

*Please see Page 4 for the
Los Padres PMI Chapter
2006 Event Calendar*



Results of the 2006 Board of Director Elections

At our Annual Membership Meeting on December 1, 2005, the following slate of candidates recommended by the Chapter Nominating Committee were elected into office by the members in attendance.

Congratulations to the 2006 Board of Directors.

<i>Position</i>	<i>Officer</i>
President	Jen Skrabak, PMP
Vice President	Gary Smith, PMP
Finance Director	Doug McAvoy
Membership Director	Sunil George, PMP
Communications Direc-	Keith Sweitzer, PMP
Professional Develop-	Kim Miller, PMP
ment Director	

***The PMI Los Padres Chapter Wishes All Our Mem-
bers and their families a Very Happy Holiday and a
Prosperous New Year!***



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President's Corner

Notes and Things

Jen L. Skrabak, PMP, Chapter President



2005 Board of Directors Volunteer Recognition

On behalf of the Los Padres Chapter, I would like to recognize and commend the 2005 Board of Directors, who volunteer and dedicate countless hours of their personal time to serve the members of the Los Padres Chapter. A heartfelt thanks to Gary, Doug, Cameron, Eileen, Teri, Vani, Sharon, and Sunil – they truly demonstrate what active leadership in the project management community is all about!

Gary Smith, PMP

*In recognition of your outstanding service to the Chapter as the 2005 **Vice President**, and your initiative to conceive, create and manage a highly organized and professional strategic planning process and to create model Standard Operating Procedures for core Chapter efforts.*

Doug McAvoy

*In recognition for your outstanding service to the Chapter as the **Finance Director** for 2000-2005 and your unwavering dedication to serve the Chapter through management of the registration of the dinner programs, leadership in mentoring Board members, and serving as a founding Board member.*

Cameron Hicks

*In recognition for your outstanding service to the Chapter as the **Membership Director** for 2005 and your assistance in many aspects of chapter operations and Board of Directors meetings.*

Eileen Foltz, PMP

*In recognition for your outstanding service to the Chapter as the **Communications Director** for 2005, and creation and production of an excellent Chapter newsletter every month, on time, every time.*

Teri Bishop, PMP

*In recognition for your outstanding service to the Chapter as the **Professional Development Director** for 2005, leadership of the Santa Barbara seminar and your participation in the Board of Directors Strategic Planning effort.*

Vani RajaSagi, PMP

*In recognition of your outstanding service to the Chapter as the **Programs Director**, your initiative to facilitate many of this year's programs, and plan programs for several months into the future.*

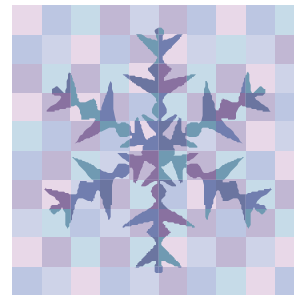
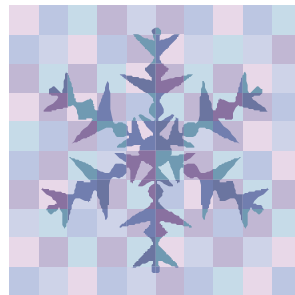
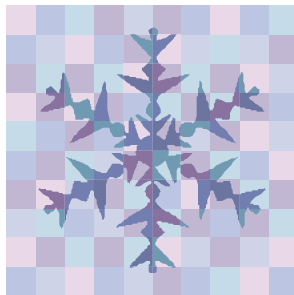
(continued from page 2)

Sharon Anderson, PMP

*In recognition of your outstanding service to the Chapter as the 2005 **Assistant Director for San Luis Obispo** operations and your initiative in organizing and bringing program events and a seminar to the SLO area in the finest tradition of serving our members.*

Sunil George, PMP

*In recognition of your outstanding service to the Chapter as the 2005 **Assistant Financial Director** and your important work to manage and staff the registration table at many of the Chapter functions as well as to recruit chapter volunteers and do research on venue alternatives. ♦*



**Los Padres Chapter Officers
and Board of Directors 2005**

President	Jen Skrabak, PMP	818.984.7800	skrabak@sbcglobal.net
Vice President	Gary Smith, PMP		gzsmith@mindspring.com
Membership Director	Cameron Hicks	805.557.6161	cameron.hicks@wellpoint.com
Professional Development Director	Teri Bishop, PMP	818.800.1214	teri.bishop@sbcglobal.net
Finance Director	Doug McAvoy	805.644.4805	doug_mcavoy@ieee.org
Programs Director	Open		
Communications Director	Eileen Foltz, PMP	805.313.1539	efoltz@amgen.com

Los Padres Chapter Assistant Officers & Volunteers

SLO Region Assistant Director	Sharon Anderson, sanderson@co.slo.ca.us, (805)781-5093		
Webmaster	Keith Switzer		
Assistant Webmaster	Colleen Harmon		
Online Registration	Traci Huntley		
Assistant Finance Director	Sunil George, PMP		
Other Volunteers	Vinod Kartha, PMP		

A United States Peace Corps Kazakhstan Story – 2nd Update

By Tanya Griffey, PMP

Hello from the other side of the globe, yes, I'm still in Kostanai, Kazakhstan and still quite busy and happy with my volunteer work here. It is difficult for me to believe that my service will end in 5 months. Although I am excited about my return to America, it is with bittersweet emotion that I prepare to leave my "home away from home." I have made many local friends and have become quite accustomed to this alternate way of life. Even so, I must now begin to plan for my return and start making decisions on what to do next.

2005 has proven to be an eventful and successful year and included a lot of travel in and out of Kazakhstan. I made many presentations on a variety of topics, coordinated conferences and workshops, and two of the grant proposals I wrote last year received funding initiating projects to educate school children about HIV/AIDS and to help university students fight corruption at school.

At the beginning of the year I was in the United States and gave presentations on Kazakhstan and the Peace Corps at my former Booz Allen Hamilton office and a couple 5th and 6th grade classes. Of course, I also visited family and friends and stocked up on much needed items like spices and Hershey's chocolate. While in the US, I also picked up new materials on project management, marketing and various other leadership and teamwork topics. I continue to use all these materials and everything that the Los Padres Chapter sent me in my work as an NGO Development volunteer.

In the summer, I traveled to the other side of Kazakhstan to participate in a Business English camp for kids. Working with three other volunteers, we guided the kids through creating mock companies, developing strategic plans and mission statements, creating corporate identities, and lots of teambuilding exercises. After the camp I worked with other volunteers to conduct an Advanced Business Training. I prepared and presented topics of project management including risk, human resources and time management. Then, just before retuning to my home site of Kostanai, I participated in a Marketing seminar conducted by a fellow volunteer and a former coworker of his from Rapp Collins Worldwide who came to Uralsk from Dallas, Texas.

This fall I organized a week-long, Business English for Professionals evening workshop. The workshop topics included Leadership, Public Speaking, Communication, Marketing, Resume Writing, Building Your Team, Networking and the Customs and Courtesies of doing business with Americans. It was offered to locals whose English skills were already exceptional, but who wanted to improve their "business terms" vocabulary. This workshop was a huge success and I am already planning follow-on workshops to include Career Skills, Making Professional Presentations and Public Relations. *(continued on page 5)*

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As you can see, I have been quite involved in trying to improve local skills so that in the near future Kazakhstan will have more opportunities to engage in Western business activities. This country has a lot to offer, but they are still struggling to overcome their repressed past. One very encouraging phenomenon that has happened this past year is the spreading of international project management principles to Central Asia. The PMI chapter in Almaty had two of its members be the first to become PMPs this past year in Kazakhstan. They are also planning a conference in April 2006 called "The Eurasian Forum on Innovative Projects and Programs." One of the main purposes of this conference is to build the reputation of project management within Central Asia and encourage the use of in-



ternational standards in project management.

I want to congratulate the Los Padres Chapter on its 5th year anniversary. Well done! I enjoy reading the monthly newsletters and keeping up with current happenings in Project Management. Thanks for all the support and information! ♦






2005-06 Los Padres Event Calendar

Date	Topic	Time	PDUs	Location	Speaker
Jan 11, 2006	Project Management Roundtable	12 noon – 1 pm	1	PG&E Creekside Center San Luis Obispo	Sharon Anderson, PMI Los Padres – SLO
Jan 26, 2006	Double Feature: Leading Positive Change / Developing Project Metrics	6-9 pm	2	Palm Garden Hotel 495 N. Ventu Park Rd Thousand Oaks	Jeremy S. Lurey, Ph.D. Delta Plus Consulting / MKS Inc.
Feb 8, 2006	Project Management Roundtable	12 noon – 1 pm	1	PG&E Creekside Center San Luis Obispo	Sharon Anderson, PMI Los Padres – SLO
Feb 23, 2006	Double Feature: Strategy to Execution Gap / Proven Leadership	6-9 pm	1	Palm Garden Hotel 495 N. Ventu Park Rd Thousand Oaks	Mike Beard, PMP Partner, Value Based Project Management/ Lee Lambert, PMP
Mar 8, 2006	Project Management Roundtable	12 noon – 1 pm	1	PG&E Creekside Center San Luis Obispo	Sharon Anderson, PMI Los Padres – SLO
Mar 13-14	2 Day Risk Management Seminar		16	Country Club	Lee Lambert, PMP PMP Founder
Mar 23, 2006	Self Leadership: Achieving Your Highest Priorities	6-9 pm	2	Palm Garden Hotel 495 N. Ventu Park Rd Thousand Oaks	Dr. Lynn Joseph Author/Speaker Parachute (What Color is Your Parachute?)

For more information, please visit our website at www.pmi-lospadres.org. For reservations, contact doug_mcavoy@ieee.org.



RISK DOCTOR BRIEFING

DECISIONS DECISIONS

© November 2005, Dr David Hillson PMP FAPM

david@risk-doctor.com



"The future is another country; they do things differently there", to adapt the opening words of L P Hartley's novel "The Go Between". A large part of the risk management process involves looking into the future and trying to understand what might happen and whether it matters. One important quantitative technique which might help is decision tree analysis. This has been neglected in recent years but is enjoying something of a revival. Some people feel it should be reserved for strategic decisions, and others regard the technique as complex and difficult. But at heart it is really quite simple, and can be applied to many different uncertain situations..

The decision tree approach recognises that there are two major factors which affect the future – *choice* and *chance*. And in evaluating these we need to consider two parameters – *costs* and *consequences*. These four elements form the basis of decision tree analysis.

- The first step in building a decision tree is to identify the *choices* we must make in trying to achieve our objectives. These choices form the branches of the tree. For example "make or buy", "in-house or out-sourced", "fast-track or traditional", "innovative or proven approach", "supplier A or B", "low or high priority". Each of these decisions leads to different outcomes, which are reflected in the decision tree using the other three elements.
- The simplest factor associated with alternative choices is *cost*, including both implementation cost and opportunity cost. In some cases this may be negative, reflecting a saving. But it is important to accept that making a choice is rarely a zero-cost action, and an estimate of this must be included against each branch of the decision tree.
- *Chance* is also an important variable associated with different decision options. Each alternative could have a range of possible outcomes, though some choices could lead only to one certain result. For example different technology options may have different chances of success, or alternative contractors may be more or less reliable. Where there is uncertainty over the result of a decision, this must be identified and assessed, including the estimated probability of each outcome. And some chance events might also open up the possibility of new choices, producing a series of nested branches within the tree.
- Finally the decision tree must address *consequences*. If a particular decision option were to be taken, incurring both cost and risk, the final result must be estimated, which is usually the payoff for implementing that decision. This is typically expressed in financial terms, though other measures can be used. The decision tree structure describes the predicted outcome of each choice/chance combination, representing the leaves at the end of each branch.

Having built the decision tree from these four components, it can then be analysed to determine the most favourable *choice*, taking into account the related *costs*, *chances* and *consequences*. First each possible forward path through the tree is followed and its value is calculated by accumulating the costs and payoffs from beginning to end. Then using these path values and working backwards from the end of each branch, the "expected value" of each choice is calculated, taking probability-weighted consequences when chances occur. The branch with the highest expected value becomes the recommended decision option.

There are several challenges in using decision trees effectively, including the practical limitation of the technique to analysing a small number of decision options with a limited range of possible risks. The typical project involves many decisions at different levels, each with a wide range of associated risks, and trying to reflect this in a single decision tree could result in a massive and unusable model. The technique also require all factors to be represented quantitatively – cost and consequences are usually expressed in financial terms, and probability must be estimated for all chances. And decision tree analysis also assumes a "risk-neutral decision maker" whose choices are based on highest expected value – which is rarely the case.

Despite these limitations, decision tree analysis presents a powerful quantitative technique for assessing possible futures, taking into account the effects of both choice and chance and estimating both costs and consequences.

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, [contact the Risk Doctor \(info@risk-doctor.com\)](mailto:info@risk-doctor.com), or [visit the Risk Doctor website \(www.risk-doctor.com\)](http://www.risk-doctor.com).

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Leadership: It's All About Trust

By Ellen Castro

In the light of Katrina, today's leaders face certain realities ...

- ◆ Life happens. What is, IS.
- ◆ They cannot control nature, politicians or others. Leaders can, however, control and be accountable for themselves and by their actions, influence others and outcomes.
- ◆ All decisions have the "butterfly effect" in that one decision impacts ALL.
- ◆ Blaming depletes energy while focusing on solutions, learnings and relationships creates a better now and tomorrow.
- ◆ And as Harry Truman said, "The buck stops here" regardless of where they are in the chain of command.

With "The buck stops here" mentality, leaders ask themselves ...

- ◆ What happened?
- ◆ What are the facts?
- ◆ What now?
- ◆ Were there warning signs?
- ◆ Do I allow others the freedom to tell me the truth, the whole truth?
- ◆ Do I consider all my stakeholders when making my decisions?
- ◆ What could/would I have done differently?
- ◆ Do I balance short term gains with long term effectiveness?
- ◆ What can I learn from this?
- ◆ What next? What can I do to better prepare for the future?
- ◆ Are there prior decisions I need to re-evaluate?

Additionally ...

- ◆ How can I become more conscious of my decisions and their consequences?
- ◆ Has this event impacted my credibility?
- ◆ If yes, what must I do to re-gain TRUST?

Today's leaders are conscious and accountable in every single moment, in every single way.

The choice is ALWAYS yours. Choose wisely.

Ellen Castro is a bestselling author. She holds an EdM from Harvard University and an MBA from SMU where she currently serves on the faculty of the Business Leadership Center. In addition to Ellen's writing, speaking, teaching and consulting, she is a REALTOR® for Coldwell Banker. She can be reached at 214.750.7718 or ellen@ellencastro.com.

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Los Padres Membership Today



Thank you to all PMI Los Padres Members for making 2000—2005 such an extraordinary 5 years!

The following list comprises the PMI Los Padres Chapter (as of November 28,2005) 356 Members—229 PMP's.

Name	Company
Mr. Steve C. Erlenheim	Avaya Inc.
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Mr. Richard D. Parks , PMP	

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Mr. Chang-Wei Wu , PMP	Amgen

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Mr. Jerry K Clark	Wellpoint, Inc
Martine Allard Ph.D.	
Mr. Mohan Kanachi , PMP	Amgen
Mr. Eric Marenoff , PMP	

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Mr. David M. Gaul , PMP	Customer Connection Consulting
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Ms. Jane Moon , PMP	Amgen
Ms. Suzanne Austin	Cisco Systems Inc

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Mr. Jeffrey J Lavorato , PMP	Amgen
Ms. Elizabeth Anne Jeanes	WellPoint Health Networks
Mr. Alex Rabiee , PMP	Safeway
Mr. Robert E Cross	Networld Exchange
JoAnne M Ward P.E., PMP	
Mr. Peter Flack , PMP	Amgen
Ms. Teresa R Torrijos , PMP	Amgen
Mr. Michael J. Woore , PMP	Technicolor
Vinod Kartha , PMP	US Technology Resources Ltd.

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Miss Erica Miu , PMP	
Ms. Vicki K Holloway	Amgen
Mr. John H. Hagen P.E.	Pacific Gas & Electric Co
Mr. Mark S Ayers , PMP	Nortel
Mr. Christopher Wesley Smith	Amgen
Mr. Paul R. Turner	Turner Techtronics Inc
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Mr. Daryl R Nolen , PMP	Amgen
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Mr. Christopher D Wilkinson , PMP	Amgen
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Heather Murrell	
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Mr. Steven D Skolnick , PMP	
Eric Van , PMP	Amgen
Michael O Dunn , PMP	American Marine Corp
Mrs. Kanchana D Allan	Amgen
Mr. Charles S Bailey , PMP	Amgen Corporation

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Mr. Joseph C Osborne Jr.	Farmers Insurance
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Mr. Eric L Berg , PMP	Amgen
Mr. Mircea M Oprea , PMP	EIM Corporation
J. Brian Riede , PMP	
Mr. Howard Jolcuvar , PMP	Pacific Computer Services, Inc.
Mr. Juan C. Lezameta , PMP	Jet Propulsion Laboratory
Mr. Channing Licon , PMP	
Mr. Steven Horton	Amgen Inc.
Mr. Shahidul Mannan , PMP	Countrywide Financial Corp
Mr. Sajesh G Prabhu , PMP	US Technology Resources LLC
Mr. Eric R Tescher , PMP	
Mr. Simon C Longson	Teradyne
Mrs. Amber M McCalister , PMP	

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Mr. Jack R Alsobrook , PMP	
Mr. John W Jarrett	Visual Purple, LLC
Ms. Yvette D Fleming	
Mr. William R. Chulak	Amgen
Ms. Susan Kader	Amgen
Mr. Haitham Abdulkarim	
Ms. Meredith A Kennedy , PMP	PCM
Mr. Luong Huynh , PMP	
Mr. Naresh R Aggarwal , PMP	
Ms. Amy L Corinth	Amgen
Mr. Stephen A Wright	Verizon
Nelia J Hostetter	PTI Technologies
Dr. Clifford D. Wilcox , PMP	United Online
Mr. Srinivasan Varadarajan , PMP	WellPoint
Mr. Christopher L. Gebelin , PMP	Washington Mutual
Dr. Patricia A McQuaid	Cal Poly State Univ
Mr. Lance Buhlman	TrammellCrow Company
Ms. Karen E Weller , PMP	
Mr. Henrik Rosvall	ITZ Training & Dev

Name	Company
Mr. Jayasankar T. Ravindran Nair , PMP	US Technology Resources LLC
Ms. Julie M. Dietrich , PMP	Amgen
Mr. Edward R Schwartz , PMP	
Mr. Padmakumar Govindapillai , PMP	US Technology Resources LLC
Mr. Ricardo G Tiongson	Harris Group, Inc.
Mrs. Luz M Schaible , PMP	Wellpoint, Inc.
Carl Still , PMP	
Dr. John K. Varughese Ph.D., PMP	US Technology
Michelle Benedict , PMP	
Mr. Mark A Montoya , PMP	
Mrs. Shanti Priya Mesala , PMP	
Mr. Carlos M Flores Jr., PMP	Amgen
Ms. Julia A Brown , PMP	Outsource Programming Services
Srinivas Chaganti	Countrywide
Dr. Shelley S Belouski , PMP	
Mr. Gregory D. Eisenbrand , PMP	Amgen
Ms. Teresa Johnson , PMP	
Mr. Jason Brocke , PMP	Amgen
Ms. Ellen P Ghiselli , PMP	PG&E
Gauri Ganpule	Amgen

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Name	Company
Mr. Thomas E Coalson II, PMP	
Dr. Sri Pomalapally	Amgen
Ms. Elizabeth Victoria Walker	
Mr. Udaya B Medukonduri , PMP	
Charm Robb , PMP	Western Project Mgmt
Ms. Diana Rafnson , PMP	AT&T
Eleonore E Schneider	KPMG LLP
Mary C McManigal , PMP	
Mr. Andrew I Orgell , PMP	Allegro Com. Svcs
Mr. Roger P Shipp	San Luis Obispo Cnty
Mrs. Shawn O Shurick	Performance Tech
Mr. Aakash A Gangadhare , PMP	Wipro Technologies
Mr. Wayne B Norris , PMP	
Mr. Thao V. Doan , PMP	Doan & Associates
Ms. Terri Esther A Novak , PMP	SBC
Judi Cowell	Hewlett-Packard
Mr. John W. Crowley , PMP	KDG
Mrs. Margret Frankcom , PMP	Frankcom Consultancy
Mr. John C Locke	
Mrs. Sandra L Owens , PMP	Amgen

Name	Company
Mr. Narayan Balachandran , PMP	Amgen
Mrs. Cynthia R Elkins	Affiliated Computer Services
Mr. Thomas G. Sortino III	Pratt & Whitney Rocketdyne
Ms. Wendy Wiemokly	Unisys
Melissa J Carey	County of San Luis Obispo
Mr. Peter W Magness , PMP	
Mr. Budiman Gondosubroto P.E.	MWD
Mr. T.C. Lin	Homestore Inc.
Mr. Kevin C Jennings	Honeywell International
Mr. Lawrence D Reimers	Amgen
Sarah A Schulz	Amgen, Inc.
Mr. David S Mitzenmacher	Gospel Light
Mr. John M Robles	Homestore Inc
Teri Berger	Amgen
Mr. Alexander J Verharen	
Mr. Alan D Alters , PMP	The Fountainhead Group, Inc.
Ms. Donna Rodriguez	Thomson Elite
Mr. Javed Khan	Amgen
Mr. Jeffrey A Bloom	

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Name	Company
Alicia A Beal	ACS
Joel Lifter	
Janet S. Kingsley	Amgen
Mr. Courtney T Greene	Farmers Insurance
Ms. Deborah L Conklin	Farmers Insurance
Kevin J Giebel	Teradyne Inc.
Mr. Durand Doyle	3D Systems
Mr. Chuck Lear	Clear-Solutions.Net
Mr. Harry Jason Fuller	
Mr. Jason Alba	Amgen
Mr. Jaswir S. Virdi	Homestore Inc
Mr. Jeffrey W Wineman	General Dynamics AIS

