PMI® MILESTONES
ORANGE COUNTY CHAPTER

MAY 2006
Volume 18
Number 5

**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**
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## MAY 9TH PMI-OC DINNER MEETING

# SPYWARE: Risks for Project Managers

***By Jim Kelton,*** *President, Altius Information Technologies, Inc.*

Without your knowledge, spyware loads itself onto your computer systems, using your resources, stealing your proprietary information, and quietly informing others about your activities.

Some forms of spyware may actually change your software configuration and may be almost impossible to remove.

In this presentation you'll learn:

- What spyware is, what it can do, and why project managers need to be concerned
- Why spyware is a project manager, not an IT, responsibility
- That spyware can be found on 87 percent of corporate PCs
- How IT is doing a poor job helping you manage this risk
- Ten surefire ways to protect your systems and get rid of spyware for good
- Why project managers can't rely on Microsoft's new anti-spyware software
- How "phishing" and "pharming" pose risks to you and your organization
- Steps project managers need to take now, before more damage is done

**Jim Kelton** is a leading information technology consultant with 25 years of management and technical experience.

Jim graduated first in his class with a Master of Science degree from one of the top five MIS schools in the nation. Beginning his career, Jim was recruited by the second largest computer manufacturer in the United States. After several years, he was selected by a subsidiary of a Fortune 10 company to serve as their CIO.

Jim is president of Altius Information Technologies, Inc., a Southern California based IT consulting firm. Recently, Jim's peers elected him President of NetTeCH, a nationwide association of IT related companies. In addition to his leadership in the IT arena, he is a past president of the Association of Professional Consultants.

As a leading IT authority, Jim has authored and appeared in over 40 publications, including the *Wall Street Journal, Business Week, USA Today, Los Angeles Times*, and many others. Jim is an expert commentator and frequently appears on nationwide television, including MSNBC.

May Vendor Showcase:
**iSpace, Inc.**
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See ad on page 4.

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## NEW MEMBERS

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Aynur Arkun
Ahmed Attia
Ernest Bitto
Sheila Carter
Michael Clayton
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Deborah Mies
Steven Morris
Brent Place
Ananth Prasad
Mohammed Rahman
Kathy Reed
Rob Roberts
Roberto Ruiz
Neda Saber
Sheree Simpson
Kim Swift
Sam Tenorio
Abhishek Thakur
Joseph Tsai
Christi Valley
Mahbub Wahid

## NEW PMPs

Monica Celnar
Ravi Cidambi
Tabitha Edmonds
Muralidhar Lakshman Gowda
Mark Guevara
James Guthrie
Linda Hardy
Navid Hassain
Steven McAfee
Lyle Owens
Donna Reed
Sharon Welden

# THE CHAIR'S COLUMN

## One Person's Journey

I thought this month I would take the opportunity to follow up on my challenge to you. If you recall, I said that we need to move out of our comfort zones, either personally or professionally, and try something new and different. I figured that I needed to walk the talk, so to speak, so I thought I would share some things I did over the last couple of months.

I am uncomfortable (sounds better than fear) with high open places. No problems flying across the country in 737s and no issues with going to the top of the CNN tower and jumping on the glass floor in the observation deck. But standing on the edge of an embankment looking 20 feet down is very unnerving to me.

I don't remember being this way when I was young. I climbed up high trees, and walked along the tops of walls. But over time, I grew more careful (you know, risk avoidance and mitigation techniques), and now I simply do not put myself in those situations, missing out on new experiences, not because of practical reasons, but because of my own comfort zone.

Shortly after I wrote last month's column, I signed up for a hot air balloon ride. Clearly a venture for foolish people; it takes you up high in the air in a wicker basket. Who would get into such a death device that cannot be steered to avoid an oncoming mountain, or directed to a safe landing location with no trees? Before I knew it, I was high above the Arizona desert. Sure enough, the balloon went up and down, but to my surprise, the pilot was able to guide the balloon around by catching different air currents that went in different directions. Also to my amazement, he was able to land the balloon in a barren area. Had he not, I would still be pulling out cactus needles.

I'm writing this column while returning from a trip to Sedona, Arizona. I decided to take another high heights adventure. This time, I signed up for an open air biplane trip (think Snoopy's airplane). The plane flies very high with only a seatbelt keeping me from popping out from my seat, plunging to certain doom. Strapped in, we took off to see Sedona from above. The ride was bumpy at times, but I enjoyed the wonderful views it afforded.

As I was leaving Sedona, I decided to pull off the road and get better pictures of one of the local landmarks, Bell Rock. As I walked closer, I saw that people were hiking up the rock. This would be my final challenge. I started climbing up, higher and higher. I found it very unnerving, but I pushed myself to keep going. I almost stopped at one point, but told myself I needed to keep going. After all, if these people made it up there, so could I. Every time I turned around, I got that sick feeling at the bottom of my stomach. Climbing around on a rock without stairs and a guard rail was just, well, unnatural.

I climbed up and stood near the edge of one of the drop-offs, and my mind filled with a number of reasons why this was a horrible idea (in about 50 milliseconds; what can I say; I'm an IT project manager):

- The glue holding the soles of my shoes might suddenly fail.
- A sudden 60 mph gust of wind would knock me off.
- The rock I was standing on, after being in the same place for thousands of years, would crack and slide down the mountain.

I persevered, and I finally made it! It was an exhilarating feeling; I pushed myself to work through my comfort zone and was rewarded with amazing views and a sense of accomplishment. I sat down and enjoyed some crackers and cheese, while looking at the sights. I could see my car way down below where I had originally taken a picture. If you happened to be in Sedona that Sunday and took a picture of Bell Rock late in the afternoon, that Asian guy sitting cross-legged enjoying a snack is me.

So what does this all mean? I was able to take myself beyond my comfort zones and tackle something that was difficult for me to do. Each breakthrough makes it easier for me to address other new challenges, both personally and professionally.

*Continued on page 3*

# Volunteer News

**Melanie McCarthy** has been selected by the PMI-OC Board of Directors as the 2005 Volunteer of the Year.

Melanie organized and conducted networking seminars for the chapter from June, 2003 through November 2005. She has always been available, delivering a high quality presentation that has been well received by the attendees These networking seminars were a vital part of the services we provided to our membership.

Melanie has devoted many hours to our in-transition members and those who were thinking of changing positions. In these seminars, she assisted the attendees in honing their job hunting skills, often suggesting specific techniques. Her interactive facilitation allowed a focus on networking among the participants, often providing job leads and job offers.

In selecting Melanie, the board recognizes her leadership, her positive example, integrity, and great service to the PMI-OC members and to the chapter.

Please join us at the dinner meeting on May 9th when we will honor Melanie as the 2005 Volunteer of the Year.

# Volunteer of the Month

## Judith Berman, PMP Honored

At the PMI-OC Board of Directors meeting, **Judith Berman, PMP** was unanimously selected as the Volunteer of the Month for April, 2006. Judith was honored at the April dinner meeting by **Sylvan Finestone, PMP,** the chapter volunteer coordinator, who presented her with a Certificate of Appreciation.

Judith has been a member of our chapter for three years, earning her PMP® certification in 2004. Currently she is in the second year of chairing the monthly Advanced Topics Seminars. In the past she has volunteered for PMInAction, as an instructor in the PMP preparatory classes, and as a frequent contributor to *Milestones*.

In selecting Judith, the board of directors agreed that she takes a leadership role among the volunteers in our chapter, always ready to take the extra step when needed.

Judith is employed at Financial Freedom, where she fills many functions in her assignments as a senior project manager, a senior business analyst, trainer, technical writer, and as a senior HR representative. She also contributed to the OuterCore text used in the PMP preparatory classes.

We look forward to Judith's continued participation in the Advanced Topics Seminars and other programs to benefit the chapter.

***Sylvan Finestone, PMP***

## The Chair's Column *Continued from page 2*

I restate my challenge to all of you to push yourselves outside your comfort zones, to gain new skills and new experiences. All these changes, small or large, will help you grow as an individual. To try and to fail is not the ultimate disappointment; it is to never try at all.

I would like to hear stories from all of you on what you did to break through your comfort zones, how you felt before and after, and what impact it had on you. Send them to me at chair@pmi-oc.org. If I get enough responses, I will share them in a future article (with your permission, of course).

***Glen Fujimoto**, Chair/President*

# 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 Stephen 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 Stephen June.**

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

**Trainer, Member/Volunteer Orientation**
Using materials already developed, conduct new member and volunteer orientations every second month for 40 to 50 attendees. Assist the Member Welcome Program Committee to develop additional material as new member needs are re-defined. **Contact Membership Director Rod Hendrixson.** Four to six hours every other month.

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| **3.** Detailed Project Planning | September 9 & 23, 2006 |
| **4.** Project Monitoring and Control | October 7 & 21, 2006 |
| **5.** Project Risk Management | November 4 & 18, 2006 |

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# April Meeting Review

## Managers Manage THINGS. Leaders Lead PEOPLE.

*Master of Ceremonies **Mike Harmanos** introduces the April guest speaker, **Tom Mattus**.*

The featured speaker at our chapter dinner meeting in April was **Thomas J. Mattus**, the president and co-founder of Successful Strategies International, Inc. (SSI). His topic was "Why Leaders Fail." Tom is an engaging speaker with a highly mobile style, and his presentation was well received.

Project failure is a familiar topic to all of us. We've all seen it; most of us have experienced it first hand. It doesn't take too long for a new project manager to find out why projects fail. The number one cause of project failure is, of course, failure to clearly define the project's objectives. Scope, statement of work, work breakdown structure; these are essential to project success. But, is it perhaps that the subject is so close and personal? We don't hear much about what causes project leaders to fail. Tom gave us the results of a survey of IT personnel asked to identify the characteristic failures of the worst manager they ever worked for. Results, in order:

- Poor interpersonal skills
- Self centeredness
- Failure to acknowledge problems
- Untrustworthiness
- Weak management skills

*Questions and comments from **Caroline Jurado, PMP** and **Steve Bernard, PMP***

It's no surprise that interpersonal skills topped the list. Interpersonal skills are part of a larger category Tom that called "emotional intelligence." This is often the distinguishing characteristic between good leaders and great ones. It's particularly important when working with a new leader; 35 percent fail in their first 18 months.

Tom put forward six questions that a leader should ask himself to become more effective:

1. How is that working for you? Have you asked your employees to rate you as a boss or project manager? Get their feedback and listen to it, don't defend yourself against it.
2. Where are you vulnerable? Are there specific behaviors that derail your good performance?
3. Do you analyze the adversity you are facing? (Learn from your mistakes.)
4. Do you listen to your customers, including those within your own corporation?
5. Do you have a mentor/confidant? Everyone, no matter how experienced, can use this.
6. Do you force yourself to change?

That last one is important, especially as you grow older. As Tom said, "The only difference between a rut and a grave is the depth."

***John Hendershot, PMP***

***John Wheeler** from PMOptimize, the April vendor showcase, with **Cyndy Cservenynk** from Plan b Solutions*

## Test Your Knowledge on PMP® Exam Questions

*Answers are on page 14.*

1. An employee of a residential architectural firm is responsible for preparing cost estimates for the firm's clients. One of the firm's clients has requested a cost estimate to build a house based on the specific architectural rendering delivered to the client. By reviewing the firm's extensive database of actual costs for a variety of previously built homes, the employee determined that this particular house should cost $54 per square foot. This parameter, when multiplied by the square footage shown on the architectural rendering, provides the cost estimate. What cost estimating technique did the employee use?
   a. Computerized estimating
   b. Parametric estimating
   c. Analogous estimating
   d. Bottom-up estimating

2. To fulfill a portion of your project scope, you engaged a seller who agreed to a cost plus incentive fee (CPIF) contract, with incentive on cost. The negotiated target cost was $200,000 plus a target fee of $20,000. You have further negotiated with the seller and established that the minimum fee shall be $16,000 and maximum fee of $25,000. The share ratio was set at 80:20. Upon completion, the final seller's cost was $230,000. What should be the total payment to the seller?
   a. $220,000
   b. $246,000
   c. $200,000
   d. $244,000

3. Your company is applying the "Earned Value" methodology to measure and report performance. At a specific point in time for a given project, the following data has been established: Earned Value (EV) = $1,500; Actual Cost (AC) = $1,600. If the budget (or budget at completion, BAC) was established at $5,000, what is the Estimate at Completion (EAC) if one assumes that current cost variances are seen as typical of future variances?
   a. $5,000
   b. $5,100
   c. $5,333
   d. There is insufficient information to make a judgment.

4. All of the following are tools and techniques for the process, Human Resource Planning, *except:*
   a. Organization charts and position descriptions
   b. Networking
   c. Organization theory
   d. Enterprise environmental factors

PMI®

ORANGE COUNTY CHAPTER

is pleased to announce that

# Mark Adams, *EnthusiAdams, Inc.*

will be the featured guest speaker at the chapter's dinner meeting on July 11, 2006 at the Wyndham Orange County Airport.

Mark Adams is one of the most sought after motivational speakers and business educators in America. Mark is a professional communicator who helps people from all walks of life achieve success.

His background as a former championship college basketball coach, and now a successful businessman and color analyst on ESPN and FoxSportsNet, gives Mark a unique view of what it takes to lead your team in sales, customer service and management/leadership training through better communication and coaching strategies.

Mark's Presentation:

## Redwoods: Spread Your Roots and Coach Your Project Management Team to Success!

Redwoods are the tallest trees in the world. They can grow to 300 feet and live for over 2,000 years, but this giant tree has roots that penetrate the ground to a depth of only ten to thirteen feet. Redwoods spread and intertwine their roots with each other to stand tall and strong as they battle strong Pacific storms. Mark Adams challenges his PMI® audiences to spread their roots and develop team/alliance strategies that drive better team performance and better profitability with strong alliance relationships.

In today's competitive environment it is important to understand that successful businesses are built one person at a time, while putting that person in a position to touch as many people around him/her as possible. What strategies do you have today that drive your projects? How do you deal with your employees and customers each and every day? How can you best spread your roots and your company's roots to success while manageing your projects?

Mark Adams presents simple and common sense strategies based on redwoods. Learn how to spread your roots and coach your project management team to success!

***The Mark Adams File***

*1997 to present:*
*President, EnthusiAdams, Inc.*

*1996-2002:*
*Sales Professional and Trainer, Dayton Technologies*

*1999-Present:*
*National and Regional College Basketball Television Analyst for ESPN, A-10 Network, Fox & WHIO-TV (CBS affiliate), Dayton, Ohio*

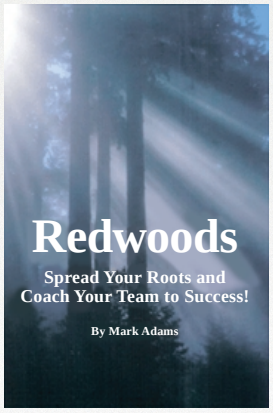
*Author of five books, most recent, "Winning in Overtime: Championship Sales Strategies From a Championship Coach!"*

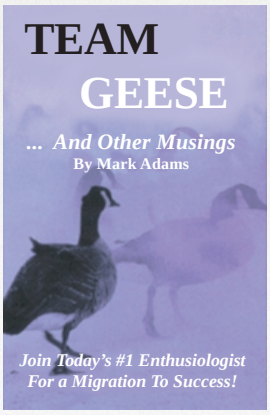
*1997-2005:*
*Host of "Flyer Feedback," WHIO-AM, Dayton, Ohio*

*Popular classroom professor. Ranked number one professor according to student evaluations at Western Oregon State University in 1988*

*1979-1996:*
*College basketball coach including: Head Coach, Central Connecticut, 1991-96; Assistant Coach for Kelvin Sampson at Washington State University, 1989-91; Assistant Coach at Idaho State University, 1979-82; Head Coach at Western Oregon State University, 1985-89 (West Division Champions); Head Coach at Rocky Mountain College, Montana, 1982-85 (Regional Champions and NAIA National Tournament Bid)*

*Bachelor of Science Degree in Physical Education from the University of Cincinnati in 1979 and Master of Science Degree in Athletic Administration from Idaho State University in 1980*



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# PMI-OC 2005 Project of the Year Award

**The PMI-OC 2005 Project of the Year Award was presented to the Sue and Bill Gross Women's Pavilion, Hoag Memorial Hospital Presbyterian, at the April 2006 dinner meeting.**

*Left to right:*
***Steve Mynsberge**, McCarthy Building Co.; **Langston Trigg**, Hoag Hospital; **Judy Quenzer, PMP**, PMI-OC; **Mike Parris**, Hoag Hospital; **Issam Khalaf**, Jacobs Facilities, Inc.; **Randy Regier**, Taylor and Associates Architects*

Hoag Hospital, Facilities Design and Construction, embarked on a major expansion to the hospital by adding a 320,000 square foot building to the campus. The project team consisted of **Hoag Hospital Facilities Design and Construction** (Owner), **Taylor and Associates Architects** (Architect), **Jacobs Facilities, Inc.** (Construction Manager), and **McCarthy Building Companies** (General Contractor). The project team delivered and executed the design and construction of their new **Sue and Bill Gross Women's Pavilion**, a state-of-the-art women's healthcare facility. This base-isolated, steel moment-framed structure was designed and built to SB-1953 and OSHPD standards.

The Women's Pavilion serves as a replacement facility and offers a multitude of comprehensive healthcare services all under one roof. The list of services include maternal, child, breast, and gynecological care, as well as imaging. It even offers a first-of-its-kind in the U.S., perimenopausal clinic. It has six surgical suites, seven endoscopy procedure rooms, 152 private patient rooms, and its most significant features: its birthing facilities.

**The project came in two months ahead of its scheduled completion and within budget.**

We are delighted to honor this project with our chapter's project of the year award because it represents a valuable contribution to Orange County and to the project management community we serve.

### Some Key Challenges:

The construction occurred alongside the ongoing hospital operations. The Hoag Hospital site needed to simultaneously upgrade all of its major utilities, as well as renovate its central plant, in preparation for the new tower. The project's scope of work included construction activities to be performed within the existing hospital, without ever interrupting the existing services. A mistake could have caused serious consequences for the hospital functionality. Early on, the project team defined its roles and responsibilities for each entity to ensure no impact to patient care during the construction phase.

Restricted site configuration: the site was extremely limited in both staging and lay down area since it was tightly surrounded by buildings on all sides but one. The project team creatively derived ways to manage a high-paced, fully-functional construction site without negatively impacting patient care and safety to all users.

### Integration:

The appropriate integration of the project development plan, the successful execution of this plan and change control methods utilized by the team throughout the duration of the project ultimately lead the Women's Pavilion to its successful completion.

### Scope Management:

The Project Development Plan clearly defined the overall project scope and how changes to the project cost and/or schedule would be handled. The project team stringently followed the detailed procedures in the plan.

### Teamwork:

The project team worked in a collaborative manner to meet the needs of the owner, individual companies, and the project as a whole.

The project came in within budget and ahead of schedule. **Mike Parris** said that it was an honor to be associated with such a team of professionals during this project.

Project manager for PMI-OC was **Vincent Domingo, PMP**. Judges were **Frank Reynolds, PMP; John Hendershot, PMP;** and **Judy Quenzer, PMP.**

***Judy Quenzer, PMP***

## Congratulations to Pan Kao, PMP

on his selection for the PMI® Leadership Institute Masters Class of 2007.

The Masters Class is a year-long learning initiative providing intensive training, development and support for a limited class of participants who have demonstrated outstanding volunteer leadership over large, diverse, self-motivated groups. Pan is PMI-OC Operations Director/Secretary; many participants are directors or officers of large PMI chapters.

As you read this newsletter, Pan is attending his first class in Madrid, Spain. Leadership Intensive Workshops will follow in September and November in the PMI EMEA (Europe-Middle East-Africa) Region and in May 2007 in Budapest, Hungary. Graduation ceremonies will be held in conjunction with the PMI EMEA Leadership Institute meeting in Budapest in May of next year.

Congratulations, Pan. We look forward to reading about your experiences in Madrid in the next issue of *Milestones.*

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## Thursday, May 18, 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 |
|---|---|---|
| • Membership Profile | • Valued Programs | • Ambassador Program |
| • Components | • Event Registration | • Networking 101 |
| • Logging PDUs | • Career Center | • 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, May 18, 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 232, Rooms 110-111**
Women's Opportunities Center
University Extension A UNEX (D7)
Park in lot SSPS, across from the building.
Quadrant D7, Building 232 on the UCI map:
Download map at
**http://today.uci.edu/pdf/UCI_05_Map.pdf**

**Directions at:**
www.pmi-oc.org/
spevent_detail.asp?ev_id=392

**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**


[expert]

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CLASS LOCATION: Laguna Hills
DATES: May 22-26

CLASS LOCATION: San Diego
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# How to Communicate Difficult Things Without Difficulty (Even to Difficult People)

***Presented by Will Crist***

**Are you having difficulty communicating things in your projects?** Judging by the number of people attending the April 1st Advanced Topic Seminar at UCI, you are not alone. Clear and direct communication is the best tool you have in managing your projects, but many project managers do not use this tool effectively.

**Will Crist**, of Sandler Regional Training Center, presented a seminar covering communication tools and techniques to help project managers convey "information about what needs to be done, when it needs to be done, and whether they're doing an adequate job that will help bring the project in on budget and on time." One way to convey information and get things done is to quickly recognize and identify six different individual ego states.

Human communication is complex and fascinating. We humans constantly shift from one ego state to another. To be an effective project manager, you need to recognize the functions of the six ego states and respond to them appropriately. Mr. Crist presented six ego states: parent critical, parent nurturing, adult, child natural, child rebellious, and child compliant.

## Six Ego States Defined

| | | |
|---|---|---|
| **PC** | **Parent Critical** | Tells us what not to do. |
| **PN** | **Parent Nurturing** | Tells us anything is possible. You can conquer the world. You can be successful at anything. |
| **A** | **Adult** | At some point, the adult grows in us. Strong adult helps us.. |
| **CN** | **Child Natural** | I want! I want this. I want that. |
| **CR** | **Child Rebellious** | They rebel when you tell them to do something. |
| **CC** | **Child Compliant** | Always do what they are told. "I will do what you want me to do." |

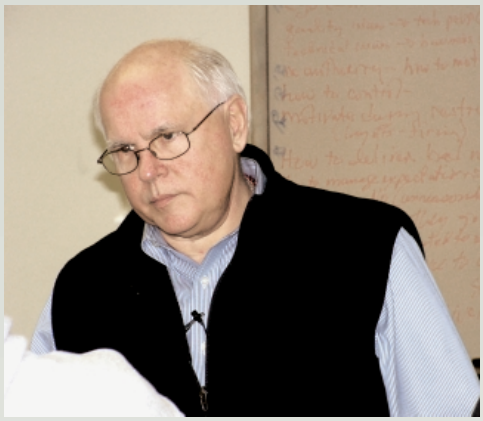
Your goal as a project manager is not only to recognize the ego state of individuals in your organization, but to be in the ego state of parent nurturing (PN) and adult (A) yourself. These two ego states tell us to leave our emotions behind as project managers. Mr. Crist suggests that we should be 70 percent parent nurturing and 30 percent adult. What does this all mean?

As project managers, you should nurture your team members (and other individuals in your organization). Don't tell them what to do, and don't blame them. Take responsibility as project managers. Above all, do not be in the ego state of a child. Leave the child in the car! Why is this important?

**Dr. Eric Berne** (1910-1970), prominent psychiatrist, originator of transactional analysis, and bestselling author (*Games People Play*), discovered that we have recorders in our brains. As children, we record everything until we reach six years of age. Everything that we do as adults is based on what is recorded in our brains. We do not form new emotions, but rather we tap in to our childhood memories. If your parent was critical during your childhood, then you are going to get a rebellious child behavior. By being nurturing to others as a project manager, you are leaving emotions behind. Using other tools and techniques. You can nurture your team members so that they can be effective in their roles.

## Stroking

Mr. Crist explained a stroking technique as one tool to help nurture individuals. There are two types of strokes: positive and negative. We live in a stroke deprived world, and we monitor our stroke meter to determine if we are getting enough positive strokes. As a project manager, find some



way to stroke your team members. You should be giving at least two positive strokes to each of your team members every day. This will help reduce the number of fires that flare up in your project. **Start giving positive strokes!**

In addition, spend 30 minutes with each member of your team once a week at about the same time. Keep the meeting place in a neutral environment, such as a conference room or coffee shop (even a playing field). Get to know your team members. Ask them the following three questions:

1. What do you want to accomplish?
2. What do you need to do differently to make this happen?
3. What kind of help do you need?

## How to Criticize Someone

Have you had to criticize someone? Many of us criticize others and ourselves every day, but did you know there is a technique that helps you do this unavoidable task in a positive and nurturing manner?

When you have to criticize someone, use the following technique:

1. Commend
2. Recommend
3. Commend

Ask them, "Would this be helpful?" Always get their permission when criticizing or delivering bad news, and be in a nurturing mode. "I have bad news to give you. Do you want to hear it now?" or, "I am not sure I am good at communicating, and I am not doing this very well. What can we do to fix this?"

*Continued on page 12*

Photos by **Ragupathi Kuppannan, PMP**

# April Advanced Topic Seminar *Continued from page 11*

### 12Identity, Roles, and Matador Technique

What happens when you don't perform in your role adequately all of the time? It's important that you realize that your **role** is being criticized, **not your identity**. Don't confuse your identity and your role.

**Matador Technique.** When the matador comes into the stadium with his red cape, he takes the red cape and holds it in front of him below the shoulders. A bull comes charging straight at him, attracted to the red cape. Does the matador stand there waiting for the bull to strike him? No, he turns the cape to his side so that the bull misses him. The bull does not know the difference, and tries to attack the matador again, and again the matador turns away to avoid the charging. Don't let the bull hit you!

Don't take it personally. You are playing a role. Your identity will not go away just because the role does. People have incredible ability to survive natural disasters like floods, hurricanes, tornados, earthquakes, and other calamities. Remember that you have to have a strong identity!

### Contract

A contract is very important in transactional analysis. A contract is an agreement between both parties. Both parties must understand and agree. No mind reading ("Oh, this is what they want.") should be required. The contract must be mutually understood and benefit both parties.

### Up-Front Contract Techniques

These seven steps will help you be clear about where you are and where they are. Approach every encounter by following the steps below. **Don't manage by results!**

1. **Appreciation.** Call ahead to be invited in. They are more receptive when they have invited you. "Thanks for inviting me."
2. **Set a time.** Make the time and length of a meeting and conversation clear.
3. **Deal with interruption.** "What I want to talk to you about is important, but you look busy. Is there a better time to talk about this?"
4. **Their agenda.** "What issues do you want to deal with?"
5. **Your agenda** is to ask a question.
6. **Outcome.** "Would it make sense to spend at least five minutes together to discuss our agreement?"
7. **My biggest fear.** "My biggest fear is that I don't know how to control my anger. Can you help me with it?" (optional step)

### Other Useful Communication Tips

- People do what they do for their reasons, not our reasons.
- Always say "my fault" as project manager. Never say his or her fault. Do not act like a child. Be a genuine nurturing parent.
- How do you know when people get the message? **Ask them!**
- Don't force someone into the project. Ask them, "Would you like to be on this project team?"
- They have to feel like they are in control while you are in control.
- Don't just be nice. Sincerely care about what they want.

In conclusion, know your identity; be nurturing and an adult; leave the child in you at the door; and take responsibility because it is always your fault as project manager, not others.

What are the three biggest management techniques you can use to ensure a successful project? **Nurture, nurture, and nurture.**

***Paresh Desai, PMP***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# Advanced Topics Seminars

## Saturday, May 6, 2006

***UCI University Extension Building H, Room 168-170***

### Requirements Analysis: History and Importance

***Presented by Ron Becker, PMP***

This brief course will cover some of the history of requirements analysis, who has used it, how it has been misapplied in some areas, and how to apply it properly. Its use, impact, and benefits will be discussed, together with how it can help make you money on your next contract. You will learn how to write good requirements, recognize poor requirements, and develop good test requirements at the same time you are developing the performance requirements

**Ron Becker** holds a BS in Mathematics from the University of San Francisco, an Executive MBA from Pepperdine, and a PMP® from Villanova. Ron's career spans nearly forty years of software proposal development, software project planning and software project management.

Ron was the first Director of Computer Resources for Lockheed Martin, serving Lockheed as the single point of contact to the USAF. He received customer requirements and provided overall guidance and direction to Lockheed, Boeing, General Dynamics and Hughes Computer resource teams, from the pre-proposal stage up to full scale development of ATF/F-22. He currently works on Boeing's Future Combat Systems program.

**LOCATION:**

**UCI Main Campus**
Go to www.uci.edu/campusmap/. Map grid D8, building 236 in the red area.

**TIME:**

**8:00 a.m. to 12:00 p.m.**

**PARKING:**

Social Science Parking Structure
$7 a day.

For more parking information, go to www.parking.uci.edu/permits/guestparking.cfm.

**REGISTER:**

www.pmi-oc.org

**QUESTIONS:**

advancedtopics@pmi-oc.org

**PDUs:**

There are four PDUs for this event.

**COST:**

$35 for PMI members
$40 for non-members

Go to www.pmi-oc.org for more details.

## Saturday, June 3, 2006

***UCI University Extension Building C, Room 101-102***

### Giving Your Boss Bad News and Surviving

***Presented by Philip E. Quigley, CFPIM, PMP***

One of the most difficult challenges any leader faces is telling his superiors bad news. The real challenge is telling them bad news and surviving. In the real world you will have to tell your boss bad news sometime during your career.

This workshop is designed to give you some tools so you can deliver the bad news and survive. It will be a workshop format; there will be a minimum of lecture, but there will be several case studies. Case studies where you will be formed into groups, perform analyses of the situations, and determine the best way to deliver the bad news. You will then present your plans to the rest of the class for critiques.

**Phil Quigley** is a senior portfolio manager with Computer Sciences Corporation. He has extensive experience in material and operations management, new product development and systems implementation. He has spoken at national conventions of APICS and IBF and local chapters of APICS and PMI®.

Phil writes a monthly column, "The Management Perspective," for the *APICS Advantage* magazine and is a member of the editorial board. Phil teaches at the University of California, Irvine and California State University, Fullerton.

# Mark Your Calendars Now

**June 13 Dinner Meeting**

**Julie Wilson, PMP**
Disasters Happen. Sweat the Important Stuff.

After Hurricane Katrina, one can draw many insights from what went wrong and what needs to be done in the area of risk mitigation. We've learned that it pays to be on the offensive.

Julie Wilson will share her insights on various disaster situations, how to plan for, cope with, and survive disasters in reaching "new normal."

**July 8 Advanced Topic Seminar**

**Andy Anderson** and **Allan Shechet**
OPM3, Part 2

How much does your company invest in project management every year? Can your company identify the benefits of project management? Would you like to help your company improve return on project management investment? Yes? Come learn how.

**July 11 Dinner Meeting**

**Mark Adams**, Enthusi*Adams*, Inc.

Don't miss this dynamic presentation by one of the most sought after motivational speakers and business educators in America!

**SEE INSERT**

**August 8 Dinner Meeting**

**Mike Parris**
How Did We Do It? Women's Pavilion at Hoag Memorial Hospital Presbyterian PMI-OC 2005 Project of the Year

**September 9 Advanced Topic Seminar**

**Jan Birkelbach, PMP**

**September 12 Dinner Meeting**

**Tom Stein**

**October 7 Advanced Topic Seminar**

**Diane Altwies, PMP**
Overcoming Team Dysfunction

**October 10 Dinner Meeting**

**Craig Smith**
Building the Great Pyramid, Project Management

**November 4 Advanced Topic Seminar**

**Mike Cohn**
Agile Estimating and Planning, User Stories Applied

**December 2 Advanced Topic Seminar**

**Margaret Meloni, PMP**

**December 12 Dinner Meeting**

**Christine Fotheringham**

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# Answers to PMP® Exam Questions

*From page 5*

**1. b. Parametric estimating**
PMBOK® 2004, paragraph 7.1.2, pages 164 to 165 [Planning].

**2. b. $246,000**
The seller exceeded the target cost by $30,000 (200K–230K), reducing the seller's fee by $6,000 (20% of the $30,000 overrun). The adjusted fee is calculated to be $14,000 (20K–6K). However this value is lower than the minimum fee of $16,000, which the seller is entitled to receive by contract. Thus the total payment to the seller is the sum of the seller's final cost ($230,000) plus the minimum fee ($16,000), or $246,000. *(Note: cost reimbursable contracts do not have a price ceiling.)*

*Project Procurement Management,* Quentin Fleming, pages 100 to 102 [Executing]

**3. c. $5,333**
The generic formula for EAC = [(Work Remaining)/(Performance Factor)] + AC, where the Work Remaining is BAC – EV; the Performance Factor in this case is the CPI = (EV)/(AC). A short form of the generic formula for EAC is EAC = (BAC)/(CPI), which can be derived algebraically. Using the parameters given, we have EAC = (5000)/(0.9375) = 5,333.

PMBOK® 2004, paragraph 7.3.2.3, pages 172 to 176 [Monitoring and Controlling].

**4. d. Enterprise environmental factors** *(This is an input to Human Resource Planning.)*

PMBOK® 2004, paragraph 9.1.2, pages 205 to 207 [Planning]

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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.**

| | | |
|---|---|---|
| **May 13** | **June 3** | **June 17** |
| **May 20** | **June 10** | **June 24** |

***Where:***

**Holiday Inn** and **University of Phoenix**
Laguna Hills — South Coast Learning Center
25205 La Paz Road — 3150 Bristol Street
Laguna Hills, CA 92653 — Costa Mesa, CA 92626

***Cost:*** The workshop fee is per participant, payable at the time of registration. The classes fill very quickly, so get your reservation and money in early to guarantee a seat.

- **PMI Member: $750 prior to May 8, $800 after May 8**
- **Non Member: $850 prior to May 8, $950 after May 8**

***Register:*** **www.pmi-oc.org**

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

***Note:*** *This course is NOT intended to teach the participant project management or to impart project management industry experience. Its primary purpose is to prepare the participant for the PMP exam based on the PMI identified domains and PMI recommended preparation material.*

# PMI-OC Dinner Meeting

## Tuesday, May 9, 2006

Program: **Spyware: Risks for Project Managers**
**Jim Kelton**
President, Altius Information Technologies, 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:* | | *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, May 7, to obtain the "in advance" price. Reservations made after 9:00 p.m. on May 7 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, May 7, 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, May 11, 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, May 16, 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

## May 9 Dinner Meeting Menu

*Caesar Salad*

•

*California Chicken*

*Tequila-Lime Marinated Chicken Breast Topped with Tomato, Avocado, and Jack Cheese*

*Served with Spanish Rice and Fiesta Corn*

•

*German Chocolate Cake with Caramel Sauce*

•

*Vegetarian meals available upon request*

# 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 pursing a degree in project management. Go to www.pmi.org/pmief for details.

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

Photos on pages 3, 5, and 7
by **Shirley Goodwin, PMP**

**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 manage-ment 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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**PMI-OC, Inc.**
**Attn: Naomi Iseri, PMP**
editor@pmi-oc.org

# Coming Events

**MAY 6 ADVANCED TOPIC SEMINAR**
Requirements Analysis: History and Importance
Ron Becker, PMP

**MAY 9 DINNER MEETING**
Spyware: Kiss Privacy Goodbye
Jim Kelton

**MAY 11 BREAKFAST ROUNDTABLE**
Breakfast with Your SOX On

**MAY 13 SPRING 2006 PMP® WORKSHOP BEGINS**
Register at www.pmi-oc.org

**MAY 16 BREAKFAST ROUNDTABLE**
PMO-Local Interest Group (LIG) Breakfast Roundtable

**MAY 18 MEMBER/VOLUNTEER ORIENTATION TRAINING**
Location: UCI

**MAY 19-21 REGION 7 SUMMIT**
Las Vegas, NV

**JUNE 3 ADVANCED TOPIC SEMINAR**
Giving Your Boss Bad News and Surviving
Philip E. Quigley, CFPIM, PMP

**JUNE 13 DINNER MEETING**
Disasters Happen: Sweat the Important Stuff
Julie Wilson, PMP

**JULY 8 ADVANCED TOPIC SEMINAR**
OPM3, Part 2
Andy Anderson, PMP, and Allan Shechet, PMP

**JULY 11 DINNER MEETING**
**Mark Adams, Enthusi*Adams*, Inc.**
Don't Miss this Important Event! See insert!

**AUGUST 11-12 7TH ANNUAL SCCTC CONFERENCE**
"Growing and Strengthening at the Speed of Technology"
Hilton Long Beach and Executive Meeting Center

**LEGEND**

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

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