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FEBRUARY 13TH PMI-OC DINNER MEETING



Four Rules for Successful IS Projects

Philip E. Quigley, CFPIM, PMP

Selected IS projects (ERP, PDM, CRM) are large, complex systems that, when implemented properly in an organization, are very powerful weapons to use against the competition.

The key is having a successful implementation. The implementation must integrate business process

change, cultural change and new technology into one smooth running machine. When done incorrectly these implementations cost an organization money, time and internal conflict. Hershey's SAP project is a classic example.

To have a successful system implementation, project managers must follow four rules that will combine project management disciplines with business and political knowledge.

Philip E. Quigley is a senior portfolio manager with Computer Sciences Corporation. He has extensive experience in material and operations management, new product development and systems implementation.

Phil has spoken at national conventions of APICS and IBF and local chapters of APICS and PMI. He also writes a monthly column, "The Management Perspective," for the *APICS Advantage Magazine* and is a member of the editorial board.

Phil teaches at the University of California, Irvine and California State University, Fullerton. He is a certified fellow (CFPIM) for APICS, a certified project manager (PMP®) for PMI®, and an instructor in the PMI-OC exam preparation workshops. Phil may be reached at pquigley2@csc.com

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2006 PMI-OC Membership Survey

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THE CHAIR'S COLUMN

NEW MEMBERS

Brian Almond, PMP
Francesca Asakpa Lawal
Soonie Choi, PMP
Martin Crowley
Dan Estrada, PMP
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Ionel Gemanaru, PMP
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Ying Ji
Sunanda Joshi
Kunal Kapoor
Randel Kraemer
Ankur Mohindru
Deanne Nelsen, PMP
Ben Odipo, PMP
Michael Palladino, PMP
Sajesh Prabhu, PMP
Mark Romero
Dennis Sanders
Suzanne Staples
Nancy Tomko
Kent Truong, PMP
Joe Vanderpoorten, PMP
Emilia Voge
Douglas Voorhees
Patricia Wark, PMP
William Wherritt
Shehla Yamani

NEW PMPS

Soonie Choi
Kieu Hoang
Shawn Kirshner
Terence Lo
Sharon McCall
Raymond Ortega
Connie Powley
Peter Province
Ganapathy Rajagopala
Adrienne Ramirez
Paul Reay
David Stockman
Stephen Turner
Darren Van Soye



Responsibility, Respect, Fairness and Honesty

On January 1, 2007, the new *PMI® Code of Ethics and Professional Conduct* went into effect. This new code was three years in the making, was approved by the PMI board in October, and it replaces all existing PMI ethics codes as one single standard. While in the past, a PMI volunteer was held responsible to a different code than a PMP®, we will henceforth all be held to the same new standard. Let's take a look at the code and what it means to PMI-OC.

The most obvious difference is its size. The old *PMP Code of Professional Conduct* fit onto one letter sized page, while the new code took up two newspaper sized pages in the December issue of *PMItoday*. Like many PMI related standards, this code is a compromise. As a project manager, you will receive direction in regards to ethical and professional conduct, but the code also distinguishes between aspirational standards and mandatory standards. This separation leaves a lot of wiggle room and shows that ethics are difficult to put into words, especially when you need to consider the needs of a worldwide community with varying cultural and social backgrounds.

While preparing this new code, the PMI Ethics Standards Development Committee surveyed PMI members to determine our values. The values that the global project management community defined as most important were: responsibility, respect, fairness and honesty. These four values have become the foundation and the four major sections of the code. For each value, the code describes appropriate behavior. The code provides a description of each value, the aspirational and mandatory standards, as well as clarifying comments.

This code applies to you as both a project manager and a member of PMI-OC. At work, you should exercise responsibility and take ownership of the decisions you make or fail to make; show respect to yourself, others and the resources entrusted to you; apply fairness when making decisions and act impartially and objectively; and finally, employ honesty in both your communications and conduct. If we all manage to live up to the standard set forth in the code, we will improve the respect toward our profession, as well as enrich today's business world. As members of PMI-OC, I expect no less from each of us. I expect us to treat our fellow PMI-OC members as we would a co-worker and PMI-OC projects and resources as if they were our own. The way we treat our fellow members will be a strong indicator of how we treat our co-workers. In today's environment, where networking within PMI-OC is a major factor in a job search, this is important to realize and remember. Following the code in your dealings with PMI-OC colleagues will increase your hireability.

An example: In my view, one member who has always stood out as very ethical and professional is **Sylvan Finestone, PMP**. As 2006 volunteer coordinator, he attended most board meetings, and even though he was not a voting member, Sylvan spoke up on several occasions when he felt that the board could take a different, fairer approach. I learned to respect his opinions. He was the squeaky wheel that I listened to and am glad to have him on the board as this year's membership director. His actions speak volumes, and should he need to, I think he'll easily network into his next career move.

As we are moving forward with implementing our three year vision with the projects introduced to you in January *Milestones*, it is my desire that we take the new *PMI Code of Ethics and Professional Conduct* to heart. One of our goals in the vision was to make certain that we maintain the positive culture that PMI-OC exhibits today. It is my belief that we will not only keep it, but improve on it if we use the new code as our guideline.

Cornelius Fichtner, PMP, Chair/President

Never let your sense of morals get in the way of doing what's right.

PMI-OC Membership in 2007

The new year is here! And just what does that mean for the members of PMI-OC? It means that we have a number of new opportunities and challenges. After all, things change; people change; they have new resolutions and new directions.

But as things change, the more they remain the same. Our need for volunteers continues, and we are fortunate to have so many people out there who are willing to volunteer to make our chapter better. **Mike Graupner, PMP** has identified 48 volunteers who will be teaching our PMP® prep course this winter. Imagine that. Many chapters have trouble identifying 48 volunteers, period.

What about you? We have a small number of turnovers in our organization, with opportunities in marketing, programs and membership, listed at the right. Take a look, and see if there is something there for you! We would love to help you complete your resolutions.

On another note, our new board of directors is now in place, each with their ideas and challenges to keep our chapter vibrant, growing, and to provide you with the best available programs and services.

In the membership area, we are going to continue the excellent activities we have inherited from **Rod Hendrixson, PMP** who has been the membership director. We are adding a new focus this year, membership retention. My challenge to you is, "What can we do to increase our membership retention? What can and should we do differently to retain our members?"

If you have an idea or a suggestion on how we can better retain our membership, drop a line to membership@pmi-oc.org. In our future columns, we will report back on your suggestions and how we are going to improve our membership retention and continue to grow our chapter.

Sylvan Finestone, PMP

VOLUNTEER OF THE MONTH

Gene Dutz

The PMI-OC Board of Directors unanimously selected and recognized **Gene Dutz** (right) as the Volunteer of the Month for January 2007. Gene was honored at the January dinner meeting with a certificate of appreciation presented by **John Sunderson, PMP** (left).

Gene started volunteering soon after joining the chapter in 2002. He was finance director in 2004/2005 and volunteered for PMInAction in 2005.

In 2006 he worked with **Stephen June, PMP**, the interim finance director, in the transition to, and full utilization of, a new accounting system. He is an experienced and seasoned project manager and business analyst with recent Sarbanes-Oxley experience.

Gene anticipates working with Stephen June and **Kristine Hayes Munson, PMP**, reviewing the PMI-OC bylaws and making recommendations for changes. This is a part of **Cornelius Fichtner's** three-year plan, recently discussed in *Milestones*.

In addition, Gene will be part of the team developing recommendations on PMI-OC operational activities that can be outsourced. These recommendations will be presented to the board for consideration.

The board recognizes the years that Gene has been associated with PMI-OC, leading, sharing and contributing to the chapter's teams and thanks him for his dedicated efforts.

John Sunderson, PMP



Volunteer Opportunities

Dinner Meeting Host

The host for the dinner meeting introduces the event and speakers and makes special announcements as specified in the meeting agenda. Seeking a public speaker who has the required presence to host a large dinner meeting.

Contact **Programs Director Pan Kao**.

PowerPoint Coordinator

Creates automated PowerPoint presentations from various sources, including *Milestones*, and directs input, including new members and new PMPs, to display at PMI® events.

Contact **Programs Director Pan Kao**.

Hotel Coordinator

Monitors guest counts prior to the meeting and communicates information to the hotel. Ensures that all paying members receive meals. Collects business cards and assists with the raffle.

Contact **Programs Director Pan Kao**.

Corporate Relations Committee Member

Represents PMI-OC to promote project management throughout the county. Need a self starter who is comfortable with cold calling.

Contact **Marketing Director Brent Felsted**.

Advertising Committee Member

Work with the advertising manager to find advertisers and showcase vendors for *Milestones* and dinner meetings.

Contact **Marketing Director Brent Felsted**.

Assistant Milestones Advertising Manager

Solicit new advertisers and ensure *Milestones* ads are current.

Contact **Marketing Director Brent Felsted**.

Milestones Contributors

Milestones needs six additional volunteers to attend events, take notes, and write 500 to 1,000 word reviews for the chapter's newsletter. Good communication skills are required. PDUs awarded for published articles.

Contact **Marketing Director Brent Felsted**.

Raffle Coordinator

Purchase raffle prizes and bring them to the dinner meetings (\$50 per meeting maximum). Assist with the raffles during the dinner meetings.

Contact **Programs Director Pan Kao**.

Track PDUs for the Chapter

Assist the volunteer chair in tracking the PDUs earned and reported by the various directors.

Contact **Membership Director Sylvan Finestone**.

Technology Coordinator

Maintain and set up the microphones for the dinner meetings. Work with the hotel staff to utilize existing sound systems in the hotel.

Contact **Programs Director Pan Kao**.

Press Release Manager

Assist the marketing team and the *Milestones* and program staffs to develop and distribute press releases on PMI-OC activities and events.

Contact **Marketing Director Brent Felsted**.

Logoware Manager

Manage the PMI-OC logoware inventory and make logoware available to the membership.

Contact **Marketing Director Brent Felsted**.

Marketing Plan Project Manager

Work with the marketing team to create the marketing plan for PMI-OC for 2007 and beyond. Requires interview skills with the ability to turn findings into documentation for team review and execution.

Contact **Marketing Director Brent Felsted**.



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How Do Risk Attitudes Affect My Project?

The first PMI-OC dinner meeting in 2007 was kicked off with a riveting presentation by **Janice Preston, PMP, PMI-OC Fellow** on “How do risk attitudes affect my project?” Janice began her presentation by reminding us that managing risk is about managing people with a variety of different personalities and emotions. The objective of Janice’s presentation was to discuss the four basic risk attitudes, which are (1) risk adverse, (2) risk tolerant, (3) risk neutral and (4) risk seeking.

According to the *PMBOK® Guide*, risk is defined as an uncertain event or condition that, if it occurs, has a positive or negative effect on our projects’ objectives. We would all rather confront facts than uncertainty, but as Janice stressed, we live and work in the future, and uncertainty must always be expected, whether it is positive or negative. To quote **Jerry B. Harvey**, “**Risk is a reality of life, a condition of existence.**”

The *PMBOK® Guide* contains several tools and techniques to confront our risks, such as PERT charts, risk matrix, and Monte Carlo simulation, but the most important factors, as Janice reminds us, are the human ones. These are defined by our risk attitudes.

Attitude is a mental view, state of mind, or disposition that can be changed. Attitude refers to chosen responses to situations that we deal with every day. How we respond to these situations depends on our past experiences, ethical values, and our culture. To quote **David Hillson**, “**People adopt an attitude to each risky situation that reflects their perception of the degree to which the uncertainty matters to them and their emotional feelings toward the uncertainty.**” In other words, we all come from different backgrounds with a variety of experiences that have emotional ties. The attitudes toward each risky situation are driven by the emotions we felt during those times. Those of us who never experienced that particular risk may be risk seeking. Those of us who were badly burned by that risk in the past may be risk adverse.

The *PMBOK® Guide* lists the risk management processes as risk management planning, risk identification, qualitative risk analysis, quantitative risk analysis, risk response planning and risk monitoring and control. Risk attitude affects how these processes are performed. These attitudes are shown through behavior and are based on perceptions of the environment and past experiences, whether they are favorable or unfavorable.

Janice directed us to the graph at the right, which illustrates the response to uncertainty and the level of comfort from those who are risk seeking, risk tolerant or risk adverse.

Janice proceeded to describe the different attitudes in greater detail.

Risk Adverse. The individual with a risk adverse attitude is uncomfortable with uncertainty, has a low tolerance for ambiguity, seeks security, is practical, prefers fact to theories, and supports proven established methods. This type is not likely to take on new or adventurous projects.

Risk Tolerant. People with risk tolerant attitudes are somewhat comfortable with uncertainty, take risk in stride, are basically reactive, and tend not to plan for risk.

Risk Neutral. The person with a risk neutral attitude is not afraid of change or uncertainty. For them, taking risks may be considered an investment for future pay-offs, and they are usually abstract and creative thinkers.

Risk Seeking. Those with risk seeking attitudes enjoy the challenge of uncertainty; they are adaptable and resourceful, take a casual approach to risk, are willing to take action and are excited by risk. These types may be more likely to bungee jump off a cliff or, worse yet, volunteer to write a review for the dinner meeting.

Janice used quotes like his one from **J. Paul Getty** to illustrate her points, “**Without the element of uncertainty, the bringing off of even the greatest business triumph would be a dull, routine, unsatisfying affair.**”

As project managers, how do we respond to different risk attitudes? Janice suggested that we become aware of our own risk attitudes and ask others to describe theirs as well.

We need to recognize that attitudes can be modified to the situation at hand. As far as the project team is concerned, all stakeholders should be involved in risk management and develop an environment of trust to promote discussion.

Managing different risk attitudes must be handled with different methods.

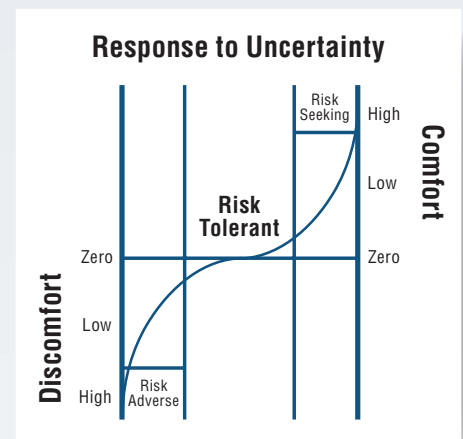
For example, the risk adverse, who tend to have an increased sensitivity when facing threats, need to understand the opportunities offered to them and put threats into perspective.

The risk tolerant require more structured planning. They assess all risks, and checklists are more appropriate here than with the risk adverse.

The risk neutral are more likely to take action when a benefit is warranted and need a quantitative approach to match their analytical nature.

The risk seeker, who will face uncertainty just for fun, may overestimate potential and underestimate probability and impact of risk. In this case, structured planning and the strong use of checklists are necessary. It is imperative that they understand the negative consequences of significant risks.

Continued on page 6



January 9th Dinner Meeting

Continued from page 5

In conclusion, Janice's presentation made me think about people I know and their risk attitudes. I thought of my two teenage daughters, who are only two years apart and grew up together in the same environment, but have different risk attitudes. One is risk seeking, while the other is risk adverse. The risk seeker is not concerned about grades as much as an enriched social life, while my risk adverse daughter is very concerned about grades and future opportunities. Both of my girls and their risk attitudes have made my wife and me just plain "risk nervous."

Janice's presentation has given me a new awareness of the types of risk attitudes I encounter and how to respond to them in my work, as well as in my personal life. For anyone who attended the meeting, I'm sure you will agree it was a low risk, but highly rewarding, presentation.

Joe Paradiso, PMP

Scholarship Available

Each year, PMI-OC sponsors a **\$1,000 Charles Lopinsky Memorial Scholarship**, which is awarded through the PMI® Educational Foundation. This scholarship is open to students who are Orange County residents and are pursuing a degree in project management or a project management related field.

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.

Competitive scholarships are based on merit, as measured by academic performance, co-curricular and extra-curricular activities.

For more information, go to the PMI Educational Foundation's website at www.pmi.org/pmief.

Application deadline for this scholarship is May 30, 2007.

At the January Dinner Meeting



Arriving and signing in



PMI-OC Chair **Cornelius Fichtner, PMP** with chapter members and guests before the meeting



Above: Changing of the guard: 2007 Finance Director **Lora Lockwood, PMP** confers with 2006 Finance Director **Stephen June, PMP**

New PMPs **Stephen Turner, Joon Jung, Shawna Ramirez, and Carolyn Wong**



Your Company Has Done the OPM3 Assessment. Now What?

It used to be that ISO-9000 was the certification of choice by companies eager to convince customers and business partners of their ability to deliver dependable products and services reliably. Now PMI® has joined with its OPM3 assessment tool. OPM3 seeks to provide an objective measure of an organization's maturity in project, program, and portfolio management. OPM3 is not an easy tool to use, but it does deliver a thorough measure of a company's mastery of the tenets of project management. With its 586 best practices, which in turn contain 2007 capabilities that map into 2038 outcomes, it can be formidable. These best practices, capabilities, and outcomes recognize the relationships between project, program, and portfolio domains. In OPM3 parlance, the manager of a portfolio manages several programs, the manager of a program several projects, and the manager of a project a project team. Figure 1 shows this hierarchy.

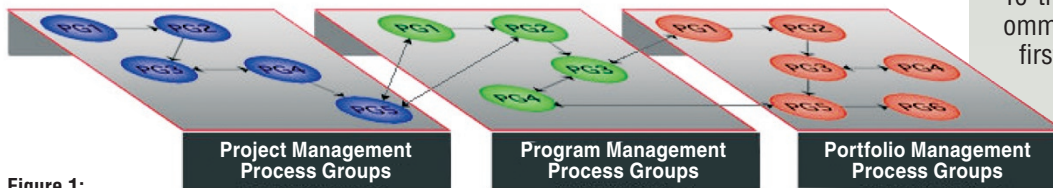


Figure 1:

The process groups of project management, program management, and portfolio management all have a similar hierarchy of process groups

Here is where **Allan Shechet, PMP** (left) and **Andy Anderson, PMP** (right) come in. They are licensed to perform the procedures of OPM3, and in their second¹ seminar, they showed how an OPM3 assessment can be used to improve the assessed organization.



The OPM3 assessment usually results in a continuum of the type shown in Figure 2. OPM3 next converts this continuum into a four-dimensional score along the dimensions of standardize, measure, control, and continuously improve (SMCI). The score for the example in Figure 2 appears in Figure 3.

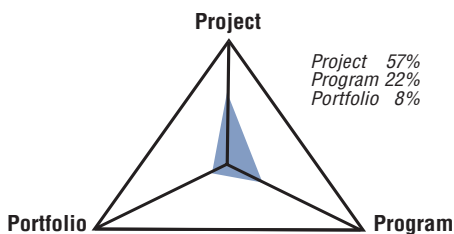


Figure 2: In this example, the assessment of a given organization's maturity yielded an adherence of processes of 57% in project management, 22% in program management, and 8% in portfolio management.

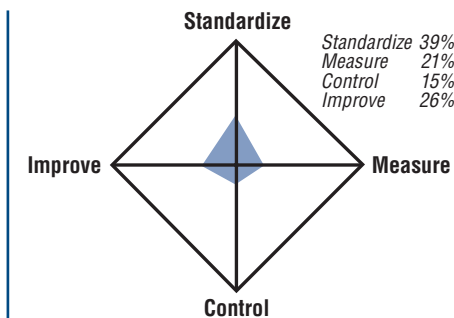


Figure 3: The score for the OPM3 continuum of the organization in Figure 2. This score has the four SMCI dimensions: standardize, measure, control, and continuously improve.

Let's return to the "Now What?" in the title. The logical step for an organization is to follow its OPM3 assessment by improving its way of doing business. Paired with the organization's business priorities, the OPM3 assessment results offer a good road map for defining the scope and sequence of the improvement effort.

The road map begins with the assessment of current practices, resulting in planning actions for improvement. To this end, the OPM3 road map recommends that the organization start first with a pilot for launching the improvement processes, measure the results, and then expand the scope of the pilot.



After performing each step in the improvement process, the organization should ask:

1. How smoothly did the pilot and rollout go?
2. How well did the action-planning process work?
3. Do the new process actions achieve the desired results?

If not, the road map on page 8 allows for repeating any of the steps. Figure 4, shown on the next page, illustrates this concept.

Continued on page 8

¹ See "OPM3: As Much About the Maturity of the Project Manager as the Maturity of the Organization" in *Milestones*, August 2006, pages 9-11.

Advanced Topic Review

Continued from page 7

At all times during the execution of the steps in Figure 4 (right), the organization should ask, “What does really work for us?” Allan and Andy were quick to point out that organizations had better examine the logic of the following four items:

Scheduling

Define tasks, durations, and links.

Education and Training

Help the organization learn the processes and stimulate creativity and innovation.

Sponsorship

Keep the team motivated; sell the project to the organization; correct and adjust organizational priorities to suit the available resources.

Portfolio Prioritization

Make sure everyone works on the right projects. Clearly communicate the priorities and their reasons.

For these four topics, Allan and Andy presented OPM3’s plan for improvement. In practice, these plans quickly become highly detailed, if not tedious. Let’s see what the plan looks like for improving scheduling, the first item in the preceding list. The best practice that applies here is BP-1070, named Project Activity Duration Estimating Process Standardization. This best practice has four capabilities, four prerequisites, and seven outcomes, which appear in the checklist in Table 1 (right).

Table 2 presents the details of the Best Practice 1070’s four capabilities, with their definitions and associated key performance indicators, the KPIs.

For instance, the capability 1070.020, named Documented Project Activity Duration Estimating Process, is defined as the availability of a project activity duration estimating process, and is communicated to all necessary stakeholders. The associated KPI is a communicated project activity duration estimating process. In this way, an organization can determine the holes in its processes and identify the actions it needs to undertake for filling them. These actions in turn take their place in the closed loop of Figure 4.

Consider the content of the activity duration estimating process, where the PM selects the most appropriate activity duration estimating process for each activity:

- Historical Average Duration
- Subject-MatterExpert-Judgment
- PERT Weighted-Average, which equals $\frac{\text{optimistic time} + 4 \times \text{most likely time} + \text{pessimistic time}}{6}$

Continued on page 9

Improvement Road Maps and Metrics

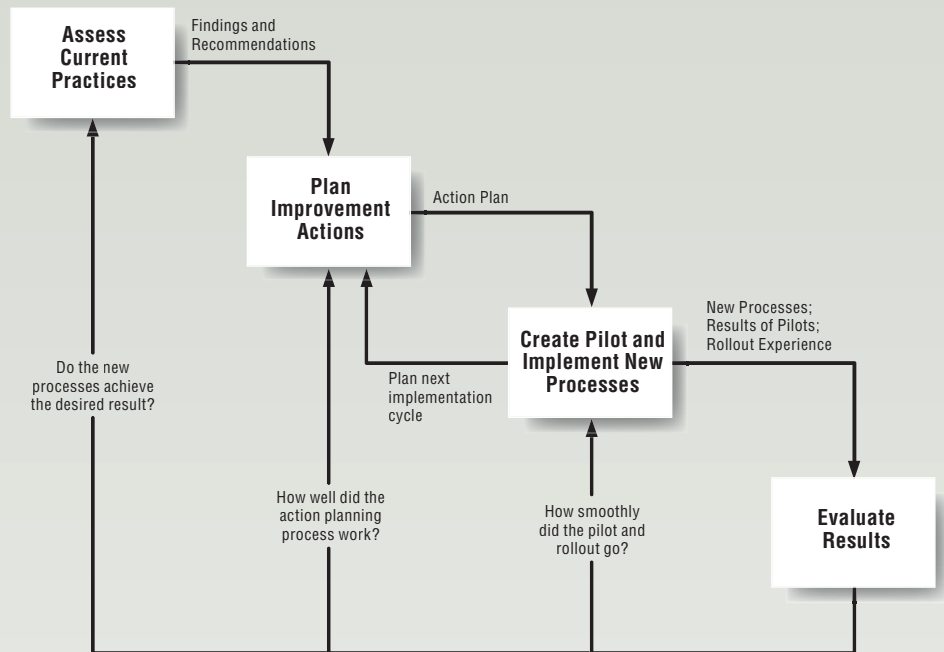


Figure 4: The road to improvement is straightforward: assess current practices, plan actions, create pilot for implementing, evaluate the results, and repeat.

Plan Schedule Improvements

Outcome Checklist

Best Practice	1070
Name	Project Activity Duration Estimating Process Standardization
Description	Project Activity Duration Estimating Process standards are established

	PROJECT	PROGRAM	PORTFOLIO	STANDARDIZE	MEASURE	CONTROL	IMPROVE
	X			X			

Capability	Name	Outcome Checklist
1070.010	Process Management Governing Body	<input type="checkbox"/>
1000.010	Established Standardization Policies	<input type="checkbox"/>
1070.020	Project Activity Duration Estimating Process Development	<input type="checkbox"/>
1070.025	Project Activity Duration Estimating Process Availability	<input type="checkbox"/>
1050.030	Standardize Project Activity Definition Processes	<input type="checkbox"/>
1090.030	Standardize Project Resource Planning Processes	<input type="checkbox"/>
1070.030	Standardize Project Activity Duration Estimating Processes	<input type="checkbox"/>

Best Practice 1070 has four capabilities, four prerequisites, and seven outcomes.

Table 1: Checklist for the outcomes of Best Practice 1070, Project Activity Duration Estimating Process Standardization. The best practice’s four capabilities are numbered 1070.010, .020, .025, and .030.

Plan Schedule Improvements

1070.010.10 Active Process Governing Body Process-oriented governing bodies have been established, and the appropriate people have been assigned to them. They meet on a regular schedule to discuss process management issues and suggestions for improvements. KPI Name: Process Governing Body
1070.020.10 Documented Project Activity Duration Estimating Process A Project Activity Duration Estimating Process is documented and communicated to all necessary stakeholders. KPI Name: A Documented Project Activity Duration Estimating Process Exists
1070.025.10 Communicated Project Activity Duration Estimating Process The availability of a Project Activity Duration Estimating process is communicated to all necessary stakeholders. KPI Name: A Communicated Project Activity Duration Estimating Process
1070.030.10 Standardized Project Activity Duration Estimating Process Work methods for the Project Activity Duration Estimating Process are implemented consistently, producing activity duration estimates, basis of estimates, and activity list updates. KPI Name: Evidence of Consistent Implementation

Table 2: The four capabilities for Best Practice 1070 have each a key performance indicator (KPI).

Mr. CAP "M"

Seeking Entry Level CAPM Candidates



A series of columns by
Frank P. Reynolds, PMP, PMI-OC Fellow

At the January dinner meeting I asked attendees about their first time in a project. Consensus? Sink or swim.

There are three entry-level groups seeking CAPM® professional recognition.

One group works in various project manager roles, accumulating knowledge and experience in pursuit of the PMP®.

The second group embraces project management team members and subject matter experts.

Let's look at the third group. They are workers in informal project management settings. Such CAPM candidates are not all youthful and inexperienced. Many know few project management tools and techniques and can't see the big picture.

Local Engineering Week TV coverage shows eggs packaged to survive the drop from the roof of a university's engineering building. Perhaps more relevant to project management is the high school Junior Achievement program, which follows the arc of product or service invention, development and sales. Do PMI® members volunteer for this program?

In graduate studies, students often work with a principal researcher or lead research groups. They work in teams to fabricate novel equipment, write analytical programs or build databases. Imagine the scientific, business, engineering and design schools needing better projects. How could PMI members help at their alma maters?

Early project participant experience bridges informal project management to more formal work producing new knowledge, products, systems and services. Transition from an academic setting involves finding assignments as interns, externs or school/work program participants. These assignments may be competitive, with both employer and transitioning individual looking each other over.

Early project participation experience lacks formality, training or mentoring. What more do you need to know about CAPM to reach out to these folks entering your world?

We were thrown into the water to see if we could swim, but that doesn't have to be the case for those now entering projects.

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



Frank congratulates new CAPM **Kathleen Matlock** at the January dinner meeting.

Advanced Topic Review

Continued from page 8

Note that for Critical Chain Project Management (CCPM) Schedules, the durations require a reduction to achieve a 50 percent probability of completing the activity on schedule. (The duration reduction will be placed in a buffer; consult a reference for the details of the CCPM process).

For maximum benefit, the organization must communicate the activity duration estimating process throughout, with:

- Training classes in schedule development,
- Newsletter for informing and reminding project managers of the processes,
- Intranet portal for access to processes,
- Lunchtime drop-in sessions for help with schedule development, and
- Annual refresher courses.

The Boeing Corporation is a good example of an organization that does all of these communication activities. The resulting improvement in activity duration estimating has become standardized through training classes in schedule development, supervision, mentoring, internal surveillance reviews, and customer surveillance reviews.

In the same vein, Allan and Andy presented similar tables for planning improvements of training, sponsors, and portfolios. They concluded with this advice:

"Select the right project that supports the organization's strategy, then prioritize the projects and the resources based on that strategy."

Thank you, Allan and Andy, for your thorough review of OPM3's planning and implementation of organizational improvement. Your carefully designed handouts provided all the detail necessary for following the thread through your detailed presentation.

George D. Meier, PMP

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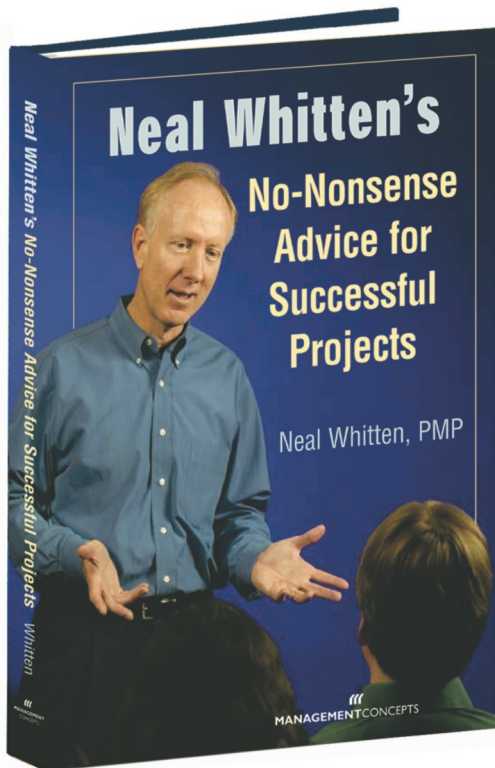
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ORANGE COUNTY CHAPTER

is pleased to present



Neal Whitten's No-Nonsense Advice for Successful Projects

Successful projects don't just happen — they are made to happen. Popular speaker and best-selling PM author Neal Whitten takes leadership and project management to a personal level by revealing leading-edge best practices that make all the difference between leading consistently successful projects and playing the victim with troubled projects.

Focusing on leadership and soft skills, but including hard skills and life skills, this seminar reveals choices to make and behaviors to adopt that are invaluable in helping you become a successful project manager and leader. Based largely on his latest best-selling book, ***Neal Whitten's No-Nonsense Advice for Successful Projects***, Neal has collected practices from among his favorite and most effective — many learned too slowly and painfully. Adopting one can benefit your project; adopting many can benefit your career. *It's not about the ability of those around you to lead; it's about your ability to lead, despite what is happening around you.*

Topics Include:

leadership styles • being too soft • managing priorities • fostering interpersonal communications • boldness • escalations • integrity • accountability • professional behavior and recognizing professional immaturity • dealing with criticism • how to make long-term project commitments • running an effective meeting • duties of the effective project manager • the need to fail • dealing with difficult people • three critical actions that are overlooked on most projects • and many more specific leadership tips for promoting project success.

When: Saturday, April 14, 2007
8:00 a.m. to 5:00 p.m.

Where: Crowne Plaza Anaheim Resort
12021 Harbor Boulevard
Garden Grove, CA 92840-4001
714-867-5555
714-967-5100 FAX
www.anaheim.crowneplaza.com

PDUs: Earn seven (7) PDUs

Fees: Before March 12
PMI-OC members \$250
Non-members \$290

After March 12
PMI-OC members \$275
Non-members \$315

Fee includes workshop, materials, breakfast, lunch, snacks and a copy of *Neal Whitten's No-Nonsense Advice for Successful Projects*.

For more information:
programs@pmi-oc.org

Registration:
www.pmi-oc.org

No theories here! This stuff works! Come prepared to rethink what constitutes effective leadership and project management. You won't want to miss this!

Neal Whitten's No-Nonsense Advice for Successful Projects

Schedule:

Registration, breakfast,
networking

7:30 to 8:30 a.m.

Seminar begins:

8:30 a.m.

Snack break:

10:30 a.m.

Lunch:

12:00 to 1:00 p.m.

Snack break:

2:30 p.m.

Seminar concludes:

4:30 p.m.

Overnight Accommodations:

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Please contact hotel
reservations at 866-888-8891
and mention The Project
Management Institute of
Orange County April 14th
seminar.

Neal Whitten, PMP

Neal Whitten, PMP, is a popular
speaker, trainer, consultant,
mentor, and author in the areas of
both project management and
employee development. He has
written over 80 articles for
professional magazines and is the
author of six books.

Mr. Whitten has over 35 years of
front-line project management,
software engineering, and human
resource experience, of which 23
years were with IBM. He is a
Member of PMI, is a PMI-certified
Project Management Professional
(PMP), and is a contributing editor
of PMI's *PM Network* magazine.

Learning Objectives

- ◆ Identify best practices that will cause your behavior, decisions, and actions to become more deliberate, effortless, and natural as you lead.
- ◆ Identify personal attributes — leadership and soft skills — that contribute to your success and the success of your project.
- ◆ Recognize how to boost your confidence in taking charge and making things happen.
- ◆ Create a culture that fosters the success of your project.
- ◆ Identify ideas that promote the advancement of project management/organizational concepts.

What readers are saying...

Neal injects badly needed leadership skills and accountability into project management.
(Project Manager, Federal Government)

I rated the seminar “far exceeded expectations” ...and my expectations were very high. Everyone in my company — including management — must experience this seminar!
(IT Operations Manager, Insurance)

Neal did an excellent job bringing the abstract concepts to the concrete workplace. It is obvious that he has “been there” which makes a huge difference in training others.
(Senior Project Manager, Telecom)

Fantastic! Exactly what I am looking for in a project management seminar! Straight to the point — no fluff! Very aptly-named session!
(Program Manager, Health Care)

I cannot recommend this seminar enough. Everything stated is very applicable to my job. Neal provided many anecdotes that helped relate material to work environment and life. I feel revived and enthused to promote change in my work environment.
(Program Manager, Computer Development)

Excellent presentation skills. Easy to listen to, engaging and witty. Transmits passion. I appreciated the strong sense of ethics and integrity underlying all of the topics.
(Project Office Director, State Government)

PMI-OC MEMBER/VOLUNTEER ORIENTATION TRAINING

The eighth PMI-OC Member/Volunteer Orientation Training was held on the UCI campus on Thursday, January 18th. This event, designed to educate new and returning members about the benefits and resources offered by PMI® and PMI-OC, attracted 24 participants and seven volunteers. The PMI-OC Member/Volunteer Orientation Training is a great way to connect with members of PMI-OC, as well as the volunteers and directors. This event is an in-depth opportunity for new and inactive members to learn what PMI-OC is all about. More importantly, it offers important and current information about volunteering and networking.

The meeting was similar to past orientation meetings, arranged to help members and guests feel at ease. After enjoying a catered Mexican dinner, the interactive program began. The program focused on information exchange, networking tips and techniques, and an open question and answer session at the end. Many of the participants remained, asking questions long after the room had been cleaned.

Rod Hendrixson, PMP started the meeting by introducing the volunteers who helped put the event together. In addition to Rod, who was the meeting leader, they were **Sylvan Finestone, PMP**, instructor; **Terry Hauser**, meeting coordinator; **Melanie McCarthy**, Resource Xperts; **Barry Whitesides, PMP**, ambassador coordinator; **Joe Paradiso, PMP**, registration; and **John Sunderson, PMP**, volunteer coordinator/ambassador.

Rod introduced Sylvan Finestone, who presented an overview of the meeting. Sylvan explained what PMI-OC is all about and spoke about the many benefits of PMI-OC membership. He briefly touched on training, PDUs, and PMP® involvement benefits. Sylvan also mentioned the very prestigious awards that the chapter recently received from PMI at the PMI Global Congress 2006 North America:

- PMI Component of the Year
- PMI Component Award for Collaboration
- PMI Component Award for Volunteer Program of the Year

Rod then presented a more in-depth description of PMI and PMI-OC. He emphasized the magnitude of the membership, over 1,600, and the purpose and vision of PMI. He identified the board of directors and showed how to get in touch with them. Rod also covered the many different events and benefits of belonging to PMI-OC. Throughout his presentation, he referred to the handouts that were given to all the attendees. These handouts are excellent references that are useful beyond the training session.

Rod covered several key tidbits of information:

Seminars: 70 to 80 events per year

E-Mail Blast: Sent out once a week to inform members

Networking: Mike Roffner's monthly networking meeting

Board meetings: Fourth Tuesday of each month. Members are welcome with advance reservations required by facility.

PMI-OC website: The basics of what is there and how to find information

Next, Sylvan Finestone spoke in detail about how the volunteers were organized and how the volunteers integrate with the chapter's board of directors. His talk and the accompanying handouts introduced the attendees to PMI-OC's organization and its structure, the many committees that use volunteers, and stressed that the



committees that can use more volunteers. Sylvan is very passionate about volunteering, and he enthusiastically points out the many benefits that volunteering offers.

Rod introduced **Melanie McCarthy**, who spoke on Networking 101, as the second part of the orientation was devoted to networking. Melanie, the principal of ResourceXperts, presented the basics of networking. Her dynamic presentation kept everyone's attention, explaining the whys and hows of networking. She concentrated on the essentials and connecting those members "looking" with people and places that would be productive. During the course of her presentation, she actually made two

Continued on page 14



Photos on this page: **Joe Paradiso, PMP**

Member/Volunteer Orientation

Continued from page 13

connections just within the people attending. Somehow she always manages to do this!

Melanie listed several valuable tools for networking that everyone should know about:

1. Thirty second commercial about yourself
 - a. What is your discipline?
 - b. What is your industry?
2. Business cards, both a personal professional card and one from your current company (if available)
3. Name badge: Create your own with company and title to wear on your right shoulder.
4. Resume, maximum two pages: Keep it with you if you are in transition.
5. Networking brochure
6. List of accomplishments

Melanie said that networking is a continuous grooming of contacts, rather than a one-time event. Getting to know people and establish relationships is key to networking. Melanie cited a 70 percent probability that your next job will be found by networking.

Melanie explained the colored dots on the chapter's name badges. The dots assist in networking at various meetings held each month, including the dinner meetings. One of the duties of the ambassadors is to insure that new members are introduced to various chapter volunteers and directors. At your next PMI-OC event, look for these dots. They can be a valuable networking tool.

- **Red:** New Member
- **Green:** First Time Attendee
- **Blue:** Looking for Opportunities
- **Yellow:** Know of Opportunities

Rod Hendrixson had a few closing remarks, and the meeting concluded. There is a tremendous opportunity waiting for you at PMI-OC, whether you want to network, meet people, connect with peers in your profession, or enjoy all the benefits of volunteering.

To learn more about events and to receive PMI-OC's *E-Mail Blast*, please visit www.pmi-oc.org.

John Sunderson, CDP, PMP
drbatch@acm.org

Thursday, March 15, 2007

MEMBER/VOLUNTEER ORIENTATION TRAINING

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

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

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

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

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

When: **Thursday, March 15, 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

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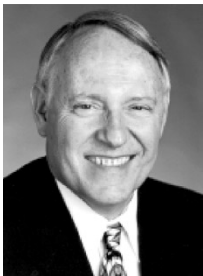
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ADVANCED TOPIC SEMINAR

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

PDU: 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

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Coming Events

 Feb. 3 Advanced Topic Seminar

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

 February 8

Breakfast With Your SOX On

 February 9

SoCal Pharma LIG Breakfast Meeting
San Diego. Go to www.pmi-oc.org, EVENTS, for more information.

 February 13 Dinner Meeting

Philip Quigley, PMP
Four Rules for IT Success. See page 1.

 March 3 Advanced Topic Seminar

Margaret Meloni, PMP and Christine Fotheringham
The Five Dysfunctions of a Team: Part Two
See page 17.

 March 8

Breakfast With Your SOX On

 March 13 Dinner Meeting

To be announced.

 March 15

Member/Volunteer Orientation
See page 14.

 April 10 Dinner Meeting

Craig Smith
Building the Great Pyramid: PM 2550 B.C.
Rescheduled from October 2006

 April 12

Breakfast With Your SOX On

 April 14 Full Day Seminar

Neal Whitten's No-Nonsense Advice for Successful Projects

Successful projects don't just happen; they are made to happen. Popular speaker and best selling PM author **Neal Whitten** takes leadership and project management to a personal level and reveals leading-edge best practices. See pages 11 and 12.

 May 8 Dinner Meeting

Susan Powell
Managing Your Finances as a Project

 May 17

Member/Volunteer Orientation

 June 12 Dinner Meeting

Mike Gentile
The Security Professional-
Project Management Relationship:
Preventing Another Hatfield and McCoy

ADVANCED TOPIC SEMINAR

SATURDAY, MARCH 3, 2007



The Five Dysfunctions of a Team: Part Two

Presented by Margaret Meloni, PMP and Christine Fotheringham

High performing teams don't just happen. They are grown. As they grow, they overcome and master trust issues. They focus on one common goal, and they commit to that goal. No matter what role they play, they are not afraid to hold each other accountable.

Does this sound familiar? Perhaps you have read *The Five Dysfunctions of a Team* by **Patrick Lencioni**. Join us for a creative and insightful morning, where together we will practice some techniques from this thought provoking story. This is the second in a two part series where we translate the book into team strategies. In Part One, we worked on building a foundation of trust and engaging in productive conflict, plus learning how to focus on collective results, rather than individual needs. Once again, we will pay attention to team results while exploring ways to overcome lack of commitment and avoidance of accountability.

It does not matter if you have read the book; it does not matter whether you attended Part One of this series. Come join us for an interactive adventure!

Neither **Margaret Meloni** nor **Christine Fotheringham** are strangers to PMI-OC. In addition to presenting Part One of this seminar in December 2006, both Margaret and Christine have been dynamic dinner meeting speakers. Reviews of their presentations appear in April 2006 and January 2007 *Milestones*.

Where:

Keller Graduate School of Management

880 Kilroy Airport Way
Room 227

Long Beach, CA 90806

PDU:

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

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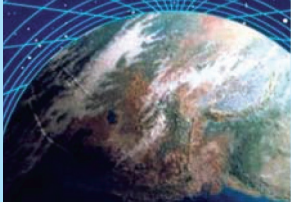
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The workshop price per participant is **\$789.00**. The price includes: VBPM workshop material; pmNanoData for the PMP™, a quick reference guide of important formulas and facts to commit to memory for exam day; PMP® Exam Prep third edition by Rita Mulcahy. Veterans and Government Employees receive a 10% Discount!!

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WORKSHOP DATES

DATES	CODES
Jan 27, Feb 3, 10	#1868-PMP003-JAN07
Feb 17, Mar 3, 10	# 1868-PMP003-FEB07
Mar 31, Apr 7, 21	# 1868-PMP003-MAR07
Apr 28, May 5, 12	#1868-PMP003-APR07
Jun 2,9,16	# 1868-PMP003-JUN07

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

PMI-OC DINNER MEETING

Tuesday, February 13, 2007

Program: **Philip E. Quigley, CFPIM, PMP**
Four Rules for Successful IS Projects

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

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

Cost: **Dinner and Presentation**

<i>In Advance:</i>		<i>At the Door:</i>	
Members	\$30.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

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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, February 11, 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, February 11, or anyone who makes a reservation and does not attend, will not receive any refunds.

BREAKFAST ROUNDTABLE

Breakfast with Your SOX On

Thursday, February 8, 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.



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Orange County Chapter, Inc.
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