

INSIDE ISM-PITTSBURGH

Institute for Supply Management—Pittsburgh

January 2010

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With All Due Respect ~Communicating in Challenging Times with Ms. Deborah Holland; President of DLJ & Associates

Deborah Holland is president of DLJ & Associates, a consulting firm providing a full range of general human resources (HR) expertise, including: the development and facilitation of leadership training and succession planning, leadership transition, change management, diversity/inclusion training and professional coaching. She currently provides human resources support for several Pittsburgh nonprofit organizations, as well as advises nonprofit boards of directors on how to create value through leadership effectiveness and performance measurement.

With more than 30 years of industry experience, she has managed a full breadth of human resources functions including: leadership development and succession planning, recruitment and retention and diversity/inclusion in the corporate, academic and nonprofit sectors.

Prior to starting her consulting practice, Deborah served as Vice President of Staffing and Employee Relations for a global telecommunications company where she was responsible for the company's recruitment and retention strategy and employee relations, which included performance

(Continued on Page 3)

January 19, 2010 ISM-Pittsburgh First Dinner Program of the Decade

Meeting Date:	January 19, 2010
Location:	Sheraton Station Square Pittsburgh, PA
Forum Time:	4:30 p.m.— 5:30 p.m.
Networking:	5:30 p.m.— 6:00 p.m.
Dinner Meeting Time:	6:00 p.m.—8:00 p.m.
ISM Member Cost:	\$25.00
Non Member Cost:	\$35.00
Student Cost:	\$15.00

Reservations can be made by using the reservation fax form located within Inside ISM Pittsburgh, or via our web site at: www.ism-pittsburgh.org or e-mail: paulamis@comcast.net

ISM-Pittsburgh Upcoming Slate of Events

January 19, 2010
Forum Program

Teaching Professionals How to Get What They Need from The Pittsburgh Business Times with Mr. Timothy Sullivan; The Pittsburgh Business Times

Dinner Program

With All Due Respect ~ Communicating in Challenging Times with Ms. Deborah Holland; President of DLJ & Associates

First 50 Attendees will receive a gift upon check in, so come early!

Teaching Professionals How to Get What They Need from The Pittsburgh Business Times with Mr. Timothy Sullivan

This Pittsburgh Business Times' SmartReader Strategies Seminar is designed to teach professionals to develop quality leads from the Business Times as well as other print publications in less than an hour.

Tim will show you how to get what you need from the paper before the issues pile up in your office. The seminar provides a formula and action plan to aid today's professionals on a variety of levels, be it pulling sales leads, finding new business opportunities or tracking clients, prospects and competitors.

In today's exceedingly competitive market, it is important to stay a step ahead of the competition. SmartReader Strategies provide a foundation that will help you quickly and effectively use the paper to achieve your sales goals.

Join ISM-Pittsburgh's Mentoring Program ~ Participation is Easy and Flexible

ISM-Pittsburgh launched a Mentoring Program for supply management professionals last fall. If you are interested in participating in the program as either a mentor or a mentee, please contact Dr. Shoheila Lunney or Ms. Ruth Siegel; ISM-Pittsburgh Directors who collaborated to launch the Mentoring Program.

Dr. Soheila Lunney; President of Lunney Advisory Group has over 20 years of supply management and business experience involving both domestic and international activities. She previously worked at Bayer Corporation and EDMC and currently serves on the Board of Directors of ISM-Pittsburgh. She may be contacted at soheilalunney@comcast.net

Ms. Ruth Siegel is a Consultant on the Spend Management Services Team at Ariba. Ruth has spent the last five years as a Sourcing Specialist. She has broad experience in sourcing commodities. Ruth received her Bachelor's Degree in Professional Studies and a Masters Degree in Leadership from Duquesne University. She currently serves on the Board of Directors of ISM-Pittsburgh. Ruth may be contacted at rsiegel@ariba.com

Inside ISM-Pittsburgh

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<http://www.ism-pittsburgh.org/newsletter.htm>

Inside ISM-Pittsburgh is the official publication of ISM-Pittsburgh and is published monthly.

If you wish to submit an article for publication, you may do so by contacting the editor. We reserve the right to edit and publish articles at our discretion.

The deadline to submit articles for the next edition is the 28th day of the month.

Mission Statement

To serve the education, certification, communication and networking needs of supply management professionals in the Greater Pittsburgh area. We will do this to enhance the supply management profession, its image and ethical standards to maximize membership value.

With All Due Respect ~ Communicating in Challenging Times with Ms. Deborah Holland; President, DLJ & Associates

management and diversity and inclusion.

A supporter of nonprofit organizations, Deborah currently serves on HR advisory committees to the board of directors for the August Wilson Center for African American Culture and Catholic Charities. She has served on the boards of the YWCA of Greater Pittsburgh, Catholic Charities, United Way Information and Referral Services and the national board of the Child Welfare Institute (CWI).

Deborah's most recent relevant consulting experience includes a capacity building project for Angels' Place (a local early childhood development organization) and facilitation of community focus groups for McAuley Ministries (a local Pittsburgh foundation).

Deborah received her M.Ed in Counseling Education and a B.S. degree in Psychology from the University of Pittsburgh. She is certified as a minority-owned business by the Pittsburgh Regional Minority Purchasing Council.

REMINDER ~ ISM-Pittsburgh Membership Options

In this challenging economy, ISM-Pittsburgh would like to take a moment and review with our members, the options for membership renewal. Your membership is valued by the leadership of the affiliate and your professional development membership is more important today than ever before. If you have any questions on the options below, please contact Lisa Romango.

Regular Membership – includes membership with, and benefits from, both ISM and ISM-Pittsburgh. This category of membership is by far the most popular option, comprising 85% of ISM's total membership. Annual Rate: (\$210.00 + \$45.00 (one-time administrative fees). Administrative fees are not applicable to renewing members.

Associate Membership – includes membership with and benefits from the ISM-Pittsburgh affiliate, only. Annual rate: (\$100.00 + \$25.00 (one-time administrative fees). Administrative fees are not applicable to renewing members.

Direct Membership – includes membership with and benefits from ISM only. **No affiliate membership is included.** This category of membership is generally preferable for those that do not have a geographic affiliate nearby or a non-geographic affiliate within their industry or area of interest. Automatic membership renewal available. Annual Rate: (\$190.00 + \$20.00 (one time administrative fees). Administrative fees are not applicable to renewing members.

International Membership – essentially Regular Membership for those living/working outside the United States. This category of membership includes membership with, and benefits from, both ISM and your choice of one of a growing number of international affiliates including Canada, China, France, Mexico, South East Asia and more. Varies by country.

Certification News Forwarded from ISM

ISM introduces CPSM Exam and Bridge Exam Review courses that are designed to help supply management professionals prepare for their CPSM qualification. Course content covers a majority of topics within the CPSM; however, they are not all-inclusive. They are considered to be a supplement to a candidate's on-the-job and individual learning.



The CPSM Exam Review is designed as a review to help prepare supply professionals for taking the CPSM exams. Participants will gain an understanding of the CPSM program and of the breadth of content covered in each of the three CPSM exams:

Exam 1: Foundation of Supply Management
Exam 2: Effective Supply Management Performance
Exam 3: Leadership in Supply Management

The CPSM Bridge Exam Review is designed as a review for current C.P.M. holders as part of their preparation for taking the CPSM Bridge Exam. It is intended to enable candidates to assess the knowledge they have acquired through education and experience against the content areas covered by the CPSM Bridge Exam. It is not intended for those planning to take the full CPSM Exam.

Register at www.ism.ws, then Seminars or call 800/888-6276 or +1 480/752-6276, extension 401.

Institute for Supply Management, 2055 E. Centennial Circle, Tempe, AZ 85284

ISM-Pittsburgh Re-Launching Focus Groups

Under the leadership of Ms. Renee Galloway; ISM-Pittsburgh Director of Focus Groups, ISM-Pittsburgh will re-launch its Focus Group Program. ISM Groups are composed of members with common interests for education and networking in various topics.

The objective of the affiliate Focus Groups is to bring together those with a common interest in a variety of areas and to create a sustaining group of supply management professionals who serve as resources for one another. A 2008 ISM-Pittsburgh Survey of the membership indicated several groups, which would be of particular interest to our membership. As a follow up to the survey, we want to again hear from you as to what Focus Group(s) you would want us to launch in the pilot phase of this new program. To assist us in this effort, please contact Ms. Renee Galloway at rgalloway@bc.pitt.edu.

Our goal is to consistently offer the most relevant resources and benefits to our members; therefore, please take the time to share your feedback on Focus Groups.

Certification Corner Authored by Dr. Michael McGinnis

CERTIFICATION CORNER FOR JANUARY 2010

This month's topic is "USING THE CPSM DIAGNOSTIC KIT AS AN AID IN PREPARING FOR THE CPSM BRIDGE EXAMINATION"

One challenge facing those preparing for the CPSM Bridge Examination is the scarcity of study materials that focus on that examination. This handout summarizes the characteristics of the CPSM Bridge Examination and describes how the *CPSM Diagnostic Kit* can provide a means of assessing your preparation for the CPSM Bridge Examination.

CPSM EXAMINATION OVERVIEW

The specifications of the CPSM Bridge Examination are described in ISM's *CPSM Study Guide* and highlighted in the margins of each of the study guide's three volumes. Some CPSM tasks are included in the specifications, some tasks are partially included, and some tasks are excluded. In summary, the CPSM Bridge Examination consists of 180 questions that test the individual's knowledge of subject matter that was not included in the C.P.M. credential. The 180 questions test the individual's knowledge on a subset of tasks included in the three CPSM examinations. Exhibit I shows all CPSM tasks. Those tasks that are **bold and underlined** include at least some content in the CPSM Bridge Examination. A review of the three examinations reveals that twenty of twenty-five tasks in Examination 1, nineteen of twenty-four tasks in Examination 2, and twenty-two of thirty-two tasks in Examination 3 have at least some content in the CPSM Bridge Examination. In this handout, no attempt was made to make distinctions within tasks when the *CPSM Study Guide* indicates that only part of a task is included in the bridge exam.

When preparing for the CPSM Bridge Examination, the *CPSM Diagnostic Kit* can help you focus your study efforts on tasks that are relevant to that examination. This can be accomplished by focusing only on questions that apply to those tasks. Exhibit II shows which questions in the *CPSM Diagnostic Kit, Print Edition 2009* are relevant to tasks that should be included in a CPSM Bridge Examination study program.

Exhibit I

SUMMARY OF CPSM EXAMINATION TASKS

(TASKS RELEVANT TO THE CPSM BRIDGE EXAMINATION ARE SHOWN AS BOLD & UNDERLINED)

In some cases only portions of the **bold and underlined** tasks are included in the CPSM Examination, according to the *CPSM Study Guide*. My recommendation is to know all tasks that have any content in the CPSM Bridge Examination.

CPSM EXAMINATION 1: Tasks with content in the CPSM Bridge Examination are Bold and Underlined

1-A-1, **1-A-2**, 1-A-3, **1-A-4**, 1-A-5
1-B-1, **1-B-2**, **1-B-3**, **1-B-4**, **1-B-5**
1-C-1, **1-C-2**, **1-C-3**
1-D-1, **1-D-2**, **1-D-3**
1-E-1, **1-E-2**, 1-E-3
1-F-1, **1-F-2**, 1-F-3, **1-F-4**, 1-F-5, **1-F-6**

CPSM EXAMINATION 2: Tasks with content in the CPSM Bridge Examination are Bold and Underlined

2-A-1, **2-A-2**, 2-A-3
2-B-1, **2-B-2**, **2-B-3**, **2-B-4**
2-C-1, **2-C-2**, **2-C-3**, **2-C-4**
2-D-1, 2-D-2, **2-D-3**, **2-D-4**
2-E-1, **2-E-2**
2-F-1, **2-F-2**

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Certification Corner Authored by Dr. Michael McGinnis

2-G-1, **2-G-2**
 2-H-1, 2-H-2, **2-H-3**

CPSM EXAMINATION 3: Tasks with content in the CPSM Bridge Examination are Bold and Underlined

3-A-1, **3-A-2**, **3-A-3**, **3-A-4**, **3-A-5**, **3-A-6**, **3-A-7**, 3-A-8, 3-A-9, **3-A-10**, 3-A-11, **3-A-12**, 3-A-13, 3-A-13, 3-A-14, 3-A-15, 3-A-16, 3-A-17, **3-A-18**
 3-B-1, **3-B-2**, 3-B-3, **3-B-4**, **3-B-5**, **3-B-6**, **3-B-7**, 3-B-8
 3-C-1, **3-C-2**, **3-C-3**, **3-C-4**, **3-C-5**, **3-C-6**

Exhibit II identifies the questions in the *CPSM Diagnostic Kit, Print Edition, 2009* that relate to tasks that include at least some content in the CPSM Bridge Examination. My recommendations for using those questions are as follows:

Take the questions as indicated in Exhibit II. If you are using a diagnostic kit other than the 2009 print version I do not know whether the questions are in the same order. **This handout applies only to the *CPSM Diagnostic Kit, Print Edition, 2009*.** Other ISM CPSM diagnostic products may or may not be applicable to the instructions in this handout.

Exhibit II
 CPSM BRIDGE EXAMINATION RELEVANT QUESTIONS
 (See *CPSM Diagnostic Kit, Print Edition, 2009*)

IN EXAMINATION 1: 120 QUESTIONS

<u>QUESTIONS</u>	<u>TASKS</u>
1 – 14	1-A-1 and 1-A-2
23 – 28	1-A-4
33 – 108	1-B-1 through 1-E-2
116 – 129	1-F-1 and 1-F-2
135 – 140	1-F-4
147 – 150	1-F-6

IN EXAMINATION 2: 118 QUESTIONS

<u>QUESTIONS</u>	<u>TASKS</u>
1 – 13	2-A-1 and 2-A-2
20 – 64	2-B-1 through 2-D-1
71 – 98	2-D-3 through 2-E-2
105 – 129	2-F-2 through 2-G-2
144 – 150	3-H-3

IN EXAMINATION3: 113 QUESTIONS

<u>QUESTIONS</u>	<u>TASKS</u>
1– 39	3-A-1 through 3-A7
53– 57	3-A-10
63– 67	3-A-12
93– 103	3-A-18 through 3-B-2
109– 124	3-B-4 through 3-B-7
129– 165	3-C-1 through 3-C-6

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Certification Corner Authored by Dr. Michael McGinnis

Score your results using the “Answer Key and Scoring Table” and the “Score Report” for each of the three diagnostic examinations.

As a rule of thumb, if you scored 70% or higher on a task your knowledge base is excellent, 50% but lower than 70% your knowledge base is fair, and if you scored below 50% your knowledge base is weak.

Study the material and repeat the relevant questions until your **overall score is in the range of 70%**. You should then be confident that you are well prepared for the CPSM Bridge Examination.

I cannot guarantee that this approach will result in your passing the CPSM Bridge Examination. However, past experience has shown that study strategies similar to the one described above should improve your preparation and increase your performance on the bridge examination.

GOOD LUCK ON YOUR EXAMINATION!

QUESTIONS ON CERTIFICATION? CHECK THE INSTITUTE FOR SUPPLY MANAGEMENT WEBSITE AT www.ism.ws THEN CLICK ON “CERTIFICATION.”

STILL HAVE QUESTIONS? CONTACT ME AT mam47@psu.edu.

GOT IDEAS FOR FUTURE ISSUES OF “CERTIFICATION CORNER?” E-MAIL ME AT mam47@psu.edu.

Dr. Michael (Mike) A. McGinnis, CPSM, C.P.M., A.P.P.
Associate Professor of Business
Penn State New Kensington

December 2009 ISM Report on Business~ Manufacturing Excerpt

December 2009 Manufacturing ISM Report On Business®

Non-Manufacturing Index (NMI) at 55.9 %

DO NOT CONFUSE THIS NATIONAL REPORT with the various regional purchasing reports released across the country. The national report's information reflects the entire United States, while the regional reports contain primarily regional data from their local vicinities. Also, the information in the regional reports is not used in calculating the results of the national report. The information compiled in this report is for the month of December, 2009.

New Orders, Production and Employment Growing
Inventories Contracting
Supplier Deliveries Slower

(Tempe, Arizona) — Economic activity in the **manufacturing sector** expanded in December for the fifth consecutive month, and the **overall economy** grew for the eighth consecutive month, say the nation's supply executives in the latest **Manufacturing ISM Report On Business®**.

The report was issued today by Norbert J. Ore, CPSM, C.P.M., chair of the Institute for Supply Management™ Manufacturing Business Survey Committee. "The manufacturing sector grew for the fifth consecutive month in December as the PMI rose to 55.9 percent, its highest reading since April 2006 when it registered 56 percent. This month's report is quite strong as both the New Orders and Production Indexes are above 60 percent. The sector may be benefiting from an excessive destocking cycle as indicated by the recent performance of the Customers' Inventories Index. Customers' inventories have been 'too low' for nine consecutive months, and this month's index is the lowest reading since the inception of the index in January 1997. Overall, the recovery in manufacturing is continuing, but there are still some industries mired in the downturn as evidenced by the seven industries still in decline."

In December, nine of the 18 manufacturing industries reported growth. The industries — listed in order — are: Apparel, Leather & Allied Products; Petroleum & Coal Products; Computer & Electronic Products; Machinery; Electrical Equipment, Appliances & Components; Transportation Equipment; Paper Products; Furniture & Related Products; and Food, Beverage & Tobacco Products. The seven industries reporting contraction in December — listed in order — are: Wood Products; Nonmetallic Mineral Products; Miscellaneous Manufacturing; Plastics & Rubber Products; Chemical Products; Printing & Related Support Activities; and Fabricated Metal Products.

- "Capital is tight. The forecast has been lowered for 2010." (Chemical Products)
- "Nice rebound for our consumer business." (Nonmetallic Mineral Products)
- "Demand from automotive [manufacturers] remains strong, with some plants not having extended shutdowns during the Christmas holiday." (Fabricated Metal Products)
- "Still not seeing any increase in production as the economic indicators are suggesting." (Electrical Equipment, Appliances & Components)
- "Business remains steady and strong." (Primary Metals)

ISM-Pittsburgh Member Recognition

ISM-Pittsburgh is pleased to recognize the personal and professional accomplishments of our members. Let us hear from you regarding your personal or professional achievements and let us share the exciting news with your colleagues. Contact Ms. Lisa Romango at klromango@aol.com for publication.

Organizational and Personal Growth By Ms. Nancy Stampahar

Hello!

Ask yourself, "What is it like to work around here?" or "What is it like to live my life?" Your answers will help you understand how *your* responses to people and situations are affecting your motivation to have healthier and more fulfilling results at work and home. Motivation comes from within each person. No one can motivate you to do anything you do not want to do. You have to want something strongly enough before you are willing to make a change and take a look at yourself or your organization. If you wait for someone or something to change, you may never get the results you want and need. It is up to you to do something different, to make something different happen.

When you are fulfilled professionally and personally, your customers, co-workers, friends and family become a part of the ripple affect. Turnover, complaints and conflicts are reduced, which bring increased productivity, improved relationships, quality of life and morale. You will have less stress and drama when you choose to make healthier and wiser choices. Work and life become fun and more rewarding for you, and everyone around you.

If your organization and home are experiencing low morale, frustration and burnout, you can revitalize your culture's attitude and performance by addressing the following questions:

1. What communication strategies are in place?
2. What activities are in place to empower self-directed teams and individual growth?
3. Are people skills, professional development and leadership abilities key criteria for recruitment, retention and promotion?
4. What goals, performance measurements and accountability activities are implemented?
5. What reward and consequence systems are practiced?
6. How effective are front-line supervisors and managers as coaches and team leaders?
7. What customer, employee and personal-growth feedback mechanisms are utilized?
8. How open-minded is each individual to self-awareness and self-development?
9. At the end of the day, does each individual feel appreciated and valued?

And finally, ask yourself, "Do I consistently get out of bed each morning looking forward to my work, and my life?"

There are many effective strategies that can bring about motivating and fulfilling environments. Some people know how different things can be because they have taken responsibility and actions to experience healthy and satisfying environments. While many other people have no idea how much better things can be because they do not question how situations can be handled differently. When you take the initiative to make positive changes in your workplace and personal life, you will get motivated, feel happier and achieve success. If you let life control you, you will not grow and prosper. This is your life to control and enjoy; go for it. It's never too late to get happy!

To you and your getting motivated,

Nancy Stampahar

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ISM-Pittsburgh Welcomes Our Newest Members

Regular Membership

Gary A. Meyer Sr. Buyer, FedEx Ground

Marcy Viglione Buyer, Heyl & Patterson

Proposed Amendment to ISM Bylaws

ISM will propose to its membership, a revision to its Bylaws with regard to Membership. Members will have an opportunity in the near future to vote in favor of or opposed to, the proposal to open up Membership to “anyone interested in supply management”.

The ISM-Pittsburgh Board of Directors discussed the proposed ISM Bylaws amendment and has voted to not support this proposed amendment. As the leadership of your affiliate, we suggest you consider opposing this amendment.

The ISM-Pittsburgh Board of Directors reviewed the information provided by ISM and determined that their justifications did not fully support the proposed amendment; therefore, we are not supporting this amendment.



2009-2010 ISM-Pittsburgh Slate of Events

Dinner Meetings: Third Tuesday of Each Month (September – May)

Plant Tour: October 20, 2009

Supply Management Month: March 16, 2010

Golf Classic: June 21, 2010

Dinner Meeting Location: Sheraton Station Square, Pittsburgh, PA

September 15, 2009

Forum Program: Mentoring to the Supply Management Professional

Forum Speaker: Dr. Soheila Lunney; President Lunney Advisory Group and Ms. Ruth Seigel; Commodity Specialist, Ariba, Inc.

Dinner Meeting Program: Optimizing Supply Management in Challenging Times

Dinner Speaker: Mr. Ernest Gabbard; Director Strategic Sourcing, Allegheny Technologies, Inc.

September 18, 2009

One Day Seminar

Advanced Negotiation Techniques and Contract Management

Instructor: Dr. Soheila Lunney; President, Lunney Advisory Group

October 9, 2009

One Day Seminar

Advanced Market Analysis

Instructor: Mr. David Hargraves; C.P.M., Director Strategic Sourcing, UPMC

October 20, 2009

Plant Tour: Giant Eagle Warehouse Facility

October 22, 2009

Satellite Seminar

Navigating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

November 13, 2009

One Day Seminar

Supply Management Best Practices Generating Value and Revenue

Instructor: Dr. Soheila Lunney; President Lunney Advisory Group

November 17, 2009

Forum Program 1: Procurement Sustainability and Corporate Social Responsibility

Forum Speaker: Mr. James Baehr, Senior Advisor, Greybeard Advisors

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Forum Program 2: CPSM Exam Review

Forum Speaker: Dr. Michael McGinnis; Associate Professor, The Pennsylvania State University– New Kensington

Dinner Meeting Program: Introduction to ISM-Pittsburgh’s New Website & Leveraging the Web ~ Advanced Search Techniques for Supply Market Analysis ~ Finding the Best Information FAST!

Dinner Speaker: Mr. Keith Giuliani; President Savvior Technology Solutions with Ms. Erin Getty; Savvior Technology Solutions & Mr. David Hargraves; Director Strategic Sourcing, UPMC

December 15, 2009

Forum Program: Business Class: Etiquette Essentials for Success at Work

Forum Speaker: Karyn Litzinger ; President Litzinger Career Consulting

Dinner Meeting Program: The Secrets of Great Leadership

Dinner Speaker: Ms. Kathi Jobkar; C.P.M., Manager Strategic Sourcing, Allegheny Technologies, Inc.

January 19, 2010

Co-Hosted with the WPMSDC

Forum Program: SmartReader Strategies ~ Teaching Professionals How to Get What They Need from The Business Times

Forum Speaker: Mr. Timothy Sullivan; The Pittsburgh Business Times

Dinner Meeting Program: With All Due Respect ~ Communicating in Challenging Times

Dinner Speaker: Ms. Deborah Holland; President DLJ and Associates

February 5, 2010

One Day Seminar

Certified Professional in Supply Management Examination Review Course

Instructor: Dr. Michael McGinnis; Associate Professor, The Penn State University—New Kensington

February 11, 2010

Satellite Seminar

Topic Talent and Career Management for Supply Management Professionals

February 16, 2010

Co-Hosted with APICS

Forum Program: Energy and the Cost Impact to Companies With Regard to Climate Control

Forum Speaker: Mr. Darryl Husenits; Vice President, M & SCM, CONSOL Energy

Dinner Meeting Program: Ethical Leadership

Dinner Speaker: Mr. Bruce Bickel; Senior Vice President & Managing Director Private Foundation Management Services, PNC

March 16, 2010

Supply Management Month

All-Day Seminar

Boot Camp for Supply Management Professionals

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April 8, 2010

Half Day Seminar

Preventing & Negotiating After Back Door Selling

Instructor: Dr. Soheila Lunney; President, Lunney Advisory Group

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April 20, 2010

Forum Program 1: How to Build a Corporate Sustainability Program and Gain Employee Buy-In

Forum Speaker: Mr. Jerry Swart; Managing Director Environment; FedEx Ground

Forum Program 2: CPSM Exam Review

Forum Speaker: Dr. Michael McGinnis; Associate Professor, The Pennsylvania State University– New Kensington

Dinner Meeting Program: Supply Management's Role in Sustainability

Dinner Speaker: Ms. Diane Ramos; Adjunct Professor & Assistant Director, MBA-Sustainability Program & Dr. Robert Sroufe; Industrial Ecologist, John F. Donahue Graduate School of Business

April 22, 2010

Satellite Seminar

Topic TBD

April 25 – 28, 2010

ISM International Conference

San Diego, CA

May 13, 2010

One Day Seminar

Procurement & Contract Writing for the Supply Management Professional

Instructor: Mr. Ernest Gabbard; JD, C.P.M. , Director Strategic Sourcing, Allegheny Technologies, Inc.

May 18, 2010

Forum Program: Supplier Health and Risk Analysis

Forum Speaker: Mr. Ron Summerhill; CPSM, Manager Latrobe Specialty Steel

Dinner Meeting Program: Developing Competencies and Managing Your Workforce in Difficult Economic Times

Dinner Speaker: Ms. Lois Bradley; CEO & President, The Bradley Partnerships, Inc.

June 21, 2010

Golf Classic

Leaders are Visionaries by Dr. Allan Zimmerman

"Truly effective leaders in the years ahead will have personas determined by strong values and belief in the capacity of individuals to grow."
Richard Beckhard

What Dr. Zimmerman Has To Say About This:

Since the beginning of time, people have wondered if leaders are born or if leaders are made. Hundreds of books and hundreds of research studies have addressed this question as well. I know. I've read them.

So what is the RIGHT answer? I think I know ... and that is ... a few people are "born leaders." They're more "naturally inclined" to be leaders. But most leaders are "made." Somehow or other they learned how to be leaders. And I believe leadership is teachable and leadership skills are learnable.

If you do a few simple things, you will become a leader ... and a very effective one at that. You've got to ...

1. Show a brighter future.

Now that sounds pretty fancy and theoretical. But it's not. It's simply a matter of letting people know there's something out there that is better than what they have right now. Help them see it, feel it, smell it, taste it, and touch it. The more vividly they "see" a brighter future, the more excited they become in helping you make that future a reality.

In fact, you may have used this strategy and didn't even know you were doing it. If, for example, you were working lots of extra hours to complete a project, and if your spouse was having a hard time with your schedule, you may have reminded your spouse of the week's vacation that was coming right after the project was turned in. You were showing a brighter future.

Whether you use a brighter future to boost productivity, change behavior, or just plain encourage someone, it almost always works.

It's like the story of two men, both seriously ill, who occupied the same hospital room. One man was allowed to sit up in his bed for an hour each afternoon to help drain the fluid from his lungs. His bed was next to the room's only window. The other man had to spend all his time flat on his back.

The men talked for hours on end. They spoke of their wives and families, their homes, their jobs, their involvement in the military service, where they had been on vacation.

Every afternoon, when the man in the bed by the window could sit up, he would pass the time by describing to his roommate all the things he could see outside the window. The man in the other bed began to live for those one-hour periods where his world would be broadened and enlivened by all the activity and color of the world outside.

The window overlooked a park with a lovely lake. Ducks and swans played on the water while children sailed their model boats. Young lovers walked arm in arm amidst flowers of every color, and a fine view of the city skyline could be seen in the distance.

As the man by the window described all this in exquisite detail, the man on the other side of the room would close his eyes and imagine this picturesque scene. One warm afternoon, the man by the window described a parade passing by. Although the other man could not hear the band, he could see it in his mind's eye as the gentleman by the window portrayed it with descriptive words.

(Continued on Page 16)

Leaders Are Visionaries by Dr. Alan Zimmerman

Days, weeks and months passed. One morning, the day nurse arrived to bring water for their baths only to find the lifeless body of the man by the window, who had died peacefully in his sleep. She was saddened and called the hospital attendants to take the body away.

As soon as it seemed appropriate, the other man asked if he could be moved next to the window. The nurse was happy to make the switch, and after making sure he was comfortable, she left him alone. Slowly, painfully, he propped himself up on one elbow to take his first look at the real world outside. He strained to slowly turn and look out the window beside the bed. It faced a blank wall.

The man asked the nurse what could have compelled his deceased roommate to describe such wonderful things outside this window when there was nothing there. The nurse said she didn't know. She just knew the man was blind and could not even see the wall. "Perhaps," she said, "he just wanted to encourage you."

So your leadership begins by painting a picture of a brighter future, and then ...

2. Reinforce the brighter future over and over again.

It's one of the key things author Warren Bennis discovered when he interviewed 90 leaders. The effective leader does not offer some vision of the future a single time and leave it at that. No, he repeats it over and over again.

It's what the Captain of the Australian yacht team did to wrest the America's cup away from the United States ... a cup the U.S. held for 132 years. As silly as it sounds, the Captain got his team to visualize every night for 15 minutes for two years ... being out in front ... winning the cup. The more they visualized it, the more real their dream became. In fact, they finished many of their visualizations with their hearts racing and pulse pounding, and they finished the race ... out front and winning.

3. Emphasize the negativity of the alternative.

Consultant Michael Podolinsky gives several examples of that. For example, if you've got a second shift that keeps outperforming the first shift by 10%, you might say something like this to your crew, "If we can beat the second shift in the next quarter, I will give each of you an extra day off for your annual leave. If we miss the target and the second shift still outperforms us, we'll have to work weekends the following month until we equal their production." As Michael says, "It's a big incentive to win, a bigger incentive not to lose."

If you've got a child who is coasting in school and wearing a highly inappropriate hair style, you might try, "I'll make a deal with you. If you get your grades up to an 'A' level and keep them there until the end of the year, I'll get you a new iPod Nano and back off about your hair style. If you don't get your grades up, I get to say how your hair will look for the rest of the year." As Michael puts it, "If you lose the bet, you have an 'A' student with weird hair. If you win, you have a clean cut 'B' student. Seems like you win either way."

4. Empower people with choice.

Effective leaders aren't control freaks. They encourage and empower people to be co-creators of the brighter future. It gets them excited.

(Continued on Page 17)

Leaders Are Visionaries by Dr. Alan Zimmerman

And as famed auto maker Walter P. Chrysler noted almost 100 years ago, "I feel sorry for the person who can't get genuinely excited about his work. Not only will he never be satisfied, but he will never achieve anything worthwhile."

One of the ways you get people excited is to empower them with choice. In other words, you don't simply shove your vision down their throats. You don't say, in effect, "Take it or leave it." You ask them for their input on shaping the future.

And this is critical!!! You don't ask how they would do it. That will only get you ONE answer, and they'll resent it if you don't accept and implement their ONE answer. Instead, ask for THREE RIGHT answers. That way, when you pick or incorporate some or all of their RIGHT answers, their commitment to implementation and follow-through goes through the roof.

So ask people for their input and choices and right answers, and then listen. And that's tough for a lot of leaders. As American author Alice Duer Miller noted, "People love to talk but hate to listen."

5. Turn mistakes into lessons.

If you're going to empower people to think more and do more without your direct supervision, they're going to make some mistakes. It's an inevitable part of the learning process.

But the research on effective leaders makes an interesting point. Effective leaders don't use the word "failure." Oh sure, they talk about mistakes, but they don't talk about "failure." That's a road leading to nowhere. As one leader said, "A mistake is just another way of doing things."

Effective leaders legitimize mistakes and illuminate mistakes. One leader did that by setting up a cannon-like device in the company. Every time someone made a mistake, they were to write down what they learned from that mistake and set off the cannon. The explosions could be heard throughout the plant throughout the day ... letting people know that mistakes are okay ... just as long as you learn from them.

And finally ...

6. Acknowledge the contributions of others.

No one ever outgrows the need for acknowledgement, appreciation, and approval. And wise leaders know that. They know they can't expect people to be innovative, self-starting, peak performing, company-minded players if they, the leaders, aren't sincere and generous in their recognition and rewards.

IBM knew that a long time ago when they published their little 22-page book outlining "The IBM Way" where it encouraged people to share their suggestions on how the company could be improved. And between 1975 and 1984, IBM saved \$300 million thanks to the suggestions of its employees ... and it gave \$60 million to those employees who came up with the ideas. The employees soon learned that their ideas were expected and appreciated. Every suggestion was acknowledged, even if it wasn't used, no matter how ridiculous the suggestion might have seemed. No one was made to feel that his/her idea did not matter.

The School Board in Palo Alto got similarly amazing results when they acknowledged the contribution of others. As a major issue was facing the community, volunteers went door to door asking homeowners to place a large sign on their lawn indicating support for the issue. The sign was so large and so ugly that only 1 out of 100 agreed to have the sign placed on their lawn.

(Continued on Page 18)

Leaders Are Visionaries by Dr. Alan Zimmerman

So the School Board tried another tactic. Knowing the issue was a positive one, the volunteers then went door to door asking homeowners if they would place a small 3" by 5" card in their window indicating support of the issue. Many people said "yes" to this trifling request.

But get this. Once the homeowner agreed to place the card in his window, the School Board sent the homeowner a letter ... thanking him for their support. In other words, the School Board acknowledged the homeowner's contribution to the campaign. Two weeks later, when another volunteer came to the homeowner's door, asking if the large sign could be placed in her yard, 95% said "yes."

The lesson was clear. Getting a small commitment started the process of followership. And the acknowledgement of that small commitment opened the door to more commitment and more cooperation.

Whether or not you're a "born" leader, you can do any and all of the 6 leadership behaviors I've just outlined. Now it's your turn to do it.

Action:

Look at the 6 leadership behaviors outlined above. Rank order them from 1 to 6, 1 being the behavior you are best at and 6 being the one that needs the most improvement.

Make it a 10 in 2010!

Dr. Alan Zimmerman

ISM-PITTSBURGH OFFERS NEW PROFESSIONAL DEVELOPMENT AWARD

In these difficult economic times, individuals may be challenged to devote their own personal financial resources to efforts to become certified. As a professional development organization whose mission is education focused, the board of directors of ISM-Pittsburgh is pleased to offer a new professional development award to ISM-Pittsburgh members in good standing.

The award will be given for the achievement of a C.P.M. or CPSM certification. A maximum of five awards will be available in 2009 and granted on a first come basis. A copy of the specific criteria for the award is available upon request by contacting Ms. Paula Massey at paulamis@comcast.net. In addition, specific award questions may be directed to Mr. George Bissett; ISM-Pittsburgh First Vice President at georgebissett@consolenergy.com

A completed application, original receipts and a copy of proof of certification may be mailed to Ms. Paula Massey, 208 Woodview Drive, Beaver, PA 15009 or faxed to 724-508-0218.

Why wait to become certified? Do it Now! The Certification Cost Reimbursement Form is included on Page 20 of this month's newsletter. So, begin now to pursue your dream of becoming a certified supply management professional.

This program is in addition to the ISM-Pittsburgh Scholarship Campaign, which will again award scholarships to the most highly deserving candidates.

Welcome to Our Newest Platinum Sponsor

The Xerox logo is displayed in a large, bold, red, sans-serif font, centered within a white rectangular box.

Application for Certification Cost Reimbursement

Institute For Supply Management - Pittsburgh

Request for Certification Cost Reimbursement

Name _____ Member number _____

Do you have a company sponsored educational reimbursement plan? _____

If so, what percent of your educational costs are eligible for reimbursement? _____

years membership _____ # meetings attended in last 12 months _____

Employer _____ Supervisor _____

Employer address _____

Certification Achieved: _____ Date: _____

Expenses

Date	To Whom	Description	Amount
Total amount re- requested			

(Maximum awarded will be amount requested or \$750.00 whichever is less)
 Number of awards is limited to 5 for 2009 and will be available on a first come basis

I certify that the information provided above is accurate to the best of my knowledge

Signature: _____ Date: _____

Please attach original receipts and copy of proof of certification to this form

Negotiating on Behalf of Your Suppliers with Mr. Charles Dominick; SPSM

Are Hidden Cost Savings Available For The Taking?

Do you have a strategic partner or sole source supplier relationship? Are you the largest consumer of your supplier's goods/services? If so, then you should look at negotiating on behalf of your suppliers.

If your suppliers have gotten their costs as low as they can on their own, negotiating with them pressures them to reduce their profit margins – a contentious situation. However, by negotiating with your suppliers' suppliers, you can reduce your suppliers' costs and your costs while keeping the suppliers' profit margins intact. Negotiating on behalf of your suppliers helps enhance those relationships that you deem as strategic and is a great way to gain additional insight and information into the industry and into your supply chain.

Here are some points to remember.

#1 Negotiate The Supplier's Entire Volume. You want a competitive advantage and may worry about the supplier passing savings on to other customers. However, the larger the volume, the greater your savings. Also add your volume for similar items to the deal to get the leverage necessary for maximum savings.

#2 Always Manage The Negotiations. You may have the knowledge and technology to manage the negotiations better than the supplier. This also gives you the control on timeline, information, etc. Lastly, it provides additional insight into just how big a customer you are to the supplier.

#3 Require That ALL Savings Must Be Passed Along To Your Organization. Now that you are managing the negotiations and helping your supplier achieve savings and efficiencies, you should require that all savings generated on your volume (and possibly a portion of the volume from other customers) be passed directly along to you.

Successful negotiations should be those that are a win-win situation. By negotiating on behalf of your suppliers, you can provide a win-win-win solution. You win, your supplier wins, and their supplier wins by gaining additional volume.

**~SEMINAR & WORKSHOP
OFFERINGS FOR
PROCUREMENT PROFESSIONALS~**

ISM-Pittsburgh Sponsored All -Day Seminars

Date: September 18, 2009
Seminar: Negotiation Techniques & Contract Management

Instructed by: Dr. Soheila Lunney

Location: Ariba Headquarters

ISM Member Cost: \$450

Non Member Cost: \$550

Date: October 9, 2009

Seminar: Advanced Competitive Market Analysis

Instructed by: Mr. David Hargraves

Location: Ariba Headquarters

ISM Member Cost: TBD

Non Member Cost: TBD

Date: November 13, 2009

Seminar: Supply Management Best Practices Generating Value and Revenue

Instructed by: Dr. Soheila Lunney

Location: Ariba Headquarters

ISM Member Cost: \$450

Non Member Cost: \$550

Date: February 5, 2010

Seminar: Certified Professional in Supply Management Examination Review Course

Instructed by: Dr. Michael McGinnis

Location: Ariba Headquarters

ISM Member Cost: \$325

Non Member Cost: \$375

Date: March 16, 2010

Supply Management Month

Seminar: Strategic Boot Camp for the Supply Management Professional

Instructed by: Mr. Robi Bendorf

Location: Sheraton Station Square

ISM Member Cost: No Cost

Non Member Cost: \$280 (includes free 14 month membership in ISM-Pittsburgh)

Date: April 8, 2010

Seminar: Preventing & Negotiating After Back Door Selling

Time: 8:00 a.m.—12:00 p.m.

Instructed by: Dr. Soheila Lunney

Location: Ariba Headquarters

ISM Member Cost:

Non Member Cost:

Date: May 13, 2010

Seminar: Contract Law & Contract Writing for the Supply Management Professional

Instructed by: Mr. Ernest Gabbard

Location: Ariba Headquarters

ISM Member Cost: \$450

Non Member Cost: \$550

ISM-Pittsburgh Satellite Seminars:

Date: February 11, 2010

Topic: Talent and Career Management for Supply Professionals

Date: October 22, 2009

Topic: Navigating the Numbers: A Supply Managers' Guide to Defining & Applying Economic & Financial Concepts

- Satellite Seminars will be held at Allegheny Energy's Offices located at 800 Cabin Hill Drive in Greensburg, PA.

- To register for each ISM-Pittsburgh Sponsored Seminar, contact Paula Massey; ISM-Pittsburgh at 724-508-0200 or fax registration to 724-508-0218. Non members may attend at a cost of \$25.00.

ISM -Pittsburgh Thanks its Sponsors for Their Commitment to Our Mission

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ISM-Pittsburgh Resume Distribution Service

In support of our mission, ISM-Pittsburgh offers resume distribution services to its members in good standing. If you are currently unemployed, underemployed or just seeking a change in employment, contact Ms. Paula Massey; ISM-Pittsburgh Secretary & Treasurer at paulamis@comcast.net.

ISM-Pittsburgh will place your personnel summary and resume information on file. When potential employers or recruiters contact the affiliate regarding open positions, your information will be shared with them.

Contact Paula today for additional details on this member benefit.

Special Offer for Pittsburgh ISM Members

Speaking with One Voice Program

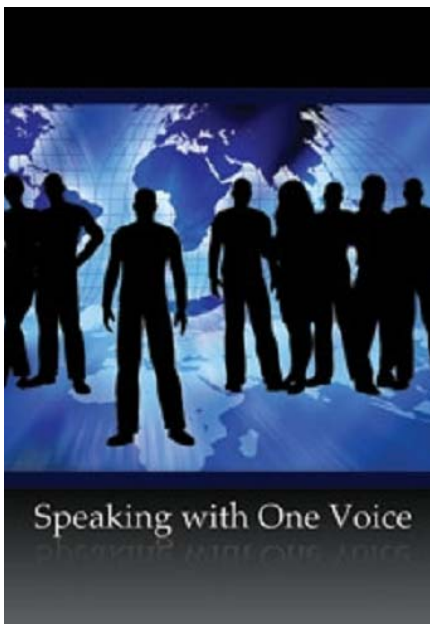
Are you frustrated with suppliers who do “end runs” around your sourcing teams?

Do you wish senior management would stop talking with suppliers, or at least ask you for input on what to say?

Does your supplier always seem to know more about what is happening at your company than you do?

Speaking with One Voice is a key success factor in strategic sourcing. Use Greybeard Advisors’ *Speaking with One Voice* program to create the necessary internal awareness and discipline throughout your company.

Greybeard Advisors LLC originally created this proprietary program for its training and consulting clients. Featuring narrated vignettes, the program has proved to be very effective in creating the necessary internal awareness and buy-in. The program is now available on DVD for corporate licensing to qualified end users.



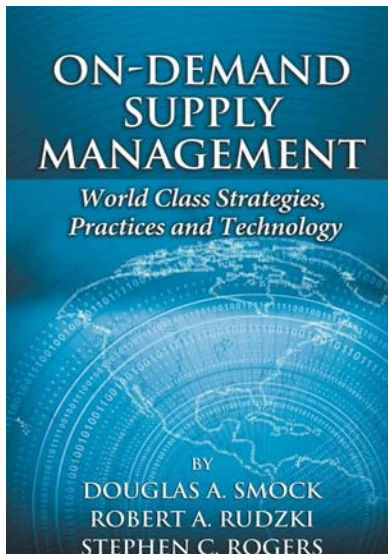
To learn more or to order:

Go to the Greybeard Advisors website, and click on the Resources navigation bar.

Or use this direct URL:

<http://www.greybeardadvisors.com/resources.htm>

To qualify for the ISM – Pittsburgh pricing (\$ 1,200 for a perpetual corporate license), use this PROMOTION CODE: **PittsISM2007**



ISM-Pittsburgh Book Review

Understanding the Enabling Role of Technology

Thought Leadership and Best Practices in Procurement and Supply Chain Management...

"Finally... a great book on how to successfully implement today's leading-edge procurement technology. *On-Demand Supply Management* is full of rich information and fresh new industry examples. It's a powerful guide that all procurement, IT and finance professionals will want to read."

– R. Gregg Brandyberry, VP Procurement, Global Systems and Operations, GlaxoSmith-Kline

"If you are a CPO, CFO or CIO, *On-Demand Supply Management* is a must read. It presents technology... that will separate the best from everyone else."

- Brad Holcomb, SVP and Chief Procurement Officer, Dairy Group, Dean Foods Company

"*On-Demand Supply Management* nicely combines purchasing best practices with new technology solutions... a great resource for purchasing professionals."

– Roberto Magana, Manager, Global Business Services Purchases, Procter and Gamble

The book's lead author is Bob Rudzki, President of Greybeard Advisors LLC (an ISM-Pittsburgh Gold Sponsor), and former SVP and CPO of Bayer Corp.

Order Straight to the Bottom Line® through the ISM Pittsburgh website (www.ism-pittsburgh.org), and we earn a commission!

January 19, 2010
ISM-Pittsburgh Dinner Meeting
Co-Hosted with the WPMSDC
(Western Pennsylvania Minority Suppliers Development Council)
FAX Reservation Form

REMINDER

Credit Cards Will No Longer Be Accepted At The Door

THE FIRST 50 GUESTS WILL RECEIVE A GIVE-AWAY UPON CHECK-IN

Please fax your completed reservation form to ISM-Pittsburgh at (724) 508-0218, or go to <http://www.ism-pittsburgh.org> for on-line reservations. **You may pay your dinner reservation in advance by including credit card information and faxing the reservation form to the secure fax number listed below.** Please register early. Dinner count is confirmed on the Thursday prior to the meeting.

Amount due:

Student: \$15.00

Member with Advance Reservation: \$25.00

Non-Member Reservation: \$35.00

Please remember if you make a reservation and do not cancel, ISM-Pittsburgh is charged for the price of the dinner. **Therefore, effective September, 2004, if you make a reservation and do not attend the dinner meeting you will be billed for the price of the dinner.** To cancel dinner reservations, you must call (724) 508-0200 no later than noon on the Monday prior to the Tuesday dinner.

*Advance Reservations must be received prior to 12:00 p.m. on the Thursday prior to the event.

Date of Dinner: _____

Name: _____

(As you wish it to appear on name badge)

Company: _____

Phone Number _____

Fax Number: _____

E-Mail: _____

Guest(s): _____

Credit Card Info: _____

Expiration Date: _____

I Will Attend:

Forum Only _____

Forum & Dinner _____

Dinner Only _____

Vegetarian Dinner Requested _____

Are you attending your first ISM-Pittsburgh Dinner Meeting? Yes _____ No _____

ISM-Pittsburgh Sponsored Seminar

Certification Review Seminar

February 5, 2010

*Instructed by Dr. Michael McGinnis; Associate Professor ,
Penn State University*

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

DATE: February 5, 2010

LOCATION: Ariba Headquarters

REGISTRATION: 8:00 a.m..

SEMINAR: 8:30 a.m. to 4:30 p.m.

LENGTH : Seven hours and one hour lunch

ISM MEMBER SEMINAR COST: \$325.00 (includes the cost of materials)

NON MEMBER SEMINAR COST: \$375.00 (includes the cost of materials)

**ALL SEMINAR REGISTRATIONS MUST BE RECEIVED BY JANUARY 31, 2010
(Early registration will assist in ensuring sufficient course materials)**

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

See Page 29 for Details on Who Should Attend and the Value in Attending

ISM-Pittsburgh Sponsored Seminar

Certification Review Seminar

February 5, 2010

*Instructed by Dr. Michael McGinnis; Associate Professor ,
Penn State University*

What will you learn from this program?

1. Become familiar with the CPSM credential
2. Develop (or polish) your study and test-taking skills
3. Learn how to get the most out of the *CPSM Diagnostic Kit*
4. Become familiar with the CPSM examination

Who should attend?

1. Those preparing for the CPSM credential
2. Those who are planning to offer CPSM examination review courses
3. Those who are planning on participating in (or forming) CPSM examination study teams
4. Those needing 7 continuing education points towards recertification

ISM-Pittsburgh Sponsored Satellite Seminar

Talent and Career Management for the Supply Professional

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

TOPIC: Talent and Career Management for the Supply Professional

DATE: February 11, 2010

LOCATION: Allegheny Energy's Offices ~ 800 Cabin Hill Drive ~ Greensburg, PA

SEMINAR: 10:00 a.m. to 2:00 p.m.

LENGTH : Four hours

ISM MEMBER SEMINAR COST: FREE

NON MEMBER SEMINAR COST: \$25.00

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

Continuing Education Hours will be Awarded

ISM-Pittsburgh Announces

Our Annual Supply Management Month Seminar

March 16, 2010

Boot Camp for The Strategic Supply Management Professional

Advancing the Supply Manager Function to its True Importance

Instructed by Mr. Robi Bendorf

See Robi's Biography on the Following Page

Name: _____

Title: _____

Company: _____

Street Address: _____

City/State/Zip Code: _____

Bus. Phone #: _____ Bus. Fax #: _____

Email: _____

Credit Card Information: _____

TOPIC: Boot Camp for the Strategic Supply Management Professional

DATE: March 16, 2010

LOCATION: Sheraton Station Square

REGISTRATION: 8:00 a.m..

SEMINAR: 8:30 a.m. to 4:30 p.m.

LENGTH : Seven hours and one hour lunch

ISM MEMBER SEMINAR COST: FREE for ISM Members in Good Standing

NON MEMBER SEMINAR COST: \$280.00 *includes a FREE 14-Month Membership in ISM-Pittsburgh*

FAX RESERVATION TO: PAULA MASSEY - 724-508-0218

Biography - Robi Bendorf, CPSM, C.P.M., M.ED

Robi Bendorf has over 30 years of purchasing and sales experience, involving domestic and international activities, for a broad range of manufacturing and service businesses. He has extensive experience in consulting & training in purchasing, contracts, reengineering the supply management process, the management of procurement functions, global sourcing of materials and components, reducing cost of purchased materials and services, and negotiation of complex transactions and contracts. He has held purchasing and contracts management positions in high volume manufacturing, subcontract, job shop, and service operations, involving gas turbine manufacturing, power generation, nuclear and fossil power plants, electrical distribution and control, air conditioning equipment and global sourcing services.

Prior to becoming a full-time consultant in 1994, he served as Manager of Customer and Supplier Development for the Westinghouse Trading Company. He has given presentations on numerous purchasing and contract management topics to the Institute of Supply Management (ISM/NAPM), major universities, and numerous in-house seminars for industrial & services clients in the US and over 150 public seminars internationally. He was selected to present seminars at the last 13 Institute of Supply Management International Conventions and is the contributor of numerous articles published in Purchasing Today and Inside Supply Management. Robi was selected as ISM's National Person of the Year in both Global Resources and in Education/Learning.

Clients include Ethicon Endo Surgery (Division of J&J), Knoll Furniture, Florida State University, Duquesne University, American Air Filter, Tippins Steel, Dormont Manufacturing, Medrad Medical, Westinghouse Electric Corporation, The Elliot Company, IDEX, the University of Pittsburgh, Blue Cross Blue Shield of Minnesota, SAE International, Bettis Atomic Power, Industrial Scientific, C-COR Electronics, Allegheny Teledyne, Duquesne Power & Light, Ferno-Washington, Johnson & Johnson Medical, Human-I-Tees, Sony, American Video Glass, Stanley Furniture, Mannesmann Rexroth, Atlantic Packaging Company, First Energy Corp., Corning, The Walt Disney Company, Total Safety Inc, Calgon Carbon, Argo-Tech, , Piper Aircraft, Vistakon (Div of J&J), NCS Pearson, Ohio Wholesale Company, Schering-Plough, Curtiss-Wright Electro Mechanical Corp., DePuy Orthopaedics , Alcon Labs, Graco, Cordis (Div of J&J), Chevron Texaco, the Institute of Supply Management, U.S. Fuel Division of Westinghouse Electric Company, the Russell Corporation, JCPenney Company, Centocor (Div. of J & J), GKN Aerospace, IDL Merchandising Solutions, Creative Technology, Allegheny Energy, Bre Properties, American Society of Materials, A T&T, Sunoco, Exxon Mobile, and TJ Maxx.

Robi is a lifetime C.P.M., and has received ISM's new certification, the CPSM. He has an undergraduate degree from the University of Texas, and a Masters Degree from Penn State University.

His energetic and enthusiastic style, combined with extensive functional experience, makes him an excellent consultant, trainer, and facilitator of change.

Robi Bendorf
Bendorf & Associates
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Monroeville, Pa 15146
Voice: 412-856-4453
Email: robi@bendorf.com
Internet <http://www.bendorf.com>

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