PMI ORANGE COUNTY CHAPTER

MILESTONES

NOVEMBER 2006 • Volume 18 • Number 11

NOVEMBER 14TH PMI-OC DINNER MEETING

Peter Vidmar

SPEAKER, CHAMPION, AUTHOR

Peter Vidmar is the highest scoring American gymnast in Olympic history. The winner of numerous national and international titles, Peter finished his successful career at the 1984 Olympic Games. As the USA men's gymnastics team captain, he led his teammates to America's first team gold medal with their stunning upset victory over the defending world champions, the People's Republic of China.

He went on to win the silver medal in the individual all-around competition (the only American to have ever won an Olympic All-Around medal), and with a perfect score of 10, he captured the gold medal on the pommel horse.

Date: November 14, 2006

Location: Wyndham Orange County
3350 Avenue of the Arts
Costa Mesa, CA 92626

Time: 5:30-9.00

Cost: Members: $30.00
Non-Members: $35.00
At the Door: $40.00

The "presentation only" option is not available for this event.

Register: www.pmi-oc.org

Peter Vidmar is one of the most exciting and entertaining speakers you will ever see. A member of the U.S. Olympic Hall of Fame, Peter Vidmar won two gold medals and one silver medal in gymnastics at the 1984 Olympic Games.

Peter has leveraged his Olympic training and developed his trademark concept of Risk, Originality, and Virtuosity. He has traveled the world helping organizations to motivate employees, improve morale, and encourage new ways of thinking, using his effective ROV strategies.

Vividly describing his Olympic preparation and experiences, including a breaktaking live demonstration on the pommel horse, Peter motivates others to put forth the extra effort required to succeed in business and in life. *Successful Meetings Magazine* listed Peter as one of the top ten corporate speakers in America. He is the author of the recently released book, *Risk, Originality, and Virtuosity: The Keys to a Perfect 10.* When Peter Vidmar captained the US Men's Gymnastics Team to its Olympic Gold Medal in 1984, exceptional performances were judged using three criteria: Risk, Originality and Virtuosity (ROVTM). A technically correct performance could receive only a 9.4 at best. In order to achieve a perfect 10, the gymnast had to show Risk, Originality and Virtuosity. An additional 0.2 points could be earned in each of these categories.

Although ROV is not currently part of the judging criteria, it still has important applications in the business world and in life, especially if someone wants to go from "good" to "great." People often give a "technically correct" performance, but they are unable to achieve the degree of success they desire. Frequently, the additional effort or needed improvements are embodied in ROV.

SCORE A PERFECT 10 IN BUSINESS AND IN LIFE

2006 CHAPTER BOARD

Glen Fujimoto
Chair/President
714-227-9172 • chair@pmi-oc.org

Cornelius Fichtner, PMP
Chair Elect
949-932-1472 • chairelect@pmi-oc.org

Victoria Flanagan
Director at Large
949-888-2839 • atlarge@pmi-oc.org

Stephen June, PMP
Finance Director/Treasurer
714-963-6145 • finance@pmi-oc.org

Francis Amalraj, PMP
IT Director
949-232-2438 • it@pmi-oc.org

Brent Felsted, PMP
Marketing Director
714-892-5699 • marketing@pmi-oc.org

Rod Hendrixson, PMP
Membership Director
714-389-6411 • membership@pmi-oc.org

Pan Kao, PMP
Operations Director/Secretary
562-882-8829 • operations@pmi-oc.org

Kristine Hayes Munson, PMP
Programs Director
949-932-1476 • programs@pmi-oc.org

Volunteer Opportunities
Volunteer@pmi-oc.org

IN THIS ISSUE

November 14 Dinner Meeting 1
2006 Chapter Board 2
The Chair's Column 2
Volunteer Now for 2007 3
Volunteer of the Month 3
Volunteer Opportunities 3
October Dinner Meeting 5
2007 Board Election Results 7
2007 PMI® Project of the Year 7
Mr. Cap "M" 7
October Advanced Topic Seminar 9
Spark of Love Toy Drive 10
PMP® Exam Questions 10
PMI Leadership Institute Report 11
New Members, New PMPs 12
Member/Volunteer Orientation Notice . 12
Upcoming Advanced Topic Seminars . 13
Coming Events 13
PMI-OC Leadership Institute 15
Monthly Meetings 16

THE CHAIR'S COLUMN

Month of Change

This past month, we held our annual membership meeting that was incorporated into the October dinner meeting. I discussed the state of the chapter, covering the different areas of our organization. To inform members who were not at the meeting, the following is a summary of the key areas and status of your chapter.

Strategic Vision
- A new purpose statement was introduced in 2006: *Providing Members Quality Professional Development and Networking Opportunities.*
- We developed a three year vision, our path to 2010. Who will we be; what do we need to support the future; and how can we get there?

Membership
- Our current membership base is approximately 1,600 members and 850 PMPs.
- We initiated programs specifically for new members and new volunteers.

Programs
- We will support and improve our existing programs: dinner meetings, advanced topic seminars, breakfast meeting, and PMP prep courses.
- New programs were introduced in 2006: volunteer leadership training and the career fair.
- Plans are under way for additional innovative programs in 2007.

Marketing
- We will continue to support our newsletter, *Milestones*, and increase visibility of our online version.
- We will continue communication of upcoming events and chapter news.
- We increased efforts to expand community awareness and cross promotional activities.

Finance
- The chapter is in a positive revenues to expenses position.
- We are maintaining our chapter reserves.
- Our current and ongoing strong financial position allows us to support continuing and new offerings to members.

Information Technology (IT)
- We continued our investment to leverage web based technologies for members and for chapter infrastructure, such as the chapter website and online voting.
- New investments included online financial management and online file repository.

Through our planning, monitoring, and decision making efforts, the chapter is in a position to effectively support the membership. If anyone would like a copy of the presentation, please feel free to send your request to me at chair@pmi-oc.org.

Also, during the October dinner meeting, we announced the newly elected 2007 Board of Directors. I want to offer my congratulations to the members of the incoming board. The full election results are on page 7.

This highly dedicated and capable group of individuals will be working not only to maintain the services and support we offer today, but also to improve the quality and value of PMI-OC membership in the future. The current board has started working with the incoming board members to integrate them into the 2007 planning process and eventual board transition. I look forward to seeing this board moving toward our vision of 2010. Please give them your ongoing support.

As I write this month's article, I am headed to the PMI® North America Leadership Institute Meeting and PMI Global Congress in Seattle. Our chapter is one of the presenters at the leadership meeting, sharing some of the ideas and programs that have made us successful. Likewise, we will attend presentations by other chapters to learn about their successful programs and how we can incorporate those that support our purpose statement, "Providing Members Quality Professional Development and Networking Opportunities." These events reflect the essence of one of my recent column themes, expanding our PMI communities.

The summary of one year, the beginnings of the next. It has been a month of change.

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

Volunteer Now for 2007

Over the last few months, this space has focused on volunteer opportunities in various areas within the chapter structure, such as marketing, programs, finance, membership, operations, and information technology (IT).

Tonight, as many members of the current board and some members of the future board gather in Seattle for the PMI® Global Congress, we are all looking at where we are going in the future. Many of our board positions have changed this year, and many of the key volunteers who are supporting the board are also changing.

That could be a great opportunity for you to move into the volunteer position that you have always wanted, be it in any of the areas we have mentioned. Now is the time to let your desires be known! With the challenges facing the new board members, they will appreciate all the help that is available.

How can you make your desires known? Now that the new board members have been announced and there is something that you particularly want to do, contact the new board member directly. Or if that doesn't work for you, then send your interest to volunteer@pmi-oc.org, and it will be forwarded to the appropriate board member.

We want to make sure that anyone who has a desire to volunteer can be matched with the position that they are most comfortable with. It is up to you to let us know what that position is.

Please remember our Spark of Love Toy Drive that supports the Orange County Fire Department. If you can bring an unwrapped toy to the December meeting, together we will be able to add a little joy to the holidays for some of the underprivileged children of our community. See page 10.

Sylvan Finestone, PMP

Volunteer of the Month

Cindy Ferguson, PMP

Our **Volunteer of the Month for October** started as the survey coordinator in April 2005, helping the director at large compile information for the 2006 and 2007 planning and visioning focus groups. The information gathered in the annual membership surveys lets us establish the direction and future vision of our chapter.

This volunteer has been a chapter member since September 2004, earning her PMP® in April of 2005. She comments that she is fortunate to be able to attend many seminars and apply that knowledge to her work.

In her work life, she has been a project manager and director for Transamerica since November 1997. She is responsible for all operational product implementations for the retirement services division. She is currently working on the largest project ever undertaken by the company, total automation of a particular distribution channel that will funnel over to the balance of the company products.

Our Volunteer of the Month is **Cindy Ferguson, PMP** one of our volunteers who works in the background. In fact this is the first dinner meeting she has attended, and she is concerned that she will actually have to complete the dinner meeting survey.

Cindy truly believes in the greatness of our organization and wishes that she had more time to devote to it.

This is a common expression among our members, and we sincerely thank each and every one of you for the time that you are able to commit, either in attendance or behind the scenes, doing really good and important work to benefit our chapter.

Sylvan Finestone, PMP

Volunteer Opportunities

Component Outreach Committee
Need project manager and team members to raise awareness and promote resources available thorough SIGs/colleges. Establish and maintain relationships with other non-chapter components (SIGs/colleges) for added PMI-OC membership value. Membership in a SIG/college is helpful. **Contact Chair/President Glen Fujimoto.** Four volunteers needed.

Dinner Meeting Facilties Coordinator
Work with the dinner meeting facility to plan, organize and execute the monthly dinner meetings. Commincate with the IT director to determine the number attending, work with the hotel staff to ensure the facilities are appropriate for the dinner meeting, identify risks with contingency and mitigation plans. Identify issues and track to resolution. **Contact Programs Director Kristine Munson.** As required time commitment.

Membership Survey and Metrics Committee
Need project manager and team members to oversee the continuous feedback process for our membership. Design membership opinion and event satisfaction surveys. Survey the membership, collect survey results, and submit your survey analysis to the board. Track and report membership metrics, analyze the data, and communicate findings to the board. (Data is provided for the study.) **Contact Membership Director Rod Hendrixson.** Eight hours every other month.

Dinner Meeting Technology Volunteer
Support the dinner meetings by setting up the audio/visual equipment. This includes laptops, projector and microphones/speakers. Sound tests for the speaker's microphone is also expected. Post-meeting, all equipment is re-packed and stored at the volunteer's home. **Contact Programs Director Kristine Munson.** As required time commitment.

Records Committee
Need project manager and team members to 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.

Budget Review Committee
Need project manager and team members to assist the finance director in financial analysis of the budget and actuals of the chapter. **Contact Finance Director Stephen June**. Meets quarterly for four hours.

PDU Tracker for the Chapter
Assist the volunteer chair in tracking the PDUs earned and reported by the directors. Assist in the preparation and distribution of the PDU certificates. May also support the upcoming volunteer recognition day by planning and organizing on the day of the event. **Contact Membership Director Rod Hendrixson**. Two hours a month.

Earn 14 P.D.U.s

December 13 – 14, 2006

CALIFORNIA INSTITUTE OF TECHNOLOGY INDUSTRIAL RELATIONS CENTER

Course offering:

Leadership: The People Challenge

Take leadership action with confidence.
This two-day course will enable you to:

- Examine your leadership style
- Assess your ability to lead
- Inspire employees and team members

Our courses are developed for people working in technology-oriented companies. Our instructors have in-depth business experience.

Call today to register: 626.395.4045
Register online: www.irc.caltech.edu
Use code PMIY to register

All courses taught on the Caltech campus, Pasadena, CA

www.irc.caltech.edu

PMI is a registered trade and service mark of the Project Management Institute, Inc.

PMI R.E.P. Project Management Institute

PROJECTinsight

Web-Based Project Management Software

Robust enough for savvy project managers...

Easy enough for the entire team!

Call for a FREE demo

- Intelligent Project Scheduling
- Collaboration and Advanced Document Management
- Powerful Resource Management
- Microsoft Outlook and Office Integration
- Executive Dashboard and Portfolio Reporting

www.projectinsight.net • 949|476-6499

UC Irvine extension

A PMI Global Registered Education Provider

Start your NEW LIFE with PMP® CERTIFICATION.

According to *Certification Magazine's* 2005 annual Salary Survey, a Professional with PMP® certification earns **an average of $95,820.**

Take the first step toward PMP® certification with a Project Management Certificate from UC Irvine Extension.

Courses starting November:

- Introduction to Project Management
- Management Leadership and Team Building
- Project Risk Management
- Earned Value Project Management

Advanced Project Management

- Project Simulation

ENROLL TODAY! extension.uci.edu (949) 824-7774

FA06-41NOV

Getting It Done

From all known accounts of those present at the October dinner meeting, PMI-OC has never before had a "no show" for the dinner meeting speaker. Thank goodness for the preparedness of one member who stepped up! **Kristine Hayes Munson, PMP** provided an interactive presentation on "Getting it Done."

Kristine stated that her department handles the bureaucratic tasks of technology-related work in her organization that no one else wants to do. Her department is responsible for compliance, information security, disaster recovery tasks, and monitoring of project management tools, among other things.

Through this amalgamation of responsibilities, she and her team have developed a relationship management process that assists them in accomplishing their objectives. There are five parts to the circular process: **prepare, ask, trust, follow up, and give back.**

Prepare involves:
- Networking
- Finding a mentor or coach
- Developing a reputation for adding value
- Knowing the big picture by understanding the relationship between your project and the organization

Ask includes:
- Knowing what you need and asking for it; asking the right person at the right time
- Being respectful of others; understanding their communication style, schedule, time
- Avoiding "fire drills"
- Understanding your project's real priority

Trust consists of:
- Trusting that the right people want to do the right thing at the right time
- Understanding that the final decision may not be what you wanted
- Realizing that the decision is not personal; it's just business
- Questioning whether you are unable to trust and/or whether it's time to leave the company

Follow up means:
- No micromanagement!
- Removing obstacles
- Asking the right questions, i.e., how can I help, when will it be done?
- Escalating when necessary

Give back involves:
- Keeping team members happy; using small acts of kindness to show your appreciation
- Volunteering to help
- Honoring the commitments you make to others
- Celebrating success!

This process encapsulates the experiences that Kristine and her team have garnered from their varied responsibilities in the organization. She stated that this process is hard work! It needs to become second nature, internalized. One method to internalize the process is to use a learning journal. Kristine challenged us to write in a learning journal every day in order to make it a habit. In her experience, it's worth it!

Kim Fields, PMP

Top to bottom:
Signing in; ***Kristine Hayes Munson, PMP****;* ***Judy Quenzer, PMP****;* ***Lynn Drury, PMP****; and recipent of the chapter's first fellowship award,* ***Ed Walker, PMP****, enjoy Kristine's presentation; networking during dinner*

Photo credits, pages 3 and 5: ***Steven Goto, PMP***

MPMM™ Project Methodology

Driving your projects to success

To deliver projects successfully, you need to have a clear roadmap for navigating the Project Lifecycle. MPMM™ gives you this roadmap, by explaining every step needed to Initiate, Plan, Execute and Close projects.

MPMM steers you in the right direction, by telling you how to complete each step in the journey. It also includes all of the processes, templates and forms you need to complete each step quickly and efficiently.

Stay on track and drive your projects to success by using MPMM™ today.

MPMM™

Special Offer

Buy now and get free upgrades for 12 months.
Download a Free Trial, from www.MPMM.com today

Santiago Canyon College

Project Management

- Learn the basics of how to deliver projects on time and within budget
- Earn professional development units (PDU's)
- Evening classes- affordable community college credits

COURSES OFFERED:

- Principles of Project Management I
- MS Project Software- lab course
- Applied Project Management II

Call (714) 628-4883 for more information or visit us at www.sccollege.edu/project.

Santiago Canyon College
8045 E. Chapman Avenue
Orange, CA 92869-4512

THE 77 DEADLY SINS OF PROJECT MANAGEMENT.

#41: WHINING

LEADERS CONFRONT AND RESOLVE ISSUES. OTHERS COMPLAIN.

Leaders aren't born, they're made. Management Concepts helps project managers develop leadership skills through programs that prepare, guide, and mentor them to achieve excellence. The result? Leaders who inspire teams, resolve issues with unquestioned authority, and ultimately lead successful projects. Discover the virtues of developing project leadership in your organization — contact Management Concepts today.

Higher standards for project management.

MANAGEMENTCONCEPTS
The mind at work

TRAINING • CONSULTING • PUBLICATIONS

Send us your organization's project management sins at sins@managementconcepts.com or call us today at 703.270.4128

www.managementconcepts.com/sins

Election Results

2007 PMI-OC Board of Directors

The election committee was headed by **Himanshu Joshi**, assisted by **Wen Huang**. The election process was anonymous, non-competitive online balloting. It was open to all PMI-OC members on record as of August 31, 2006. The voting period was open from September 15, 2006 to September 30, 2005. CampusVote was the vendor. We had 247 voters, a turnout comparable to last year.

Following are the election results:

Name	Position	Approve	Disapprove	Abstain
Judy Quenzer, PMP	Chair Elect	228	13	6
Kim Fields, PMP	Director at Large	232	7	8
Lora Lockwood, PMP	Finance Director	225	11	11
Francis Amalraj, PMP	IT Director	226	14	7
Brent Felsted, PMP	Marketing Director	232	9	6
Sylvan Finestone, PMP	Membership Director	229	11	7
Beth Williams, PMP	Operations Director	233	6	8
Pan Kao, PMP	Programs Director	224	17	6

For any questions about elections please send your e-mails to elections@pmi-oc.org. We wish the 2007 board members all the best in their new positions.

Call for Entries

2007 PMI Project of the Year

All projects, regardless of size and industry, are encouraged to participate. PMI affiliation is not necessary. To encourage participation, other professional associations are invited.

Here is your chance to be recognized by PMI® for your excellence and contribution to the institute and advancement of the project management field. Every year PMI conducts a Project of the Year (POY) competition in search of superior performance and execution of exemplary project management. Your project and your team's success could be publicized and recognized for superior performance and execution of project management principles and contribution to the industry, both locally and in the industry. The process involves three tiers of competition: Preliminary, Semi-Finalist, and Finalist.

PRELIMINARY LEVEL: ONE PROJECT SELECTED IN ORANGE COUNTY
Submit your project to the PMI Orange County Chapter by **January 27, 2007**. A panel of local project management experts designated by PMI-OC will review your project. Only one nominee will be selected by **March 3, 2007** for advancement to the Semi-Finalist Level. The PMI-OC POY Committee will contact all applicants directly with the Preliminary Level results. Furthermore, we will announce all applicants and this level's results to our membership at our March 2007 dinner meeting and in our *Milestones* newsletter.

SEMI-FINALIST LEVEL: THREE PROJECTS SELECTED WORLDWIDE
The PMI-OC POY Committee will submit the nominated OC project (winner from the Preliminary Level) to PMI Headquarters. A panel of global project management experts will review your project along with Preliminary Level nominees from other chapters. Three finalists will be selected by **May 12, 2007** to advance to the Finalist Level.

FINALIST LEVEL: FINAL POY AWARD
The three finalist entries will be evaluated by an international panel of reviewers who have demonstrated successful project management expertise. The recipient of the PMI Project of the Year Award will be selected after **July 17, 2007**. Formal announcement of the recipient will be made by the Chair of the PMI Board of Directors at a specified PMI event.

SUBMITTAL AND CONTACT INFORMATION
To find out more about the eligibility and submittal requirements, please visit **http://www.pmi.org/info/AP_ProjectOfYearAward.asp.**

Mr. Cap "M"

What's a Complementary Professional Affiliation?

*First in a series of columns by **Frank P. Reynolds, PMP***

I was pretty visible with my dark blue baseball cap with an "M" on it at our September meeting. Were you one of the 27 people I asked: "Do you belong to a professional society other than PMI®?"

Twelve of you told me that PMI is your only professional affiliation. Fifteen of you said you belong to at least one other technical or managerial group for a total of 19 complementary societies, associations, and institutes:

IIBA, SCQAA, AITP, ASTD, STC, Venture Capitalists of Orange County, ASQ, ITSMF, APICS, SHRM, IEEE Computer Society and Engineering Management Society, Water Environment Federation, WTI, SAP Users Group, Southern California .NET Developers Group, AWT, LOMA

What do these groups represent? These specialties are mostly or entirely conducted in a project setting.

I've recently taken the opportunity to speak to several of these groups representing the project management profession in both my consultant capacity and as a proud member of PMI-OC.

I'm a big proponent of PMI's Certified Associate in Project Management (CAPM®) program. Most of the candidates for this certification are already project participants or project managers. All of them are subject matter experts in a rich and varied array of trades, professions and specialties.

I believe it is vital to reach out to our complementary professional colleagues to demonstrate to them how, in collaboration, we can prepare our overlapping memberships for success in a worldwide marketplace.

This is my first column on CAPM® and the opportunities and challenges it presents to each of us, our chapter and the institute.

By the time you read this, I will have also asked another question about PDUs.

Please contact me with your questions and comments. Keep looking for the cap with the "M" on it.

Frank P. Reynolds, PMP
freynolds@outercoreinc.com

PROJECT MANAGEMENT IN BUSINESS

Past...Present...Future

Please join us for this FREE INFORMATIVE Seminar

With Guest Speakers

ANNE PETERS
MA, CQA, PMP
and
James Reckon
MA, MPM

November 15, 2006
5:00 - 6:00 P.M.
Keller Graduate School of Management
3880 Kilroy Airport Way
Long Beach, CA 90806

Keller Graduate School of Management of DeVry University

Hors'deurves & light refreshments will be served

Please RSVP to Alicia Hejduk (562) 997-5530
AHejduk@keller.edu

Project Auditors LLC

Accelerating Profits through Project Management

Project Management
Project Audits
Process Development
Leadership Development
Targeted Training
Business Analyst Training
& Certification

Project Auditors LLC
www.ProjectAuditors.com
800-545-1340

PMI R.E.P. Project Management Institute

IIA

Vista Performance Group, LLC

Project management at the speed of business

ADVANCE YOURSELF WITH SELF STUDY COURSES

It's the fast, easy, affordable way to

- Move ahead of your competition
- Learn something new
- Get those PDUs you need

Courses updated for PMBOK® (3rd Ed.) includes:

Project Risk Management
Managing Multiple Projects
Managing Project Procurement
Effective Business Analysis

Call now and ask for Janice Preston at
949-859-7004

www.vistaperformancegroup.com

OuterCore
PROFESSIONAL DEVELOPMENT, LLC

gear-up your project management knowledge!

PMP Facilitated Study Sessions – 2 days

PM Principles (CAPM Exam Prep) – 3 days

On-line Project Management e-learning

Visit our website for times and prices.

Register on-line early to get a seat. Join our mailing list.
www.outercoreinc.com

OuterCore
OuterCore Professional Development, LLC
5015 Birch Street
Newport Beach, CA 92660

PMI R.E.P.

Climb the Five Steps to Performance and Build a Highly Functional Team

Whoever attends our chapter's Advanced Topics Seminars is usually in for a treat. With **Diane Altwies, PMP**, the treat was special indeed. With her warmhearted appeal and friendly competence, she had much to offer for everyone. Her topic, Overcoming Team Dysfunction, struck a familiar cord. People readily engaged her ideas and eagerly participated in the group exercises. As many questions as the attendees could come up with, Diane answered them all most competently. What more can an audience want?

"Who has ever been on a dysfunctional team?" Diane asked. Many hands went up. The characteristics of such a team are only too familiar:

- Inability to disagree constructively and use conflict effectively;
- Disagreements between functional departments;
- Lack of guidance or support from senior management;
- Competing goals and priorities;
- Failure to clearly define organization goals and priorities;
- Unresolved disagreements in approach; and
- Lack of consensus.

***Diane Altwies, PMP** with frequent ATS attendee and PMI-OC Fellow, **Quentin Fleming**.*

In a dysfunctional team, clear roles and responsibilities are rare. Personalities clash and misunderstandings ensue. Often several team members feel that other members "just don't get it."

By contrast, the members of a highly functional team take the time to understand truly what the project is all about. They strive to deliver useful solutions. They work together to resolve issues, usually without intervention from the project manager (PM) or senior management. Moreover, the team members are honest with each other, with their needs, and with their likes and dislikes.

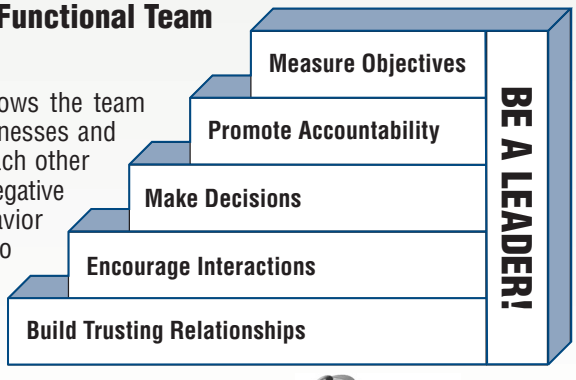
Being considerate of each other's needs has become an everyday process throughout the project's execution by a highly functional team. Everybody is able to transcend office politics and do what benefits the project's objectives and serves the needs of the entire organization.

PMs who are leaders provide and create a clear and compelling vision about what their project is to accomplish and where it fits into the organization's business purpose. Because these PMs understand themselves and their team members, they also understand how to utilize people to the best of their abilities and thus can build a strong and self-reliant team. By setting the right environment for producing success, these PMs can deftly navigate through corporate politics and the prevailing culture, and thus achieve the project objectives.

The Five Steps to Creating a Highly Functional Team

Step 1: Build Trusting Relationships

This works best in an environment that allows the team members to ask for help and to admit weaknesses and mistakes freely. Such team members give each other the benefit of the doubt before they arrive at negative conclusions. The PM can encourage this behavior by removing hidden agendas. A good way is to set ground rules early on for behavior and establish guidelines for team meetings. The key is managing the relationships. The PMs help the team members think about the perspective of other team members and diffuse issues before they get out of hand.



Copyright® 2006 OuterCore

The PMs must, of course, be trusting and trustworthy leaders. They should demonstrate their own vulnerability first and be humble. It is not about any one team member, but about the team as a whole. PMs should teach their teams how to make decisions by summarizing the conclusions, by building consensus, and by reaching decisions as a team. This requires active listening, which means the PMs must be genuinely interested, overlook distractions, and pay attention. That is, they avoid interruptions and clarify the unclear. They repeat back what they have heard and thus overcome their own judgments. They encourage everyone to look at the other person.

Step 2: Encourage Interactions

At project meetings, it is much better to spend the meeting time on discussing the critical topics of the day, rather than on reporting status. The best meetings focus on solving problems where the PMs act as facilitators and poll the team members for extracting ideas. They encourage challenges to the path being taken and verbalize the ensuing benefits. Most importantly, the PMs model good conflict behavior by biting their tongues. In this way, they allow for conflict and resolution to occur naturally.

Step 3: Make Decisions

When the time comes for a decision, the PMs work toward consensus. To this end, they listen to each team member's ideas and consider them seriously. Sometimes pending decisions present challenges. At other times, not all the needed information is available. People exhibit fear of failure, and the PMs must act as tiebreakers.

The PMs must be comfortable with the prospect that their decisions may be wrong. Yet, they must push their team members for closure around issues. It is good to make at least one decision at every meeting to which the team can commit. For instance:

We are going to select Vendor X to support our Oracle Database for the next six months. We will re-evaluate our decision at that time."

Step 4: Promote Accountability

Each team member must understand their fellow team members and know how they take criticism, and know whom they respect. As a result, the team members can self-monitor their commitment.

Continued on page 10

October 7th Advanced Topic Seminar *Continued from page 9*

There are, of course, many challenges to accountability; tasks are not specific, clearly defined, or measurable; scheduled tasks or action items are not monitored regularly; and some team members harbor fear of the consequences of their mistakes or failures.

At other times, too high expectations will de-motivate the team because of distrust. Too low expectations will de-motivate the team because good and poor performers are treated the same. Similarly, project teams are committed to unrealistic objectives or deadlines at the outset. People are overloaded with projects that all have top priority[1].

Accountability is a gradual process. The PM can define goals and set standards for the members of their team and thus continue to build the team. Initially, the PM should hold the team members accountable; later on, the team members must hold each other accountable. Hence, rather than being the only source of discipline, the PM can allow the team to serve as the accountability mechanism and, in turn, serve as an arbitrator of last resort.

Step 5: Measure Objectives

Self-evident, really; the PMs need to define the objectives and set measures in terms of organizational benefits and team benefits. Any reward is based strictly on results. The PMs must show that they value results. They make their goals and deliverables public for everyone to see. They are selective and consistent about the data they review; they review the "Big Picture" regularly.

Effective PMs are measurement leaders. They monitor and report on objectives and regularly reiterate the purpose of the project. Doing so goes a long way towards toward validating that the project will deliver the desired results. These PMs zealously work the issues, make comparisons and evaluate information. As they take corrective action, they also document the lessons learned. They monitor project progress by continually comparing actual cost and work completed to the plan, and analyze the reason for any variance. They identify problems and issues and take the necessary corrective actions.

Diane encouraged her audience to become effective leaders, and to
- Set the tone to focus on results;
- Encourage participation by regularly providing information, and
- Build momentum by discussing objectives regularly.

In this context, it is crucial that PMs understand the importance of influence. They must recognize that the different organizational structures have different needs, that projects are temporary, and that they have only limited authority over the team members, and that their role is critical for the project team to obtain information, achieve buy-in, reach agreement and accept commitment. Here are Diane's techniques that PMs can use to increase their influence:

- Develop credibility
- Improve your communication skills
- Build a network of contacts
- Give freely
- Gain commitment

From which she concluded,
"Leadership is not a position you hold."

As depicted on page 9, PMs can effect positive change by determining their team's level of functionality by taking small steps in moving their team forward, by spending time to understand their team members, and by encouraging them to participate in discussions. Or, as Diane aptly put it as she summarized her presentation, "PMs can effect change by being leaders."

Thank you, Diane, for continuing PMI-OC's tradition of high-caliber seminars. Your warm personality and competent delivery had the day and enriched your audience.

George D. Meier, PMP
george.meier.pmp@earthlink.net

[1] This is really an oxymoron: in any organization, there can at any given time be one, and only one, project with highest priority.

*Photos by **Ragupathi Kuppannan, PMP***

Spark of Love

PMI-OC is supporting the Orange County Fire Department's toy collection drive again this year. We are planning to have members of the Orange County Fire Department at the December dinner meeting to accept unwrapped $10.00 toys for boys and girls of all ages.

Please bring your toys to the dinner meeting, and become eligible for the special raffle we will hold for all those who donate.

The Spark of Love program, providing toys at the holiday time of year to less fortunate children, is administered by the Orange County Fire Department. This is a long running program that has a meaningful impact on our community. Please consider participating as a way to share with the less fortunate among us.

Test Your Knowledge on PMP Exam Questions

1. "Organizational process assets" is an input to various processes within the Project Integration Management body of knowledge. Which one of the following processes <u>does not</u> invoke this as an input?
   a. Integrated Change Control
   b. Develop Project Charter
   c. Develop Project Management Plan
   d. Close Project

2. As part of your risk management effort when estimating project costs, you determine that there is a need to set aside about 12% of the baseline labor cost to address issues or events that could likely occur. What would best characterize this set aside amount?
   a. A "slush fund" for cost over runs
   b. A contingency reserve
   c. A cost variance
   d. Undistributed budget

3. A cause and effect or fishbone diagram is a useful technique to show:
   a. The results of a process over a period of time to determine if it is in control
   b. How various factors might be linked to potential problems or effects
   c. How various elements interrelate
   d. The results created by type or category of cause

4. The PMBOK® defines a total of **forty-four** processes within the **nine** bodies of knowledge. These processes are mapped into the **five** process groups, which define the life cycle of a project or phase of a project. They are: Initiating, Planning, Executing, Monitoring and Controlling and Closing. How many processes are mapped into the Planning process group?
   a. 35 b. 19 c. 15 d. 21

Answers are on page 13

2007 PMI Leadership Institute Master Class

Warsaw, Poland, September 22-24, 2006

Hungry for More

Before the first face to face meeting in Madrid, Spain in May, I really did not know what to expect from this year-long leadership class. But before the second meeting in Warsaw, Poland, I did know what to expect and would describe my expectations as "hungry for more." After proving that what my classmates and I had learned from the first meeting was actually working and useful in our personal, professional and daily lives, I became eager for more from the second meeting, starved for more history of Eastern Europe, thirsty for more leadership knowledge, and more importantly, I was looking for more energy from my classmates so that we could spend time working and networking together.

From the first meeting in Madrid to the second meeting in Warsaw, and to the last meeting (in May 2007) in Budapest, Hungary, I feel that I am getting closer and closer to the heart of the history of Eastern Europe. Several items were in my must-have checklist while in Warsaw. The first thing I was looking for was the Polish sausage. But the problem was Polish sausage is famous only in America, but not in Poland.

Secondly, for those of you who love vodka, Warsaw definitely is the place to be. You can taste different varieties of vodka, and prices are very reasonable. Another item I was looking for was a piece of history! After World War II, Warsaw probably was the worst bombed and damaged city, and I expected to see rubble and scars of war and was hoping to get a piece of history and a souvenir, e.g. something like a rock from Berlin Wall. But the only things I found were a new old town and a new new town in Warsaw.

The new old town looks very much like what it was before the World War II, but is completely rebuilt by donations. The new new town is just like main streets and shopping malls in America. However, one surprise not in my must-have checklist was amber. Amber was being sold in the stores and by street vendors. It's very easy to find tourists with American accents in amber stores in new old town. Too bad I could not find a piece of amber with a mosquito in it. Otherwise, I could have created my own version of the Jurassic Park story.

From the first meeting, we had learned the Motivational Value Systems (MVS) authored by **Elias H. Porter, Ph.D.** In the second meeting, to expand our communication and leadership knowledge, we focused on resolving conflict and leading organizational changes. Led by facilitators, the Jennings Group, interestingly enough, I found that leading organizational change is not about changing others' behaviors. It's all about motivation. How to motivate others and bring the best out of them. How to get the job done through motivating others.

One of the best values of this Leadership Institute Master Class is that classmates are working and networking together to share their leadership experiences and cross-cultural leadership knowledge (24 participants from 13 different countries).

In our PMI-OC special leadership event in March 2006, **Dr. Jerry Brightman** was talking about Peter Senge's book, "The Fifth Discipline," and organizational learning.

To me, if the Leadership Institute Master Class was an organization, these are probably the best organizational learning experiences that I have ever had. Everyone was eagerly contributing their experiences and knowledge to the class, and none of us were holding back. No one was asking, "WIIFM (what's in it for me)." Giving is really receiving.

Here is a copyrighted poem, inspired by the second meeting, shared by one of the classmates, **Wes Balakian**.

Change encourages growth
Growth requires change
Change requires focus and effort -
All of these are important ingredients
for successful leadership
Change is good
People are important.

As project management professionals, we never have enough lessons learned. Let me conclude by giving the credit to PMI® and staff who put this class together and hope that one day I can bring back and share the same organizational learning experiences and environment with members of the PMI-OC chapter.

One more important lesson learned is to allow enough time for my next trip. I believe that I am not the only one already planning for the next trip. All of us are looking forward to the celebration of our class graduation in Budapest in May 2007.

Pan Kao, PMP
2006 Operations Director, PMI-OC
2007 Programs Director, PMI-OC

You Trusted Us to Help You Become PMP® Certified.

Trust Us to Help You Stay That Way.

Earn PDUs Online . . . And Learn Something!

Common Risk Management Errors $99
Online Workshop, 4 PDUs

Risk Management, Tricks of the Trade® $399
Online Course, 14 PDUs

**Add 15 PDUs to either course for just $30 more with a PDU Pack!*

RMC Project Management
phone: 952.846.4484 email: info@rmcproject.com

"PMP" and "PMBOK" are registered marks of the Project Management Institute, Inc.

NEW MEMBERS

Edwin Althof
Bob Beall
Keith Belyea
Jane Brown
Mark Burke
Rhonda Campuzano
Laura Canaday
Eileen Carter
Edward Cessna
Steve Chaky, PMP
Michael Cheng
Rosie Coleman
Joseph Eelkema
Kent Ellis
Scott Emery
Chandra Sekar Enamandrum, PMP
Gini George
Khawaja Ghori
Roxanne Hillbish
Yvette Holguin
Zen Hong
Soo Hong-Bae
Irene Hsieh
Matthew Jackson
Katie Jepsen
Christ Kallas
Wayne Kraemer
Carole La Forge
Darryl Lee
Peter Librojo
Robin Mainardy
Matthew Meyers
Michael Moon
Angappa Murali, PMP
Joan Panther
Jan Pfeil
Peter Province
Faye Roe
Robert Ruggerio
Ethel Salter
Nicholas Sanders
Ernest Senior, PMP
Tariq Masud Shaikh, PMP
Shanna Siegel
Prem Singh
Barbara Sullivan, PMP
Christopher Surdak
Darren Van Soye
Shylaja Vasan
Renata Weir

NEW PMPs

Linda Darling
Michael Doong
John Kalinowski
Daniel Lee
Gail Park
Ben Oh

Thursday, November 16, 2006

Member/Volunteer Orientation Training

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

PMI® Website	PMI-OC Website	Volunteer Opportunities
• 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, November 16, 2006**
6:00 p.m. to 8:00 p.m.
Registration and food start at 6:00 p.m.
Program starts at 6:30 p.m.

Where: **UC Irvine**
Building 232
Women's Opportunities Center/University Extension A UNEX (D7)
Rooms C-110/111

Quadrant D7, Building 232 on the UCI map:
Download map at http://today.uci.edu/pdf/UCI_06_Map.pdf

Directions: **Southbound:** Take 405 and make a **right** turn on Jamboree Road.

Northbound: Take 405 and make a **left** turn on Jamboree Road.

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

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

Register: **www.pmi-oc.org**
Please register early. Space is limited to the first 40 members.

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

Advanced Topic Seminars

Saturday, November 4, 2006

Planning and Tracking on Agile Projects

Presented by Mike Cohn

Planning is important, even for agile projects. Unfortunately, we've all seen so many worthless plans that we'd like to throw them away altogether. Too many teams view planning as something to be avoided, and too many organizations view plans as something to hold against their development teams.

In this seminar you will learn how to break that cycle by learning and practicing skills that will help create useful plans that lead to reliable decision making. You will learn about story points, ideal days, and how to estimate with "Planning Poker." Both short-term iteration and long-term release planning will be covered. The seminar will describe four techniques for deriving estimates, as well as when and how to re-estimate. The use of velocity to track progress against the plan will also be discussed

Mike Cohn is the founder of Mountain Goat Software, a process and project management consultancy and training firm. He is the author of *User Stories Applied for Agile Software Development* and *Agile Estimating and Planning*, as well as books on Java and C++ programming. With over 20 years of experience, Mike was previously a technology executive in companies of various sizes, from startup to Fortune 40.

Saturday, December 2, 2006

The Five Dysfunctions of a Team: Part One

Presented by Margaret Meloni, PMP and Christine Fotheringham

Cohesive, effective teams don't just happen. They are grown. As they grow, they overcome trust issues, they focus on one common goal, and they engage in productive conflict.

Have you seen this somewhere else? Perhaps you have read "The Five Dysfunctions of a Team" by **Patrick Lencioni**. Mr. Lencioni states "Like so many other aspects of life, teamwork comes down to mastering a set of behaviors that are at once theoretically uncomplicated, but extremely difficult to put into practice day after day."

Join us for a creative and insightful morning, where together we will practice some techniques from these thought provoking concepts. This is the first in a two part series where we translate the book into team strategies.

Margaret Meloni, PMP (above left) is a people oriented leader with 18 years of experience in information technology. This experience, combined with strong communication skills and the desire to see people at their best, have created an individual who truly enjoys partnering with others as they reach their goals.

Christine Fotheringham (above right) has the flexibility, skills and diverse career background to connect with staff at any level and from any functional discipline. She has now found her calling in her own business as a life coach and team building consultant where she can directly contribute to the growth of others.

Where: **Keller Graduate School of Management**
880 Kilroy Airport Way, Rm. 207, Long Beach, CA 90806
PDUs: There are four PDUs for this event.
Cost: In advance: $35 members, $40 non-members.
At the door:50 for both members and non-members
Information: www.pmi-oc.org

Mark Your Calendars for These Coming Events

Nov. 4 Advanced Topic Seminar
Mike Cohn
See column at left.

November 9
Breakfast with Your SOX On
See page 16.

November 14 Dinner Meeting
Peter Vidmar
Olympic Gold Medalist
See pages 1 and 16.

November 16
Member/Volunteer Orientation
See page 12.

Dec. 2 Advanced Topic Seminar
Margaret Meloni, PMP and
Christine Fotheringham
See column at left.

December 12 Dinner Meeting
Christine Fotheringham
"The Sound of Team" Workshop
The knowledge that trust and mutual respect form the foundation of effective teamwork is the basis of "The Sound of Team" workshop. Teams will work together to achieve a common goal, in this case, a musical performance.

Plus Spark of Love Toy Drive and PMI-OC Fellowship Awards

December 14
Breakfast with Your SOX On

January 26-27
PMI-OC Leadership Institute 2007
Session One. See page 15.

Answers to PMP Exam Questions

From page 10

1. a. **Integrated Change Control**
PMBOK® 2004, Figure 4-1, page 79.

2. b. **A contingency reserve**
PMBOK® 2004, Glossary, page 372
[Planning]

3. b. **How various factors might be linked to potential problems or effects**
PMBOK® 2004, paragraph 8.3.2.1, page 1392
[Monitoring and Controlling]

4. d. **21**
PMBOK® 2004, paragraph 3.4, pages 69 - 70
[Project Management Processes]

Pounce on Your Potential with Cheetah Exam Prep

Succeed at Cheetah Speed with Our Proven Expertise

Whether you are looking to become CAPM or PMP certified, it's your turn to get on the career fast track with the global leaders in Project Management exam prep training. Join the more than 10,000 project managers all over the world who are getting their certification the Cheetah way – fast and future-focused.

Get Started Today with Our Free PM SmartStart Guide

Get a jump-start on your exam preparation with Cheetah's PM SmartStart download -- your free guide to becoming CAPM or PMP certified, ***FAST***. It includes information you have to pay for in many other exam prep courses, and tips you won't find anywhere else. Download yours today to start running with the big cats.

Use our promo code and receive 10% off

PROMO CODE: OC1006

by Nov. 17

ISN'T IT TIME TO BECOME A CHEETAH?

WWW.CHEETAHEXAMPREP.COM

PMP and CAPM are registered certification marks of the Project Management Institute, Inc.

CHEETAH™ Exam Prep

KNOWLEDGE, CONFIDENCE, RELIABILITY

Cheetah Learning's Online Project Management Master's Certificate Program

$200 OFF when you register by Nov. 17

USE PROMO CODE: OCPMMC1006

Let the Power of Cheetah Project Management Build Your Earning Power

CHEETAH™ Project Management

Get the Cheetah Advantage! Free PM Tools - go to www.cheetahpm.com

PMI-OC Leadership Institute 2007

BEGINNING IN JANUARY

The Project Management Institute-Orange County Chapter and The Leadership Group are proud to announce the first annual PMI-OC Leadership Institute.

The PMI-OC Leadership Institute is a year-long advanced leadership training program offered to PMI-OC members and non-members to enable them to become more competitive in a global environment.

The program is designed to build core leadership depth and will provide valuable leadership feedback from an objective 360-degree (Benchmarks®) basis. Participants will develop the comprehensive coaching and feedback skills needed by future global leaders

The PMI-OC Leadership Institute will reflect leadership development programs offered by Fortune 500 companies, including personal leadership assessment, skills building, peer networking, discussion and mentoring.

Program Structure

January 26-27, Session One

Foundations: Leadership Can be Taught and Can be Learned!
An introduction to many leadership aspects, including understanding of self, knowing personal and organizational values, creating a shared vision, developing successful strategies, and systems thinking.

360-degree Assessment Debrief

Participants complete a Benchmarks 360-degree assessment instrument. Results will be discussed in individually scheduled hour-long coaching sessions with our facilitator, **Dr. Jerry Brightman.**

May 18-19, Session Two

Discovering the Leader Within
Participants will begin to build effective and meaningful leadership development plans based on 360-degree instrument results, in addition to delving deeper into different leadership aspects.

October 26-27, Session Three

Towards Leadership Wisdom
Participants now become involved in action learning. They will be able to apply newly discovered skills acquired and learned throughout the program.

Graduation Ceremony

Participants will be recognized for their successful completion of the program at the November 2007 PMI-OC dinner meeting.

Our Facilitator

Dr. Jerry Brightman, designer and facilitator of PMI's first four Leadership Institutes, is president of The Leadership Group (TLG). TLG helps leaders and their teams understand and actualize those behaviors that will make them great. Dr. Brightman creates and delivers customized leader development programs.

In addition to program design and facilitation, Dr. Brightman does one-on-one coaching and mentoring, as well as presenting a number of speeches around the world related to leadership development, team learning, change management, dialogue, systems thinking and organizational learning.

Since founding TLG in 1996, Dr. Brightman has worked with a number of prestigious global clients in Singapore, Italy, Russia, Colombia, Canada, the U.K., France, Costa Rica, Mexico, Argentina, Brazil, Venezuela, and throughout the U.S

Dr. Brightman holds a Doctorate in Business degree from George Washington University, an MBA from American University, and a BA in Economics from Clark University.

We are honored to welcome Dr. Jerry Brightman as facilitator of PMI-OC's first annual Leadership Institute.

The PMI-OC Leadership Institute is not your typical training class. It will challenge you every step of the way as you learn about your own personal leadership abilities, capabilities and skills.

Total PDUs: 34
Program will be limited to 25 participants.
Total cost: PMI-OC members: $2,500
Non-members: $2,900

For further information, please contact programs@pmi-oc.org

PMI Orange County MILESTONES
Copyright 2006 PMI-OC, INC.

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

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

Editor: **Roger Lew, PMP**
editor@pmi-oc.org

Advertising:
Brent Felsted, PMP
marketing@pmi-oc.org

Design and Layout:
Jane Flynn
jane-flynn@earthlink.net

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

Inquiries should be directed to:

PMI-OC, Inc.
Attn: Roger Lew, PMP
editor@pmi-oc.org

PMI-OC Dinner Meeting

Tuesday, November 14th, 2006

Program: **PETER VIDMAR, Speaker, Champion, Author**
Risk, Originality, and Virtuosity: The Keys to a Perfect 10

Location: **Wyndham Orange County**
3350 Avenue of the Arts, Costa Mesa, CA 92626

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

Cost: **Dinner and Presentation**

In Advance:		*At the Door:*	
Members	$30.00	Members	$40.00
Non-Members	$35.00	Non-Members	$40.00

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, November 12, to obtain the "in advance" price. Reservations made after 9:00 p.m. on November 12 will be charged the "at the door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel their reservations after Sunday, November 12, or anyone who makes a reservation and does not attend, will not receive any refunds.

Breakfast Roundtable

Breakfast with Your SOX On

Thursday, November 9, 2006: Second Thursday of every month

Doubletree Hotel, Irvine Spectrum
90 Pacifica Avenue, Irvine
Meritage Restaurant & Wine Bar

7:15 – 8:30 a.m.

To register, e-mail **Kevin Merriman, PMP**
soxbreakfast@pmi-oc.org

Breakfast is self paid. Parking is validated.

PMI MILESTONES
ORANGE COUNTY CHAPTER

Project Management Institute
Orange County Chapter, Inc.
P. O. Box 15743
Irvine, CA 92623-5743

RETURN SERVICE REQUESTED