



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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Volunteer Opportunities
Volunteer@pmi-oc.org

MARCH 14TH PMI-OC DINNER MEETING

Project Manager: Leader, Coach, Mentor

By Margaret Meloni, PMP

Which one are you? Believe it or not, you are all of the above. You always knew, that as a project manager, you wore multiple hats. Let's acknowledge and embrace these roles and what they mean to us and to our teams. What if we finished the project, on time, on cost and quality, **and** enriched the work experience for our team members?

In this interactive presentation **Margaret Meloni, PMP** will discuss the difference between a mentor and a coach. There will be a quick demonstration of mentoring and a quick demonstration of coaching. Tools and techniques for mentoring and coaching will be presented and attendees will put these tools and techniques to use immediately as they work together on a coaching or mentoring case study.

Your teams will thank you!

Margaret Meloni, PMP is a people oriented leader with eighteen years experience in information technology. During her years in IT, Margaret has performed as a senior programmer/analyst, a business analyst, and a project management expert. This experience, combined with strong communication skills and the desire to see people at their best in the workplace and beyond, have created an individual who truly enjoys partnering with others as they reach their goals.

After supporting industries that include aerospace, sales, banking and automotive finance, Margaret Meloni evolved into a senior IT manager and learned that for her the joy of the job was the people! And so Meloni Coaching Solutions was born.

Consistently recognized for her relationship building, team leadership and insight, Margaret designed and led a project management mentoring program, is energized by seeing others reach personal and professional goals, and feels passionately that we are not just *the job!*

Margaret holds a B.S. in Business Administration and an M.B.A. from California State University, Long Beach and will join UCLA as an instructor in the university's extended education program this spring.



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Please note: The March dinner meeting is back on the regular date, the second Tuesday of the month.



NEW PMPs

David Bobrow
 Dale Brown
 Lawrence Chen
 M. Sylvia Curry
 Kathleen Cymbor
 Matthew Hedrick
 Steven Lefler
 Mark Liedel
 Michael Osband
 Edgardo Costa Reis
 Nenita Segui
 Maria Soosai
 Kenneth Taylor

NEW MEMBERS

Cindy Abbott
 John L. C. Bachofer
 Bruce Bennett
 Kathi Breen
 Timothy Britt
 Pamela Broussard
 Lawrence Chen, PMP
 Sandra Christensen
 Robert Codde
 Daniel Cowan
 Barbara De Shann
 Jeffrey Donaldson
 Julie Draper
 Darren Endo
 Brian Ferguson, PMP
 Hemantha Garapati
 Clara Gill
 Myra Glinskas
 Wendy Greene
 Jeremy Groves, PMP
 Krishnan Gurusamy
 James Guthrie
 Linda Hardy
 Galen Heisey
 Roy Hull
 Jeremiah Johnson
 Lariza Judo, PMP
 Michael Killingsworth
 Andrea Kirk, PMP
 Michelle Manimtim
 Robert McConnell
 Tim McDonald, PMP
 Alan Mekdara
 Gloria Motwani
 Melissa Oliver
 Tom Partridge
 Lamberto Pisani
 Ed Porras, PMP
 Ganapathy Rajagopala
 Donna Reed
 Colby Riggs
 Jonathan Ruiz
 Arvind Sampath, PMP
 Maria Soosai, PMP
 Jen Yeu Su
 BobTakemura
 See Wan Wong
 Nashimuddin Zabid
 Gordon Zbinden, PMP

THE CHAIR'S COLUMN



Volunteerism: WIIFM?

As the old adage goes, "What's in it for me?" Why should I volunteer, and why does PMI-OC need my help? My hope is that by the end of this column, I have answered these questions, reinforced the values and benefits for our current volunteers, and presented a compelling message to you to consider volunteering in the future.

So, why volunteer? There are a variety of individual motivations that compel people to take time out of their day to volunteer. Some of these reasons are:

- Desire to give back to the community and the profession
- Getting involved and making a difference
- Recognition
- Enhancing professional network
- Professional Development Units (PDUs) for PMPs
- Learning new skills and developing existing ones
- Meeting new people and making new friends
- Feeling good!

Why does the chapter need volunteers? What is the WIIFM for the organization? As a non-profit organization, we rely heavily on our volunteers to run the organization. By minimizing paid staff, we are able to use more of our resources for programs and services that benefit our primary customers: you, the chapter members. Some of the benefits of utilizing volunteers include:

- Increases the chapter's ability to offer more programs and services
- Provides members with opportunities to network with their peers, from those close enough to meet face to face to those as far as the opposite side of the globe
- Provides members with opportunities to network with other organizations
- Strengthens the sense of community within the organization

PMI-OC is fortunate to have an active and vibrant volunteer community, which has allowed us to support existing programs and services, as well as given us the flexibility to try out new ideas.

In recent years, we have seen our volunteer pool grow. In 2003, we recognized efforts of 85 volunteers. In 2004, 113 individuals and 25 instructors were recognized, representing over two man-years of effort! We are tallying up the totals for 2005, and we are expecting another record breaking effort by our volunteer community.

We want to ensure that individual volunteer contributions on behalf of the chapter are continually recognized and that the organization, in turn, is able to give back to the volunteers as well.

We have recognition programs in place, highlighting the Volunteer of the Month and the Volunteer of the Year. We also have a variety of events, such as our annual Volunteer Appreciation Day, and our recent one-day chapter volunteer seminar, "Leading the Chapter: What Does It Really Take?" which offered leadership development training. The chapter is also preparing to launch a bi-monthly volunteer orientation meeting to assist with recruitment, training, and support.

So, how do you get involved? The easiest way is to contact Volunteer Coordinator **Sylvan Finestone, PMP**. He may be reached at Volunteer@pmi-oc.org. If you are at an event, feel free to talk to any of the board members about volunteering, whether you are thinking about volunteering in the future, or if you are interested in volunteering for an existing open need.

The role of volunteers is critical in fulfilling the PMI-OC Purpose Statement, "Providing members quality professional development and networking opportunities," by enabling the chapter to offer a wide variety of quality programs and services, as well as opportunities to network, both at events and within the volunteer organization.

Volunteering: "What's in it for me?" The available opportunities are up to you.

Glen Fujimoto, Chair/President

Volunteers

Starting this month, *Milestones* will have a section dedicated to PMI-OC volunteers. Each month we will recognize our Volunteer of the Month, publish current volunteer opportunities, and inform you about future opportunities.

Recently we have opened the Volunteer@pmi-oc.org site as your conduit to our volunteer opportunities. In the near future we will have a revised sign-up sheet for our volunteers so we can tailor opportunities to your skills and availability. Look for that soon!

VOLUNTEER OF THE MONTH Tammy Hawkins Honored



Tammy Hawkins has been selected by your board of directors as **Volunteer of the Month for February 2006**. She has been a regular attendee at meetings of the Orange County Chapter of PMI® for the last three years.

I had the pleasure of working with Tammy last year for the "Spark of Love" toy drive that we conduct in association with the Orange County Fire Department.

Tammy has also volunteered as an ambassador for the new member orientations and was a team member on the redesign of the PMI-OC marketing materials involving the Art Institute of California-Orange County (AiCAOC). Over a period of four months, she collaborated on the layout

of various pieces of literature to be combined, redesigned and proofed before deployment.

In the world outside of PMI, Tammy is Managing Director of the Irvine office of Spherion, the fourth largest U.S. staffing firm. Spherion serves 85 percent of the Fortune 500 companies, providing staffing in seven disciplines. In this role, she has a staff of 12, and her responsibilities include profit and loss, back office operations, sales and recruiting.

Tammy enjoys her association with the chapter, other volunteers, and everyone who participates in the chapter's offerings. For Tammy, PMI-OC is a real pleasure.

Sylvan Finestone, PMP



Photo of Tammy Hawkins
by Mike Harmanos

Volunteer Opportunities

Advertising Manager

- Work with the marketing director, marketing team and newsletter editor to insure newsletter ads are current.
- Solicit new advertisers for newsletter, work with existing advertisers to insure we are meeting their needs.

This should be a four to eight hour a month job.

Dinner Meeting Sponsor Manager

- Work with the marketing director, marketing teams, and programs director to provide vendors for dinner meetings.
- Identify new vendor sponsors; interact with existing vendors to schedule future marketing opportunities.
- Keep in touch with existing companies to schedule future marketing opportunities.
- Coordinate between vendors and the facility to support vendor presentation requirements.

This should be a four to eight hour a month job.

Marketing Billing Manager

- Work with the advertising manager, marketing team, and dinner meeting sponsor manager.
- Send out periodic bills for newsletter and dinner meeting sponsors.
- Conduct feedback activities with existing companies to make sure they perceive value for their advertising dollars.

This should be a four to eight hour a month job.

Budget Review Committee

- Assist Finance Director **Pia Nielsen-Wagner, PMP** in financial analysis of the budget and actuals of the chapter.

Meets quarterly for four hours.

E-mail Blasts

- Assist with *E-mail Blasts* for Marketing Director **Brent Felsted, PMP**.
- Assist with *E-mail Blasts* for Volunteer Coordinator **Sylvan Finestone, PMP**.

One to two times a month; training is provided.

PMP Workshop Web Master

- Provide information for new classes, sign-up announcements, and information updates.

PMP Program Manager **Mike Graupner, PMP**

Project of the Year

- Work with the membership director to identify and package the Project of the Year.
- Three of five projects are already identified.

Attend this class **ASSERTIVE MANAGEMENT**

May 16–18, 2006 Earn 21 PDUs
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- Reduce aggressive/abusive interaction
- Work more effectively with others
- Remain calm when dealing with conflict and difficult situations
- Creatively problem solve resistance

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 (use code PMIY to register)

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Apr 20th - 21st, 2006, Phoenix, AZ
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Learn for Project Management

UC Riverside offers a six-course certificate program in Project Management. Classes for Spring quarter are:

PROJECT MANAGEMENT ESSENTIALS
 Wed., 6:30-9:30 pm, Apr. 5-June 7
 Reg #054-MBJ-B30, Riverside

PROJECT SCHEDULING AND RISK MANAGEMENT
 Tue., 6:30-9:30 pm, Apr. 4-May 30
 Reg #054-MBJ-B32, Riverside

NEW PRODUCT DEVELOPMENT
 Mon., 6:30-9:30 pm, Apr. 3-June 12
 Reg #054-MBJ-B51, Riverside

PROJECT PROCUREMENT MANAGEMENT
 Thur., 6:30-9:30 pm, Apr. 6-June 1
 Reg #054-MBJ-B33, Riverside

QUALITY AND PERFORMANCE MANAGEMENT
 Thur., 6:30-9:30 pm, Apr. 6-June 8
 Reg #054-MBJ-B31, Fontana

Locations:

Riverside — UC Riverside
 Extension Center,
 1200 University Ave.

Fontana — Josephine Knopf
 Senior Center, 8384 Cypress Ave.

UNIVERSITY OF CALIFORNIA Riverside

Extension
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For more information:
 951.827.1600
krcraig@ucx.ucr.edu
www.extension.ucr.edu

Thursday, March 16, 2006

MEMBER/VOLUNTEER ORIENTATION TRAINING

WELCOME to Project Management Institute – Orange County Chapter, Inc. You have taken the first step toward managing your professional career network and developing relationships with local, knowledgeable project managers and like-minded professionals. You are invited to come join the Member/Volunteer Orientation Training session. Topics include:

PMI® Website	PMI-OC Website	Volunteer Opportunities
<ul style="list-style-type: none">• Membership Profile• Components• Logging PDUs	<ul style="list-style-type: none">• Valued Programs• Event Registration• Career Center	<ul style="list-style-type: none">• Ambassador Program• Networking 101• More . . .

Meet the PMI-OC Board of Directors, your fellow members, and volunteers. We will present the value added benefits, professional development opportunities, and programs that PMI-OC offers to its members.

The number one benefit of your membership in PMI-OC is the vast pool of individuals to network with. Networking is a powerful way to make new contacts and bolster your access to these resources when you need them. Networking also increases your professionalism and heightens your visibility with others.

We will present a brief overview of the techniques you can use to maximize the time you spend with fellow members. Utilizing these tips and pointers will improve your networking skills and enrich the experience measurably.

When: Thursday, March 16, 2006
6:00 p.m. to 8:00 p.m.
Registration and food start at 6:00 p.m.
Program starts at 6:00 p.m.

Where: UC Irvine
Building 231, Rooms 101-102
Women's Opportunities Center/University Extension A UNEX (D7)
Park in lot SSPS, across from the building.
Quadrant D7, Building 231 on the UCI map:
Download map at http://today.uci.edu/pdf/UCI_05_Map.pdf

Directions: Going south, take 405, and make a right turn on Jamboree Road. Next, make a left turn on Campus Drive; go past University Drive; pass the Irvine Barclay Theater (on your right); and then turn right on Stanford into UCI parking lot SSPS. Then follow the yellow PMI-OC EVENT signs to the designated location.

Going north, take 405, and make a left turn on Jamboree Road. Next, make a left turn on Campus Drive; go past University Drive; pass the Irvine Barclay Theater (on your right), and turn right on Stanford into UCI parking lot SSPS. Then follow the yellow PMI-OC EVENT signs to the designated location.

Cost: Food is provided at no charge.
Parking is \$2.00 an hour.

Register: www.pmi-oc.org
Please register early. Space is limited to the first 50 members.

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

Test Your Knowledge on PMP® Exam Questions

Answers are on page 15

1. You are building a prototype inertial guidance system. The project is behind schedule due to various problems in meeting specifications. The sponsor is displeased with the progress to date and has asked to see a list of performance problems and the frequency of each occurrence. The most effective tool to demonstrate this is:
 - a. Statistical sampling
 - b. Scatter diagram
 - c. Pareto chart
 - d. Cause and effect diagram
2. A weighting system, screening system and independent estimates are tools and techniques of which process?
 - a. Plan purchases and acquisitions
 - b. Select sellers
 - c. Risk response planning
 - d. Cost estimating
3. All of the following are characteristics of flowcharting, *except*:
 - a. Shows how various elements of a system interrelate
 - b. Helps the project team anticipate what and where quality problems may occur
 - c. Helps to analyze how problems occur
 - d. Shows those factors which are expected to cause a majority of the problems on the project
4. The formula: $EAC = AC + ((BAC - EV) / CPI)$ is for cost forecasting:
 - a. When it is expected that current cost variances will not occur in the future.
 - b. When it is expected that current cost variances are seen as typical of future variances.
 - c. When past performance shows that original estimating assumptions were fundamentally flawed.
 - d. When schedule performance data is not available.



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FEBRUARY ADVANCED TOPIC SEMINAR REVIEW

Meetings: Use Four Proven Process Tools to Make Them Effective

Presented by Steve Kaye, Ph.D.

“Sorry, I have to hang up. I’m late for a meeting.”
“I’ll explain it at the meeting.”
“Why do we need yet another meeting?”

We have all heard statements like these. Don’t we wish it were otherwise? Well, it can be.

At the February 4th Advanced Topic Seminar, **Steve Kaye** shared his four processes that lead to effective meetings. Here is his definition, which could be straight from PMBOK®:

A meeting is a business activity where select people gather to work as a team on tasks that require group effort.

Meetings are the most derided and seemingly endless of all business events. They waste millions. Urgent meetings are frequent, but shouldn’t they be held in such a way that they enable people to get more done in less time?

Steve presented four process tools that follow specific patterns, involve all attendees, and pay respect to everybody. Respect is a powerful driving force. When people are treated with respect, they are lifted up. When people are treated disrespectfully, their first reaction is a sense of loss of freedom, followed by anger. It is much more helpful to work toward a solution that benefits everybody. A win-win solution has lasting value.

Process Tool 1: Harvest information.

A good way to ask for information is to begin with a guiding question that directs the people attending the meeting to the ideas you are seeking. Make positive requests, for they elicit cooperation. That is, ask positive, gently guiding questions. In this way you can collect ideas from everyone. As the answers come in, write every idea on a chart pad and defer discussion lest you stop the flow of ideas. Suspend judgment, your own and that of others, because your goal with using this tool is to gather the group’s wisdom.

Process Tool 2: Maintain a balanced dialogue.

Once you have gathered everybody’s ideas, its time to evaluate, to prioritize, and to summarize. Give your audience a moment to collect their thoughts and to prepare. Assign equal time to speak; everybody gets to have his or her say; nobody can hog the discussion.

If your meeting has attendees from different cultures, spend time doing your homework and get to know each culture. Learn how to greet and familiarize yourself with the appropriate gestures. Engage in meeting pre-work. Get together with these attendees before the meeting. Inquire into their preferences; ask what they expect and what they can contribute. In this way, you will know how to make your meeting effective.

As you manage the dialogue, describe your goal. Set a time limit for reaching it. Sometimes it may help to open with a question to break the ice. While you allow some wandering as people seek to sharpen



their insights, always maintain focus, ever so politely, ever so firmly.

This tool is particularly effective for staff meetings, introductions of new team members, or presentations of new work assignments. It is ideal for dealing with hot issues.

Process Tool 3: Voting leads to decisions.

Clear-cut issues can be handled with aye, nay votes. Controversial issues lend themselves to a vote by veto; avoid solutions that damage anyone. Maintain a win-win situation by seeking solutions that bring benefits.

On the other hand, complex issues with several alternatives lend themselves better to weighted voting. To this end, summarize the issues on large sheets of paper, and affix them to the meeting room walls. Distribute packets of sticky dots in various colors. Ask everybody to indicate their vote with the color corresponding to their preference. You will end up with a prioritized list of issues that everybody can live with and support.

Process Tool 4: Use cause-and-effect diagrams.

Also known as fishbone charts or Ishikawa diagrams, they are helpful for collecting causes of a specific effect under investigation.

Continued on page 12

**Respect is
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When
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FEBRUARY MEETING REVIEW

Strategic Portfolio Management: A Blueprint for Successful Implementation

AT THE FEBRUARY 7TH DINNER MEETING, we were honored to hear **Steve Garfein**, President, RPM Systems Corporation, present his findings while working with companies such as Hughes (Boeing) Helicopters, Microsoft, and others he promised to name at a later date.

Steve told us that the introduction of enterprise project management (EPM) software systems is a step in the right direction. However, we still need to increase senior management's awareness before we will see the enterprise strategy increase to greater levels.

Steve also said that this growth, coupled with industry acceptance and the expanding number of PMPs, makes senior management support possible and probable in the near future.

Steve outlined his blueprint for successful implementation of a Strategic Portfolio Management (SPM) system.

Steve highly recommended **Thomas Friedman's** book, *The World is Flat*. This is a must-read for performance management and the world of strategic portfolio management.

It seems that flattening the world is a way to level the playing field. This might be just the thing senior managers are looking for in order to compete in today's global economy.



Above: Steve Garfein socializes with Ed Fern, PMP and Quentin Fleming, PMI-OC Fellow before the meeting.

Below: The audience focuses on Steve's presentation.

The World is Flat and May Be Changing Your Life

Thomas Friedman's best-selling book, *The World Is Flat*, has far-reaching implications for the world, or performance management and Strategic Portfolio Management in particular. The principal theme of Friedman's book is the "flattening" of the world, which is a metaphor for the leveling of capability and competition through globalization. (Friedman's book is recommended reading for all senior executives and project managers—it may change the way you view you the world, your enterprise, and your future.) Boards of directors and senior business managers globally are looking for ways to compete more effectively in the highly volatile environment of *The World Is Flat*.

Evolution and Revolution

We have witnessed two revolutions in project management over the last two decades. The first was the revolutionary graphical user interface of the Macintosh and Windows. The second was the introduction of server-based project management collaboration solutions, known today as EPM solutions. With the EPM revolution now in full swing (primarily in IT organizations), we are slowly evolving a Strategic Portfolio Management capability. Enterprises embracing this capability earlier than their competitors will have a significant advantage in achieving breakthrough performance from their portfolio of project investments.

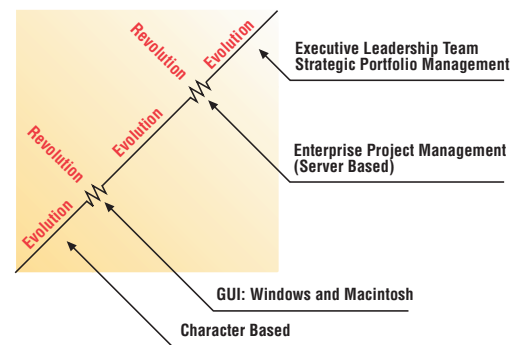


Figure 1. Revolutions leading to today's Strategic Portfolio Management capability

The Coming Revolution in How We Create Opportunity.

Since 1990 we have evolved from desktop project management (DPM) to today's enterprise project management (EPM) solutions. As EPM capabilities are implemented within the enterprise, there arises an opportunity to achieve sustainable competitive advantage by employing EPM strategically. We call this Strategic Portfolio Management (SPM).

In many enterprises strategy is frequently disconnected from execution. Some organizations strategize well, but their execution leaves something to be desired; others execute well, but haven't developed a strategic plan to drive the execution.

Additionally, project managers have traditionally been viewed and assigned on a functional basis instead of being strategically assigned to a project from a Project Management Office with a direct reporting relationship to the CEO. And it is

Continued on page 9

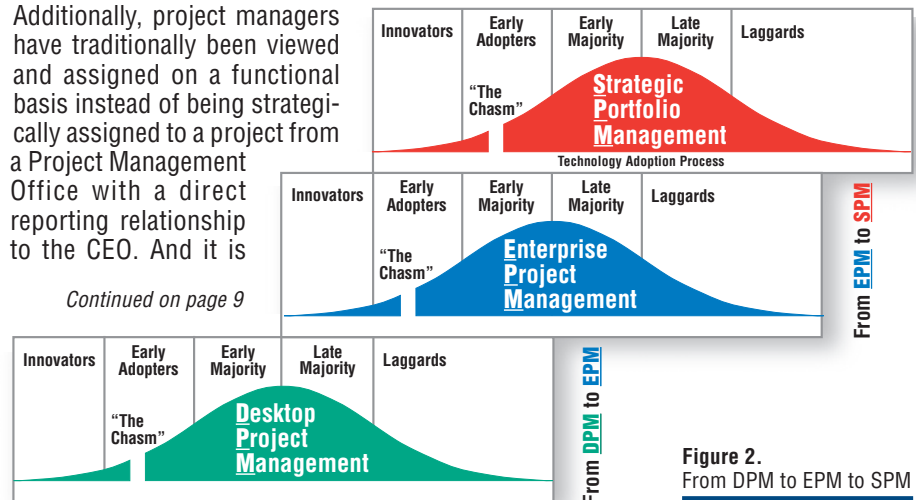


Figure 2. From DPM to EPM to SPM

most often the case that project managers have not historically had a direct line of communication and responsibility to senior management. All this is changing, and in some cases very rapidly.

Executive Leadership Team Demand Pull

Strategic Portfolio Management must begin with the executive leadership team (ELT), also often referred to as “C-level executives” or “CXOs.” Although ELT awareness leading to executive-level demand-pull is required, it must be supported by a robust EPM capability.

Convergence: Will It Impact Your Career?

Professionalism. With over 200,000 members in 125 countries, Project Management Institute is the global advocacy organization for the project management profession, and over a period of thirty-five years, PMI® has created a group of standards generally accepted around the globe.¹ PMI’s growing certification program for Project Management Professionals (PMP®) included approximately 100,000 PMPs in 2005.

Infrastructure. Over the last five years, server-based enterprise project management (EPM) systems have been introduced by a number of software companies.² To date the majority of these EPM implementations have been in IT departments.

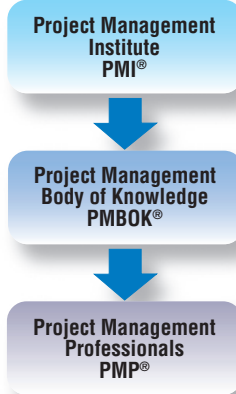
The infrastructure is ready; the PMP population is growing rapidly; however the remaining major challenge is to increase executive awareness of this convergence in capabilities that can bring enterprise strategy formulation and execution to new levels of excellence.

This presentation offered a blueprint for successful implementation of a Strategic Portfolio Management system, and suggested how executive leadership awareness of these capabilities can be increased.

¹PMI standards include the Project Management Body of Knowledge, the Organizational Project Management Maturity Model, and a forthcoming standard on Program and Portfolio Management.

²EPM systems are currently offered by companies such as Primavera, Oracle EPM, IBM EPM, Niku Open Workbench, PlanView EPM, SAP, and Microsoft.

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Steve Garfein answers questions from the audience.

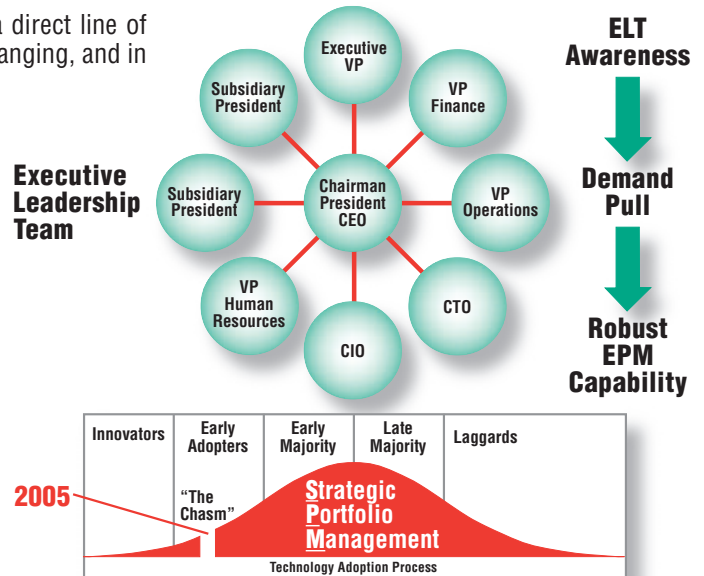


Figure 3. Creating Executive Leadership Team Awareness

Executive Leadership

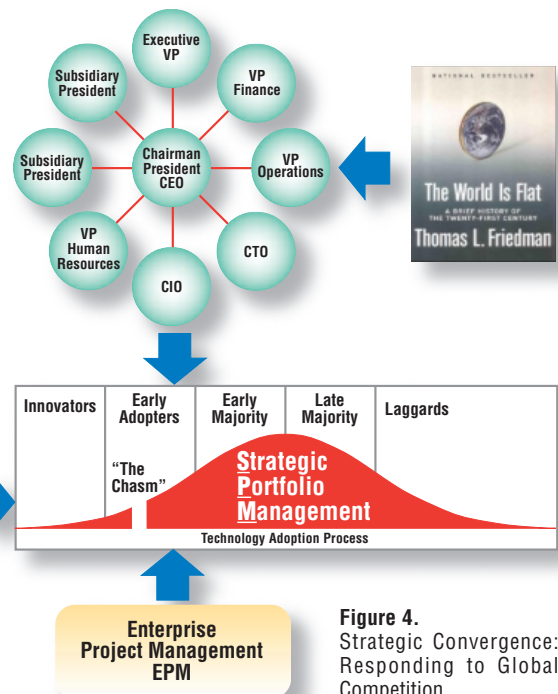


Figure 4. Strategic Convergence: Responding to Global Competition

PMI-OC thanks Steve Garfein for his enlightening presentation and recommendations for increased senior management involvement. This is a challenge that many of us face every day. It is great to see that industry is embracing project management and PMP® certification. This is very good news.

Brent Felsted, PMP

BE SMART

NOT SCARED



A Tougher PMP® Exam? There's Still Just One Way To Pass It.

MORE TO KNOW. The new PMP exam is very difficult to pass, with more content to be learned, tougher test questions, and stricter requirements to sit for the exam.

THE BAR HAS BEEN RAISED. This exam is more challenging than the old one. Even with the newly recalibrated passing score of 61%, fewer people are expected to pass.

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CLASS LOCATION: San Francisco/Burlingame
DATES: May 1-5

CLASS LOCATION: Los Angeles/El Segundo
DATES: April 24-29

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AT THE FEBRUARY MEETING



Checking in and networking



Below:

New PMPs receive commemorative mugs from **John Fuchs, PMP** and kudos from the audience.



February Vendor Showcase: **PROJECTinsight**



Left: Mike Harmanos congratulates one of the evening's lucky raffle prize winners.



Photos by Pan Kao, PMP

For example, if four categories, such as equipment, people, procedures, and materials, experience the same effect, use four different flip charts, each with a corresponding cause-and-effect diagram. Have the meeting participants express their ideas and opinions by adding branches.

Preparation is the key to an effective meeting. Write out your goal for the meeting, and be clear about the results you expect from it. Ask:

- Do the results depend on other people?
- Is a meeting the best way?
- How else can I gain the same results?

Once you have decided on a meeting, prepare the agenda. Clearly spell out:

1. What is the issue?
2. What is your goal?
3. What questions will you ask?
4. What activities do the attendees need to do ahead of time in preparation for the meeting?
5. Time budgeted for each agenda item.

Distribute your agenda with enough advance notice for the attendees to schedule their participation. Invite feedback and comment.

Just as important as the agenda is the list of invitees. The key is to invite as few people as possible. Only key players (stakeholders, opponents) and people who can contribute to at least half of the work should be invited.

As in any business situation, there are occasional exceptions, such as providing an educational experience to a new staff member; catalyzing creative thinking, and fostering understanding (e.g., by union representatives). For hot issues, inviting an impartial arbitrator will go a long way toward preserving the peace and preventing any one aspect from getting out of hand.

For those meetings where you are an invitee, your situation is the exact mirror image. Ask the person calling you to the meeting:

1. What is your agenda?
2. What are your goals?
3. What is my role?
4. What should I bring?
5. How should I prepare?

Once your meeting nears its end, it is time to harvest the results:

- Summarize
- Review the action items
- Check for agreement
- Collect charts for the minutes
- Thank everyone

When you wrap things up, end on a high note; present some good news, because good news leads people to expect more good news the next time they attend. The minutes are an excellent way to harvest the results of your meeting. Document the action items and any decisions. State only facts; that is, leave out opinions and evaluations. Be brief and highlight key items. Issue your minutes immediately.



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To us project managers it comes as a natural that an effective meeting is planned, structured, and led by someone skilled in leadership. The underlying philosophy is simple enough: recognize that everyone has valuable ideas, wants to be respected, and will contribute more in a win-win situation.

Successful meetings have:

1. Achievable goal(s)
2. Agenda
3. Active participants
4. Leadership
5. Closure

Steve, your seminar was an excellent example for staging an effective presentation. Thank you for taking the time to take us on a much-needed tour through the dynamics of business meetings.



Submitted by
George D. Meier, PMP

Photos by
Raghupathi Kuppannan, PMP

Scholarship Available

Each year, PMI-OC sponsors a **\$1,000 Charles Lopinsky Memorial Scholarship**, which is awarded through the PMI® Educational Foundation. This scholarship is open to students who are Orange County residents and are pursuing a degree in project management. Go to www.pmi.org/pmief for details.

Application deadline for this scholarship is **May 21, 2006**.

WANT TO BE PMP® CERTIFIED?

Studying for the PMP Exam?
Need qualifying education contact hours?

PMI Orange County Chapter Announces its 2006 Spring Course



PMP EXAM PREPARATION WORKSHOP

Six Saturdays Beginning April 29, 2006

This workshop is intended for anyone who wishes to achieve their PMP certification, who meets the requirements as identified by PMI® (see <http://www.pmi.org/certification>), AND who has studied recommended PMI project management literature, specifically, the third edition of the PMBOK® Guide.

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.

April 29	May 13	May 27
May 6	May 20	June 3

Where: To be determined

Cost: **Sign-up for the mailing list is free.** The workshop fee itself will be per participant, payable at the time of registration. Classes fill very fast and cannot exceed 60 participants. Sign up for the mailing list now, so you be the first to be notified when enrollment begins.

Register by April 8th to receive a special discount!

- PMI Member: \$675 prior to April 8, \$725 after April 8
- Non Member: \$825 prior to April 8, \$875 after April 8

Mailing List:

There is no charge for mailing list sign-up.
Sign up at 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. Its primary purpose is to prepare the participant for the PMP exam based on the PMI identified domains and PMI recommended preparation material.*



*Dates subject to change.



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PMI-OC DINNER MEETING

Tuesday, March 14, 2006

Program: **Project Manager: Leader, Coach, Mentor
Which One Are You?**
Margaret Meloni, PMP

Location: **Wyndham Orange County Airport**
3350 Avenue of the Arts, Costa Mesa
Take 405, exit at Bristol, turn onto Anton, left on Avenue of the Arts

Schedule: 5:30 - 6:20 p.m. Registration and networking
6:30 - 7:20 p.m. **Dinner. See menu at right.**
7:20 - 7:40 p.m. Announcements
7:40 - 8:45 p.m. Presentation
8:45 - 9:00 p.m. Wrap-up and raffle

Cost: **Dinner and Presentation**
In Advance: *At the Door:*
Members \$30.00 Members \$40.00
Non-Members \$35.00 Non-Members \$40.00

Featured Presentation Only (Members and Non-Members)
In Advance: \$15.00 *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, or credit card (Visa or MasterCard only) at the door.

Make your reservation by 9:00 p.m. on Sunday, March 12, to obtain the "in advance" price. Reservations made after 9:00 p.m. on March 12 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, March 12, or anyone who makes a reservation and does not attend, will not receive any refunds.

PMI-OC BREAKFAST ROUNDTABLES

Breakfast with Your SOX On

Thursday, March 9, 2006

Second Thursday of every month

Location: **Doubletree Hotel, Irvine Spectrum**
90 Pacifica Avenue, Irvine
(405 and 133 Freeways)
Meritage Restaurant & Wine Bar
Full breakfast buffet

Time: 7:15 – 8:30 a.m.

Register: E-mail to **Kevin Merriman, PMP, CSOX** at soxbreakfast@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMO-Local Interest Group (LIG)

Tuesday, March 21, 2006

Third Tuesday of every month

Location: **Hilton Hotel**
3050 Bristol Street, Costa Mesa (one block south of 405)
Atrium Café, Lobby Level

Time: 7:15 – 8:30 a.m.

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

Cost: Self-paid breakfast, parking is validated

March 14 Dinner Meeting Menu



Bon appétit!



Answers to PMP® Exam Questions

From page 5

1. c. **Pareto chart**
PMBOK® 2004, paragraphs
8.3.2, pages 192 to 196
[Monitoring and controlling]
2. b. **Select sellers**
PMBOK® 2004, paragraph
12.4, page 288
[Executing]
3. d. **Shows those factors which
are expected to cause a
majority of the problems on
the project.**
*(This is a characteristic of a
Pareto chart, not flowcharting.)*
PMBOK® 2004, paragraph
8.3.2.3, page 193
[Monitoring and controlling]
4. b. **When it is expected that
current cost variances are
seen as typical of future
variances.**
PMBOK® 2004, paragraph
7.3.2.3, pages 174 to 176
[Monitoring and controlling]



PMI Orange County MILESTONES

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MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the chapter or the Project Management Institute.

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COMING EVENTS

-  **MARCH 9 BREAKFAST ROUNDTABLE**
Breakfast with Your SOX On
-  **MARCH 14 DINNER MEETING**
Project Manager: Leader, Coach, Mentor
Margaret Meloni, PMP
-  **MARCH 16 MEMBER/VOLUNTEER ORIENTATION TRAINING**
Location: UCI
-  **MARCH 21 BREAKFAST ROUNDTABLE**
PMO-Local Interest Group (LIG) Breakfast Roundtable
-  **APRIL 1 ADVANCED TOPIC SEMINAR**
How to Communicate Difficult Things Without Difficulty,
Even with Difficult People
Will Crist
-  **APRIL 11 DINNER MEETING**
Why Leaders Fail
Craig Ruvere
-  **APRIL 13 BREAKFAST ROUNDTABLE**
Breakfast with Your SOX On
-  **APRIL 18 BREAKFAST ROUNDTABLE**
PMO-Local Interest Group (LIG) Breakfast Roundtable
-  **APRIL 29 SPRING 2006 PMP® WORKSHOP BEGINS**
Visit www.pmi-oc.org for mailing list sign-up
-  **MAY 6 ADVANCED TOPIC SEMINAR**
Requirements Analysis: History and Importance
Ron Becker, PMP
-  **MAY 9 DINNER MEETING**
Spyware: Kiss Privacy Goodbye
Jim Kelton

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For details and registration information on all events for PMI-OC, see www.pmi-oc.org



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