



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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OCTOBER 11TH PMI-OC ANNUAL CHAPTER MEETING

Overview of the Nacra A2 Design, Tooling, and Prototyping of the 2004 PMI-OC Project of the Year

By Jeremy Laundergan, PMP

Jeremy Laundergan, PMP will present an overview of the Nacra A2 “design, tooling and prototyping” project which won the 2004 Project of the Year award from PMI-OC.

The Nacra A2 (<http://www.nacraa2.com>) is a single-handed catamaran sailboat that conforms to the International A-Class Catamaran rules for length (18 feet), beam (7.5 feet), sail area (150 square feet) and weight (165 pounds). Jeremy was the project manager as well as co-designer of the Nacra A2.

Since the introduction of the Nacra A2, project sponsor and co-designer **Pete Melvin**, of Morrelli & Melvin Inc., has won the 2004 and 2005 A-Class Catamaran North American Championships as well as the 2005 World Championship held in France last June. The boat was also recognized as the “2005 Performance Boat of the Year” by *Sailing World* magazine.



Jeremy Laundergan owns Askeland Engineering, a project management and marine engineering consulting company. Jeremy holds a Masters of Science in Engineering Management and is a certified Project Management Professional.

Jeremy began his career as a designer for Morrelli & Melvin, where he worked on a variety of designs, including Steve Fossett's 125 foot long catamaran, the world record holder “Playstation/Cheyenne,” and their first A-Class Catamaran design, built by Waterat in Santa Cruz.

Jeremy left Morrelli & Melvin in 1996 to work as a rocket scientist at Boeing, developing carbon composite structures for the Delta series of launch vehicles, but he continued to work with Morrelli & Melvin as a consultant on various projects. Since 2000, Jeremy has worked as a project manager building two large network operation centers and is now working with Southern California Edison on business case development for an advanced metering infrastructure.

Please note that this month's meeting is the annual chapter meeting and will be held at the Holiday Inn in Costa Mesa, not at the Wyndham.

Holiday Inn
3131 South Bristol Street, Costa Mesa
714-557-3000

Directions:

405 South: Exit at Bristol Street. Turn right. Hotel is on the right.

405 North: Exit at Bristol Street. Turn left. Hotel is on the right.

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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 programs@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 CHAIR'S COLUMN

A Personal Journey



Upcoming Events

Before we get into the heart of this column, I want to take a few moments to thank you for being flexible and understanding about the dinner meeting locations. I'm looking forward to greeting you this month at the Holiday Inn and next month back at the Wyndham Orange County Airport. The Wyndham will be hosting a free bar at our November dinner meeting to welcome us back. (Remember to drink

responsibly.) Programs Director **Cornelius Fichtner, PMP** and Dinner Meeting Co-Chairs **Diane Le** and **Kim Fields, PMP** are working to find a long-term venue solution.

I also want to share one of the best kept secrets around. The sixth annual Southern California Coalition Technology Conference co-sponsored by PMI-OC, will be Saturday, October 22 at the Long Beach Hilton. If you want to stretch your understanding of the changes in the technology world, I encourage you to attend this multi-discipline, five-track conference featuring a keynote by **Warren S. Reid**. Additional information can be found on page eleven of this *Milestones*, the events page at www.pmi-oc.org, or at www.socaltechconference.com.

My Leadership Touchstone

During September, I participated in the last session of the PMI® Leadership Institute held in Toronto. It's hard to believe that over twelve months have passed since the first Leadership Institute session. One of the most thought-provoking discussions involved selecting a leadership touchstone: something that symbolizes what keeps me grounded as a leader.

We were supposed to select the touchstone before we left home. I procrastinated doing the session pre-work and discovered the assignment somewhere between San Diego and Cincinnati. I initially thought I could use a photo of my children. Then I realized I left all those at home. Since I couldn't use the easy answer, I ended up spending a lot of time thinking about what keeps me grounded as a leader and, more importantly, as a person. I purchased an item at Eaton Centre thinking that would be my touchstone, but I couldn't use it. Ask me at the dinner meeting, and I'll share my touchstone with you.



Gregory Balestrero, PMI CEO (left) and **Louis J. Mercken, PMP, PMI Board of Directors Chair (right)** present the PMI Leadership Institute Certificate of Completion to **Kristine Hayes Munson, PMP**.

Graduation Day

Leadership Institute graduation day finally arrived on September 8, 2005. Component leaders from around the world attended

Continued on page 4



PMI Leadership Institute Class of 2005

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VOLUNTEER OF THE MONTH

Sharon White, PMP Honored

A resolution was unanimously passed at the August 2005 board meeting of your chapter designating **Sharon White, PMP** as the Volunteer of the Month for September 2005. PMI-OC Programs Director **Cornelius Fichtner, PMP** honored Sharon at our September dinner meeting by presenting her with a Certificate of Appreciation.

Sharon joined our chapter in November 2001 and earned her PMP® in March 2005. While studying for the PMP exam, she simultaneously attended Cal State Fullerton for her MBA, which she successfully completed in August 2004.

Sharon started volunteer work during the time when she was temporarily unemployed. She candidly and somewhat tongue-in-cheek admits she wanted to volunteer simply because she felt a dire need to get out of the house to reduce the number of "honey dos" she was engaged in while her husband was recuperating from a ruptured Achilles tendon.

Sharon's initial volunteer role was as a PMI-OC co-representative, with **Mike Graupner**, at Boeing's engineering week. Later she volunteered as a speaker co-coordinator with **Naga Kondury, PMP** for various PMI-OC dinner meetings and advanced topic seminars. She stated that she wanted to follow Naga's lead so that she could learn from him in a "lessons learned" fashion.

Sharon then went on to volunteer for PMInAction 2005 as Seminar Lead. "I didn't know what I was getting myself into, but it really turned out to be a great experience. Lots of telephone and e-mail work," she said. While securing speakers for PMInAction, Sharon worked with **Barbara Robinson** at the Four Seasons by greeting attendees in support of **Diane Altwies, PMP** at the Executive Round Table.

For Sharon, volunteerism does not end with PMI-OC. She left for Houston on Sunday, September 18, to be there, along with 50 other volunteers, for at least a week as a relief



September 2005 Volunteer of the Month **Sharon White, PMP** flanked by **Brent Felsted, PMP** (left) and **Cornelius Fichtner, PMP** (right)

worker in the Hurricane Katrina evacuation effort.

Sharon recently started a new job with ACC Capital Holdings, the parent company of Amerquest, Argent, Amerquest Mortgage Services, Long Beach Acceptance (auto loan financing) and Long Beach Mortgage, to name a few.

Her "HR" title is Senior Project Manager in Systems Engineering.

However she's more popularly known by her colleagues as the "Enterprise Change/Configuration Manager" for Infrastructure Hosting. ACC is currently implementing the IT Infrastructure Library (ITIL) methodology throughout the organization.

Sharon's first role in this endeavor is to develop the charter and spearhead the Enterprise Change/Configuration Project. "I am currently in the initiation phase," she said.

Dave Jacob

The Chair's Column

Continued from page 2

our graduation ceremony during the PMI North American Leadership Conference. Completing the Leadership Institute program was one of the most rewarding experiences in my life. This personal triumph is as important to me as my first solo piano recital: the experience that taught me I can do anything with enough hard work and the help of a strong support system.

Yet, as people congratulated me during the post-graduation reception, I struggled to put into words exactly what I had learned and how I had changed as a leader. Leadership Institute Guide **Jerry Brightman** summarized the program in his graduation speech. Jerry said, "Each participant is challenged to extricate herself out of her comfort zone and to challenge the conventional wisdom. Each wonders why the skills that got her where she is today are not necessarily the skills that she'll require to get her where she's going tomorrow. Each asks what strengths she has today that might become weaknesses tomorrow. Each looked to the future to create visions for her future, the future of her company, and the future of PMI."

The thirteen months that I participated in the program became a very personal journey of self discovery. I did not realize how closely tied leadership is to both knowing and feeling comfortable with yourself. My quest to find my touchstone symbolizes this journey. The easy answers no longer work. I can't magically purchase something that will make me a better leader. Rather, I must look deep into myself to find the answers.

Support During the Journey

This journey took place with the assistance of my fellow classmates, who became a family of choice for me. Together we worked through demons that hindered our ability to lead and shared those "ah-ha" moments. We laughed together, and we cried together.

I appreciate the opportunity to share my journey with you in this column. I appreciate those of you who made a point of discussing each column with me. I learned from those discussions. I also appreciate those of you who have taught me about leadership through example.

Thank you for sharing my journey.

Kristine A. Hayes Munson, PMP
PMI-OC Chair/President



NEW MEMBERS

Dolora Abdel-Mahdi
SBC

Tanya Acevedo
County of Orange

Rajiv Agrawal

Arnold Babikian
Boeing Satellite
Systems

Stephanie Behnke
Mercury Insurance

Ravi Bellamkonda

William Blum
I.T.S.

Julianne Brown
PacifiCare

Roberta Carter
SBC

Joanne Cordero
Option One Mortgage

Chris Dabrowski
Keane, Inc.

Deanna Drum
Watson
Pharmaceuticals, Inc.

Soodi Fahimi
Option One Mortgage

Thomas Fosmire
Beckman Coulter, Inc.

Irfan Ghafoor
Perot Systems

Scott Glover
Deloitte & Touche, LLP

Joe Gonzalez
SBC

Clay Grant-Minchen
Edwards Lifesciences

Patricia Hall
Keane, Inc.

Sandra Hamideh
Secured Funding Corp.

Laura Hardenburgh
Pacific Life

Kieu Hoang
Edison International

Peggy Hopkins
Keane, Inc.

James Ishiguro
IBM Global Services

Jacob Jacob
APSI

Ashok Jena
netGuru, Inc.

Sabine Jenkins
ADP

Nedra Jerry
ADP

Judy Johnson
Keane, Inc.

Raghavender Joshi
Irvine Ranch
Water District

Jessica Kenwood

James Kim
Accenture

John King
Avega Health Systems

Mitch King

Renata Levicki-Miko

Rhoel Manlapaz
Kaiser Permanente

Jiby Manuel

Nickolas Manyk
AIM Corp.

Malcolm Marcy
Boost Mobile

Juan Mata
MDS Pharma Services

Kevin McCloskey
Q Analysts

Patricia McQuin
Ameriquest Mortgage

Eileen Meinhardt
Beckman Coulter, Inc.

Bruno Menezes
Keane, Inc.

Carol Miller
ASG, Inc.

Levy Mones
Southern California
Edison

Denise Moon

Ron Moskowitz
County of Orange

Owen Murphy
TransGlobal
Consulting, LLC

Arvind Nagaraj
Relsys International

**Srinivasa
Nallapareddy**
Keane, Inc.

Shannen O'Neal
MDS Pharma Services

James Pagano

Rohit Palkar
Fleetwood
Enterprises, Inc.

Ashwani Pankaj
Rapidigm, Inc.

Gail Park
KPMG

Deborah Pierron
Washington Mutual

Mark Ping

Sandra Polk
Keane, Inc.

Chengappa Pulianda
ACS, Inc.

**Agoramurthy
Ramalingam**
Keane, Inc.

Christina Ricafort
Keane, Inc.

Nana Richardson
data-Corporate

James Robertson
Safeway, Inc.

Parminder Roy
The TriZetto Group

Dean Russell
CSC

Michele Seitz
Partners Consulting
Services, Inc.

Tom Sek
Washington Mutual

Lulseged Selassie
Southern California
Edison

Ronald Serrato
Childrens Hospital
of Orange County

Marjon Shabanpour
County of Orange

Shashi Sharma
Ameriquest

Shailesh Sinha
Wipro Technologies

Dustin Smith
KPMG

Sandra Smith
The Linc Group

Zuhair Takriti
Caltrans

Marge Tam
Unisys Corporation

Jagadeswar Tanguturi
Idenex

Suzanne Tani
Capital Group
Companies

Stephen Turner

Scott Uyeunten

Reena Ved
Ameriquest Mortgage

Cheri Weisel
University of California
Irvine

Judy Wilcer
Toshiba America
Business Solutions

Elizabeth Williams

David Wirths
Deloitte Services

Sherman Wong
Learning Network

**Emily
Woodman-Nance**
Paradigm Systems,
LLC

Qing Zhao
Boeing

Jeffery Zimmermann
CH2M Hill, Inc.

**Total
New Members 90
Total PMI-OC
Members 1588**

New PMPs

Ann Archer
Julia Brown
Ken Chow
Francis Collins
Nilesh Darji
Mehul Desai
Asokkumar Dura
Sayed Faruqi
Doris Gin
Maria Gomez
Val Hunter
Jacob Jacob
Lauren Kelly
Sharad Kumar
Cor Lageweg
Nathan Lee
Lily Lui
Dipak Maitra
Stephanie Marckel
Heather Mason
William Mellick
Bruno Menezes
Todd Musgrove
Dolaine Osborne
Omprakash Panjwani
Mark Peterson
Sandra Polk
Arthur Prithvi
John Quilico
Marcio Rodrigues
Ajay Sapre
Vinayak Sudame
Lisa Upton
Rashida Vakharia
Ronald Weddell
David Wynn
Gisso Yasreb

**Total
New PMPs 37**

**Total
PMI-OC PMPs .. 714**

PMI-OC NEW MEMBER ORIENTATION

The inaugural New Member Orientation was held at the beautiful UCI campus on Thursday, September 22. A large number of new PMI-OC members turned out for this first event designed just for them. For many, this was the first PMI-OC event that they attended.

The orientation was organized by PMI-OC Membership Director **Rod Hendrixson**, PMI-OC Membership Chairman **Stan Kang**, PMI-OC Ambassador Chairman **Myrna Bravo**, **PMP**, and UCI Ambassador **Barbara Rotondo**.

The program began with the evening's host, Rod Hendrixson, introducing volunteers and board members, as well as announcing job openings and upcoming PMI-OC events. The remainder of the evening was dedicated to information about PMI-OC services, the chapter's vision and mission, and "Networking 101" training.

Rod stated PMI-OC's mission as follows: "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." In addition, PMI-OC is recognized as the volunteer organization of innovative project management professionals.

Everyone who organizes events and manages various activities at PMI-OC is a volunteer. Please thank these hard working volunteers the next time you see them at an event. With over 1,500 members and 700 Project Management Professionals, PMI-OC is recognized as one of the best run chapters within PMI®. This reputation is earned by hard working volunteers who organize many events throughout the year and deliver countless benefits.

Rod shared some of these benefits with the group:

- Networking and Information Sharing
- Certification Workshops
- Professional Development
- Seminars and Conferences
- Product and Event Discounts
- Volunteering/Leadership Opportunities
- Job Search Assistance

Rod went on to explain many of the events that PMI-OC hosts each month. The most popular benefit from these events is networking and information sharing.

Some of the monthly networking events include the dinner meeting, career networking event, and breakfast roundtables. The dinner meeting is held on the second Tuesday of each month, offering a unique opportunity to network with professionals in various industries and to learn new tools and techniques in project management.

The Career Networking Group teaches you to network with others and to sell yourself. Breakfast roundtables are informal gatherings of project managers to discuss current topics in the profession, learn and promote best practices, and seek answers to project management questions.

Another monthly event is the Advanced Topics Seminars series, offering a great opportunity to earn four valuable professional development units (PDUs) and to learn from leaders in project management.

If you are not a PMP®, then you can attend PMP certification workshops held several times a year. The workshops are taught by great volunteers, many of whom have recently achieved their PMP certifications. This is the best value you will get for your money. The majority of attendees who enroll in the workshops achieve PMP certification.

The second half of the New Member Orientation was "Networking 101" presented by **Melanie McCarthy**. Melanie hosts PMI-OC's monthly Career Networking Group, held the third Wednesday of each month. She revealed many networking tips, including the following five valuable networking tools:

1. Have your 30-second commercial (also referred to as your elevator pitch) ready at all times. It should include your industry, profession, and discipline.
2. Have plenty of business cards with you. Print your 30-second commercial on the back of your card. Don't forget to add PMP, if applicable, next to your name.
3. Place your name tag on your right shoulder for easy sight recognition.
4. Create a networking brochure promoting yourself.
5. Keep a copy of your resume handy. You never know when you will meet someone.

Some of Melanie's other networking tips: arrive at events early to network; be aware of your body language; don't sit down; and know when to move on.

This is just the tip of the iceberg on what you can learn about networking.

The reaction from the audience was extremely positive. I met several audience members after the meeting. They enjoyed the evening and took away valuable information.

One such attendee, **Parin Kothari**, said "I have attended several professional and student organization meetings in the past. However, the energy and enthusiasm of PMI-OC members in helping fellow members foster professional development and growth is unparalleled. At the New Member Orientation, I was taken away by the professionalism of the board members and the excitement

they stirred among the new members."

This reaction was shared by many in attendance at this inaugural event.

If you need another reason to attend various PMI-OC events, then the following quote by Melanie will convince you: "There is a 70 percent probability that you will find a job from someone you know." Even if you have a job, you never know when you will need someone's help. Do you need any more encouragement? Join us at any of the many events that PMI-OC organizes throughout the year.

To learn more about events and to receive PMI-OC's *E-Mail Blast*, please visit www.pmi-oc.org.

Paresh Desai, PMP
Pdesai2019@gmail.com



Test Your Knowledge on PMP® Exam Questions

Answers are on page 15

- As a manager of a portfolio of projects, which of the following most deserves your immediate attention and concern with regard to cost performance:
 - EV = \$4,000 and PV = \$4,200
 - EV = \$3,000 and AC = \$2,900
 - EV = \$7,000 and AC = \$8,400
 - EV = \$9,000 and PV = \$10,900
- A procurement management plan includes all of the following considerations except:
 - Types of contracts to be used
 - Identifying pre-qualified selected sellers, if any
 - Procurement metrics to evaluate sellers
 - Quality verification methods
- At which point in a project life cycle is the risk of failure the highest?
 - Development phase
 - Conceptual phase
 - Implementation phase
 - Close-out phase
- You have been asked to estimate how long it would take to develop a certain product. Based on project data available from a previous but similar product, you estimate that it will take 12 to 14 months. What type of estimate is this?
 - Analogous
 - Simulation technique
 - Bottom-up estimate
 - Expert judgment

RUSSELL D. ARCHIBALD



Honored with Degree

At the recent Fifth International Project and Programme Management Workshop at the École Supérieure de Commerce/ESC de Lille (Lille Graduate School of Management) in France, **Russell D. Archibald**, PMI® member number six, was awarded the honorary degree of Doctor of Philosophy in Strategic, Programme, and Project Management.

Russ's contributions to project management span more than 50 years. He is the author of two books about project management, and in 2003, at age 80, published the third edition of *Managing High-Technology Programs and Projects*, available in English, Italian, Russian, and Chinese. He continues to be an inspiration to project managers in fourteen countries on four continents. Russ is an active teacher and consultant and in October will return to Moscow to conduct a seminar. It will be his second trip to Russia this year.

His career includes nine years as a pilot and aircraft design engineer with the United States Air Force, fifteen years in engineering and executive positions in the aerospace industry, and over thirty years in management consulting. He is a Fellow of PMI and APM/IPMA, and a PMP.

Russ's energy and enthusiasm extend beyond project management. Now living in San Miguel de Alende in Mexico, Russ is president not only of the board of the Festival de Musica de Cumara de San Miguel de Alende, but also of the San Miguel Suzuki String Program.

Ed Fern, PMP

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Southern California Coalition Technology Conference



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Join us for a wonderful day of speakers, vendor exhibits and presentations, food, networking and fun!

PMI-OC is working in cooperation with other quality and IT-related associations to make this the cutting-edge software development, project management, and quality tools vendor showcase and conference event of Southern California.

Warren S. Reid will open with the keynote address "Surviving and Thriving in the Changing World of Technology." Other speakers and vendors will present tools and techniques that support the entire systems development life cycle (SDLC), whether it is

managing, developing, testing, delivering, or controlling software development.

This year's theme, "The Changing World of Technology," will demonstrate how cutting edge technology tools and techniques can improve overall product development quality and project success.

WEDNESDAY, OCTOBER 19, 2005 PMI-OC CAREER NETWORKING GROUP

KARMA CLUB LEAD SHARING SESSION

Join us for a highly interactive networking and lead sharing session. Use your 30 second commercial to introduce yourself, tell the participants about your background, and what you are looking for. The group will collectively assist you by passing on leads, personal contacts and company information that is pertinent to your job search. Come prepared to return the favor as we rotate through all participants, ensuring everyone walks away with a fist full of names and numbers that could help them land a new position.

Bring your business cards and come prepared to network and exchange information with others looking for new opportunities in project management.

For more information, call **Melanie McCarthy** at 562-592-2255.

When:	Wednesday, October 19, 2005, 6:00 p.m. – 8:30 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 pizza and soft drinks.)
Register:	www.pmi-oc.org



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THE PMInACTION 2005 EXPERIENCE



As briefly mentioned in the September *Milestones*, nearly 175 people attended PMI-OC's inaugural project management conference, **PMInAction 2005**, on Saturday, August 13. Registered attendees traveled from San Diego and from as far north as Sacramento for this conference, and speakers traveled from as far as Canada and the east coast. Hopefully, this will become an annual celebration of project excellence, as the day proved to be a unique, valuable, and entertaining format for learning, sharing, and networking.

With the leadership of co-chairs **Victoria Flanagan** and **Terry Ehrhard**, the help of dedicated volunteers, and the generous donations of sponsors and our PMI-OC chapter, the PMInAction team delivered a successful event featuring an impressive lineup of seven renowned speakers. Attendees heard from numerous speakers on relevant industry topics, participated in unique and entertaining contests for a chance to win prizes, and visited sponsors and vendors who are well established in the project management community.

PMInAction 2005 was sponsored by **Microsoft, NOCCCD/TDI, O'Reilly Publishing, Parasoft, The Capital Group, LMR Solutions, Immediate Business Solutions, Keller Graduate School of Management, Pro-Tem Solutions, and Project Auditors**. In particular, the Training and Development Institute (TDI) at the North Orange County Community College District (NOCCCD), a key event partner, donated their great conference facilities and supporting planning resources.

Although earning PDUs is a key benefit of attending such an event, people will choose one event over others to fulfill their specific needs. PMInAction organizers wanted to know the other reasons participants picked this particular event to attend, especially a full-day event on most people's day off.

Feedback gathered at the conference and from a post-event survey uncovered several key reasons this event was chosen. For instance, attendee **Donald Barr**, a senior project manager and PMP®, said he liked the convenience of the location and value. Another attendee, **Bruce Yamada, PMP** said he liked the one day formal track structure and the speaker lineup, which provides a good way to stay current on project management information.

Official results from the survey question, "Why did you attend this conference?"

Reason for Attending	Percent of Responses
General Interest in Conference, Industry, and/or Professional Development	69%
Need Continuing Education Credits (e.g. PMP)	62%
Specific Interest in One or More Topics/Speakers	56%
Networking	34%
Seeking Employment Opportunities	12%
Other	9%

At the time of this writing, there were 70 respondents to the survey.



Whatever the reason professionals chose to attend PMInAction 2005, the feedback was very positive. Even **Lois Zells**, one of the conference speakers, congratulated the Orange County chapter on "presenting one of the best, if not the best, conferences she has seen in many a year." Below is a sampling of attendee comments.

- **Excellent speakers!!**
- **It was truly an awesome event. I'm looking forward to next year's event. I personally found value in every seminar I attended.**
- **I got leading edge information on project management, especially relating to system development. Thanks!**
- **Enjoyed the networking with colleagues as well as the content from the presentations.**
- **Great food! Excellent location! Great conference CD! All the volunteers were great!**

Overall, no less than 96 percent of survey respondents "agreed" or "strongly agreed" that PMInAction 2005's value exceeded their conference cost and that the day provided valuable best practices. They plan to attend future PMInAction conferences, would recommend

the conference to colleagues, and found it an enjoyable experience. 86 percent of survey respondents rated their speaker experiences (presentation and subject knowledge) as "good" to "excellent."

Victoria Flanagan was quoted as saying, "The day could best be summed up like the theme of our conference. *We celebrated project management excellence.* Uniting professionals and providing professional development opportunities on the latest in project management practices is an important mission of our chapter. This day served as a fulfillment of that mission and as a milestone for our chapter."

Linda Wilson, PMP

See page 10 for more photos and volunteer recognition.



RECOGNIZING THE EFFORTS

of Our PMInAction 2005 Volunteers



Action in the Exhibit Hall



I want to personally thank and recognize the efforts of all the volunteers who helped make PMInAction 2005 a resounding success. Our core planning team dedicated a **huge** amount of personal time in preparing the event over this last year. A number of additional volunteers impressively stepped up to the plate to provide support where needed throughout the process and to give up part of their weekend to pull everything together and deliver a quality experience. Thank you!

Victoria Flanagan

Diane Altwies
Judith Berman
Steve Billcheck
Tom Calhoon
Diane Coulter
Paresh Desai
Vicki Desler
Gene Dutz
Terry Ehrhard
Susan Faucheux
Cornelius Fichtner

Kim Fields
Gwen Finestone
Sylvan Finestone
Victoria Flanagan
Catherine Ford
Glen Fujimoto
Sherman Gomberg
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ADVANCED TOPICS SEMINARS

Clear Communications: The Killer Competency of Leadership

On Saturday, September 10th, **Kimi Ziemski, PMP** of Management Concepts led forty seminar participants through examples and case studies to raise their awareness of their own communication styles. Kimi presented the following exercises and practices:



1. Participants' expectations of the seminar
2. The American Management Association's (AMA) directing, influencing, supportive, and contemplative (DISC) survey, a situational tool designed for understanding personal style and combination of styles, for analyzing the causes and effects of the style(s), and for identifying strategies to modify the style(s) to enhance personal and interpersonal effectiveness.
3. Case study/role play
4. Action plan for improving communication

1. Participants' expectations of the seminar

- Each person introduced him/herself to the person next to him/her by name, number of years as a project manager, and workshop expectations. After conducting participant interviews, a long list of workshop expectations was created. The list contained more than 20 entries, such as "learn techniques to get senior management to act with the least resistance most of the time; develop a better understanding of other communication styles; stay out of communication trouble, communicate vertically; sharpen the saw; improve communication skills at home; and earn PDUs."
- Disclaimer: Kimi made it clear that she would not teach communication skills, but would guide participants in improving their current communication skills by identifying and using alternate communication styles.
- Kimi's note: It is better to discover our clients' expectations earlier, rather than later, in the project. This approach will create a bigger, not smaller, expectation mass. The next step is to determine what is reasonable and try to walk a mile in our client's shoes. Our problem is that we don't listen. Often we just wait for the other person to stop talking so that we can have our turn.
- To sharpen the saw, she suggested that we practice the following action item for the next 30 days: repeat the message that we just heard from our client until we agree. Ninety-five percent of disagreements are caused by misunderstandings. If we repeat what was said, we will find that we are very much in agreement.
- Understanding the other person's motivation will increase the success of the project. Uncover and use the motivator to improve communication.
- We cannot avoid communication issues, but we can minimize them. Our communication will never be perfect, but that does not stop us from improving it now. At the same time, we need to improve our business and general management expertise. The bottom line is that if we can lead people, we can probably communicate.
- Get senior managers to act with the least resistance by involving them and the clients in the risk management meetings. If senior managers don't know what the project managers are doing, there is a problem. If we talk PMOBKese, we have just given our senior managers a mild headache.

2. American Management Association DISC Survey

- Each person took the AMA DISC Survey and identified a baseline for each of their work-based communication styles. A debriefing guide explaining the test components and results came with the survey.

- There are four communication styles identified in the survey: Directing (D), Influencing (I), Supportive (S), and Contemplative (C).
- (D) and (C) styles are task oriented; (I) and (S) styles are people oriented.
- People with high (D) and (I) styles come to decisions quickly. They focus on the big picture and then look for facts and backup data to support their decisions. They prefer the bullet format.
- Accountants and IT professionals tend to have high (C) and high (S) styles. They are fact oriented and need lots of details.
- If (D) is your style, you work with determination, take the initiative to get things organized, provide strong leadership when it is needed, and proactively solve problems as they arise.
- If (I) is your style, you communicate openly and freely, share solutions with enthusiasm and optimism, initiate contact and conversation with others, and communicate in a convincing way.
- If (S) is your style, you treat people with respect and kindness, cooperate and help make the team work, relate to others in a friendly and dependable



manner, and support and encourage others.

- If (C) is your style, you carry out tasks with care and thoroughness, seek out information to "get at the facts," display self control and conscientiousness, and take time to observe the situation.
- Do we know the communication style of the person we're talking to?
- The AMA DISC Survey is available at AMA's website.

Continued on page 13



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Advanced Topics

Continued from page 11

3. Case Study/Role Play

- The participants were divided into two case study groups. Each group had two teams. Each group's objective was to obtain an agreement during their negotiation. In each group one team was the requester for resource support in its individual project, and the other team was the manager whose resource was requested. There was no right or wrong answer to the outcome.
- At the end of the exercise, Kimi asked the team leaders if they had listened to their team members and if they had always inquired about changes made since their last team meeting.
- Kimi also suggested sales training classes to develop negotiation skills.

4. Action Plan for Improving Communication

Two of the top reasons for project failure:

- All issues revolve around executive sponsorship.
- All issues revolve around scope control.

We need to develop an action plan to improve our communication. Where to start? Start the planning as follows:

- Initiating
- Planning
- Executing
- Controlling
- Closing



Kimi is available for a one hour follow-up evaluation of each student's action plan.

She can be reached at kziemski@managementconcepts.com or at her direct line, 925-639-4564.

Lynn Tagami, PMP

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This workshop will help you prepare for exam success, and will provide you with the eligibility requirement of 35 contact hours in project management education. Participants will be provided with a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Also, participants will have access to additional study material.

When: Six Saturdays from 8 a.m. until 5 p.m.

October 15	October 29	November 12
October 22	November 5	November 19

Where: **Santiago Canyon College** AND **Holiday Inn**
8045 East Chapman
(Room E205)
Orange, CA 92869
25205 La Paz Road
Laguna Hills, CA 92653

Note: We are running concurrent classes.

Cost: The workshop fee is per participant, payable at the time of registration. Classes fill very fast and cannot exceed 35 participants. Reserve your space early to guarantee a seat.



Register by October 8th to receive a special discount!

- **PMI Member:** \$575 prior to October 8, \$625 after October 8
- **Non Member:** \$725 prior to October 8, \$775 after October 8

Register: www.pmi-oc.org

Questions: Via e-mail to: programs@pmi-oc.org

Note: This course is NOT intended to teach the participant project management or to impart project management industry experience.

PMI-OC ANNUAL CHAPTER MEETING

Tuesday, October 11, 2005

Program: **Overview of the Nacra A2**
Speaker: **Jeremy Laundergan, PMP**

Special Location: **Holiday Inn**
3131 South Bristol Street, Costa Mesa, CA 92626
714-557-3000

405 South: Exit at Bristol Street. Turn right. Hotel is on the right.
405 North: Exit at Bristol Street. Turn left. Hotel is on the right.

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
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Please register at www.pmi-oc.org. You can pay by credit or bank card in advance or by cash, check, or credit card (Visa or MasterCard only) at the door.

Make your reservation by 9:00 p.m. on Sunday, October 9, to obtain the "in advance" price. Reservations made after 9:00 p.m. on October 9 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 their reservations after Sunday, October 9, or anyone who makes a reservation and does not attend, will not receive any refunds.

PMI-OC BREAKFAST ROUNDTABLES

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, October 18, 2005

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: E-mail to **Robert Perrine, PMP** at info@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-Central OC Breakfast Roundtable

Tuesday, October 25, 2005

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: E-mail to **Michael Nagatoshi, PMP** at breakfastnorth@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-OC Breakfast Roundtable South

Tuesday, November 1, 2005

First Tuesday of Every Month

Location: **Doubletree Hotel Irvine Spectrum**
90 Pacific Avenue, Irvine (405 and 133 Freeways)
949-471-8888

Time: 7:15 – 9:00 a.m.

Register: E-mail to breakfastsouth@pmi-oc.org

Cost: Self-paid breakfast

Answers to PMP® Exam Questions

From page 6

1. c. EV = \$7,000 and AC = \$8,400

The Cost Variance (CV) = Earned Value (EV) minus Actual Cost (AC).

Hence $CV = 7,000 - 8,400 = -1,400$. A negative CV value means that a project is spending proportionately more than it is accomplishing (or earning).

A zero or positive value for CV indicates a favorable condition. (Comparing EV to PV addresses schedule performance only.)

PMBOK® 2004, paragraph 7.3.2.2, page 173 [Monitoring and Controlling]

2. d. Quality verification methods

PMBOK 2004, paragraph 12.1.3.1, page 279 [Planning]

3. b. Conceptual phase

PMBOK 2004, paragraph 2.1.1, page 21 [Planning]

4. a. Analogous

PMBOK 2004, paragraph 7.1.2.1, page 164 [Planning]

Awesome August



Scenes from the August 9th dinner meeting



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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OCTOBER 11 ANNUAL CHAPTER MEETING

Overview of the Nacra A2

Presenter: Jeremy Laundergan, PMP



OCTOBER 15-NOVEMBER 19 PMP EXAM PREP

Santiago Canyon College, Orange

Holiday Inn, Laguna Hills



OCTOBER 18 BREAKFAST ROUNDTABLE

PMO-Local Interest Group (LIG) Breakfast Roundtable



OCTOBER 19 CAREER NETWORKING GROUP

Karma Club Lead Sharing Session

Location: 40 Plus of Orange County



OCTOBER 22 6th ANNUAL SCCTC CONFERENCE

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Long Beach Hilton



OCTOBER 25 BREAKFAST ROUNDTABLE

PMI-Central OC Breakfast Roundtable



NOVEMBER 1 BREAKFAST ROUNDTABLE

PMI-OC Breakfast Roundtable South



NOVEMBER 5 ADVANCED TOPICS SEMINARS

Real Time Project Management: Lessons from the Junkyard

Presenter: Pam Wiedenbeck, PMP

Location: UCI

LEGEND



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