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▶ 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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## APRIL 11TH PMI-OC DINNER MEETING

# WHY LEADERS

# FAIL

From the novice project manager to the more seasoned PMP®, garnering a successful project is not always easy.

Moreover, leading today's complex projects has become a monumental task requiring only the most experienced and committed individuals.

*By Thomas J. Mattus*

*President, Successful Strategies International, Inc.*

Leaders now face an unprecedented combination of circumstances. Workforce anxiety, economic uncertainty and shifting political and business conditions all require you to make difficult decisions yesterday. But what many individuals seem to overlook when evaluating the reasons for project failure is the failure of leadership. Topics Include:

- What is Leadership?
- What Makes a Qualified Leader?
- How Leaders Can Become More Effective



**Thomas J. Mattus** is the president and co-founder of Successful Strategies International, Inc. (SSI). For over ten years, SSI has been a successful training, leadership and mentoring organization that specializes in hands-on application project management and leadership development.

Prior to forming SSI, Tom was involved with the start-up of PCI Global Inc., a training organization where he remained for over 14 years.

Tom has over 25 years of professional experience in training and business management and development. As a corporate officer of SSI; and previously at PCI Global Inc., American Express and Travelers Insurance; Tom worked with such Fortune 1000 companies as Johnson & Johnson Worldwide, Wyeth International, CitiCard, Marriott International, Sony, Standard Chartered Bank, Olympus, Cablevision, Pearson and many others to help resolve their project management and leadership needs and improve their quality and performance.

As an instructor, Tom has facilitated courses on project management as well as supervisory and sales management. Tom's education includes a BS from Widener University in Chester, Pennsylvania and an MBA from Lehigh University in Bethlehem, Pennsylvania.

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April Vendor Showcase:  
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## NEW MEMBERS

Cathleen Bardon  
Keith Bishop  
Lisa Bob  
Ravi Cidambi  
Justin Cook  
Aezel Corteza  
David Day  
Su Derego  
David Dufford  
Madonna Gionta  
Carol Guynes  
John Janes, PMP  
Dolores Javier  
Corey Krutsch, PMP  
Kristine Lee, PMP  
Alena Lehrer  
Jonathan Monfort, PMP  
Mary Morris  
Rene Nakasone, PMP  
Robert Oehlman  
John Rodgers, PMP  
Mary Rust  
Rodney Sagmit  
John Sanchez  
Vibeke Seymour  
Cheryl Smith  
Aaron Tagger, PMP  
Evan Taylor  
Judee Tobin  
Mary Whelan  
Adrienne Williams  
Justin Willis  
Thomas Wilson  
Felicia Woodson  
Sharon Yates



## THE CHAIR'S COLUMN



### Measurements of Success

How is everyone doing? It is difficult to believe that one quarter has already gone by this year! Different events—basic and advanced, short and long—continue to be our cornerstone for fulfilling the PMI-OC Purpose Statement:

#### Providing Members Quality Professional Development and Networking Opportunities

So how are we doing as an organization, addressing and meeting our members' needs? We look at different measurements and metrics to gauge our event performance and success. For example, those who attend our dinner meetings receive a follow-up electronic survey. This gives us valuable feedback to see immediate areas of exceptional execution, as well as areas that raise additional concern. The ongoing feedback also helps us identify trends and opportunities for the chapter to explore in the future.

One new opportunity has been the kickoff of the bi-monthly volunteer orientation meeting, which has been combined with the existing bi-monthly new member orientation meeting. The combination has created synergy by not only offering a new event for individuals looking for more information on volunteering, but also by leveraging these introductions to our new members as well. This new meeting, the first of which occurred last month, was a great success—a well attended event, with around 20 new people interested in volunteering opportunities!

This brings me to another success measurement, the level of activity and participation of the chapter membership. One measurement is the level of attendance at different chapter events. For example, we have seen our dinner meeting attendance move back up this year, which is, at least in some part, attributed to better speakers and better communication of upcoming events.

Another success measurement is the level of activity and participation of our volunteer base (see my column in the March 2006 *Milestones* for more information on "Volunteerism: WIIFM?"). As mentioned earlier, our members continue to step up and volunteer for opportunities and our volunteer base continues to grow. This is a tribute to the PMI-OC community—how we all share in the growth of this organization, how willing the members are to contribute to its ongoing success, and the spirit of camaraderie that exists among us. The significance of how we are not just a group of members, but a community of people with a shared passion, cannot be underestimated when discussing the success of this organization.

Well, I have talked about success from the chapter's point of view. So what are you doing, as an individual, to be successful, both personally and professionally?

During the volunteer leadership seminar by **Dr Jerry Brightman** (see page 7), one of the key points was to recognize that today's strengths can turn into tomorrow's weaknesses. You need to realize that your current skills, which have allowed you to achieve your present level of success, may not be the same set of skills that you will need to carry you forward into your desired future success.

What does this mean to you? Don't let complacency become the norm. Take an active role in your own development and growth. It is easy to continue those things that you are good at; don't limit yourself.

If you happen to have coffee at my house, you would see that I have a coffee mug which reminds me of the same basic premise. It reads, "What would you attempt to do if you knew you could not fail?" Try something new; try something daring; try something that you always wanted to do, but never had the courage to do. Challenge yourself to try just one thing outside your comfort zone, and show yourself that you can do it. Don't be your own limitation. Each barrier you break opens you to a new set of possibilities. Achieve your next level of success!

*Glen Fujimoto*  
Chair/President

# Volunteer News

At the March dinner meeting, the PMI-OC Board of Directors personally thanked and awarded PDUs to over 110 chapter volunteers for their efforts in 2005. Members were recognized for their participation in various committees, efforts and events conducted by the chapter.

PDUs were awarded based on the criteria established by PMI® and were awarded as Category 5, Volunteer Service to Professional or Community Organizations. Under these criteria, one PDU is awarded for three months of participation, three PDUs are awarded for six months of participation, and five PDUs are awarded for twelve participation months.

If you did not receive your certificate, or if you believe that you are entitled a different award than was given, please contact [Volunteer@pmi-oc.org](mailto:Volunteer@pmi-oc.org) to resolve your situation.

The volunteers who taught in the PMP® preparation classes will receive their certificates at a later date.



Photo by Shirley Goodwin, PMP. More volunteer photos are on page 6.

## VOLUNTEER OF THE MONTH

# Shirley Goodwin, PMP Honored



A resolution was unanimously passed at the January 2006 board meeting of your chapter designating **Shirley Goodwin, PMP** as the **Volunteer of the Month for March 2006**. PMI-OC Volunteer Coordinator **Sylvan Finestone, PMP** honored Shirley at our February dinner meeting, presenting her with a Certificate of Appreciation.

Shirley has been attending our chapter meetings for nine years. She volunteered as a photographer at many of our events including dinner meetings, PMInAction, advanced topics seminars, and many special events. Rarely is there an issue of the *Milestones* that does not have contributions attributed to Shirley.

Because Shirley is always behind the camera, she rarely appears in any of the events she captures for our archives. At the March dinner meeting we had to scramble to find a backup to temporarily replace her for the picture above.

Shirley is a project manager at Lucent Technologies where her customer is Sprint/Nextel. She currently manages projects to install the wireless switches purchased. Shirley has been a PMP since 1999.

We look forward to Shirley's continued participation recording the history of our chapter.

*Sylvan Finestone, PMP*

# Volunteer Opportunities

## Career Fair

Present a career fair to the membership. Organize a career fair prior to a future dinner meeting, possibly in September 2006. Contact the vendors, obtain commitments, and organize the activity. **Contact Programs Director Kristine Munson.** As required time commitment.

## Facilities Team

Coordinate facilities for ongoing events. Participate as team member to coordinate facilities for the PMP® preparation workshops and the advanced topics seminars. **Contact Programs Director Kristine Munson.** As required time commitment.

## Chairperson, Records Committee

Lead the effort to create a centralized repository for the PMI-OC records, including electronic data, assets and any other PMI-OC records. **Contact Operations Director Pan Kao.** Fifteen hours a month for three to five months.

## Member, Records Committee

Support the effort to create a centralized repository for the PMI-OC records, including electronic data, assets and any other PMI-OC records. **Contact Operations Director Pan Kao.** Fifteen hours a month for three to five months.

## Database Developer

Work with Project Manager Mike Harmanos to rebuild the chapter database in SQL, convert data, and provide data access by authorized users. **Contact IT Director Steven June.**

## Database Quality Control

Work with Project Manager Mike Harmanos to test keys, tables, columns, domains and constraints in the new SQL database. **Contact IT Director Steven June.**

## Database Implementation

Work with Project Manager Mike Harmanos to coach users and establish the open database connectivity policies and procedures. **Contact IT Director Steven June.**

## Budget Review Committee

Assist the finance director in financial analysis of the budget and actuals of the chapter. **Contact Finance Director Pia Nielsen-Wagner.** Meets quarterly for four hours.

## Dinner Meeting Sponsor Manager

Work with the marketing director, marketing teams and programs directors to provide vendor showcases for dinner meetings. Coordinate vendor presentation requirements, identify new sponsors, and maintain contact with existing vendor sponsors. **Contact Marketing Director Brent Felsted.** Four to eight hours a month.

## Milestones Account Manager

Work with the marketing director, marketing team and dinner meeting sponsor manager to prepare billings for newsletter and dinner meeting sponsors. Validate that existing companies perceive value for their advertising dollars. **Contact Marketing Director Brent Felsted.** Four to eight hours a month.

## Milestones Advertising Manager

Work with the marketing director, marketing team and newsletter editor to solicit new advertisers for the newsletter and insure newsletter ads are current. **Contact Marketing Director Brent Felsted.** Four to eight hours a month.

## PMP Web Master

Provide information for new classes, sign up announcements and information updates. **Contact PMP Program Manager Mike Graupner.**



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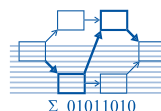
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# MARCH MEETING REVIEW

## Project Manager: Leader, Coach, Mentor

### Sometimes the swan turns into the ugly duckling.

Perhaps you've had the experience. One day you're the individual contributor whom everyone loves to have on the team. The next, you're someone completely different. Or so it appears when you accept the change to project manager. You don't see the change in your own mind, but your teammates now perceive you differently. **Margaret Meloni, PMP** spoke to that transition at our March dinner meeting, giving instruction and good advice for project managers.

Margaret gave us three "roles," ways in which the team sees us, and some techniques for dealing with each one. The first is that of a **leader**. A leader is someone who sets strategy and direction, someone who steers the ship. Sometimes we confuse the team when we make suggestions; they take them as direction. One way to deal with this is to put your ideas forward in the form of a story. By using this technique we are saying, "I have some experience in that; please use it to find a solution."

If you're the leader, you are always "on." When the vice president says "Good morning" to two employees in the hallway, one turns to the other and says, "I wonder what he meant by that." Of higher impact is your example; how do your actions impress your staff? If you're always late for meetings, does this show a lack of respect for other peoples' schedules? Character is something you have; reputation is in the hands of others.



went through a short session which illustrated this method.

Being a **coach** is a third role. The difference between coach and mentor? The coach doesn't recommend a plan of action; the coach shapes behavior to an already known end. "Where are you now? Where are you supposed to be? How are you going to get there?" Coaches use questioning as the key language, as yet another "volunteer" found out (from the same table!)

The presentation ended with a roundtable discussion, at each round table, with a hypothetical situation. This reinforced the lesson. All in all, the training was well received by the audience.

**John Hendershot, PMP**



The next role considered was that of **mentor**. You're a mentor when you are giving advice, recommending a plan of action, or sharing your secret of success. The key to being an effective mentor is to frequently confirm the relationship; you're not there to do it for them, but be a resource so that they can do it. Margaret called for a volunteer to participate in a short role playing. The "volunteer" (shoved forward by the people at her table) then



## Test Your Knowledge on PMP® Exam Questions

Answers are on page 19.

1. You are one of five project managers who report to a director of projects. With the exception of a project support staff, which is available to you full-time and also reports to the project directorate, the rest of your staffing needs are met by drawing on resources from the various functional departments in your company. However, you have considerable influence regarding the selection of project team members. This type of project organization can best be characterized as:
  - a. Projectized
  - b. Balanced matrix
  - c. Strong matrix
  - d. Weak matrix
2. To fulfill a portion of your project scope, you engaged a seller who agreed to a fixed price incentive (FPI) contract, with incentive on cost. The negotiated target cost was \$200,000 plus a target fee of \$20,000. The price ceiling was \$250,000 and the share ratio set at 80:20. Upon completion, the final seller's cost was \$220,000. What should be the total payout to the seller?
  - a. \$220,000
  - b. \$236,000
  - c. \$200,000
  - d. \$180,000
3. Developing a Preliminary Project Scope Statement:
  - a. Is an integral part of the Project Charter.
  - b. Is an output of the Project Management Plan.
  - c. Is a specific process in Project Management Integration body of knowledge.
  - d. Is part of the planning process group.
4. You are in charge of a project to create a new radar system. Your company is well qualified to develop and manufacture a complicated gearbox for this system. However, as part of your risk response planning to minimize cost growth, you decide to procure the gearbox with a firm fixed price contract. This type of strategy is called:
  - a. Transference.
  - b. Avoidance.
  - c. Mitigation.
  - d. Incurring a secondary risk.

# AT THE MARCH MEETING



**1 through 4:** Networking and socializing before the meeting  
**5 through 8:** New PMPs receive congratulations from the audience and commemorative mugs from **John Fuchs, PMP**.  
**9 through 11:** **Mike Harmanos** and **Glen Fujimoto** present raffle prizes to the lucky winners.  
**12 through 20:** Just a few of the dedicated 2005 PMI-OC volunteers who were recognized and awarded PDUs at the March dinner meeting

# DR. JERRY BRIGHTMAN

## Leading the Chapter: What Does It Really Take?

FEBRUARY 24, 2006

**What is a leader?** Dr. Jerry Brightman will not answer that question. You might think the answer to this question is why we brought him out to Orange County, and you would be right, or at least partly right.

Dr. Brightman conducted two seminars over two days. I was lucky to attend the first one, a training session for chapter volunteers. In the short time we were together, he taught us about being leaders. He gave us examples of leaders and leadership styles. He also challenged us with exercises to see how we would handle the leadership role.

We started the day with typical “ice breakers,” but they were not all that typical. To begin, each of us in the class was given a small “leadership learning journal.” We were asked to write our name in it, first with our right hand and then again with our left hand. This exercise proved to be a foreshadowing of things to come, as he was always challenging us to do things we were not comfortable doing, even little things like this.

Next, we were asked to take 30 seconds to write down our strengths. One would think that the next step would be to introduce ourselves to each other, right? Wrong!! We were then instructed to write down the “opposite” side of our strengths. He referred to this as our “shadow side.” For example, the shadow side of “hard working” would be “burnt out.” For “good planner,” “fly-by-the-seat-of-your-pants,” etc. Finally, we were asked to introduce ourselves, but as our “shadow selves.” My introduction went something like this, “Hi, I am Brent, a burnt out, fly-by-the-seat-of-my-pants, going deaf project manager.” It was interesting to hear how different people introduced themselves. How would you introduce your shadow self?

The next exercise involved everyone pairing up. One person could only make statements, while the second person could only ask questions. This was a difficult task to do! It showed us the value of asking the right questions and listening to what was being said. Through asking questions, you can learn about how people think. (Doesn't the PMBOK® say something about that?) Dr. Brightman suggested that we use this tactic at our board and/or staff meetings.



**PMI-OC volunteers at the workshop “Leading the Chapter: What Does It Really Take?” facilitated by Dr. Jerry Brightman.** Seated (left to right): Jerry Brightman, Kristine Hayes Munson, Glen Fujimoto, Rod Hendrixson, Victoria Flanagan, Brent Felsted, Cornelius Fichtner, Pan Kao. Second row (left to right): Diane Altwies, Francis Amalraj, Gloria Walsler, Myrna Bravo, Kim Fields, Judy Quenzer, Susan Thompson, Adrienne Keane, Linda Keller, Jude Cruz. Third row (left to right): Sriram Ramadas, Reza Bourbour, George Meier, Beth Williams, Curtis Browne, Gene Dutz, Susan Faucheux, Sylvan Finestone, Frank Reynolds, Shirley Goodwin. Not pictured: Lew Siegler. Behind the camera: Chandra Vempati.



**PMI-OC Programs Director Kristine Hayes Munson, PMP and Dr. Jerry Brightman observe leadership exercises.**

What should follow a “question asking and listening” exercise? Does SBI mean anything to you? SBI stands for **situation, behavior, and impact**. It is a method of giving constructive feedback. In our society, we have been programmed to give feedback in a way that is non-offensive. In essence, telling people only what they want to hear. The old adage, “If you don't have anything nice to say, say nothing at all,” is good for social situations, but it is not constructive in a business setting. At work, we



**PMI-OC volunteers share learnings.**

need to give useful feedback. This is done by 1) describing the **situation** as we understand it; 2) telling the **behavior** we witnessed; and 3) explaining the **impact** as we see it. This approach will be much more helpful to our friends and co-workers. As the person receiving the feedback, it is important to remember “all feedback is a gift; learn from it.”

After lunch, the class was split into two teams and tasked with building a castle to be sold as a child's toy. We were told we had 30 minutes to build a prototype model, prepare a presentation, create a jingle, and develop a marketing plan. At the end of the 30 minutes, each team would present its finished project, and the best one would be chosen.

Well, 15 minutes into the task, amid scissors cutting madly, paper and tape flying, jingles being sung, and numbers being crunched, the two teams were pulled into a meeting and given a change of plans. We were to merge operations and we had 15 minutes left to come up with one prototype, presentation, jingle, and marketing plan. The rules had changed, and this is where it got interesting. I was working with the design team. We grabbed our castle and joined the other design team. As you might have guessed, the two castles were almost identical. The other team,

*Continued on page 8*

## Leading the Chapter *Continued from page 7*

however, had better, more castle-like, colored paper, so we went with their prototype, adding our drawbridge and tower. At the end of the exercise, the castle was unveiled; the jingle was sung; and numbers were crunched. Two teams that had once been rivals merged and produced a product worthy for market, with a story, and on time.

Here are the lessons learned from this exercise: give people duties; develop a plan; and let them do their jobs. It was amazing to be a part of this exercise and to see how it all came together.

Throughout the day Dr. Brightman challenged and re-challenged us. He had us write down

our top ten values. Then after a few minutes, he changed it to the top five, then three, then one. He never let us get too comfortable, always had us doing something new and different. He was always changing the rules on us. The lesson learned was that we had to be flexible and willing to take on new tasks. He also helped us focus on what was most important.

His challenges did not stop at the end of the day! Do you remember the "leadership learning journal" that I mentioned at the beginning of this article? He asked us to write three pages a day (roughly the equivalent to an eight and a half by eleven inch sheet of paper) for ten days and to report back to him afterwards. I accepted the challenge, and after two weeks I sent him an e-mail stating that I had followed his advice and found that a task that had been a struggle at first was now something I looked forward to.

Thank you, Dr. Brightman, for giving us a glimpse of what leadership entails and helping us unleash the **leader** within, even if you never did define it.

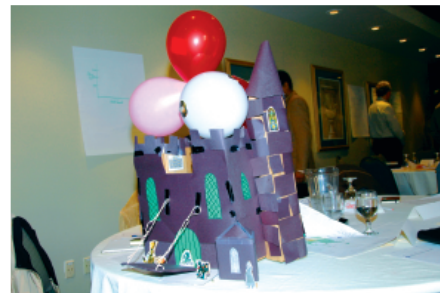
**Brent Felsted, PMP**



*The castle builders stretch their leadership abilities and get out of their comfort zones.*



*Celebration of the successful completion of the castle building exercise*



*The final castle, a true work of art!*



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# DR. JERRY BRIGHTMAN

## Unleashing the Leader Within

FEBRUARY 25, 2006

**Leadership: It all starts with personally making a difference.**

During the second of two full-day seminars, leadership expert **Jerry Brightman, Ph.D.**, introduced the general membership of our chapter to his art of leading people and teams. He took us on an intensive journey to enhance our skills in strategic leadership, change management, systems thinking (see below for Dr. Brightman's definition), communications, vision setting, and coaching.

People have many different ways of being leaders. Some view themselves as action-driven, people-driven, multiple-tasks-driven, or a combination of these. Usually, they find themselves hectic and unrelenting, varied and fragmented in their ways of serving multiple and diverse constituencies. Alternatively, they become adaptive and informal, and frequently reactive rather than proactive. Therefore, many people in leadership roles experience today's world as volatile, uncertain, complex and ambiguous. Add to that the rapid speed of changes in technology, the dynamics of globalization and the blending of cultural and religious fault lines, and soon they feel "in it way over their heads," because there seem to be no easy answers anymore.

Against this hectic and volatile scenario, Dr. Brightman cast himself as a calming and soothing voice, literally exuding confidence and competence, as he asked, "What can you do?"

His was much more than a rhetorical question, as we were soon to find out. Dr. Brightman presented his three steps for getting out of this conundrum:

**Step 1.** Focus on the most basic leadership tasks, such as setting direction, creating alignment, gaining and maintaining commitment, and helping people face and deal with change.

**Step 2.** Increase your individual capacity and effectiveness to carry out these tasks by developing the individual in the people whom you are leading.

**Step 3.** Increase your organization's capacity and effectiveness to carry out these tasks by creating an environment for leadership.

In short, develop and practice leadership not only as an individual, but also collectively, that is, as **me** and **us**. In other words, approach the basic leadership tasks (step 1, above) by demonstrating how you personally are making a difference in their accomplishment.

Perhaps we have all heard it before. Leadership can be learned and taught. Dr. Brightman's take was that leaders have to learn and teach themselves to become effective leaders. To this end, he quickly reviewed the comparisons between leaders and managers **shown above in Table 1: Managers vs. Leaders.**



*Dr. Jerry Brightman looks on as Sam Ali, PMP reads team findings.*

To Dr. Brightman, leadership is chiefly the skill of dealing with situations. Hence, his emphasis on situational leadership. Through situational leadership, the leader can create a team that has the skills, motivation, and willingness to take on responsibilities in any situation. Practicing situational leadership means persuading others of the merits of new ideas. Not an easy undertaking in many cases. People who have a problem (that a leader could solve) often deny having a problem; they resist and only gradually accept a new idea.

**Table 1: Managers vs. Leaders**

Manager	Leader
Administers	Innovates
Is a copy	Is an original
Maintains	Develops
Accepts reality	Investigates reality
Focuses on systems	Focuses on people
Relies on control	Inspires trust
Has a short-range view	Has a long-range perspective
Asks how and when	Asks what and why
Has her/his eye always on the bottom line	Her/his eye on the horizon
Imitates	Originates
Accepts the status quo	Challenges the status quo
Is the classic good soldier	Is her or his own person
Does things right	Does the right things

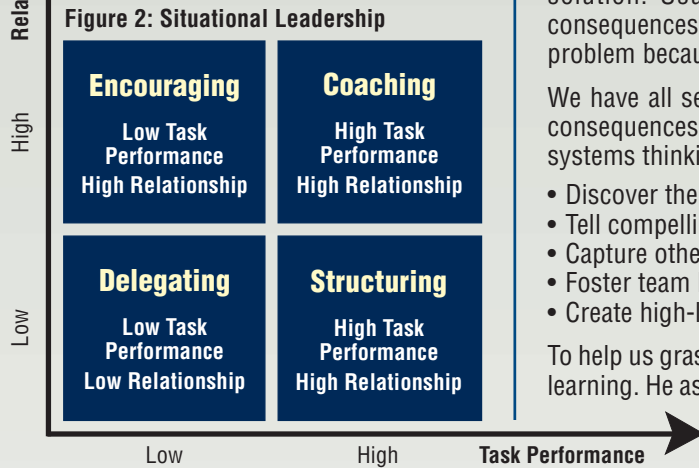
You may remember the Swiss physician, Dr. Elisabeth Kübler-Ross. In the 1960s, she gained worldwide acclaim with her five stages that terminally ill patients go through upon learning of their terminal illness: denial, anger, bargaining, depression, and acceptance.

In analogy, Dr. Brightman presented his four stages that people go through when faced with a new idea: denial, resistance, experimentation, and commitment. The leaders' duty is to guide their team members through these four stages sensitively and encouragingly. Dr. Brightman offered a strategy for going through each stage. These appear in **Figure 1: The Four Stages of Acceptance**, shown below.

*Continued on page 10*



Dr. Brightman's situational leadership comes in four different kinds, depending on the relationship among team members and team leader, and depending on the performance level at which the team members perform their tasks. These four are **Encouraging**, **Delegating**, **Structuring**, and **Coaching** as shown below.



To facilitate the leader's transition through these four quadrants, Dr. Brightman defines a new role for leaders: leading the learning organization for which he identifies these five disciplines.

1. Personal mastery
2. Shared vision
3. Team learning
4. Challenging and changing assumptions
5. Systems thinking

The first four are straightforward; they are what the words mean. The fifth, systems thinking, is the more complex. It is a structure of interacting, interrelated, or interdependent elements forming a whole. This structure can include

- Reward systems
- Rules
- Controls
- Physical structure
- Material flows
- Delays
- Values and beliefs
- Emotions
- Hot buttons
- Hierarchy
- Assumptions
- Habits
- Norms
- Expectations
- Perceptions
- Unwritten rules
- Work processes/flows

What is the link now between system thinking and leadership? Answer: the system archetypes.

Systems archetypes are common stories that transcend organizations, cultures and countries; they help leaders make shared meaning of a host of various complex situations through a process of dialogue and skilled conversation.

A good example is the "shifting the burden" archetype. Whenever a leader or a manager faces a problem, there is frequently the urge to apply a "quick fix" rather than to go through the effort of determining what fundamental choices can bring about a lasting solution. Usually, the quick fix fails to suffice and creates other unintended consequences. Yet, after applying a quick fix, the leader can claim to have solved the problem because it is out of the way, shifted onto somebody else.

We have all seen such situations and been on the receiving end of the "unintended consequences." Despair not. Dr. Brightman has a better way to solve such problems: systems thinking. In his experience, systems thinking forces leaders to:

- Discover the system structure behind chronic problems;
- Tell compelling stories that describe the assumptions;
- Capture other peoples' assumptions;
- Foster team learning; and to
- Create high-leverage interventions that solve chronic problems so they stay solved.

To help us grasp his concept, Dr. Brightman made us experience the dynamics of team learning. He asked us to form teams and tackle specific leadership issues that we have encountered in our professions, and report the results. **Anne De La Cruz's** team did a most remarkable job. Anne has kindly agreed to share her team's results in the table below and on the next page.

**Figure 2: Leaders In A Void**

**Q: How do you get management leadership support? Do you go to where a need exists, or to whomever has the budget?**

**A:** Difficulty when there is no prioritization. This may lead to no results when no one shares a common goal. Who you go to depends on the situation, but it is important that you do the background research and address "what's in it for them."

**Q: How do you deal with politics? Do you play with it? Do you give up yourself when you play politics?**

**A:** Politics is tricky, but the key is to play the game the right way without giving up ethical principles. Perhaps using management's point, elaborating on "how" to do it, and then putting reason for visibility as a suggestion will help.

**Q: How do you get recognition or visibility to get project support? When do you get management leadership involved?**

**A:** It is important to know management's leadership, including what they normally support, what their hot spots are, and their personalities. One must appeal to the "what's in it for me" factor. This includes items that may not be considered high priority. It may be key to sell as win/save money, streamline process, etc.

*Continued on page 11*

*Below left: The beginning of "the buttermilk case." Below center: Pavel Mamaev, PMP reads team findings on conflict resolution. Below right: Anne DeLaCruz reads team findings on leading in a void.*





Above: Lunch break at the Wyndham Orange County Airport

Figure 2: Leaders In A Void

**Q: How do you get less involved managers out of their boxes?**

**A:** Think manipulate or influencing, whichever may be more helpful to you. It would be good to have open discussions to obtain feedback through Q&A discussions. Addressing strategy and scope with management may help definition of direction. Concern arises when lack of management involvement leads to no growth. Need to speak with leader using their vocabulary and buzz words.

**Q: How do you get leadership's attention or visibility? How do you get into the network to learn about company opportunities?**

**A:** Other than suggestions mentioned in class (volunteer, internships, etc.), it will be important to look for opportunities for face-time with leaders. This includes understanding leadership's preferred communication vehicles that may make one more prominent (either written or oral). Asking them about this will not only make them feel more important, but it will show diligence to communication.

**Q: How can you get management leadership to learn more about people?**

**A:** Perhaps starting with management and getting to know about them will help. If they see you doing this with other team members, you can model this action, which may encourage them to show the same interest.

**Q: How can you guide your immediate manager without posing a threat?**

**A:** When speaking with the manager, acknowledge good points. Spin your contribution as a way to help them, and introduce the "how." Communicate thoughts and do Q&A to communicated shared goals and next steps.

**Q: How do you help a manager with an ego feel important to you?**

**A:** Use their good points, and develop your ideas and "how to" from there. If there are tasks that they volunteer to take on, even if you can do it yourself, let them do so, and acknowledge their efforts. Let them know that their support as champion is a necessary and important part of the project.

Dr. Brightman summarized his captivating presentation with his five levels of leadership. They appear in the following table.

**Table 3: Level 1–5 Leadership**

**Level 1: Highly Capable Individual**

Makes productive contributions through talent, knowledge, skills and good work habits.

**Level 2: Contributing Team Member**

Contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

**Level 3: Competent Manager**

Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

**Level 4: Effective Leader:**

Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

**Level 5: Executive:**

Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Thank you very much, Dr. Brightman, for spending two days with us. You have enriched us and enhanced our confidence greatly in performing our leadership tasks. You are a most captivating and inspiring coach.

**George D. Meier, PMP**  
[george.meier.pmp@earthlink.net](mailto:george.meier.pmp@earthlink.net)



*This seminar could not have happened without the caring and devoted help of **Beth Williams**. A big thank you, Beth, for all your efforts.*

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# MEMBER/VOLUNTEER ORIENTATION TRAINING

The PMI-OC Member/Volunteer Orientation Training was held on the University of California Irvine campus on Thursday, March 16th. About forty attendees/volunteers turned out for this event designed to educate new and returning members about the benefits and resources offered by PMI® and PMI-OC.

For most of the attendees, this was the first PMI-OC event that they attended. The PMI-OC Member/Volunteer Orientation Training is a great way to connect with members of PMI-OC, as well as with all the volunteers and directors. This event presents an opportunity for new and inactive members to learn in depth all that PMI-OC has to offer to them, but more importantly, ways that everyone can volunteer and network.

The meeting was similar to past orientation meetings, including a tasty meal, but this one had a new twist; the volunteer aspects of the organization were highlighted. Although the meeting was still arranged to help members feel at ease and allow them to get to know whom to contact when they have a question, more emphasis was placed on the volunteering opportunities available.

**Rod Hendrixson, PMP**, Membership Director, started the meeting by introducing the PMI-OC Board of Directors members who were present: **Glen Fujimoto**, Chair/President; **Victoria Flanagan**, Director at Large; and **Brent Felsted, PMP**, Marketing Director. The volunteers who helped put the meeting together were also introduced: **Myrna Bravo, PMP**, Ambassador Chairman; **Susan Thompson**, Networking 101 speaker; **Sylvan Finestone, PMP**, Volunteer Chairman; **Paresh Desai, PMP**, Ambassador; **John Sunderson, CDP, PMP**, Ambassador; and **Scott Hendrixson**, Volunteer.

Rod presented an online interactive presentation of the PMI website. His presentation included a tour of the website and many features available to members. He displayed the home page and pointed out several features, including the member log-on and the various links across the upper area. Victoria emphasized the Registered Education Provider (REP) and Special Interest Group (SIG) locations on the PMI site, which are often underutilized and not as well known as other aspects of the site.

Rod then spoke about the ambassador program. He explained the basic duties of ambassadors, including meeting people in the chapter and sharing knowledge with new members. One of the many great benefits available to you as an ambassador, as pointed out by Sylvan Finestone, is that you are in a position to learn how each area of PMI-OC functions. This is a tremendous opportunity for anyone to network and influence the PMI-OC chapter, its volunteers, and directors. Members should take advantage of this opportunity, and the chapter needs more ambassadors for many events.

Rod also explained the colored dots the chapter uses on name badges to assist in networking at the various meetings that PMI-OC holds each month, including the dinner meeting. One of the duties of the ambassadors is to ensure that new members are introduced to various volunteers and chapter directors.

At your next PMI-OC event, look out for these dots on the name badges. They can be a valuable tool in networking:

**Red**, new member; **green**, first time attendee; **blue**, job search; **yellow**, hiring.

Sylvan Finestone, PMP, Volunteer Chairman, was introduced and spoke extensively on the volunteer aspects of the organization. His talk and the accompanying handouts introduced the attendees to PMI-OC's organization and its structure, the many committees that use volunteers, and emphasized that the committees that can use more volunteers. His interesting talk had everyone wanting to volunteer. Sylvan had anticipated this and included a new volunteer questionnaire in his handouts. Sylvan is very passionate about volunteering, and he correctly points out the great benefit that this opportunity brings to you.

During a short break, everyone was engaged in conversations and networking. When the break concluded, Sylvan introduced Susan Thompson who spoke on Networking 101.

Susan spoke about the joys of getting jobs by networking. She pointed out that many employers do not post jobs on the internet or newspapers. Jobs are found by knowing someone. By actively networking, whether you have a job or not, you will have tremendous resources that will help you not only in your job search, but also in many other ways. Networking takes time and commitment, but when you need its resources, it can be extremely rewarding.

## Six basic networking premises:

- Jobs almost always come from others you know.
- The 30-second "elevator" commercial is a must for everyone.
- Arrive early at meetings where networking can be done.
- Hang around the registration table to find the people you want to meet.
- Always have your resume ready. Be able to tailor it to the opportunity.
- Always have business cards. One source is Vista Print.

Susan also encouraged several people in the audience to actually stand and give their 30-second commercial. The group was treated to both "looking" and "giving" commercials. Rod's "PMI-OC Networking 101 Reference Sheet" was an excellent companion to Susan's talk.

Glen Fujimoto, PMI-OC Chair/President, gave a few closing remarks before the meeting concluded. Glen mentioned that PMI-OC holds over 80 events a year (too many to list here). There are tremendous opportunities waiting for you, whether you want to network, meet people, connect with peers in your profession, or to enjoy all the benefits of volunteering.

To learn more about the 80 plus events and to receive PMI-OC's *E-Mail Blast*, please visit [www.pmi-oc.org](http://www.pmi-oc.org).

**John Sunderson, CDP, PMP**  
*drbatch@acm.org*

**Paresh Desai, PMP**  
*pdesai@fcsinet.com*

## 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](http://www.pmi.org/pmief) for details.

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

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# WHAT WAS I THINKING?

The little things always trip me up. Sure, I can identify requirements, define project scope, track issues and manage risks, but when it comes to meetings, e-mails, and brown nosing, I make embarrassing mistakes. The stupid thing is that I never seem to learn. Maybe you can learn from some of these slip-ups.

**Meetings.** Nothing stops productivity faster than a useless meeting. Here are some sure signs that my meeting is heading in the wrong direction:

- Forgetting to show up. Yes, I have received phone calls from people that I am supposed to be meeting with. Fortunately, my new Palm Pilot gives me that 15 minute warning.
- Lack of an agenda. Usually any given meeting will have multiple hidden agendas, but if the main reason for the meeting is not presented, it becomes hopeless. To counteract this, I have begun including one or two sentences in the e-mail invitation describing the meeting's purpose. For example, "the purpose of this meeting is to review the weekly status report and outline activities for the next week."
- Missing minutes. If it isn't written, it was never said. Minutes immortalize meeting decisions. The one meeting that lacks minutes is the one that ends up biting me later.

**E-mails.** Communication is a good thing, but poor communication can be worse than none at all. E-mail has become a vital form of miscommunication, replacing those cool air tubes that shot cylinder encased notes throughout the company. So, how can you keep from stepping on your tongue?

- Rereading pays off. Whenever I write an e-mail, it is always clear and concise . . . until I reread it. There have been several times when I had to send a second e-mail apologizing and explaining what I really meant by the first one. For especially touchy subjects, I have started asking co-workers to read them before I press that unforgiving send button.
- Spell checking: Friend or foe? Spelling has never been my strong suit, so spell checking is one of the best inventions ever (close second to the "undo" button). If you aren't careful, however, you can end up with prize-winning typos. Try spell checking "Sarbanes Oxley." Although SOX is serious business, running it through spell checking makes it less worrisome by changing it to "Sardines Oxeye." Then again, those of you interested in truth in reporting would appreciate an e-mail requesting approval of the "fictional requirements" instead of the "functional" ones.

**Brown nosing.** I have historically been klutzy when I try to make a good impression on management. The following two examples are among my more notorious.

- Fresh out of college I was applying for a programming position. The interview went well, and I thought it was a great fit. To cap off my visit and leave a lasting impression, I offered a copy of a college paper I wrote on the Unix scripting language. Upon reconsidering it later, I'm not sure why I thought it would be helpful to people who actually got paid to know it.
- One Christmas I decided to venture out and purchase a gift for an upper manager. Knowing his interest in fishing, I found the book *When Fish Fly* by John Yokoyama and Joseph Michelli, Ph.D. I even had a pen that doubled as a bookmark. I clipped the pen to a page, wrapped and delivered it. An hour later the manager walked up to my office and asked me what he had missed. Having no idea what he meant, I sat there with the most impressive dumb look on my face. He opened the book to the heading the pen was pointing to: "Listen to the ideas of your employees." Note to self, look before you bookmark.

Simple mistakes with simple solutions, yet they trip me up on a regular basis. Oh, well. With 25 plus years to retirement, there is always tomorrow.

*Thomas Cutting, PMP*

## UCI Advanced Project Management Certificate Program

The University of California Irvine Advanced Project Management Program will continue to lead the way in furthering project management education and training.

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Engineering

Other courses will be developed for specific applications in IT, pharma/biotech, and building the business case.

This program was created by a subcommittee composed entirely of PMI-OC members. We are looking for chapter member instructors to handle these advanced projects.

*Martin Wartenberg*  
[mrwarten@uci.edu](mailto:mrwarten@uci.edu)

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# ABBOTT AND COSTELLO

## Meet the 21st Century

This is an update of the classic **Abbott and Costello** “Who’s on First” routine, still popular after more than 60 years. Lou Costello wants to buy a computer from Bud Abbott.

**Abbott:** Super Duper computer store. Can I help you?

**Costello:** Thanks. I’m setting up an office in my den, and I’m thinking about buying a computer.

**Abbott:** Mac?

**Costello:** No, the name’s Lou.

**Abbott:** Your computer?

**Costello:** I don’t own a computer. I want to buy one.

**Abbott:** Mac?

**Costello:** I told you, my name’s Lou.

**Abbott:** What about Windows?

**Costello:** Why? Will it get stuffy in here?

**Abbott:** Do you want a computer with Windows?

**Costello:** I don’t know. What will I see when I look in the windows?

**Abbott:** Wallpaper.

**Costello:** Never mind the windows. I need a computer and software.

**Abbott:** Software for Windows?

**Costello:** No. On the computer! I need something I can use to write proposals, track expenses and run my business. What have you got?

**Abbott:** Office.

**Costello:** Yeah, for my office. Can you recommend anything?

**Abbott:** I just did.

**Costello:** You just did what?

**Abbott:** Recommend something.

**Costello:** You recommended something?

**Abbott:** Yes.

**Costello:** For my office?

**Abbott:** Yes.

**Costello:** OK, what did you recommend for my office?

**Abbott:** Office.

**Costello:** Yes, for my office!

**Abbott:** I recommend Office with Windows.

**Costello:** I already have an office and it has windows! OK, lets just say, I’m sitting at my computer and I want to type a proposal. What do I need?

**Abbott:** Word.

**Costello:** What word?

**Abbott:** Word in Office.

**Costello:** The only word in office is office.

**Abbott:** The Word in Office for Windows.

**Costello:** Which word in office for windows?

**Abbott:** The Word you get when you click the blue “W.”

**Costello:** I’m going to click your blue “w” if you don’t start with some straight answers. OK, forget that. Can I watch movies on the Internet?

**Abbott:** Yes, you want Real One.

**Costello:** Maybe a real one, maybe a cartoon. What I watch is none of your business. Just tell me what I need!

**Abbott:** Real One.

**Costello:** If its a long movie I also want to see reel 2, 3 and 4. Can I watch them?

**Abbott:** Of course.

**Costello:** Great, with what?

**Abbott:** Real One.

**Costello:** OK, I’m at my computer and I want to watch a movie. What do I do?

**Abbott:** You click the blue “1.”

**Costello:** I click the blue one what?

**Abbott:** The blue “1.”

**Costello:** Is that different from the blue “W”?

**Abbott:** The blue 1 is Real One and the blue W is Word.

**Costello:** What word?

**Abbott:** The Word in Office for Windows.

**Costello:** But there’s three words in “office for windows!”

**Abbott:** No, just one, but it’s the most popular Word in the world.



**Costello:** It is?

**Abbott:** Yes, but to be fair, there aren’t many other Words left. It pretty much wiped out all the other Words.

**Costello:** And that word is real one?

**Abbott:** Real One has nothing to do with Word. Real One isn’t even part of Office.

**Costello:** Stop! Don’t start that again. What about financial bookkeeping?

You have anything I can track my money with?

**Abbott:** Money.

**Costello:** That’s right. What do you have?

**Abbott:** Money.

**Costello:** I need money to track my money?

**Abbott:** It comes bundled with your computer.

**Costello:** What’s bundled to my computer?

**Abbott:** Money.

**Costello:** Money comes with my computer?

**Abbott:** Yes. No extra charge.

**Costello:** I get a bundle of money with my computer? How much?

**Abbott:** One copy.

**Costello:** Isn’t it illegal to copy money?

**Abbott:** Microsoft gave us a license to copy Money.

**Costello:** They can give you a license to copy money?

**Abbott:** Why not? THEY OWN IT!

Later:

**Costello:** How do I turn my computer off?

**Abbott:** Click on START.

*Thanks to **Glen Fujimoto** for submitting this hilarious lesson in the value of communication!*

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May 13	June 3	June 17
May 20	June 10	June 24

**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.

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- Non Member: \$850 prior to May 1, \$950 after May 1

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**Questions:** Via e-mail to: [programs@pmi-oc.org](mailto: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.



# PMI-OC DINNER MEETING

**Tuesday, April 11, 2006**

Program: **Why Leaders Fail**

Thomas J. Mattus  
President, Successful Strategies International, Inc.

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:*

Members \$30.00

Non-Members \$35.00

*At the Door:*

Members \$40.00

Non-Members \$40.00

**Featured Presentation Only** (Members and Non-Members)

*In Advance:* \$15.00

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Please register at [www.pmi-oc.org](http://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, April 9, to obtain the "in advance" price. Reservations made after 9:00 p.m. on April 9 will be charged the "at the door" price.

If you are unable to attend, please cancel your reservation at [www.pmi-oc.org](http://www.pmi-oc.org). Members and non-members who cancel their reservations after Sunday, April 9, 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, April 13, 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](mailto:soxbreakfast@pmi-oc.org)

Cost: Self-paid breakfast, parking is validated

### PMO-Local Interest Group (LIG)

**Tuesday, April 18, 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](mailto:info@pmi-oc.org)

Cost: Self-paid breakfast, parking is validated

## April 11 Dinner Meeting Menu



*Garden Salad*

*London Broil  
with*

*Portobello-Merlot Demi-Glaze*

*Served with*

*Garlic Mashed Potatoes  
and Fresh Seasonal Vegetables*

*New York Cheesecake  
with Fresh Strawberry Sauce*

*Vegetarian meals available upon request*

## Answers to PMP® Exam Questions

*From page 5*

### 1. c. Strong matrix

PMBOK® 2004, paragraph 2.3.3, pages 28 to 31 [Project Life Cycle and Organization].

### 2. b. \$236,000

The seller exceeded the target cost by \$20,000 (200K- 220K), reducing the seller's fee by \$4,000 (20% of the \$20,000 overrun). The adjusted fee is \$16,000 (20K-4K), which when added to the final seller's cost (\$220,000) results in a total payout of \$236,000. (Note that this value is under the price ceiling of \$250,000, which is the upper limit of your payout.)

Project Procurement Management, Quentin Fleming, page 288 [Executing]

### 3. c. Is a specific process in Project Management Integration body of knowledge/

PMBOK® 2004, Chapter 4, page 79 and Chapter 3, page 70 [Initiating].

### 4. a. Transference

PMBOK® 2004, paragraph 11.5.2.1, pages 261 to 262 [Planning]

Photo Credits:

Pages 5-8: **Shirley Goodwin, PMP**  
Pages 9-11: **Ronald Weddell, PMP**



## PMI Orange County MILESTONES

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## COMING EVENTS



### APRIL 11 DINNER MEETING

- Why Leaders Fail  
Thomas J. Mattus
- 2005 Volunteer of the Year Recognition



### APRIL 13 BREAKFAST ROUNDTABLE

Breakfast with Your SOX On



### APRIL 18 BREAKFAST ROUNDTABLE

PMO-Local Interest Group (LIG) Breakfast Roundtable



### MAY 6 ADVANCED TOPIC SEMINAR

Requirements Analysis: History and Importance  
Ron Becker, PMP



### MAY 9 DINNER MEETING

- Spyware: Kiss Privacy Goodbye  
Jim Kelton
- 2005 Project of the Year Recognition



### MAY 13 SPRING 2006 PMP® WORKSHOP BEGINS

Visit [www.pmi-oc.org](http://www.pmi-oc.org) for mailing list sign-up



### MAY 18 MEMBER/VOLUNTEER ORIENTATION TRAINING

Location: UCI



### MAY 19-21 REGION 7 SUMMIT

Location: To be announced

### LEGEND



PMI-OC  
Event



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Event



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Event



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