

The Sahuaros



Phoenix Chapter #58

July 2004

Professional Development Meeting

“The Soft Stuff IS the Hard Stuff”

Presented by
Ken Romano, CFPIM
Leading Edge Organizational Dev.

July 8, 2004

Doubletree Hotel
320 N. 44th Street
(44th St. and Van Buren)
Phoenix, AZ 85008-6573
Tel: 602.225.0500 *for directions*

Agenda

Registration: 5:30 - 6:00 pm
Networking: 5:30 - 6:00 pm
Dinner: 6:00 pm
Dessert/Break: 6:45 - 7:00 p.m.
Monthly Meeting: 7:00 - 7:15
Technical Program: 7:15 pm
Close of Meeting: 8:15 p.m.

Cost

Pre-Registered Members: \$20
Pre-Registered Students with ID: \$10
All Non-members & Walk-ins or
Late Registrations: \$30

**** **APICS Policy** ****
No Shows will be Billed

Register online at:
<http://www.apicsphoenix.org/pdm.html>
For your convenience,
APICS accepts:



~ JULY PDM: The Soft Stuff IS the Hard Stuff

The July Professional Development meeting highlights speaker Dr. Ken Romano, CFPIM, on a discussion of the influence of organizational culture on operational effectiveness.



Overview

Organization culture, the soft stuff of project implementations, is an impediment to successful technology project implementations. Research proves that 70% of IT project implementations fail to meet desired expectations and 30% fail completely. Why?

Dr. Romano's doctoral dissertation measured the influence of organizational culture, leadership, and structure on operational effectiveness in the aerospace industry and the findings statistically prove that organizational leadership and culture provide opportunities for improvement in the total planning and control process within aerospace manufacturing. Further, research with regard to organizational culture prove that managing a firm's culture, specifically in support of employee development, customer and stakeholder's satisfaction can lead to 700% improved profitability.

Leadership style has a key role in developing a positive culture. We will discuss the factors that lead to a positive organizational culture.

About the Speaker

Dr. Ken Romano is the CEO of Leading Edge Organizational Development, a change management, process im-

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~ President's Message ~ Dave Krause, CPIM

It's here already! A new year is starting for the APICS Phoenix Chapter this month.

First things first, let me thank Jack Wetzel for the great job he did these past twelve months and to welcome back those returning board members Gary Scullion as Executive VP, Mark Schmier as Programs VP, Pat McFarland as Finance VP, Dave Johnson as Administrative VP and Jack Wetzel coming back as Past President/Education VP. I also wish to welcome two new members to the BOD: Joyce West as Marketing VP and Lori Shields as Membership VP. I also wish to thank in advance the Directors, Academic Liaisons, Instructors and the many volunteers that will pitch in behind the scenes during the upcoming year.

This is the time of the year when our Chapter board develops its Goals & Objectives on what we would like to accomplish this year. I'd like to reverse this a little and challenge our membership this year to make it a goal of each one of you to become more active in participating in chapter activities. Each member should make it his or her goal, to attend at least two PDMs this year. Meet with your BOD. Talk with us one on one.

Tell us what challenges you are experiencing at work. Just as the APICS Body of Knowledge can be applied across many different jobs and situations, we all solve similar challenges and frustrations in our workday differently applying the basics learned "under fire." The PDM is a fantastic way to share these experiences. I often take away information totally unrelated to the presentation just by attending and networking with my fellow practitioners.

One of the core principles of APICS is to encourage and promote a lifetime of learning. We all should expand on this to encourage sharing what one has learned over one's lifetime. I hope to meet every new member this year. I also want to encourage all of the established members which have not been as active to stop by a PDM or at least Email me tell me how we, *your* board, can serve you all better:

Dave Krause, 2004-2005 President

President@apicsphoenix.org



**~ APICS Phoenix Chapter #58
Vision & Mission Statement ~**

“Success Through Lifelong Learning”

Society Mission Statement:

“APICS will continue to set the standard as a recognized global leader and premier provider of resource management, education, and information for individuals and organizations.”

Chapter Vision Statement:

“The Phoenix Chapter of APICS will be recognized as the foremost professional provider of knowledge and education for resource management within the Chapter’s area of influence by both its internal (members) and external (manufacturing and service industry) customers by enhancing their life long learning options.

Chapter Mission Statement:

- *Provide a forum for individuals to achieve professionalism in the integrated resource management field.*
- *Provide vehicles to increase awareness of the national and local capabilities of APICS as a global educational leader across the Phoenix Chapter’s area of influence.*
- *Provide synergistic support for the Phoenix APICS Chapter’s vision by creating alliances between the Chapter and community leadership and other professional organizations.*
- *Ensure that Chapter member volunteers are recognized, appreciated, and rewarded for efforts in support of meeting Chapter objectives.*

**For more information on APICS,
visit the following websites:**

Phoenix Chapter: www.apicsphoenix.org

Tucson Chapter: www.apics-tucson.org

Region VII: www.apics7.org

Society: www.apics.org

Phoenix Chapter Directors

Director, Marketing:

Staff Liaison & Communication: Howard R. Yost, CPIM newsletter@apicsphoenix.org

Webmaster: Joyce Boucher, CPIM, C.P.M.
480.813.2148 (h)

Director, Administration:

VACANT

Director, Education:

Academic Liaison—DeVry: Gordon Loucks
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Academic Liaison ASU—Joseph Behrens
480.965.9107 (w)

ASU - ISM/CLM Student Chapter Liaison (*note: not a Director position*) **Kimberly Cassidy,**
kimberlycassidy@hotmail.com

Director, Finance:

VACANT

Director, Membership

VACANT

Director, Programs

Director, Hotel Bookings—Rita Sanchez
623.939.2212

Open Director & Company Coordinator Positions:

Director of Education, Class Scheduling

Director of Education, Public Courses

Director of Education, In-house Courses

Director of Education, Class Administration

Director of Education, Education Materials

Director of Membership, Membership Updates

Director of Membership, Company Coordinators

Director of Programs, Speaker Bookings

Director of Programs, PDM Registration

Director of Programs, PDM Photographer

Director of Marketing, Staff Liaison & Communication

Director of Marketing, Target Markets

Director of Marketing, Liaison to Other Professional Societies

Director of Marketing, Recruiting

Company Coordinators

To obtain information or volunteer for any of the above Director or Company Coordinator positions, sign up on our website at:

<http://www.apicsphoenix.org/volunteer.html>

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provement consultancy. He has been involved with APICS since 1984. He has held several board member positions with the Sacramento and Wichita Chapters, been involved in Region X conference management and has delivered APICS training at Apple, International Billing Service, Hewlett-Packard, Aerojet Propulsion, The Grass Valley Group, and Sacramento State University. He currently teaches Operations, Change Management, Project Management, and Logistics at the University of Phoenix OnLine and Embry-Riddle Aeronautical University. His MBA is in Operations Management, and he holds B/S degrees in HROB, and MIS. He is also a CFPI and certified Six Sigma Black Belt.

**July PDM Special:
Installation of the
2004-2005
Board of Directors**

For online registration and additional PDM information, visit : www.apicsphoenix.org

~ For Best Resume Results, Choose the Right Resume Format

Whether you are a new college graduate, a seasoned executive or career changer, your resume is a vital tool in opening doors of employment opportunity. If your resume isn't generating interviews for you, you might be using a less-than-effective resume format. In today's electronic job market, the term "resume format" has two meanings:

- 1) The electronic version of your resume (.doc, .txt or PDF); and
- 2) How the resume content is arranged on the page(s)

This article deals with the second meaning, how the textual content is arranged within the document of your resume. Basically, there are three standard resume formats: 1) Chronological, 2) Functional, and 3) Hybrid.

Once you understand which format best supports your career objective, you'll know which format will be most effective for you.

The **chronological** is the best known format and is one of the easiest to write. It follows the reverse historical outline of your work experience. Its strengths are:

- Allows the reader to quickly identify the "what" "where" and "when" of your work experience
- Shows effectively the progression of responsibilities through your chosen industry or profession

Its weaknesses are:

- Does not promote the ability to move into a new industry or occupation
- Hides early accomplishments at the end of your resume
- Highlights employment instability
- Highlights gaps in employment

In response to the shortcomings of the chronological format, the **functional** resume format was developed. This format focuses on clustering information around categories of transferable skills and minimizing the historical aspect of your work experience. Its strengths are:

- Highlights transferable skills, which promotes career changes between industries or occupations

- Minimizes unfavorable aspects of job history, such as employment instability and employment gaps
- Highlights the best accomplishments at the beginning of the resume regardless of when they took place in your career history

Its weaknesses are:

- Is not a popular format among recruiters and HR candidate screeners
- Makes it difficult to connect accomplishments to employment history
- Doesn't promote steady career growth within a given industry or occupation

The functional format should be used with caution. If not carefully crafted, the resume can be confusing and cause the reader to believe the candidate has something to hide.

"If your resume isn't generating interviews for you, you might be using a less-than-effective resume format."

A solution to the sometimes confusing functional format and the often limiting chronological format is the **hybrid** format, which combines the best of both. Its strengths are:

- Showcases transferable skills and accomplishments at the top of the resume for maximum first-impression impact
- Receives high approval from recruiters and HR candidate screeners for ease of reading
- Displays a clear bottom-line impact approach, which is appreciated by executive hiring managers
- Promotes the ability to transfer between industries or occupations

Its weakness:

- Is challenging to write effectively

While the hybrid resume format is certainly the best format for job seekers of all levels, it is also the most difficult to write. It requires the ability to identify and illustrate transferable skills with strong accomplishments that demonstrate bottom-line impact to organizational objectives.

While competition for the best jobs remains high, give your resume a boost by presenting your work experiences in the format that best promotes your career objective. Re-thinking—and revising—your resume can lead you to new job opportunities and get you hired.

Contributed by: Deborah Walker, CCMC, Resume Writer ~ Career Coach
To see resume format samples and read more job-search tips, visit www.AlphaAdvantage.com

Welcome New Members!

The APICS Board of Directors would like to welcome the following new members (June):

Richard E. Butler	Joshua Gardner
Mary Luby, PSEMC	Michael S. Mundis
Paul T. Graham, Parker Hannifin	

Alliance Medical Corporation:

Cindi French	Andrew Hickman
Joleen J. Hubbell	John J. Nitkowski
James R. Peebler	Joannie M. Raley
Kara Reyes	

Arizona State University:

Joseph E. Behrens	Leonard A. Krull
Kishore Ravikumar	Tarmin Sidharta

Chapter Membership Breakdown

As of July 1, 2004

- Current Membership Total: 457**
- Professional Members: 389
 - Corporate Voting Members: 47
Corporate Associates (not included in total): 165
 - Retired Members: 1
 - Student Associate Members: 20
Arizona State University (19) ~ DeVry University: (1)

CPIM Certified (Re-certified)175 (74)
 CFPIM Certified (Re-certified)5 (2)
 CIRM Certified (Re-certified) 12 (4)

~ Rules of Engagement ~ by Dave Johnson, CPIM, VP of Administration

“Rules of Engagement” was the title of an article by Chip R Bell, a Dallas-based consultant and keynote speaker, the May 2004 edition of *Executive Excellence* magazine. Bell indicates that “rules” grew out of his association with Hugh McColl Jr, an ex-Marine Corps officer, who, as the 39 year-year-old President of Bank of America (then NCNB), took a bank with 172 offices and 28,000 employees to become BOA with over 5000 offices and 200,000 employees. McColl did this by taking his military leadership training and applying it in the world of business; incidentally, Chip Bell is an ex-US Army infantry officer. I suspect I found the article and insights it offered even more intriguing since I spent a day or two in situations governed by rules of engagement and agree that there is some applicability to the world in general and business operations in particular.

Rule #1 – *The easy way is always mined.* An old adage tells us “only dead fish swim with the current.” Individuals, leaders and followers, “swim in all directions, not only with the current.” The trick, it seems to me is to ensure that one selects the correct direction to “swim” and guide others to follow you in that direction. It is easy to be seduced by the “easy way”, it is difficult sometimes to stop and say “NO” that is not the correct, moral, ethical way to go – we need to go in this direction.

Rule #2 – *No combat-ready unit ever passed inspection; no inspection ready unit ever passed combat.* This indicates that the effective leader and unit understand that form follows function, allowing them to outpace those “mired in minutia and convention.” It appears to me that the message is that substance in a leader will, ultimately, win out over appearance, merely looking good is not enough.



Rule #3 – *If the enemy is in range, so are you.* Bell uses this rule to encourage leaders to “develop the “leader” inherent in each follower”. That is that leadership should be a “follow me” *model* and not a “copy me” model – a partnership and not a parental, do as I say, approach. I’d also, include the notion that if you can “lob” things effectively at your competition, that competition can, very probably, “lob” things back effectively and you need to be alert to that eventuality and develop a well-considered defense.

Rule #4 – *All five-second grenade fuses are three seconds.* A good rule promoting the idea that all leaders need to always be prepared for the unexpected. One may not be able to test every possible scenario but it pays to consider eventuality and have a course of action to pursue. Part of this, in my view, can be overcome by having policies, procedures, SOPs or whatever you want to call them in place to handle to day to day operations and problem solving in the organization – then, everything is not a “five-second grenade”, ready to blow-up in your face and, usually, at the worst possible time.

Rule #5 – *You enemy is never a villain in his own eyes.* This suggests that the leader’s motivation must be on “delivering the goods” (read “serve the customer”) and not on “beating the opposition”. As Bell says, “They (leaders) focus on their vision and goals rather than the

competition and the scoreboard". Certainly, the competition's actions are important but it is overshadowed by what the leader wants the organization to become.

Rule #6 – *If you're short of everything but the enemy, you're in the combat zone.* This rule is based on Bell's contention that the "combat zone of today's world of enterprise is trust – customers, employees, and community". The notion here is to avoid actions which work at cross-purpose to achieving that trust; taking the easy course, taking on unrealistic demands because is the cause du jour, straying from a principled approach to business, and so on. As Bell says, "Many leaders would rather lose sleep than lose face" – perhaps, sometimes, humility is necessary to maintain mental stability.

Rule #7 – *Incoming fire has the right-of-way.* The idea here is for the leader to achieve results by serving, supporting, and guiding subordinates rather than by dishing out commands and directives. What the leaders wants to gain is motivated commitment to the organization's goals and objectives, not merely compliance – as a past leader at Xerox noted, "If I'm surrounded by "yes-men", one of us is redundant".

Rule #8 – *There is always a way.* This suggests that by bold action and thought the leader can motivate the organization to achieve the vision and accomplish the mission. Boldness of action is a deliberate step, not a reaction. Anyone can find a reason why "it won't work", the great leader with can-do followers will find a way that it "will work" because al have a shared vision of the future state.

As I read (and re-read) the article, I decided that, had I written it, I'd have added a **Rule #9 – *You never hear the round that hits you.*** By this I mean that a leader needs to have a good source of intelligence and target acquisition to avoid and/or negate as many surprises as possible. Part of any SWOT analysis is assessment "weaknesses" and "threats" – that is, what will keep the organization from achieving its goals. Once identified, the leader must determine what must be done to minimize the impact of those "weaknesses and "threats" so the team can move toward future success – the round never fired can't deter you from accomplishing your mission.

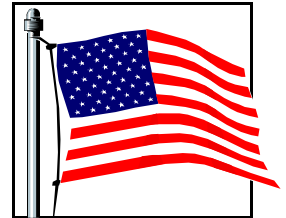
Bell quotes Zig Ziglar, who says, "Everyone has butterflies in their stomach, but the pro has the butterflies information!" I think, that is a great summary for the effective leader – have a vision, define the mission, goals, and objectives, cover as many contingencies as you can, motivate your team/organization to share the vision, and, then, turn the organization loose to succeed with a renewed sense of purpose and the knowledge that



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~ Education Schedule ~

BOLD indicates Lean Manufacturing or Other One-Day Seminars. All others are CPIM modules.

**** NOTE CHANGES POSTED — Schedule Subject to Change/Cancellation ****

SEMINAR	DATES	TIME	DAY	LOC/Room	REGISTRATION DEADLINE
Basics of Supply Chain Management	7/13/04 - 9/14/04	6:00 p.m.- 9:00 p.m.	Tue	MSS Main Entrance	Jul 03, 2004
Execution and Control of Operations	7/26/04 - 8/24/04	6:00 p.m.- 9:00 p.m.	Mon & Thurs	DeVry—Room TBD	Jul 16, 2004
Strategic Management of Resources	9/20/04 - 10/21/04	6:00 p.m.- 9:00 p.m.	Mon & Thurs	DeVry—Room TBD	Sep 10, 2004
Master Planning of Resources	10/19/04 - 12/14/04	6:00 p.m.- 9:00 p.m.	Tue	MSS Main Entrance	Oct 10, 2004

Class Locations:

- **DeVry** (DeVry University) – 2149 W. Dunlap Ave, Phoenix
- **MSS** (MSS Technologies) – 3202 East Harbour Dr., Suite #1, Phoenix I-10 to University exit, N on University, W on Elwood, located at the SW corner of Elwood and Harbour Drive
- **Parker Hannifin** - 8505 W. McDowell Road, Tolleson, AZ 85383 I-10 to N 83rd Avenue exit, N on 83rd Avenue, W on McDowell Road
- **Scottsdale Marriott Suites Hotel** - Old Town Scottsdale, 7325 East Third Avenue, Scottsdale. Call 480.945.2005 for detailed directions
- **University of Phoenix (UoP), Tempe Campus:** 1150 W. Grove Pkwy., #101, Tempe
- **University of Phoenix (UoP), Chandler Campus:** 2975 W. Linda Lane, Chandler
- **Comtech EF Data** - 2114 W.7th Street, Tempe, AZ 85281

Unless otherwise specified, classes run from 6:00 p.m. – 9:00 p.m., and may include a break.

To register for any of the above classes, please visit our website at www.apicsphoenix.org or email us at info@apicsphoenix.org or call the Phoenix Chapter office at 480.813.2154.