announced
Vendor Showcase: Exact Software



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