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Project Management Institute - Central Florida Chapter



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SERVING THE BUSINESS AND
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THROUGH THE ADVANCEMENT OF PROJECT MANAGEMENT

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Updated Website on the Way!

The PMI Central Florida Chapter website is in the process of getting a well deserved facelift. With an expected mid-June rollout, the exciting and professionally designed new look promises easier navigation, expanded PDU opportunities, blogs from Central Florida Chapter member experts, as well as helpful links to other professional sites and industry resources. An announcement will be sent via email when the new site is available. In the mean time, don't miss your opportunity to have your own project management blog! Contact us at info@pmicfc.org for more information.

PMP Question of the Month

All of the following are characteristics of the project charter except:

- A. It is the document that formally authorizes a project
- B. It is issued by a project sponsor external to the project organization at a level that is appropriate to funding the project
- C. It is used primarily to request bids for different phases of a project
- D. It provides the project manager with the authority to apply organizational resources to project activities

Free Webinars

IILs free webinars cover the latest topics in Project, Program and Portfolio Management, Microsoft Office Project and Project Server, Lean Six Sigma, Business Analysis and more.

In addition, most of these free webinars earn 1 PDU each! [Register today!](#)

Try Blogging....

Blogging, once a niche reserved for the high-tech, has reached the mainstream. Blog authors can become more recognized in their field which can lead to advancement; all while helping others advance their project management techniques. The Central Florida chapter of PMI will soon be unveiling a new look to the website and is looking for bloggers from project managers involved in any industry to share their stories and ideas. No experience is necessary and the time involvement is minimal. If interested, contact the PMICFC at info@pmicfc.org.

From Records and Special Projects

REMINDER to review and vote for the Bylaws! Both current and proposed Bylaws are located on the [web site](#) for viewing. Voting will begin June 16th via electronic email vote, with an email going out to each member of record as of May 29th. Please contact Julie Foley at vpspecialprojects2009@pmicfc.org if you have any questions.

Letter from our President



Dear Fellow PMICF Members,

Your PMICFC Board has been diligently working to manage the business of our Chapter, while planning and implementing quality member services. This group of dedicated, tireless, volunteers is to be commended. I would like to take this opportunity to thank them and encourage them to continue in the spirit of teamwork to accomplish the goals, mission and vision of PMICFC.

Recently, our VP of Records and Special Projects, Julie Foley, completed the daunting task of updating the Chapter Bylaws, which is now posted on the Web site for your review for a period of 30 days. Any comments you may have should be directed to Julie at vpspecialprojects2009@pmicfc.org. Her professionalism, exemplary communication and project management skills has guided the Board to accomplish this important task in a timely manner.

Also, our VP of Treasury and Finance, Diana Prkacin, has completed the annual taxes and submitted the budget, which has been approved by the Board. She will post a financial report on the Web site for your review soon. She also welcomes to her team, our new Director of Internal Audits, Scott Benke. Scott will use his contacts to advise the Board on IRS rules as they apply to sponsorships and Unrelated Business Income.

Our VP of Programs, Sine Baycin, and Director of Events Analysis, Russell Voss, has worked miracles by planning and implementing monthly events for our members. Visit the newly designed Web Site to see the line-up of events they are planning. The May 13th panel discussion attracted approximately 85 participants and was very informative. Look for follow-up articles offering additional interviewing tips in this month's newsletter. This team has made numerous contacts and is building partnerships with many other PMI Chapters.

Speaking of our Web Site, Krista Pizarro, VP of Technology and Communications, has been redesigning the Web site (www.pmicfc.org) and will roll-out the new design mid-June. The new design includes Webinar links, events calendar, archived articles, blogs, sponsor and partners, and more. Make sure you check it out thoroughly. Your comments and suggestions are welcomed. Contact vpcommunications2009@pmicfc.org to provide feedback.

Even as all of these volunteers continue to dedicate their time, energy and expertise helping to ensure that this organization remains a dynamic presence in the Central Florida area, we also need your assistance. Your participation in surveys will help us to develop



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more relevant and quality services. You can also assist the Chapter by inviting friends, family, and colleagues to the events, join the PMP Prep Classes, and influence others to join PMI and PMICFC. One of our major goals continues to be to increase the PMICFC membership. We cannot do this without your help.

We rely on the approximately 800 members' dues and revenue from our PMP Prep classes to manage the Chapter and offer member services. As we move forward, it is our hope to engage corporate sponsors and partners to help with managing the cost of educational materials, increasing events and providing new venues for general meetings, while increasing the opportunity to acquire quality speakers and facilitators. Creating partnerships will benefit both PMICFC and area businesses. Look forward to the roll-out of this new program under the guidance of our new Director of Corporate Sponsors and Partners, C J Cummings. Her former position as Director of Volunteers has been discontinued due a realization of duplication of efforts.

We are excited about the progress of the PMI Central Florida Chapter and will continue to work hard to realize its goals, vision and mission. If you have time to offer your assistance in any way, please contact Pam Barkman, VP of Member Services (vpmemberrelations2009@pmicfc.org), or Jim Harris, VP of Recruiting and Membership (vprecruiting2009@pmicfc.org).

Sincerely,
Vanessa Brown, PhD, PMP
PMICFC - President

Dont Forget....

PMI invites you to build your talent through OPM3 Fundamentals, a two-day course that provides fundamental knowledge and skills related to PMI's OPM3® - Second Edition.

Already completed an OPM3 assessment? Take the next steps to advance your career and apply to become a PMI Certified OPM3 Consultant®. Read more about the certification process and courses offered in Orlando 22-25 June. Need more information? Contact opm3training@pmi.org.

PMP Answer of the Month: C

Interviewing Tips Korn/Ferry Institute

Few situations in life can be more anxiety provoking than going on a job interview. However, the interview is a necessary instrument in the job selection process and requires skills that may not come naturally but that can be honed over time. The personal qualities that combine with your expertise to produce a successful interview are the same ones that make you more influential inside an organization, namely social skills, energy, intelligence, the ability to think on your feet and so on. While people have become very good at interviewing, organizations also have become savvier. Interviewers can quickly see through canned responses or unsubstantiated claims and will look for signs of an inflated ego, or, conversely, desperation. As Nancy LaSalle, a client partner in Korn/Ferry's Toronto office, recounts, "One executive I recently met with initially showed clear enthusiasm for the hiring corporation but then went into sales mode by name dropping and mentioning other big organizations that were chasing him - so much so that in the end I questioned his motives and whether he would indeed serve my client well."

Sometimes it is the most experienced professionals who underperform since they have long been on the other side of the hiring table without having to be interviewed themselves. The more senior the position, the more crucial "soft" skills become for success. Thus, you should expect a high degree of probing in order to gauge your emotional intelligence and social styles during the evaluation process, characteristics that help distinguish a good manager from a true leader. At this level, behavioral competency interviewing is the most commonly used technique to evaluate how you operate. This type of interview focuses on recalling a variety of situations, especially those where you have managed through adversity, and how you have applied what you learned to overcome future obstacles. According to Hubertus Douglas, a senior client partner in Korn/Ferry's Frankfurt office, "An interview is only truly meaningful if you are prepared to drill deep." This article offers suggestions about how to do so in a way that is comfortable for you and compelling to the interviewer.

Preparing to "Drill Deep"

Staying at a very surface level of conversation is a red flag for experienced interviewers who might doubt whether you have the depth necessary for a leadership position or worse, even question your integrity. Telling a good story and painting pictures by taking them through a variety of personal and professional situations, rather than simply "giving the right answers," will make a stronger impact. Your goal in any interview always should



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be to reassure the interviewer that you can successfully do the job. Recruiters' top tip to candidates is to be willing and prepared to provide real examples of your career achievements, as well as to share lessons learned from your past experiences - even the disappointing ones. When recounting negative scenarios, give insights into what you would have done differently and how you have applied these lessons to other situations. As Korn/Ferry Senior Client Partner Cheryl Buxton points out, "Most clients want to hire people who have the potential to take on or develop into a bigger role at some point. As part of this, they will look for what is known as learning agility, which is the ability to overcome difficulties, learn from the experience and apply those lessons learned to another situation." Recruiters also need to be able to imagine you working with their client or organization and will look for clues - based on intangible qualities and what you show them about your true nature - that there is a good cultural fit. According to the global panel of Korn/Ferry consultants interviewed for this series, few executives are adequately prepared to talk about themselves or their experience in these ways. Consider the following questions and ask yourself if you could respond to them without advanced preparation:

- * What constructive criticism have you received in the past that surprised you the most?
 - * How would you describe the cultures of your last few employers? How did they compare and where did you find the better fit?
 - * Tell me about an initiative that you conceived and were responsible for executing. What challenges did you expect and what challenges did you actually encounter? How did you overcome them?
 - * Take me to a time when you had to get people with different viewpoints to the same level of understanding.
 - * Give me a couple of stories about you "in action."
- Practicing your response to questions like these with a friend or mentor is a good way of soliciting feedback if you have never received it or done much professional introspection before. Be sure that you do this until you are comfortable describing various scenarios in three minutes or less. Even before this, recruiters suggest going beyond Google and conducting more extensive research to get a better sense of the hiring organization's corporate DNA,

image and key issues. Think about what the company is looking for outside the job specification and align your presentation to anticipate any obvious potential questions you might be asked. You might consider preparing for the interview much as the interviewer will by spending time reviewing your reasons for interviewing, what you want to convey and what you want to learn during the session. When reflecting upon past setbacks, work the "what has happened" into a plausible explanation and get yourself into a mindset where you are not afraid to tell the truth. The interviewer's aim is to understand why it happened and why it will not happen again, as well as to look for any gaps between your resume/CV, assessments that you have taken and the profiles of other best-in-class executives who would be considered for the position. By honestly evaluating your shortcomings and being sincere, you can turn this line of questioning into an opportunity to show that you can see your weaknesses and conscientiously work on developing yourself, which will ultimately be seen as a strength.

Staying Connected With the Interviewer and Yourself During an Interview

As Kevin Ford, a senior client partner in Korn/Ferry's Chicago office explains, "The most important thing about an executive interview is learning about a person's core: when you lift them out of their current situation, what is left? My goal is to build a profile that will help separate the executive from the context of their recent positions and will allow us to project them into a new culture, a new management structure and a new reward system." Other recruiters echo the notion that in the end, hiring is a personal and subjective matter. The interview is about you, and it is to your benefit to open up and assume that the interviewer can help you from the start. As outlined in the first article in this series ("Conducting a Successful Job Hunt"), the first 15 minutes of an interview will be spent establishing rapport and trust with the interviewer, after which you should focus on selling yourself, then reviewing what has been discussed and wrapping up. Maintaining this emotional connection can be achieved by smiling, listening, endorsing and contributing throughout the conversation. This will be easier if you are centered, focused and calm, so do whatever works for you to stay in a clear frame of mind and in touch with your instincts so that you will pick up on cues about the organization and its people. Korn/Ferry's Buxton remarks that often when executives are asked to reflect on the first time a job did not feel right to them, they will say it was during the initial interview. She notes that people stop being intuitive during an interview and tend



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to rationalize away important signals that the position might not be a good fit. Pay close attention to your word choice: in some cultures, executives will frame their answers in the "We," an approach that should be used only when talking about team initiatives. Be mindful of where you are in the overall process as well. Breaking rapport can happen all too quickly if you are sarcastic, critical about a past employer, or place too much emphasis on issues like compensation and advancement too soon. Stay focused to show a genuine interest in the organization and opportunity and drive the interview to a successful conclusion. Every interview should be a two-way conversation. Korn/Ferry consultants encourage candidates to take charge in order to make the most of the small window they have in which to make an impression and learn about the opportunity rather than merely answering the questions they are asked. They also acknowledge that, while it should not happen, sometimes the interviewer might not do their job perfectly, or might casually veer into areas that are irrelevant or inappropriate. Knowing yourself and being authentic are critical if you want to be as powerful during an interview as you can be. This self-awareness comes with a healthy self-confidence that will help you to manage the interview and a leadership role with grace.

About The Korn/Ferry Institute - The Korn/Ferry Institute was founded to serve as a premier global voice on a range of talent management and leadership issues. The Institute commissions, originates and publishes groundbreaking research utilizing Korn/Ferry's unparalleled expertise in executive recruitment and talent development combined with its preeminent behavioral research library. The Institute is dedicated to improving the state of global human capital for businesses of all sizes around the world. For more information on the Institute, visit www.kornferryinstitute.com.

This article was recently shared with me by a colleague from another association of which I am a member. I found it so useful that I want to share it with PMICFC members.

Sincerely,
Vanessa