



JULY 2006 • Volume 18 • Number 7

CAREER NETWORKING

This career fair and business expo will feature representatives from **premier Orange County area companies that are actively recruiting.** Meet top executives to discuss career opportunities in information technology, construction, healthcare, and financial services, as well as other cutting edge industries.

Don't miss the informative 30 minute breakout sessions, **"A Day in the Life of a Project Manager..."** featuring presentations by **iSpace, Capital Group, and Southern California Edison,** that highlight what a project manager in their organization does in the course of a typical day.

Earn up to 1.5 PDUs for these breakout sessions, which means the entire event is worth 2.5 PDUs. Scheduled exhibitors:

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DON'T MISS THIS UNIQUE SPECIAL EVENT

JULY 11



Guest Speaker
Mark Adams

CAREER NETWORKING AND LEADERSHIP DINNER MEETING

LEADERSHIP DINNER MEETING

Mark Adams, EnthusiAdams, Inc., is a professional communicator who helps people from all walks of life become more successful. A former championship college basketball coach, Mark is now a successful businessman and color analyst on ESPN and FoxSportsNet. This background gives him a unique view of what it takes to lead your team in the areas of sales, customer service and management training through better communication and coaching strategies. Mark's presentation:

Redwoods:
Spread Your Roots and Coach Your Project Management Team to Success!
Redwoods are the tallest trees in the world. They can grow to 300 feet and live for over 2,000 years, but this giant tree has roots that penetrate the ground to a depth of only ten to thirteen feet. Redwoods spread and intertwine their roots with each other to stand tall and strong. Mark Adams will challenge you to spread your roots and develop team/alliance strategies that drive better team performance and better profitability with strong alliance relationships. **Be among the first 150 to register, and receive a free personally autographed copy of a Mark Adams book.**



July 11, 2006 • Wyndham Orange County Hotel • Costa Mesa, CA 92626 • 4:00-9:00 p.m.

4:00-7:00	CAREER NETWORKING Career Fair and Business Expo	6:00-7:00	SOCIALIZING AND NETWORKING No Host Bar BUFFET Dinner	7:00-8:30	LEADERSHIP PRESENTATION Mark Adams
4:30-6:30	Breakout Sessions "A Day in the Life of a Project Manager . . ."			8:30-9:00	Raffle Prizes

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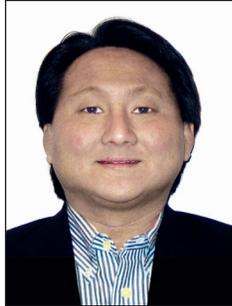
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IN THIS ISSUE

July 11 Special Event	1
2006 Chapter Board	2
The Chair's Column	2
PMI-OC Membership Areas	3
Volunteer of the Month	3
Volunteer Opportunities	3
June Meeting Review	5
At the June Dinner Meeting	6
Dr. Harold Kerzner	7
June Advanced Topic Review	9
PMP® Exam Questions	10
July 8 Advanced Topic Seminar	11
Member/Volunteer Orientation	11
System Devel. Methodologies	13
Mark Your Calendars	13
Monthly Meetings	15
July Buffet Menu	15
New Members and New PMPs	15
Coming Events	16

THE CHAIR'S COLUMN



I Want To Be . . . A Project Manager

In last month's column, I asked you, "What do you want to be when you grow up?" This month, I provide the answer that at least some of us instinctively stated.

I want to be . . . a project manager (a little Hermeiy homage).

I wrote about how there are many people who, in essence, gradually evolved into this field. One day they were busy doing their assigned work. Another day they were working on their own tasks, as well as helping coordinate the work of others. Time passes, and they discover that they have turned into . . . project managers.

As the project management field has grown and become more understood and recognized, there are a growing number of people who are actively seeking transition into this role.

Are you thinking about a career change to project management, or are you new to the work force and considering project management as a career path? Do you have a friend or co-worker who has asked you, "So what is it like to be a project manager, and how can I find out if this is the career for me?" To those who have asked me this question (and you know who you are), I have generally offered some variations of the following suggestions:

- Do some basic research on the web, in books, or in professional periodicals to learn more about project management and project managers.
- Talk with your friends and co-workers and find out if any of them or their acquaintances are project managers, and ask them if they will talk about what they do: what they like, what they don't like, what makes someone successful.
- Attend professional associations (PMI-OC of course!) whose members are project managers. Ask them about how they got started in project management. Ask them for advice on how someone can get into this field.
- Sign up for a class or seminar that can help you understand some of the basics of project management
- Find a mentor who can help guide and encourage you as you enter the project management profession.

Coincidentally, we have a special dinner meeting event this month on July 11. Instead of the normal monthly dinner meeting program we usually run, we have two distinct key events. We will be hosting our first career fair, and we are featuring **Mark Adams**, a professional speaker, ESPN sports commentator, and former championship college basketball coach. Mark will be talking about leading your teams to success through better communications and coaching strategies.

At the career fair, you can talk with recruiters and employers who are interested in hiring project managers. Additionally, we are running a series of presentations called, "A Day in the Life of a Project Manager at . . ." This will give you a wide exposure to what other project managers do at various organizations.

Mark Adams delivers an engaging, energetic session on leadership, teams, and communications to help you drive your team to higher levels of success. Those who attended the PMI® Global Congress session in Toronto last year saw Mark, and now we have brought him to Orange County for all of our members.

I hope to see you at the July dinner meeting, whether you are a project manager today, or you are thinking about becoming one tomorrow.

For my part: I want to be . . . a project manager.

Glen Fujimoto
Chair/President

PMI-OC Membership Areas

Last month we talked about volunteer opportunities and how you can make a difference to our chapter. Over the next few months, we are going to look at the organization's components to describe the volunteer positions available to you.

Rod Hendrixson, PMP, the chapter's membership director, has organized his area to include volunteer management, membership tracking, membership retention and recruitment (ambassadors), and the membership survey.

The volunteer management area maintains and updates the volunteer base with new information. The volunteer coordinators collect openings from the board of directors and match them with the recorded volunteer interests. They also maintain information to support PDU awards and the Spark of Love Toy Drive.

Membership tracking performs analysis of the chapter membership, determines trends, and recommends strategies and tactics to increase our membership base.

Membership and retention, better known as "the ambassadors," is a key area. These are the welcomers at our functions, the ones who make the very first impression of the friendliness and inclusiveness of our chapter. The ambassadors work with the volunteer coordinators to follow up on the BOD's volunteer openings with the membership. By serving as an ambassador, a new member can fully understand how our chapter operates.

Membership surveys are conducted periodically to evaluate the effectiveness of the chapter's services. These electronic surveys are distributed and then evaluated by the committee using Survey Monkey for the analysis of the results.

All of these opportunities are available. Just let us know of your interest at Volunteer@pmi-oc.org.

Sylvan Finestone, PMP

VOLUNTEER OF THE MONTH

Beth Williams Honored

The PMI-OC Board of Directors unanimously selected **Beth Williams** as the Volunteer of the Month for June, 2006. Beth was honored at the June dinner meeting by **Sylvan Finestone, PMP**, the chapter's volunteer coordinator, who presented her with a certificate of appreciation.

Beth has been a member of our chapter for almost a year, and she is looking forward to earning her PMP® certification this summer. Currently, she is the hotel coordinator for our dinner meetings. She coordinated the **Jerry Brightman** leadership seminars last February, and she is now the student coordinator for the PMP spring workshop.

She is also volunteering at the career fair we are holding in July, as well as performing her normal hotel coordination duties for the big event.

In selecting Beth, the board of directors noted how she coordinated the dinner meetings even on those frequent occasions when her school schedule prevented her from attending. She always made sure the hotel had all the information they needed to prepare for a successful event.

We recognize the project management skills Beth brings to the staffing company where she works as a business systems analyst. We wish Beth continued success as she continues studies for a Masters Degree in Information Systems at Cal State University in Fullerton.

The board of directors recognizes that Beth epitomizes the volunteers in our chapter: always ready to step up when asked. Thank you, Beth, for your many contributions to our great chapter.



Sylvan Finestone, PMP

Volunteer Opportunities

Member, Records Committee

Support the effort to create a centralized repository for the PMI-OC records, including electronic data, assets and any other PMI-OC records. **Contact Operations Director Pan Kao**. Fifteen hours a month for three to five months.

Budget Review Committee

Assist the finance director in financial analysis of the budget and actuals of the chapter. **Contact Finance Director Pia Nielsen-Wagner**. Meets quarterly for four hours.

Milestones Advertising Manager

Work with the marketing director, marketing team and newsletter editor to solicit new advertisers for the newsletter and insure newsletter ads are current. **Contact Marketing Director Brent Felsted**. Four to eight hours a month.

Milestones Account Manager

Work with the marketing director, marketing team and dinner meeting sponsor manager to prepare billings for newsletter and dinner meeting sponsors. Validate that existing companies perceive value for their advertising dollars. **Contact Marketing Director Brent Felsted**. Four to eight hours a month.

Track PDUs for the Chapter

Assist the volunteer chair in tracking the PDUs earned and reported by the directors. Assist in the preparation and distribution of the PDU certificates. May also support the upcoming volunteer recognition day by planning and organizing on the day of the event. **Contact Volunteer Chair Sylvan Finestone**.

Spark of Love Project Manager

Organize the Spark of Love toy drive the chapter holds in conjunction with the Orange County Fire Department each year. Plan the event where we donate toys to the fire department for distribution to the less privileged during the holidays. **Contact Membership Director Rod Hendrixson**.

Facilities Team

Coordinate facilities for ongoing events. Participate as team member to coordinate facilities for the PMP® preparation workshops and the advanced topics seminars. **Contact Programs Director Kristine Munson**. As required time commitment.

Dinner Meeting Sponsor Manager

Work with the marketing director, marketing teams and programs directors to provide vendor showcases for dinner meetings. Coordinate vendor presentation requirements, identify new sponsors, and maintain contact with existing vendor sponsors. **Contact Marketing Director Brent Felsted**. Four to eight hours a month.





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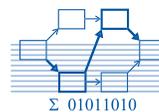
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The Mark of a True Professional: Sweat the Important Stuff



During the days following Hurricane Katrina's devastation, many evacuees were desperate to contact their relatives, if only to let them know that they had survived and were OK. The phone lines and other public communication links were down, yet IBM's corporate communication network continued to function. For hours on end, **Julie Wilson** was on the phone. She dialed number after number, introduced herself as an employee of IBM, and relayed the reassuring messages to the countless relatives whom the evacuees could not reach.

Disasters can happen anytime, anywhere. Whether natural or man-made, they can affect us. The disasters of the recent past, 9/11 and Katrina, surely

have tested our nation's resilience. How speedily we can respond and recover depends on how well prepared we are. That's when you sweat the important stuff. At the June 13 dinner meeting, **Julie Wilson, PMP** had her audience in the palm of her hand with her spellbinding account of IBM's role during these disasters.

Surviving disasters and regaining continuity afterwards is all about being resilient. In turn, resilience depends on being prepared. Just how prepared are the government, the companies, the communities, you and your family? The answer is not easy, as the audience's response to Julie's next two questions showed. Julie asked us:

How many of you have a disaster recovery plan? A respectable number of hands went up.

How many of you have actually rehearsed it? Very few hands remained up.

Sometimes the smallest hiccup can bring down a business and its supporting systems. At other times, an unavoidable catastrophic event is to blame. Business continuity is not just about recovery from a disaster; it is also about having continuous daily operations and keeping systems and their applications available. The time, money and customer confidence that can be lost due to downtime or business interruption can seriously damage any company. The risks are even greater today, as most companies operate in a 24-hour, seven-day-a-week, global environment. To assure their survival, companies must adopt proven strategies to protect business processes and vital information, and implement corporate-wide programs for continuity and recovery management.



Questions and comments from **Cornelius Fichtner, PMP**; **Judy Quenzer, PMP**; and **Frank Reynolds, PMP**.

Gartner determined that by the end of 2005, less than 60 percent of Global 2000 enterprises had invested in comprehensive business continuity and disaster recovery plans, although about 50 percent of firms have a comprehensive business continuity plan. Since the attacks of September 11, 2001, nearly 60 percent of companies have not increased the number of business continuity-related staff.

International Data Corporation estimates that companies lose an average of \$84,000 for every hour of downtime. Strategic Research puts the figure closer to \$90,000 an hour. Meta group estimates that the average loss per incident of downtime is over \$1M. What is even more worrisome, 43 percent of firms that suffer a massive data loss will never re-open.



The complexity involved in building and implementing a comprehensive plan to assure recovery, security, availability and continuity has increased dramatically, with integration required across heterogeneous platforms and systems as well as the entire enterprise of a business. To give her audience an idea of this complexity, Julie described IBM's role behind the frontline of the 9/11 disaster. To this end, recall the tragic sequence of events of that day:

7:58 a.m. United Airlines Flight 175 departs Boston for Los Angeles, carrying 56 passengers, two pilots, and seven flight attendants. The Boeing 767 is hijacked right after takeoff and diverted to New York.

7:59 a.m. American Airlines Flight 11 departs Boston for Los Angeles, carrying 81 passengers, two pilots, and nine flight attendants. This Boeing 767 is also hijacked and diverted to New York.

8:01 a.m. United Airlines Flight 93, a Boeing 757 carrying 38 passengers, two pilots, and five flight attendants, leaves Newark, NJ, for San Francisco.

8:10 a.m. American Airlines Flight 77 departs Washington's Dulles International Airport for Los Angeles, carrying 58 passengers, two pilots, and four flight attendants. The Boeing 757 is hijacked soon after takeoff.

8:46 a.m. American Flight 11 from Boston crashes into the North Tower at the World Trade Center.

9:03 a.m. United Flight 175 from Boston crashes into the South Tower at the World Trade Center.

The U.S. Federal Aviation Administration shuts down all New York area airports.

9:21 a.m. Bridges and tunnels leading into New York City are closed.

9:25 a.m. The U.S. Federal Aviation Administration grounds all domestic flights.

9:45 a.m. American Flight 77 crashes into The Pentagon.

10:05 a.m. The South Tower at the World Trade Center collapses.

10:05 a.m. The White House is evacuated.

10:10 a.m. A large section of one side of The Pentagon collapses.

10:10 a.m. United Flight 93 crashes in a wooded area in Pennsylvania, after passengers confront hijackers.

10:28 a.m. The North Tower at the World Trade Center collapses.

Continued on page 6

As the disaster unfolded and regular communications had become unavailable, many people turned to the Internet. Computer users flocked to news sites for updates and used e-mail and instant-messaging services instead of their dead telephones.

For several hours, news websites were almost impossible to reach because of heavy traffic. The search engine Google at one point directed news seekers to get off the computer and turn on their radios or televisions.

For just getting in touch, nothing could match the Internet for much of the day. Here are some personal accounts:

Allan Hickok, an analyst with U.S. Bancorp Piper Jaffray in Minneapolis, spent much of the morning sending two-word e-mails to friends and colleagues in New York via his pager: "You ok?" Compared to the constant busy signals he heard on the phone, Hickok said e-mail was effective and his pager "phenomenally effective."

Rusty Rueff, an executive at Electronic Arts Inc., Redwood City, Calif., was stuck in a United Airlines plane on the tarmac of the Indianapolis airport after his 8 a.m. flight bound for San Francisco from New York was diverted. Cell phone service was spotty, but Rueff was able to get in touch with his wife and colleagues through his Blackberry.

David Smith, chief executive of Mediasmith Inc., a San Francisco online advertising agency, used instant messaging to find the five employees of Mediasmith's midtown New York office before they were evacuated. "I feel better knowing what their situation is," he said.

Michael Demetriou, a 26-year-old Chicagoan who recently relocated from Manhattan, found 25 friends in New York via e-mail and instant messaging. At one point, he had 14 simultaneous instant-messaging screens on his computer. Demetriou was especially concerned about a friend who works across from the World Trade Center. Sending that friend an instant message, he was relieved to receive in return the message "I'm alive and OK."

IBM's task was anything but simple. It had to find over 2,200 employees in and around New York City and the Pentagon in Washington, DC, and it had to perform disaster recovery work for IBM Business Recovery Service clients. It found every one of these employees; only 100 had been impacted directly, with three deaths.

Driven by IBM's corporate human relations response team, functional managers from around the world used IBM's internal emergency management system to locate employees using tools like instant messaging and e-mails through IBM's

global intranet. They also used the intranet to receive and relay statuses not only to employees' families, but also to any IBM customer who could not get through overloaded, crippled, or inoperable traditional communications networks.

Within minutes of the first plane hitting the World Trade Center, the calls from IBM clients started coming in. Within 15 minutes of the North Tower impact, IBM's Business Continuity and Recovery Services (BCRS) emergency operations center went to "red alert" status. With more than 1,200 BCRS clients within a three block radius of what had been the World Trade Center complex, IBM established a second emergency operations center on the same day to handle clients without BCRS recovery subscriptions and others in need.

To conclude her captivating presentation, Julie came back to her title theme. Sweat the important stuff!

For businesses, Julie's recommended three required steps:

1. Business Impact Analysis and Risk Assessment:

- Ensure your business has completed a comprehensive assessment of business impacts, associated risks and subsequent prioritization.
- Develop clear, executable plans and processes to ensure your business continuity and IT recovery plans will support all critical enterprise business requirements.

2. Rehearsals and Assistance:

- Develop comprehensive rehearsal scenarios across the entire business.
- Include the worker environment as well as the spectrum of critical IT infrastructure.
- Ensure that plans are rehearsed on a timely basis and consider using different resources within your company, or from a vendor, instead of the same resources every time.

3. Crisis Management:

- Develop an enterprise-wide crisis management plan.
- Schedule regular rehearsals of these plans

For your family and you, Julie recommends that you:

- Ensure your family has discussed potential impacts, associated risks and subsequent priorities to survive the many types of disasters that may occur in the area in which you live or travel.
- Develop a clear, executable plan with steps and processes to ensure your family knows what to do should tragedy strike.
- Develop comprehensive rehearsal scenarios for the most likely disasters, and rehearse them. Consider including extended family members and friends.

Julie, your presentation made us recognize that not only must we have a plan for disaster recovery, but we must also rehearse it. Thank you for sharing your lessons learned.

George D. Meier, PMP
george.meier.pmp@earthlink.net

At the June Dinner Meeting



Socializing and networking: Ed Fern, PMP, Past President Adrienne Keane, PMP; Director at Large Victoria Flanagan; Andrei Varnavski; and Gregory Scott, PMP. June Vendor Showcase: Southern California Edison

[expert]

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The Presenter



Dr. Harold Kerzner
(Ph.D., MS,
Engineering and
MBA) is Senior
Executive Director
with International

Institute for Learning, Inc. and
Professor of Systems Management
at Baldwin-Wallace College.

Dr. Kerzner is the author of the best-selling textbooks: *Project Management: A Systems Approach to Planning, Scheduling and Controlling* and *In Search of Excellence in Project Management*.

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GIVING BAD NEWS

Build Your Alliances Before Your Back is Against the Wall

Giving the boss good news is fun and rewarding; giving bad news is full of pitfalls and is often career limiting.

Unfortunately, bad things happen on nearly all projects, and the PM must deal with them.

Phil Quigley presented his insights into how to do that on June 3rd with a most stimulating advanced topic seminar. He was quick to add, "There are no perfect or correct solutions to the problem of giving bad news."

To illustrate just how many forms these pitfalls can take, Phil presented several case studies See the adjacent column.

How bad news actually is received depends largely on your boss and on how the people in your organization respond to bad news. There is an effective way to manage how these people respond. It has these three steps:

1. Understand your boss;
2. Understand your organization;
3. Build a network of alliances.

1. Understand your boss and know how s/he is going to take bad news.

You must have a plan¹ for getting to understand your boss. You must know from day to day the situation in which your boss operates. For instance, your boss may currently be in trouble with her/his boss and thus is likely to take bad news badly. Hence to assess your boss, seek answers to such questions as:

- What is your boss like?
- What is your boss' relationship with her/his boss and with executive management?"
- How is s/he going to take bad news?

2. Understand your organization and know how executive management is going to take bad news.

Problems are going to occur on any project. However, they are not the real issue. Rather, the real issue is how you are dealing with them. Start by assessing your organization in terms of how it takes bad news. Find answers to:

- How is executive management going to take bad news?
- Are the messengers of bad news summarily nailed to the cross?
- Are mistakes accepted as part of doing business? Or,
- Are they treated as criminal offenses that deserve the career death sentence?

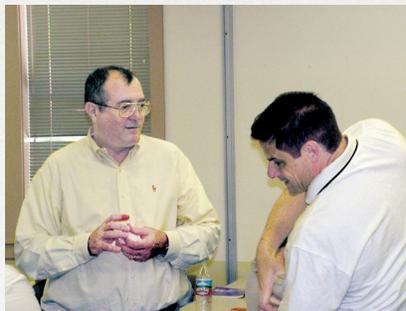
Advance briefing of executive management is crucial here. Before going into any executive meeting, get together with the key people who will be there ahead of time and brief them candidly. Do not let them be cold on what is going on². Above all: never, never, never in any meeting surprise executives with bad news.

As the PM, you must manage the expectations of your bosses. Tell them that in any project things will go wrong, because that is what happens in projects. For instance, schedules start going wrong on the first day, with the first task. Demonstrate to senior management that problems have a certain likelihood of occurring, and that if problems do occur, they

Continued on page 10

¹Many helpful hints on developing such a plan appear in the Harvard Business Review article *How to Manage Your Boss*.

²Bad news travels fast. As the old saying from newsrooms goes: "There ain't better news than bad news."



CASE STUDY 1

You are the PM of a team tasked to put in an SAP installation. You are running behind in collecting, and in receiving approval for, the user requirements. What is worse, the users are not even attending the requirements review meetings that you have called. What do you do?

For this project, you as the PM report to the steering committee. Its head is the VP of Finance, Marketing, Engineering and Production. The CFO is the executive sponsor. The users staying away from your meeting are the finance people, who report to the CFO, who is known throughout the company as a "screamer."

The VP has called a steering committee meeting for this week, and the CEO has decided to attend it. He wants to know "what is going on."

1. What are you going to recommend?
2. What are you going to say in the meeting?
3. How can you analyze the situation?
4. What recommendations can you offer?
5. How do you handle the CEO and the CFO? What allies do you need?
6. Ahead of the meeting, with whom should you meet and discuss your situation?

CASE STUDY 2

Your company has launched a new product with an aggressive schedule and a demanding sales plan. On top of this, the CEO and CFO together have demanded aggressive cost-cutting measures, especially by the suppliers. As a direct consequence, problems with the suppliers' deliverables are surfacing. The one supplier chosen for the lowest price has production problems. Another supplier has quality issues. To lower costs, that supplier has "thrifed" the design of its products.

On this project, you, the PM, report to the VP of manufacturing/ Your VP has scheduled a meeting with the CEO, the CFO, and other executives. The VP wants an explanation of what is going on. There is "concern" at the executive level. To boot, you have discovered that this VP has a strained relationship with the CEO and CFO.

1. What are you going to say at the meeting?
2. How are you going to say it?
3. What allies can you get?

CASE STUDY 3

You are the PM of a large team with more than 100 members. Your task is implementing a new CRM package for one of the big-three auto companies. Your company's CEO and members of the board of directors have touted this package as the solution to the auto manufacturer's sagging sales: "It will let you reconnect with your customers."

The users of this CRM package are mad as hell. They do not like the system and believe that it will not work. You have been brought in to fix this situation. Because the project is behind schedule and over budget, your predecessor PM got the boot. Now, the CEO wants a steering committee meeting and he wants to know what you are going to do. You have one week to get ready.

By the way, there is consensus among your team members that this CRM system "isn't very good." They were not involved in its selection; the CFO was. He went ahead and purchased the package because the consulting company, whence he came, recommended it.

For icing on the cake, Wall Street, and your CEO, consider the CFO as their "fair-haired boy."

1. Again, you need to come up with a plan.
2. What are you going to say at the meeting?
3. How are you going to say it?
4. What allies can you assemble?

will have an impact on the project. Tell your bosses the good and the bad news. (It is actually best if you do so every week, and in writing.) Avoid finger pointing. Stick to the facts instead.

Next, present solutions to the problem that caused the bad news. You should have two or three to offer, and be ready to recommend one. Be positive and upbeat about your recommended solution. Reinforce the notion that for many foreseeable problems, you have solutions prepared ahead of time (Project Risk Management, PMBOK® chapter 11, remember?), and now that a risk event has happened, you are executing the planned response. Reassure the executives that a problem having surfaced need not mean that your project is going to fail.

3. Build a network of personal alliances with people who have power.

Most importantly, cultivate allies. As you must have a plan for assessing the boss, you must have a network of alliances for building relationships with people on whom you can call for support. Understand that you will run into the “politicians” in your organization, namely people with an agenda, who will use any mistake or problem or bad news coming from your project for advancing themselves. Your only defense against these power players is knowing who they are and building alliances through which you can minimize their influence and impact³.

Always be professional in your approach⁴. Monitor your organization every week and find out:

- Who currently has power?
- Who has gained or lost some?
- What is your relationship with these people?
- Is it good or bad?
- Your boss or bosses, are they winners or losers in this power game?

You must constantly monitor developments like these, for they can change at any moment. Phil suggested that PMs keep a journal where they log all their observations. “But don’t do this on your company laptop.”

Whenever possible, get the people from finance to work with you. Meet with them and other people before going to any meeting. Brief them, solicit their input on your analyses and recommendations, and seek their support on actions you plan to take.

³ Phil suggested that PMs could develop techniques for dealing with power players by attending a sales class, such as a short course on professional selling.

⁴ Phil recommended that PMs start by reading the various books titled *Dress for Success*, and Dale Carnegie’s *How to Win Friends and Influence People*.

The difference between successful and failed projects frequently lies in the environment that PMs foster for their teams. As the PM, communicate that it is OK to have problems. Be proactive as you look for problems, identify them, and communicate them to your team members. You must tell, show, and lead your team in how to deal with problems. Together with your team, identify several solution alternatives. Then pick one and go with it.

Let your team know beyond any doubt that on your project you accept mistakes as opportunities to learn. No shooting the messenger! Otherwise, your team will be scared of making a mistake and turn to avoid doing things when faced with a problem.

The key to recovering from problems is in recognizing them and in dealing with them. “Isn’t it obvious?” asked Phil, “a PM who is scared of making a decision in the face of a problem will end up ruining the entire project team.”

As in any aspect of project management, there are some rules to dealing with mistakes. Phil’s are simple enough:

- Admit the mistakes;
- Clean up the mess;
- Learn from them and avoid repeating any;
- Keep moving on. The only people not making mistakes are those people who are not doing anything.

With his characteristic candor and sincerity, Phil led his audience to his conclusion with these recommendations:

- Always remember; you will have to give bad news.
- Plan for it.
- Be prepared to take a beating.
- Good luck, for you will need it.

Thank you, Phil. You richly deserved the audience’s standing ovation. Your spending the time with us sharing your experiences and passing on your insights was not only colorful entertainment, but also practical, inspiring and encouraging coaching.

George D. Meier, PMP
george.meier.pmp@earthlink.net

Test Your Knowledge on PMP® Exam Questions

Answers are on page 15

1. A project is defined as a temporary endeavor undertaken to create a unique product, service or result. “Temporary” means that every project has a definite beginning and definite end. All of the following characterize the end of a project, except:
 - a. When the objectives have been achieved
 - b. When the need for the project no longer exists
 - c. When the project becomes an ongoing effort
 - d. When it becomes clear that the objectives cannot be met
2. During execution of your project, you have determined that an activity on the critical path is running late and schedule is the driving constraint. You re-plan the work by shortening the duration of some of the successor activities on the critical path, utilizing some of your management reserve to apply additional resources. The technique you have selected is called:
 - a. Fast tracking
 - b. Crashing
 - c. Extending the work day
 - d. Procuring the services from an external source
3. Several of the team members on your project are relatively new to project management. You have initiated a meeting to discuss the importance of cost control, recognizing that cost variances can produce unacceptably low quality levels or create schedule problems. To heighten their awareness of this important topic, you point out that cost control is concerned with:
 - a. Frequent project plan updates
 - b. Influencing the factors that create changes to the cost baseline, as well as managing the actual changes when and as they occur
 - c. Changing the frequency of status review meetings
 - d. Assigning specific cost estimates to work items
4. During a progress review on your project, the following data are currently available. To date the earned value (EV) = \$70,000, the planned value PV = \$65,000 and the actual cost (AC) = \$75,000. Which of the following statements best characterizes what the data is demonstrating?
 - a. There is insufficient data to make a judgment
 - b. The project is behind schedule and over-running cost.
 - c. The project is ahead of schedule and over-running cost
 - d. The project is behind schedule and under-running cost.

JULY 8TH ADVANCED TOPIC SEMINAR

Technical Foundation of OPM3 Overview Part One

Presented by **Andy Anderson, PMP** and **Allan Shechet, PMP**

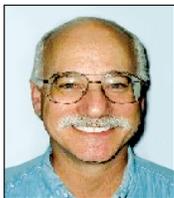
How much does your company invest in project management every year? Can your company articulate the business benefit received from their investment in project management? Would you like to be capable of helping your company improve the return on their project management investment?

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OPM3, PMI's Organizational Project Management Maturity Model will help you and your organization assess how your organization does project management. Learning about OPM3 will illuminate the wide variety of skills, best practices, processes, and procedures that let us do our jobs and will enable a deeper understanding of how to improve not only the organization, but yourself as well.



Andy Anderson is the director of project management at StrataCare, Inc., which is an application software provider for Workers' Compensation and the Insurance Industry. He is on the OPM3 Second Edition management team, and he is a certified ProductSuite Assessor and Improvement Consultant. He has a Masters Degree in Organizational Development. Andy is a PMP® with 25 years of management experience and 20 years of information systems consulting experience, with an emphasis in system development life cycles, project management and process improvement.



Allan Shechet is president of Savvy Services Incorporated, a project management consulting and staffing firm. He has a Masters Degree in Organizational Development and is a PMP. He is the assistant director of public relations and marketing and is in charge of corporate relations for the PMI® Los Angeles chapter.

When:
Saturday, July 8, 2006,
8:00 a.m. to 12:00 p.m.

Where:
Keller Graduate School of Management
3880 Kilroy Airport Way, Room 207
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Thursday, July 20

Member/Volunteer Orientation Training

Welcome

to **Project Management Institute-Orange County Chapter, Inc.**

You have taken the first step toward managing your professional career network and developing relationships with local, knowledgeable project managers and like-minded professionals. You are invited to come join the Member/Volunteer Orientation Training session.

Meet the PMI-OC Board of Directors, your fellow members, and volunteers. We will present the value added benefits, professional development opportunities, and programs that PMI-OC offers to its members. The number one benefit of your membership in PMI-OC is the vast pool of individuals to network with.

When:

Thursday, July 20, 2006
6:00 p.m. to 8:00 p.m.
Registration and food start at 6:00 p.m.
Program starts at 6:30 p.m.

Where:

UC Irvine
Building and room to be announced
Please check www.pmi-oc.org

Cost:

Food provided at no charge
Parking is \$2.00 per hour

Register:

www.pmi-oc.org

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SYSTEM DEVELOPMENT METHODOLOGIES

Plan-Driven vs. Agile

by *Craig D. Wilson, PMP*

As a consultant, I am frequently asked which is the best approach for developing computer applications, plan-driven or agile. As with most complex questions, the correct answer depends upon multiple factors and is situational. In short, "it depends." Before considering which situation is best served by which methodology, it is probably worthwhile to define these two types of development approaches.

A plan-driven methodology is generally considered to be one in which the approach is formal, with documented and approved artifacts and is driven by a published project plan, against which progress is tracked. These projects tend to have high ceremony, including project team meetings, published status reports, project reviews with management, etc. Examples of plan-driven methodologies include the Rational Unified Processes, SDM 70, and most of the legacy methodologies from decades past.

Agile methodologies are generally considered to be those utilizing a less formal approach and are more adaptive in nature. They are people-oriented instead of artifact-oriented. The focus is on creating software code rather than the intermediate artifacts dictated by the more formal methodologies. There is little project ceremony in the way of formal meetings and documentation. This does not mean that agile methodologies are without rigor and discipline. In fact, agile methodologies require a great deal of process maturity to work well. Examples of agile methodologies include Extreme Programming, Scrum, and Lean Software Development.

There are a variety of factors which should be considered when selecting an approach. Here are a few which may be considered.

Complexity of the Problem Domain

A situation in which the problem to be addressed is complex and requires the combined input of a large number of people tends to lend itself to a plan-driven approach. A situation in which the problem domain can be explained by a few people tends to lend itself to an agile approach.

Complexity of the Solution

A situation in which the solution will be architecturally complex, such as a high-use transaction processing system requiring rapid responses (think airline reservation systems), would likely be better addressed using a plan-driven approach. A situation in which the solution is less complex, for example a data entry system used by a handful of people, would probably be better served with an agile approach.

Knowledge of the Solution

A situation in which the solution is not well understood and which may require a trial-and-error approach, might utilize an agile process. An example would be a research and development project utilizing a new or unfamiliar technology.

Process Maturity of the Project Team

A team which is low in process maturity will likely be best served with a formal, plan-driven approach. A team which is made up of individuals with high process maturity, and especially individuals who have worked together as a team in the past, may find an agile approach very effective.

Size of Project Team

A small team, considered to be less than a dozen people, may find that an agile approach provides them with the minimal formal communication required. A larger team may require the formal and structured communications offered in a plan-driven approach.

Regulatory Requirements

New regulatory requirements, such as those dictated by Sarbanes-Oxley, often require the high degree of formal controls and documentation provided in a plan-driven methodology.

Organizational Culture

As you can imagine, the process with which the organization culture best fits will probably cause the least resistance in acceptance.

Each situation has a variety of factors which will influence the decision of which type of system development methodology. Taking the time to review and consider these factors will help you select the appropriate approach for your project.

Craig D. Wilson, PMP is an IT management consultant helping organizations more effectively manage people, projects, and processes. He will be speaking on this topic in more detail at the Southern California Coalition Technology Conference in August. Craig can be reached at craigdwilson@matincor.com or (949) 388-3559.

Mark Your Calendars

July 8 Advanced Topic Seminar

Andy Anderson and Allan Shechet
OPM3, Part 1

How much does your company invest in project management every year? Can your company identify the benefits of project management? Would you like to help your company improve return on project management investment? Yes? Come learn how.

July 11 SPECIAL EVENT

Career Networking and Leadership Dinner Meeting

Career Fair and Business Expo featuring top executives from cutting edge Orange County area companies.

Leadership presentation by **Mark Adams**, one of the most sought after motivational speakers and business educators in America.

SEE PAGE 1

July 27 All Day Seminar

Achieving Project Management Excellence Using Best Practices

Presented by **Dr. Harold Kerzner**

SEE PAGE 7

August 8 Dinner Meeting

Mike Parris and Issam Khalaf

How Did We Do It? Women's Pavilion at Hoag Memorial Hospital Presbyterian Ahead of Schedule and Under Budget

PMI-OC 2005 Project of the Year

August 11-12 SCCTC Conference

Growing and Strengthening at the Speed of Technology

The Westin Long Beach

SEE INSERT

Sept. 9 Advanced Topic Seminar

Jan Birkelbach, PMP

Creating Effective Risk Responses

Sept. 12 Dinner Meeting

Tom Stein

Business Continuity Program Management

Oct. 7 Advanced Topic Seminar

Diane Altwies, PMP

Overcoming Team Dysfunction

October 10 Dinner Meeting

Craig Smith

Building the Great Pyramid, Project Management 2550 B.C.

Nov. 4 Advanced Topic Seminar

Mike Cohn

Agile Estimating and Planning, User Stories Applied



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PMI-OC DINNER MEETING

Tuesday, July 11, 2006

Program: **SPECIAL EVENT**
Career Networking and
Leadership Dinner Meeting
Special Guest: Mark Adams

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

Schedule: 4:00 - 7:00 p.m.
Career Fair and Business Expo

4:30 - 6:30 p.m.
Breakout Sessions
"A Day in the Life of a
Project Manager at . . ."

6:00 - 7:00 p.m.
Socializing and Networking

No Host Bar
BUFFET Dinner (see menu)

7:00 - 8:30
Leadership Presentation, Mark Adams

8:30 - 9:00 p.m., Wrap-up and raffle

Cost: *In Advance:* *At the Door:*
Members \$30.00 Members \$40.00
Non-Members \$35.00 Non-Members \$40.00

The "presentation only" option is not available for this event.

Please register at www.pmi-oc.org. You can pay by credit or bank card in advance or by cash, check, or credit card (Visa or MasterCard only) at the door.

Make your reservation by 9:00 p.m. on Sunday, July 9, to obtain the "in advance" price. Reservations made after 9:00 p.m. on July 9 will be charged the "at the door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel their reservations after Sunday, July 9, or anyone who makes a reservation and does not attend, will not receive any refunds.

July Buffet Menu

Classic Caesar Salad

Pasta Salad Primavera

Fresh Vegetable Crudités
with an Assortment of Dips

Bowtie Pasta with Marinara Sauce

Penne Pasta Alfredo

Mini Beef Brochettes
with Vegetables

Chicken Picatta

Mashed Potatoes

Fresh Seasonal Vegetables

Garlic Bread Sticks

Chef's Dessert Table

Coffee, Decaffeinated Coffee
and Tea

NEW MEMBERS

Ernest Abad, PMP	Bryan Miott
Fawaz Abdul Jabbar	Gregory Nelson
Apata Adebowale	Leslie Nguyen
Angela Ahern	Alexandro Ochoa
Amanda Ames	Chetan Panwala
Nisha Anish, PMP	Pauline Parra
Irene Arredondo	Prasanna Kumar Pilli
Partha Bora	Neha Raithatha
David Bourdeau	Shruthi Rao
Terrance Brooks	Jason Richmond
Catherine Cadogan	Norman Michael Rubio
Jana Chantarapan	Todd Sahara
Emily Corcoran, PMP	Karen Scott
John Delaney	Shelby Seid
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Aldo Devile, PMP	Douglas Smith
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Michael Gerardin, PMP	Bernice Valeriano
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Keith Hopkins, PMP	
Milind Joshi, PMP	
Deanna Kerylow	
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Michelle Kimura, PMP	
Robert King	
Lisa Lorbeck	

NEW PMPS

Lesley Adams
Joseph Devoy
Nora Goto
George Hanna
Colin Hartwig
Keith Hopkins
Richard Little
Steven Stover
Jen Yeu Su
Penny Winter

Answers to PMP® Exam Questions

From page 10

- 1. c. When the project becomes an ongoing effort**
PMBOK® 2004, paragraph 1.2.1, page 5
Note: A "program" is defined as an ongoing effort.
- 2. b. Crashing**
PMBOK 2004®, paragraph 6.5.2.3, page 145 [Planning]
- 3. b. Influencing the factors that create changes to the cost baseline, as well as managing the actual change when and as they occur**
PMBOK® 2004, paragraph 7.3.1, page 171 [Controlling]
- 4. c. The project is ahead of schedule and over-running cost.**
Schedule variance (SV) = EV - PV = \$70,000 - \$65,000 = \$5,000 (positive means ahead of schedule).
Cost variance (CV) = EV - AC = \$70,000 - \$75,000 = -\$5,000 (negative means over-running cost)
PMBOK® 2004, paragraph 7.3.2.2 pages 172 to 174 [Controlling]

BREAKFAST ROUNDTABLE

Breakfast with Your SOX On

Thursday, July 13, 2006

Second Thursday of every month

Location: **Doubletree Hotel**
Irvine Spectrum
90 Pacifica Avenue, Irvine
Meritage Restaurant & Wine Bar

Time: 7:15 - 8:30 a.m.

Register: E-mail to **Kevin Merriman, PMP**
soxbreakfast@pmi-oc.org

Cost: Self-paid breakfast,
parking is validated.

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Pages 3, 5, and 6
Pan Kao, PMP

Page 6
Beth Williams

Page 9
Ragupathi Kuppannan, PMP

PMI Orange County MILESTONES

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COMING EVENTS



JULY 8 ADVANCED TOPIC SEMINAR

OPM3, Part 1

Andy Anderson, PMP, and Allan Shechet, PMP



JULY 11 SPECIAL EVENT

Career Networking and Leadership Dinner Meeting

Career Fair and Business Expo

Leadership Presentation by **Mark Adams**

SEE PAGE 1



JULY 13 BREAKFAST ROUNDTABLE

Breakfast with Your SOX On



JULY 20 MEMBER/VOLUNTEER ORIENTATION

UCI



JULY 27 ALL DAY SEMINAR

Achieving PM Excellence Using Best Practices

Presented by Dr. Harold Kerzner

See page 7



AUGUST 8 DINNER MEETING

Women's Pavilion at Hoag Hospital

How Did We Do It?

Mike Parris and Issam Khalaf

PMI-OC Project of the Year



AUGUST 11-12 7TH ANNUAL SCCTC CONFERENCE

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The Westin Long Beach

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SEPTEMBER 16 PMP FALL WORKSHOP BEGINS

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