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Notice
Beginning with the January 2007 dinner meeting, the Wyndham Orange County hotel will initiate a parking fee of $3.00 per car.

JANUARY 9TH PMI-OC DINNER MEETING

How Do Risk Attitudes Affect My Project?

Janice Preston, PMP, PMI-OC Fellow

Are you willing to risk $10,000 on Texas Hold'Em in Las Vegas? Have you ever considered bungee jumping? Would you buy stock that's traded in China, but not on the NYSE? Are you willing to accept a project team member who doesn't have all the skills the project needs? Would you agree to include the new software upgrade as part of your project implementation? Would you sign a contract that has significant penalties for late delivery?

We all know we should be doing something about risk on projects. Before we can begin to manage risk, we must understand our attitudes and other stakeholder's attitudes about taking risk. Janice will talk about how to assess risk attitudes of various project stakeholders and use that information to manage projects more effectively.

Janice Preston has been managing projects for more than 20 years in industries as diverse as real estate, finance and personal computers. Janice has been a principal with Vista Performance Group (formerly Pacifica Companies) since 1991, consulting in project management for high tech companies in numerous industries.

She writes and speaks in many areas of project management, including risk management, earned value, cost control, procurement, team leadership, and communication skills. .

Janice is the program coordinator and an Instructor in project management at the University of California Irvine (UCI). She received the UCI Extension Dean's Outstanding Service Award and has written and delivered more than 15 project management courses. She has an MBA from the University of Missouri, and a BA from the University of Central Florida. She is a CPA and a PMP®.

Read about Janice Preston's PMI-OC Fellowship Award on page 9.

Inside This Issue

THE CHAIR'S COLUMN

We regret to announce that **Judy Quenzer, PMP**, our 2007 Chair Elect, has tendered her resignation. Judy will assist us with the transition as we identify her replacement. We thank Judy for her ongoing involvement with the chapter, and wish her the best in her future endeavors.

2007 PMI-OC Board of Directors

Leading the Way to 2010

As PMI-OC Chair-Elect in 2006, I focused on two activities: finding five new board members and defining a strategic direction that would guide PMI-OC over the coming three years. However, before we look at the results, I would like to express my appreciation to the five members on our board of directors who have stepped down at the end of 2006.

Glen Fujimoto, 2006 Chair, has been on the board for six years and has not only helped shape our organization, but has also shown me through his actions this past year that being chair is a balancing act that requires a lot of flair. **Kristine Hayes Munson, PMP,** Programs Director, has also left the board after six years. It was under her visionary leadership that our current bylaws were introduced. It was, however, **Victoria Flanagan**, Director at Large, who took the chapter to new heights in strategic planning. I have learned more about strategic planning from Victoria than from anyone else. We are all in debt to **Stephen June, PMP**, Finance Director, who stepped up from his IT director position in 2006 to take on the finance position when **Pia Nielsen-Wagner, PMP** left the board. And finally, my thanks go to Membership Director **Rod Hendrixson, PMP**, who has reinvented the membership director position and introduced several new member-oriented events in his term.

With all this talent leaving the board of directors at the end of 2006, I was faced with both a challenge and an opportunity. The challenge was, and will be, to manage such a significant turnover on the board, and the opportunity was, and still is, to find the leaders who will guide PMI-OC in the coming years.

I began my talent search (now known as "PMI-OC Idol") in mid-2006 and met with about a dozen of you who were interested in being on the new board. We discussed your ideas, and I talked about the brainchild that I had. With the enthusiasm and dedication of so many new leaders, we can assume that most will stay on for several years. So let us think long term and plan beyond 2007. Let's create a vision of what PMI-OC will be like in 2010 and make our chapter even stronger. The positive responses I received were beyond my wildest dreams. Everyone supported the idea.

Enter Director at Large Victoria Flanagan, who offered her wholehearted support and put flesh on the bone. She outlined a simple process to take us from my basic idea to a vision, and then to goals and projects that can be put into place. And this is how it came to be that the combined 2006 and 2007 PMI-OC Board of Directors and key volunteers met for several working sessions culminating in our yearly November off-site planning meeting. We defined ten goals and eight projects that we will undertake to implement the vision. See article on page 17.

The projects will get under way this year. Some are short-term initiatives, but most will take us three years (or more) to implement. I will use this column to introduce these projects to you. After all, you are PMI-OC's primary stakeholders. Though we are about to change PMI-OC, let me reassure you that we are not changing arbitrarily. Those who participated in creating the vision expressed the need to keep and strengthen the good and positive "glue" that is PMI-OC. With these projects, we want to improve how we serve our members, be able to react to the ever-changing marketplace, and help the PMI-OC leaders manage our continuously growing numbers. But more about that in future columns. And to ensure that we don't forget that all of this should also be fun, we elevated "fun" to one of our ten strategic goals.

Cornelius Fichtner, PMP, Chair/President
Change is inevitable, except from vending machines.

Experiencing Growth as a Volunteer

In a past issue of *Milestones*, **Glen Fujimoto**, 2006 Chair/President posed a question, "What do I want to be when I grow up?" to motivate us to move out of our comfort zones to gain new skills and experiences.

David Bobrow, who earned his PMP® designation in December 2005, talked about the growth experiences he shared with his friend **Manny Vargas, PMP**. David said, "I took the PMI-OC PMP workshop class and studied hard by putting in long hours to get my PMP. When I received it, I told my friend Manny about the benefits of being a PMP.

"Manny, who had already been diagnosed with idiopathic pulmonary fibrosis, had been working for St. Jude Hospital with Perot Systems for about three years before I met him.

"When I mentioned the PMP to Manny, he was ecstatic, and he really wanted to get his own PMP. With his disease, the PMP was something that Manny felt he could work for, and it gave him a reason to live."

Membership Director **Sylvan Finestone, PMP** relates the following story about Manny. "When I ran into [Manny], it was right after he earned his PMP, and he wanted to volunteer to teach classes as a way of giving back.

"Manny and I taught a review class in the May 2006 workshop. As my co-instructor, Manny felt unsure, as did other co-instructors I have worked with. After looking at the material, he was not certain he wanted to teach. I told Manny, 'Come on, this is easy. We have all the information you need, and we will put it together to make you successful.'

"I remember the lesson learned discussion between Manny, **Mike Graupner, PMP,** and me. Manny remarked, 'That really was not too bad,' and then he asked, 'Did I do OK? Did I do a good job?' This was just after he had revealed to me that his illness had forced him out on disability. I didn't understand the context of the question until I later discovered just how ill he was, and his concern about doing a better job as a volunteer really struck home.

"As Volunteer Coordinator, I remember getting an e-mail from Manny that said, 'I am home if you have anything you need me to do, I would be glad to give back.' The board identified important activities for Manny, and he was able to do all of the things we asked him to do. Eventually, I received an e-mail from Manny, and he apologized that he was too weak to continue. Manny said, 'I want everyone to know what a good feeling it has been for me and how important it has been for me to do this work.' As I read this e-mail, I thought, 'It was good that doing this work was important to you, but what you are doing is really quite remarkable.'"

Manny passed away on October 25, 2006. David Bobrow said, "Manny could have done anything he wanted to do in his last days. He did something that he dreamed about, and that was earning his PMP. There is a saying, 'We are put on this earth to give something back.' Manny Vargas' gift to us was his example of determination and inspiration to others to go out and live their dreams, no matter what the odds."

Sylvan said, "Manny wanted to bring meaning to others in his final time on earth, and he wanted to have a meaningful life all the way to the end. Manny chose PMI and PMI-OC as one of his last meaningful experiences."

As my final thought, I ask the question, "What do I want to be when I grow up?" For Manny Vargas, the answer to the question was, "I want to give back to PMI-OC!"

Roger Lew, PMP
2007 Editor of Milestones

VOLUNTEER OF THE MONTH

John Hendershot, PMP

The PMI-OC Board of Directors unanimously selected and recognized **John Hendershot, PMP** as the Volunteer of the Month for December 2006. John was honored at the December dinner meeting by **Sylvan Finestone, PMP** the chapter volunteer coordinator, who presented him with a Certificate of Appreciation.

John has been a chapter member since 2000, earning his PMP® certification in that same year. He has volunteered as a contributor to *Milestones* for that many years. In this position he has sometimes even had advance notice that he was to write an article. Many times he has filled in at the last minute with a contribution that was later published.

John volunteered for PMInAction last year, and he has always been the "unknown filler." If we needed someone at the last minute, and John was there, he would always jump in. As an example, there is no accounting for the number of times he has been seen working at the registration desk.

John is currently an infrastructure project manager at EDS. He is typically found working data center build-outs, switching out or migrating servers to a new facility and/or installing custom VOIP networks for his clients.

Despite all evidence to the contrary, John Hendershot personally and vehemently denies that he is, or ever was, a pirate.

In this selection, the board of directors recognized the years that John has been associated with our chapter, leading, sharing and contributing to our teams. The board recognizes John's outstanding supporting contributions. We thank John for his work and for his many contributions to PMI-OC.

Sylvan Finestone, PMP

SPARK OF LOVE TOY DRIVE

At the December dinner meeting, your chapter supported the Orange County Fire Department's **Spark of Love Toy Drive** for the children of the greater Los Angeles area. We presented more than 75 toys and books to Santa Ana Engine Company 6, represented by **William Lackey, Gabriel Gonzalez, Mike Tivenan** and **Brian Pingree**. Also attending was **Captain Ben Gonzales**, the Orange County Fire Department Public Information Officer.

The chapter's project officer was **Shawna Ramirez, PMP**, who coordinated the event, purchased and transported the toys, and managed the iPod raffle.

In the Jewish religion, there is a term for a selfless act of kindness, it is a Mitzvah. Many of you may have heard of the Bar or Bat Mitzvah, which is a variation of the term used to describe the ceremony conducted by some Jewish children when they are 13. In the larger sense, a Mitzvah is really about giving, and frequently that giving is anonymous.

Our chapter, and the many individuals who brought unwrapped gifts, performed a Mitzvah. It is especially noteworthy this year when the toy gathering drive is falling so very short of the published goals. As of December 19, the report was that it was meeting only 40 percent of its quota.

Last month you may have seen the following in *Milestones*, written by **Gwen Finestone**.

The gift you bring is more than just a toy; it is a statement to a needy child that in an uncertain world, a person they don't even know cares about them. Please know that you have given a child a truly beautiful gift: the gift of joy. Because of your generosity, a child will experience the joy of receiving a gift, the joy of opening a gift, the joy of playing with a gift. Because of you, they will experience the true joy of belonging, of fitting in, during a time of year when it is so important to children to feel like they fit in.

This is especially true in our chapter. Your generosity has made a difference in the lives of the children of our community. By performing your Mitzvah, you made a difference this holiday season. Thank you for your generosity.

Sylvan Finestone, PMP

Above: *Orange County Fire Department Public Information Officer* **Ben Gonzales** *explains the department's long term commitment to the Spark of Love toy drive.*

Top: *A table full of toys from generous PMI-OC members and guests.*

Center: *Toys packed and ready to go to deserving children. Left to right:* **Brian Pingree** *from the OC Fire Dept.; 2006 PMI-OC Programs Director* **Kristine Hayes Munson, PMP**; *OC Fire Dept.* **Captain Ben Gonzales**; *2006 PMI-OC Director at Large* **Victoria Flanagan**; **William Lackey** *from the OC Fire Dept.;* **Shawna Ramirez, PMP**, *Spark of Love project officer;* **Mike Tivenan** *from the OC Fire Dept.;* **Gabriel Gonzalez** *from the OC Fire Dept.; 2006 PMI-OC Chair* **Glen Fujimoto**; *and Dinner Meeting Chair* **Jim Monical, PMP**.

Bottom: **Shawna Ramirez, PMP,** *Spark of Love project officer.*

NEW PMPs *Continued from page 2*

Charles Boicey	**Robert McConnell**
Laura Canaday	**Denise Moon**
Denise Chavez	**Matt Muchmore**
Kelly Cornia	**Gregory Nelson**
Laura Currie	**Prashant Rege**
Aventur Gonzales	**Michael Salai**
Yvette Holguin	**Julie Smith**
Joon Jung	**Marcia Steffen**
Michael Kezsely	**Alison Topaloglu**
Robert King	**Diana Wales**
Darryl Lee	**Trent Wright**
Arwid Mattes	

PMI-OC RECEIVES THREE COMPONENT AWARDS

The Project Management Institute (PMI) honored the Orange County Chapter (PMI-OC) with three prestigious component awards for its service to the Institute. PMI awarded PMI-OC the 2006 PMI® Component Award for Component of the Year (Chapter Category III), the 2006 PMI® Component Award for Collaboration, and the 2006 PMI® Component Award for Volunteer Program of the Year recognizing the chapter's 2005 educational, volunteer, and networking programs. The three awards were presented at both the 2006 North America PMI Leadership Institute Meeting and the PMI Global Congress 2006 North America held in Seattle.

Because of the significance of the chapter's achievement, PMI presented the awards to the chapter in two separate award ceremonies. PMI-OC 2006 Chair **Glen Fujimoto** accepted the awards on behalf of the chapter from PMI CEO **Gregory Balestrero** and PMI Chair **Iain Fraser, PMP**, during the Awards Luncheon at the North America Leadership Institute Meeting, which was attended by over 500 component leaders from around the world. When presenting the awards, Balestrero stated that PMI-OC was honored because "This chapter's overall programs stood out from all the rest with the inauguration of the New Member Orientation Program. The energy and enthusiasm of PMI-OC members helping and networking with fellow members fostered professional development and unparalleled growth. PMI-OC identified the need to welcome new members and help them become part of our community and launched a new member orientation program to address this need."

These sentiments were echoed by **Karen Tate, PMP**, PMI Board Member and Chair of the External Relations and Volunteer Involvement Committee. She presented PMI-OC 2005 Chair **Kristine Hayes Munson, PMP,** the Component of the Year Award again at the PMI Global Congress Awards Ceremony, which was attended by approximately 1,000 PMI members.

The PMI Component Awards Program recognizes and gathers innovative, successful component programs, products and services in a format that can be used by other components to duplicate or enhance their programs. Components nominate themselves for awards by completing an arduous application. The team that completed PMI-OC's award nomination package was led by Kristine Hayes Munson, PMP and included **Diane Altwies, PMP, Frank Reynolds, PMP, PMI-OC Fellow, Linda Keller, PMP,** and **Don Barr, PMP**. PMI-OC received all three component awards for which it nominated itself. The chapter was selected out of the 280 components consisting of 250 chartered chapters, 30 special interest groups (SIGs), and two colleges geographically dispersed over 90 countries. No other component received multiple awards in 2006.

The Component of the Year Award recognizes and honors PMI components that made the greatest contributions to the development and implementation of the strategic vision and mission of PMI and supported PMI's goals through their programs, products and services. PMI-OC was recognized in Category III, or chapters with 1,001 or more members.

The PMI Component Award for Volunteer Program of the Year is awarded to components that demonstrate creativity in volunteer program development, which has resulted in new volunteers and furthered the leadership development of volunteers. All components, regardless of type or size, are eligible to compete in this category.

The PMI Component Award for Collaboration is awarded to the component that sponsors, mentors, facilitates or contributes to a new or existing PMI component. Again all components compete in this category.

The chapter celebrated its achievements at the December 2006 dinner meeting. Kristine Hayes Munson, PMP presented the three awards to the 2005 PMI-OC Board of Directors during a champagne toast. She also recognized 2005 volunteers and members.

Kristine A. Hayes Munson, PMP and Sylvan Finestone, PMP

Top: *PMI CEO **Gregory Balestrero** (left) and PMI Chair **Iain Fraser, PMP** (right) present the PMI Component of the Year Award to 2006 PMI-OC Chair **Glen Fujimoto** at the PMI North America Leadership Institute Meeting.*

Center: *PMI-OC is honored with the award a second time at the PMI Global Congress. Left to right: **Karen Tate, PMP**, PMI Board Member and Chair of the External Relations and Volunteer Involvement Committee; 2005 PMI-OC Chair **Kristine Hayes Munson, PMP**; and PMI Chair **Iain Fraser, PMP***

Bottom: *Members of the 2006 and 2007 PMI-OC Board of Directors and PMI CEO **Gregory Balestrero** proudly display the three awards at the PMI North America Leadership Institute Meeting.*

PMI-OC Names Three Fellows

Three long-term PMI-OC members were named PMI-OC Fellows at the December 2006 dinner meeting. **Ed Walker, PMP**, who was named the first PMI-OC Fellow, officiated as PMI-OC Chair **Cornelius Fichtner, PMP** presented the awards to **Julie Wilson, PMP** (left), **Frank Reynolds, PMP,** (center), and **Janice Preston, PMP** (right). Also in attendance were PMI-OC Fellows **Quentin Fleming** and **Marty Wartenberg**. PMI-OC Fellow **John Bing** was absent and missed by all.

Ed recounted the contributions of these three honorees to both the chapter and to the project management profession. All have been volunteers and have held board positions in the chapter and are active contributors to the profession.

since 1991, consulting in project management for high tech companies in information services, financial services, pharmaceuticals, and automotive. She writes and speaks in many areas of project management, including risk management, earned value, cost control, procurement, team leadership, and communication skills.

Julie and Frank played an instrumental role in founding PMI-OC. After attending their first PMI® sponsored event (a PMI-Los Angeles dinner meeting) in the mid 1980s, they astutely identified the need for a PMI-based project management community in Orange County to enable project managers from all industries to build their professional skill sets in a collaborative environment. They also understood the desire of Orange County project managers to participate in local events rather than fighting Southern California traffic to attend events in Los Angeles.

Julie served on the PMI-OC Board of Directors from 1989 through 1994. In 1991 she held the role of chapter president. In addition to actively contributing to PMI-OC, Julie was a co-founder of the PMI Information Systems SIG and served two terms on the PMI Board of Directors. She currently serves on the board of directors for Members Disaster Relief, Inc., a new charity enabling PMI members to help PMI members in need. Julie continues to serve as a role model and mentor for the PMI-OC leadership team. Recently she facilitated the 2007 PMI-OC Board's off-site planning sessions. Julie is Practice Executive and Principal for IBM Global Services. Her responsibilities include directing a global project management practice, which manages complex projects and programs as well as account transitions for IBM's clients worldwide.

PMI-OC Board of Directors service is also a hallmark of Frank's contribution. He served on the board in 1989 and 1990 as Vice President Programs. During those years, Frank recruited his sixteen-year-old son Keith to participate as a chapter volunteer. Frank returned to the board in 2002 as Trustee. Frank is a well known project management instructor who regularly volunteers as an instructor for the chapter's PMP exam preparation workshops. He owns FPR Consulting, a project management training/consultation company serving clients in both North America and China. He freely shares his wisdom and experience with other project managers. Recent dinner meeting attendees have seen Frank wear his CAP "M" hat encouraging professionals to complete the CAPM® certification.

Janice is also no stranger to PMI-OC Board of Directors service. She served on the board from 1995 through 2001 as Vice President Professional Development and Vice President Finance. The chapter's current healthy financial position can be attributed directly to Janice's fiscally prudent policies. She continues to shape the chapter's future through her ongoing service on the Board of Directors Nominating Committee. She is also an active volunteer in the PMI Risk SIG. She was an editor of the Project Risk Management chapter of the 2000 Guide to the Project Management Body of Knowledge. Janice has been a principal with Vista Performance Group (formerly Pacifica Companies)

The PMI-OC Fellow award is the most prestigious award presented by the chapter. Each year PMI-OC recognizes individuals who make significant contributions to the project management profession through one of the following criteria:

- Exemplary performance in the management of a project, or of multiple projects, over an extended period,
- Research and publication of information useful to project managers in their professional practice,
- Development and delivery of project management instruction over an extended period,
- Sustained service to the chapter, to the Project Management Institute, or to other institutions that further the interests of the project management profession.

Martin Wartenberg, PMI-OC Fellow and Kristine Hayes Munson, PMP

PMI® PROJECT OF THE YEAR AWARD

All projects,

regardless

of size

and

industry,

are

encouraged

to participate.

Purpose: To recognize and honor the accomplishments of the PMI Project of the Year (POY), and the project team involved, for superior performance and execution of exemplary project management.

Eligibility: Projects from everywhere in the world are encouraged to participate, regardless of size, industry type or location. PMI affiliation is not necessary. Other professional associations are invited to encourage participation. The project must be essentially complete at the time of nomination and accepted as complete by the owner/client prior to nomination. There can be no restrictions on the use of the submitted information after the final date of submission.

General Criteria:

• Met or exceeded owner/client's needs as evidenced by a letter from the owner/client.

• Met or improved on budget and schedule performance when compared with original established budget and schedule goals.

• Originality and uniqueness of applied project management techniques, including innovative application of practices/methods.

• Technical aspects and advancement of the image of the project management profession as demonstrated by effective application of the principles set forth in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Complexity of the project and unusual conditions, issues, and barriers requiring special management team action and performance.

Nomination Procedure: The PMI Project of the Year is selected through a three-tier process.

Preliminary Level: POY nominations must first be submitted to a participating PMI chapter. The chapter's POY project manager must contact the PMI brand development department to identify himself or herself as the designated contact. The chapter POY project manager will act as liaison with PMI Global Operations Center and receive all pertinent communications and documents. Submissions are due to the chapter(s) no later than **January 27, 2007**. Projects submitted at this level will be reviewed by a panel of judges designated by the chapter(s), with the selection of projects that will advance to the next level completed by **March 3, 2007.**

> **Please contact Bob Schumacher, PMP at bobschu@cox.net for more information.**
>
> **For more information on the PMI Project of the Year:**
> **http://www.pmi.org/info/AP_ProjectOfYearAward.asp**
>
> **PMI Awards Website:**
> **http://www.pmi.org/info/AP_AwardNominations.asp**

THE SOUND OF TEAM

We Create Teams That Rock!
The Theme of the December 12th PMI-OC Dinner Meeting

Christine Fotheringham, of Fotheringham & Associates, accompanied by **Kathryn Grimm** on the guitar, led the meeting attendees in several songs to demonstrate how the use of music helps to build trust among team members. As Christine pointed out, we cannot really understand the power of teamwork until we're on a team. Singing together gives us a sense of power. Many of us would never consider singing individually, but have no qualms about joining in with other people.

To illustrate this point, Christine had us all sing Queen's classic anthem, "We Will Rock You," followed by "Take Me Out to the Ball Game." How many of us have joined in at the seventh inning stretch at a ball game? Chances are not only did this give us all a chance to get up and stretch our legs, but it also helped us to feel that sense of "team" with the other 40,000 fans at the game!

Throughout history, singing has been as natural as talking. Some people think we sang before we talked. It was only about 500 years ago that there was segregation between those who "could sing" and those who "could not."

The five characteristics of a dysfunctional team, from the book, *The Five Dysfunctions of a Team* by Patrick Lencioni, were illustrated in a pyramid, shown at the right. Starting from the base of the pyramid and working up, the five traits are (1) absence of **trust**, (2) fear of **conflict**, (false harmony), (3) lack of **commitment**, (4) avoidance of **accountability**, and (5) inattention to **results**.

Group singing helps to build the trust required at the base of the pyramid. When we make ourselves vulnerable, we begin to trust each other. Singing together addresses the first (lower) level of the five step pyramid of the highly functioning team. The five characteristics of a highly functioning team are (1) vulnerability based **trust**, (2) unfiltered **conflict** around ideas, (3) willingness to **commit** to decisions, (4) ability to hold one another **accountable**, and (5) sharing collective **results**. See the second pyramid at the right.

Christine had people from each table introduce themselves, and asked us to make sure to listen, rather than think, about what we are going to say. This not only got us talking to each other, but we learned more about each other than the typical business card exchanges. Then Christine showed us that movement helps when choosing activities to build teams. We all sang (stomped and clapped) "If You're Happy and You Know It."

The next goal Christine gave us was to have people at each of the 12 tables develop a line to the special PMI-OC version of the classic "Twelve Days of Christmas." The creative talents of the PMI members got us all smiling, laughing and clapping as each table sang their line for the "PMI-OC Twelve Days of Christmas." Below are the twelve gifts from PMI-OC:

12 job offers;
11 vendors vending;
10 job referrals;
 9 areas of knowledge;
 8 programs funded;
 7 schedules ahead of time;
 6 PMs a-grumbling;
 5 B-I-G BLACK MUGS!
 4 business cards;
 3 course meals;
 2 PDUs;
  and a network of people just like me!

We all had fun at the dinner. Hopefully we all walked away with this lesson in mind. It is important to develop trust among your team members to be a highly functioning team. One good way to accomplish this is to let the team members be vulnerable so they can be genuinely open about their mistakes and weaknesses and ask for help when they need it, resulting in a highly performing team. Studies have shown that high trust organizations out perform those with low trust by nearly three times. An easy and fun way to gain this trust is through singing. Making it an interactive activity, like the one just described. We

Inattention to **Results**

Avoidance of **Accountability**

Lack of **Commitment**

Fear of **Conflict**

Absence of **Trust**

Five Dysfunctions of a Team

Collective **Results**

Hold One Another **Accountable**

Commit to Decisions

Unfiltered **Conflict** Around Ideas

Vulnerability-Based **Trust**

Highly Functioning Teams

not only sang, but we worked together to develop the words, got everyone involved and got to know the other people at our table. You might consider including an activity like this next time you need to build a team. We would like to thank Christine and Kathryn for showing us we are part of the PMI-OC team! For more information about team building and offerings from Fotheringham & Associates, visit www.soundofteam.com.

Patty Tutor, PMP

Mr. CAP "M"

PMBOK Guide as Seen Through CAPM Candidate Eyes

A series of columns by
Frank P. Reynolds, PMP

I began working with CAPM® candidates early in 2006. I've written before that the CAPM exam is based solely on the contents of the third edition of the PMBOK® Guide to the Project Management Body of Knowledge.

I read the PMBOK Guide from the perspective of someone performing their specialty in a development project context. I quickly learned from students that the book is a bit daunting. I dug into it even more deeply, adapting instructional materials to the needs of exam candidates.

Our founding project managers were often from the civil engineering and construction settings. Many other project managers came from aerospace engineering disciplines with heavy emphasis on large scale governmental undertakings with considerable uncertainty.

The early authors of the PMBOK had first mover advantage, writing of implicit large scale, vendor-client arm's length and intact teams assembled for long durations. A project manager was assumed to be a senior manager. As a manager, he or she was dedicated to a single project and frequently had project management staff.

From the point of view of today's CAPM-seeking project team members, many of these assumptions are unreal. For instance, most of their project managers have multiple concurrent assignments. So do many project participants. Projects are more global, involve more specialties, and are critical to almost all industries. Project management is a global competitive competency with an ephemeral knowledge supply chain.

One theme for this new year is to explore how CAPM candidates can learn from the many and varied elements of our body of project management knowledge. In February, I will conduct an advanced topic seminar for the San Gabriel branch of the PMI-LA chapter. In that session, I'll help PMI® members see our professional knowledge from fresh perspectives. Both PMP© and CAPM candidates will benefit from this in-depth exploration.

Frank P. Reynolds, PMP, PMI-OC Fellow
freynolds@outercoreinc.com

At the December Dinner Meeting

New PMPs **Julie Smith**, **Rosie Coleman**, and **Michael Salai**

Renee Rasmussen, *a recruiter with HireRight, looking for a project manager to join her company.*

Lopinsky Scholarship Winner Named

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 Southern California residents and are pursing a degree in project management.

The 2006 Charles Lopinsky Memorial Scholarship was awarded to **Pornegin Merikhbayat**. Pornegin is a graduate student at California State University, Northridge, studying engineering management. This is the second year she has received the scholarship.

The annual scholarship is given in memory of **Charles Lopinsky, PMP, PMI Fellow**. Charlie left behind a legacy of service to PMI. Joining PMI in 1971, he was an active volunteer with both the PMI-OC and PMI-LA chapters, as well as with the institute itself.

In the Seminars & Symposiums of 1975 (San Francisco), 1978 (Los Angeles), and 1983 (Phoenix), he served on the technical program committees, selecting papers to be presented and coordinating the publication of the proceedings. In 1998, he served as assistant project manager for the PMI Seminars & Symposium in Long Beach. In 1982, Lopinsky received the PMI Distinguished Contribution Award. In 1983 and 1984, he served as a member of the Project Management Journal Review Board. In 1989, he was designated a PMI Fellow, the highest honor that PMI bestows on an individual serving the Institute and the project management profession.

The PMI Educational Foundation was founded in 1990 by the Project Management Institute. It is a non-profit, non-political, charitable organization within the meaning of the Internal Revenue Code. As a charitable organization, it is dependent on contributions to provide the income necessary to undertake its purposes.

Competitive scholarships are awarded to individuals pursuing a degree in a project management related field based on merit, as measured by academic performance, co-curricular and extra-curricular activities.

Please go to the PMI Educational Foundation's website at www.pmi.org/pmief and refer to the scholarship dropdown for scholarships available and further information. Applications for the 2007 scholarship will be available on the PMI Educational Foundation website shortly.

Mutually Trusting Project Team Members Succeed More Often…Way More Often

Teamwork remains the one sustainable competitive advantage that often goes untapped in many organizations. All too often, project leaders focus mostly on other topics, such as requirements, schedule, scope, and budget. One reason may be that teamwork is hard to measure. Why? Because it affects the outcome of an organization in such comprehensive and invasive ways that it is virtually impossible to isolate it as a single contributing variable. Instead, many executives prefer more easily measurable and verifiable solutions (earned value, ROI, etc.) and look elsewhere for their competitive advantages. They choose to manage rather than to lead.

With their simultaneously analytic and touchy-feely excursion through the world of teamwork, personality types, temperament quizzes, and handouts, **Christine Fotheringham** and **Margaret Meloni, PMP** took their audience on a stimulating tour of the five dysfunctions of a team, originally identified and postulated by **Patrick Lencioni**[1]. They appear in Figure 1 at the right and are:

Dysfunction Number One, Absence of Trust

Members of great teams trust one another on a fundamental, emotional level, and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears, and quirks. They get to a point where they can be completely open with each other, without filters. This openness is essential, because . . .

Dysfunction Number Two, Fear of Conflict

. . . Team members who trust one another are not afraid to engage in passionate dialogue around issues and decisions that are key to their organization's success. They do not hesitate to disagree with, challenge, or question each other, all in the spirit of finding the best answers, discovering the truth, and making great decisions. Such a spirit is important, because . . .

Dysfunction Number Three, Lack of Commitment

. . . Team members who engage in unfiltered conflict are able to achieve genuine buy-in around important decisions, even when various members of the team initially disagree. That is true because all team members agree that every opinion and idea must be put on the table and considered, leaving everyone confident that no stone has been unturned. This confidence is critical, because . . .

Dysfunction Number Four, Avoidance of Accountability

. . . Team members who commit to decisions and standards of performance do not hesitate to hold each other accountable for adhering to those decisions and standards. What is more, they do not rely on the project manager as the primary source of accountability; they go directly to their peers. Such a commitment matters, because . . .

Dysfunction Number Five, Inattention to Results

. . . Team members who trust one another, who engage in conflict, who commit to decisions, and who hold each other accountable, are very likely to set aside their individual needs and agendas, and instead focus almost exclusively on what is best for the team. They do not give in to the temptation to place their departments, career aspirations, or egos ahead of the collective results that define their team's success.

Overcoming Dysfunction Number One, Building Trust. Christine asked: "How do you build trust?" No quality or characteristic is more important than trust. Unfortunately, there is probably also no quality or characteristic as rare as trust. There are two reasons: (1) people use the word inconsistently, and hence trust means different things to different people; and (2) because it is just plain hard.

Trust is not so much the ability of team members to predict each other's behavior after they have known each other for a long time. Rather, trust is all about vulnerability. Team members, who trust each other, learn to be comfortable with being open, even exposed

Figure 1: Five Dysfunctions of a Team. *The true measure of a team is that it accomplishes the results that it sets out to achieve. To do so consistently, it must overcome the five dysfunctions shown here.*

to one another around their failures, weaknesses, even fears. Vulnerability-based trust builds on the principle that people who are not afraid to admit the truth about themselves, are also not going to engage in the kind of political behavior that wastes everyone's time and energy.

To illustrate this concept of becoming comfortable with one's own vulnerability, Christine and Margret served up the personal history exercise. They asked the members of their audience to form groups and to have everyone explain three things: (a) Where they grew up? (b) How many kids were in their family? And (c) what was the most difficult or important challenge of their childhood? (However, not of their inner childhood.)

[1] Lencioni, Patrick. *Overcoming the Five Dysfunctions of a Team: A Field Guide for Leaders, Managers, and Facilitators.* Jossey-Bass, 2005. ISBN -0-7879-7637

All the colleagues in each group were participating and sharing their answers and engendered sympathy for each other. Before they became aware of it, they had fostered a mutual understanding at a more fundamental level. All learned how they became the people they are today.

It quickly became evident, that trust is the foundation of teamwork. On a team, trust is all about vulnerability, and that vulnerability is difficult for most people. Naturally, building trust takes time, yet exercises such as the ones during the seminar can greatly accelerate this process. Like a good marriage, trust on a team is never complete. The participants must keep building and maintaining it.

Overcoming Dysfunction Number Two, Mastering Conflict. Once a team has begun the process of building trust, it is time to think about leveraging this trust, because trust is a requirement for overcoming the all-too-common fear of conflict. Margaret was quick to point out that with conflict on a team she means productive, ideological conflict: unfiltered debate of issues dear to the team.

Any team that wants to maximize its effectiveness needs to learn how to master conflict. The team's members can only do so if they have vulnerability-based trust towards each other, if they can engage in constructive arguments in humble pursuits of truth, rather than in destructive arguments laced with politics, pride, and competition.

When people who do not trust each other engage in passionate debate, they are simply trying to win the argument. They rarely listen to the other people's ideas, let alone reconsider their own point of view. Instead, they are figuring out how to manipulate the conversation to get what they want. Worse yet, such people usually avoid face-to-face arguments and vent their opinions in the hallways after the meeting is over.

By contrast, when vulnerability-based trust exists among the team members, they say everything that needs to be said and have nothing left to say behind closed doors.

Even in the best teams, conflict is always a little uncomfortable. No matter how well all members know that their conflict focuses on issues rather than

personalities, they inevitably will feel to some degree under personal attack. Such an outcome, though, is no reason for avoiding conflict, for if team members are never pushing each other outside their emotional comfort zones during a discussion, they are not likely to make the best decisions for their project organization either.

One way for project managers to know if their teams are having enough constructive conflict is to consider how an outsider sitting in on a team meeting would feel. A great team will look at least a little strange to an outsider who is not used to the team members' direct and unfiltered dialog.

Margaret next asked, "How do you prevent the unfiltered conflict from getting personal?" The answer is that conflict has several dimensions. For one, team members are extremely unlikely to attack each other openly on a personal level. For another, Christine sees a continuum in conflict ranging from constructive to destructive, from artificial harmony to mean-spirited personal attacks. Somewhere in-between lies the ideal conflict point shown in Figure 2. Here the team can have every constructive conflict possible without stepping into destructive territory.
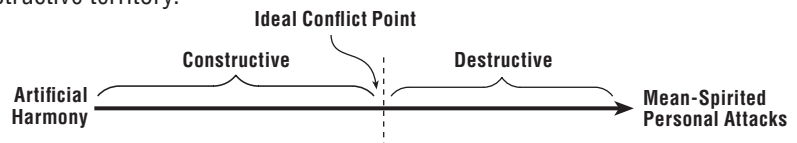
Figure 2: Conflict Continuum. *The best place on the conflict continuum is close to the middle, just to the left of the dividing line. Here the team can engage in every constructive conflict possible, without stepping over the line into destructive territory.*

Obviously, good conflict among team members requires trust, which is all about engaging in unfiltered, passionate debate around issues. Even among the best teams, conflict will be at times uncomfortable. The fear of occasional personal conflict should thus not deter team members from engaging regularly in productive debates

To show how trust and commitment link together, Christine and Margaret coached their audience in taking the Keirsey Temperament quiz, handing out questionnaires and admonishing everybody to give fast 'gut' reaction answers. Readers of this article can take the test online for free[2].

"Temperament is the home base of your personality," explained Christine. There are four types of temperaments in Table 1 (below left).

In turn, each of these four temperaments has its four personality types. All sixteen of which appear in Table 2 (below right). They are analogous to those of the well-known Myers-Briggs test. Details appear online[3]. See page 15.

Temperament	Percent of Population	Preferences
SP: Artisans	15-20%	Prefer jobs where they can troubleshoot, respond to crises, and negotiate. Also enjoy identifying and responding to opportunities.
SJ: Guardians	40-45%	Prefer jobs that demand responsibility. Enjoy improving the efficiency of processes and setting up standardized procedures.
NF: Idealists	25-30%	Enjoy jobs that demand a level of expertise and high standards of competence. Enjoy designing and understanding systems.
NT: Rationals	5-10%	Enjoy jobs that allow them to support and encourage others. Their tendency to be enthusiastic can energize and improve the morale of others.

SP:	**Artisans**	**SJ:**	**Guardians**
ESTP	Promoter	ESTJ	Supervisor
ISTP	Crafter	ISTJ	Inspector
ESFP	Performer	ESFJ	Provider
ISFP	Composer	ISFJ	Protector

NF:	**Idealists**	**NT:**	**Rationals**
ENFJ	Teacher	ENTJ	Field marshal
INFJ	Counselor	INTJ	Mastermind
ENFP	Champion	ENTP	Inventor
INFJ	Healer	INTP	Architect

Table 1 *(left): The Four Temperaments of Artisans, Guardians, Idealists, and Rationals.*

Table 2 *(above): The eight letters stand for E Expressive, A Attentive, S Observant, N Introspective, T Tough-Minded, F Friendly, J Scheduling, P Probing.*

[2] http://www.advisorteam.com/temperament_sorter/register.asp

Overcoming Dysfunction Number Three, Achieving Commitment. Like trust, conflict is important, not in and of itself, but because it enables a team to overcome its lack of commitment. Commitment is about a group of intelligent, driven individuals buying into a decision precisely when they do not naturally agree. Because of their commitment, they then are able to move forward even in the absence of consensus.

Waiting for everyone on a team to agree with a decision is a good recipe for mediocrity, delay, and frustration. Commitment does just the opposite. Committed team members agree to support their each other's efforts even when they do not agree with all the decisions. However, they must not limit themselves to well-intentioned assumptions about what they have agreed to; otherwise, they end up confused and frustrated. They must be clear about what the team has made commitments. In this way, team members can avoid assumptions and ambiguity, and end their discussions with a clear understanding of their decisions.

Overcoming Dysfunction Number Four, Embracing Accountability. Accountability is a word that has become so overused, and misused, that it has lost much of its power. In light of this predicament, Christine and Margaret define accountability as the willingness of team members to remind each other of when they are not living up to the performance standards that they have adopted for their group.

In many ways, this kind of accountability does not require active participation of the project manager, because it is a direct peer-to-peer accountability. It implies that peer pressure and dislike for letting down a colleague will motivate any team player more than do fear of punishment and rebuke. In this manner, and with the encouragement by the project manager, peer-to-peer accountability becomes part of the team's culture.

Overcoming Number Five, Focusing on Results. If team members trust each other, engage in healthy conflict around issues, commit to the decisions they make, and hold each other accountable for those decisions, there is a good chance that their project will succeed. However, because teams consist frequently of quite fallible human beings, it is not at all certain that they will preserve their focus and stay on mission. Somehow, people have a strong and natural tendency to look out for themselves before others, even when those others belong to their families or teams. Once self-interest and self-preservation kick in on a team, they can spread like a disease and quickly erode the roots of teamwork until eventually all trust is gone.

Yet, results-oriented teams must establish their own measurements for success. They must not allow themselves any wiggle room for subjectivity, even though subjectivity is very attractive. Rather, the true measure of a great team is that it can accomplish the results it has set out to achieve, and that team members place the common goals before their individual needs. Moreover, they stay committed to publicly clarifying their desired results and by keeping them visible for all stakeholders.

Margaret and Christine elegantly summarized their lively presentation with:

1. The team needs to focus on results.
2. Which means everyone must be accountable and hold one another accountable.
3. There is no accountability without commitment.
4. Productive conflict occurs on the way to commitment.
5. Team members cannot engage in productive conflict until they have established trust.
\

They concluded with **Vince Lombardi's** famous quotation:

Individual commitment to a group effort that is what makes a team work, a company work, a society work, a civilization work.

Christine and Margaret, thank you very much for a great job. No doubt, you both have spent many hours preparing your presentation, and it showed, and that is as it should be. Several in your audience left thinking aloud of the benefits their teams will reap. That, too, is as it should be. Thank you also for the detailed handouts accompanying the Keirsey quiz. It was fun to do.

George D. Meier, PMP

Note: *Christine and Margaret will return on March 3 to present Part Two of this timely seminar. Don't miss it!*

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[3] Artisans: http://www.advisorteam.org/the_four-temperaments/temp_artisan.html

Guardians: http://www.advisorteam.org/the_four-temperaments/temp_guardian.html

Idealists: http://www.advisorteam.org/the_four-temperaments/temp_idealist.html

Rationals: http://www.advisorteam.org/the_four-temperaments/temp_rational.html

WANT TO BE PMP® CERTIFIED?

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

PMI Orange County Chapter Announces its 2007 Winter Course

OC PMI® PMP EXAM PREPARATION WORKSHOP

Six Saturdays Beginning January 27, 2007

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.**

January 27	**February 10**	**March 3**
February 3	**February 24**	**March 10**

Where: South Orange County   and   North Orange County
Holiday Inn   **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. Classes fill very fast, so get your registration and money in early to guarantee a seat.

Register by January 13 to receive a special discount!

- **PMI Member: $750 prior to Jan. 13, $800 after Jan. 13**
- **Non Member: $850 prior to Jan. 13, $950 after Jan. 13**

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

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

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

*Dates subject to change.

PMI-OC Plan for 2007 and Beyond

One of the many activities that occur in the background within our chapter is our annual planning process. It is one of those seemingly cryptic and random things we do. On the contrary, there is method to our madness! We have a formal planning process, and we continually adapt it to our evolving chapter and member needs. Here is a summary of our process and results.

The Process

This year, the key change we made to our planning process was to define a three year vision, based on recommendations from our Executive Advisory Council. (Refer to July 2005 *Milestones,* page 12, for details on the council.) Creating a three year vision is key for our success, specifically, to develop a longer-term road map and to support the increased turnover of board members. Initiating our planning this year, we conducted analysis on two sets of data as inputs for developing our chapter plan: (1) membership input via our annual membership and event surveys, and (2) chapter performance statistics. Using the analysis results, we developed our three year vision in September, set our direction of priorities in October, outlined our specific objectives and strategic projects in early November, and finalized our 2007 budget in late November.

Our chapter purpose statement, "Providing members quality professional development and networking opportunities," has been a grounding point for our planning and decision-making.

NEW Three Year Vision!

Our three year vision is a vivid picture of our chapter that we plan to achieve by the end of 2009. Below are the three year vision summary statements.

Member Value: We deliver high quality offerings to our members, with a focus on mid-level and seasoned professionals and on professional development and networking opportunities. We are a mature PMI® chapter and non-profit professional association.

Strong Community: We are more connected with our members, and they are more connected with us. We are able to better support and respond to our decentralized and changing environment.

Our focus over the next three years will be on improving the quality of our offerings, rather than growing membership count. We will expand our offerings to help support seasoned professionals and to help develop our less experienced members, via mentoring for example. And ultimately, we will improve member value and further establish our brand in the local business community.

RESULTING 2007-2009 Strategic Objectives!

At the PMI-OC Board of Directors annual off-site planning meeting at Big Bear Lake, the 2006 and 2007 boards defined our objectives and supporting strategic projects to achieve over the next three years. Below are the top four objectives:

• Optimize board workload distribution: short-term objective
• Evolve board to be more strategic and strengthen second tier volunteers: longer-term objective to transform our organization
• Establish repeatable systems for offerings to increase quality, improve efficiency, and support volunteer changes
• Keep the lights on: short-term objective to support board turnover

Thank you to the collaborative efforts of the 2006 and 2007 boards, support from our analysis committee, and feedback from our members! The annual membership survey results and more information on the planned 2007 projects will be available soon. Contact chair@pmi-oc.org or atlarge@pmi-oc.org for more information or to get involved.

Victoria Flanagan, 2006 Director at Large

The SoCal Pharma LIG holds monthly breakfast meetings. These meetings are open to anyone who is interested in project management and who works for the pharma, biotech, medical devices or life sciences industries.

They are free for PMI-OC members and free for non-members attending for the first time.

Presenter will be **Aileen Morgan**. Topic will be "Risk Management: What Should It Mean to You?"

When:
Friday, January 12, 2007
8:00 a.m. Breakfast
8:30 a.m. Presentation begins

Hosted by:
LMR Solutions

Where:
Grand Pacific Palisades Resort
5805 Armada Drive
Carlsbad, CA 92008

Registration:
eric_morfin@chiron.com

Answers to PMP® Exam Questions
From page 17

1. c. **EAC = AC + [(BAC − EV)/(CPI)]**
   PMBOK® 2004, paragraph 7.3.2.3
   [Controlling]

2. a. **The code of accounts**
   PMBOK 2004®, Glossary, page 354
   [Planning]

3. a. **The collection of baseline data and distribution of performance information (scope, schedule, cost and quality) to stakeholders**
   PMBOK® 2004, paragraph 10.3
   [Controlling]

4. d. **Organizational process assets (updates)**
   PMBOK® 2004, paragraph 12.6.3.2
   [Closing]

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, January 18, 2007**
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 SEMINAR
SATURDAY, FEBRUARY 3, 2007

Integrated Cost/Schedule Risk Analysis
Presented by David T. Hulett, Ph.D.

Project costs often exceed their estimates because those estimates do not take the actual duration of project activities into consideration. Cost risk will also be underestimated if it does not take schedule risk into consideration.

This seminar presents a method of incorporating uncertainty of activity duration into the assessment of cost risk. In this method, a Monte Carlo simulation of the schedule provides uncertainty in project task time. Incorporating this uncertainty into the cost risk model creates the linkage between schedule and cost risk.

To make this analysis work, you must first establish equivalence between the schedule and cost element concepts. This is easier if both the network and the cost estimate are based, at some level, on the same WBS. Uncertainty in costs is then represented by uncertainty in "time-independent costs" and "time-dependent costs."

A cost model simulation spreadsheet combines uncertain task or phase duration results with uncertain assumptions about cost per unit time. The results include the probability distribution of total project costs and sensitivity of that distribution to the different inputs. Issues are discussed, and simplified examples are presented.

David Hulett consults and trains in project risk management, qualitative and quantitative cost and schedule risk analysis, and on project scheduling through his firm, Hulett & Associates, LLC, of Los Angeles. His clients have included companies in many different industries, as well as several U.S. government agencies. Dr. Hulett was project manager responsible for the revision of the risk management chapter of the 2000 PMBOK® Guide and helped revise the PMBOK® Guide, 3rd Edition. He currently serves as Director of Technology Development for the PMI® Risk SIG and is also Director of Schedule Risk for the College of Scheduling.

Where:	**Keller Graduate School of Management**
	880 Kilroy Airport Way, Room 227, Long Beach, CA 90806
PDUs:	There are four PDUs for this event.
Cost:	In advance: $45 members, $50 non-members
	At the door: $60 for both members and non-members
Information:	www.pmi-oc.org

Coming Events

PMI-OC Leadership Institute 2007

BEGINNING JANUARY 26

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.

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.

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.

Only $73.53 per PDU For Members

REGISTRATION NOW OPEN!

Total PDUs: 34

Program will be limited to 25 participants.

Total cost:		
PMI-OC members:	$2,500
Non-members:	$2,900

PAYMENT OPTIONS. Three separate payments or one large payment.

Three payments: Your credit card will be charged for the first payment only, and then in 2007 the same card will be charged for the additional fees.

Payment breakdown: Members: Session One and 360 Review, $1,200; Session Two, $650; Session Three $650.

Non-members: Session One and 360 Review, $1,400; Session Two, $750; Session Three, $750.

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

PMI-OC Dinner Meeting

Tuesday, January 9, 2007

Program: **JANICE PRESTON**
How Do Risk Attitudes Affect My Project?

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

Schedule: 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

Featured Presentation Only (Members and Non-Members)
In Advance $15.00 *At the Door* $15.00

Parking: $3.00 per car

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, January 7, to obtain the "in advance" price. Reservations made after this time will be charged the "at the door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Anyone who cancels their reservations after Sunday, January 7, or anyone who makes a reservation and does not attend, will not receive any refunds.

Breakfast Roundtable

Breakfast with Your SOX On

Thursday, January 11, 2007: Second Thursday of every month

Doubletree Hotel, Irvine Spectrum
90 Pacifica Avenue, Irvine
Meritage Restaurant & Wine Bar
7:15 – 8:30 a.m.

Registration: **kevinmerr@earthlink.net**
Breakfast is self paid.
Parking is validated.

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