



DECEMBER 2006 • Volume 18 • Number 12

2006 CHAPTER BOARD

Glen Fujimoto
Chair/President
714-227-9172
chair@pmi-oc.org

Cornelius Fichtner, PMP
Chair Elect
949-932-1472
chairelect@pmi-oc.org

Victoria Flanagan
Director at Large
949-888-2839
atlarge@pmi-oc.org

Stephen June, PMP
Finance Director/Treasurer
714-963-6145
finance@pmi-oc.org

Francis Amalraj, PMP
IT Director
949-232-2438
it@pmi-oc.org

Brent Felsted, PMP
Marketing Director
714-892-5699
marketing@pmi-oc.org

Rod Hendrixson, PMP
Membership Director
714-389-6411
membership@pmi-oc.org

Pan Kao, PMP
Operations Director/Secretary
562-882-8829
operations@pmi-oc.org

Kristine Hayes Munson, PMP
Programs Director
949-932-1476
programs@pmi-oc.org

Volunteer Opportunities
Volunteer@pmi-oc.org

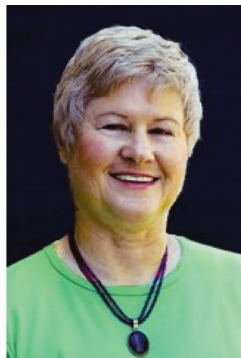
DECEMBER 12TH PMI-OC DINNER MEETING



By Christine Fotheringham

When people work together in harmony, fantastic things happen. Cohesive teams can achieve more than individuals could ever imagine achieving on their own. The most productive teams focus on a common goal.

Are you ready to try a new team building approach? Join us for an evening of fun-filled, energizing activities, where you are the team. And as a team you will write and perform a PMI-OC theme song. You don't have to be a musician. And, remember this is about the team, so all activities are done in groups; no one sings solo. You will experience the rapid transformation of a group of individuals into a focused, energized and empowered team. You will enjoy the camaraderie that develops through "singing from the same page" with one voice, and you will be empowered by taking a project from inception to successful completion.



Christine Fotheringham has the flexibility, skills and diverse background to connect with staff at any level and from any functional discipline. In industries as varied as life insurance, mining, food services and health care, she has seized the opportunities to grow and develop as an accountant, business systems analyst, corporate trainer, internal sales consultant, and now in her own business as a life coach and team building consultant.

Christine has facilitated and participated in cross-functional project teams at major companies such as Denny's, and PacifiCare Health Systems. The Sound of Team workshop uses the language of music to give teams the experience of

the power that comes from stretching beyond their individual capabilities and working together to achieve a common goal, in this case, a musical performance.

Special Events at the December Dinner Meeting

PMI-OC Awards Recognition

Join us in a champagne toast to celebrate PMI-OC's receipt of three prestigious awards at the recent PMI® Global Congress. PMI recognized the chapter's 2005 educational and networking programs with the 2006 PMI Component Award for Component of the Year (Chapter Category III), the 2006 PMI Component Award for Collaboration, and the 2006 PMI Component Award for Volunteer Program of the Year.

Spark of Love Toy Drive

PMI-OC is supporting the Orange County Fire Department's toy collection drive again this year. Members of the Orange County Fire Department will be at this month's dinner meeting to accept unwrapped toys,

valued at \$10.00 or more, for boys and girls of all ages.

Please bring your toys to the dinner meeting and become eligible for the special raffle we will hold for all who participate.

The Spark of Love program is administered by the Orange County Fire Department. This is a long running program with a meaningful impact on our community. Your participation is a way to brighten the holiday season for less fortunate children. See page 3.

PMI-OC Fellowship Awards

This is PMI-OC's highest honor. **Ed Walker, PMP**, the first PMI-OC Fellow, will present these awards.

Watch for pictures and stories about these special events in January 2007 *Milestones*.

THE CHAIR'S COLUMN

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2006 in Retrospect

It is difficult to believe that a year has passed since I became chair and president of the PMI® Orange County Chapter and started writing these monthly columns for all of you.

First, I want to catch everyone up on some recent events. If you attended the November dinner meeting (and if you did not, you missed a great presentation by Olympic Gold Medalist **Peter**

Vidmar), you heard about the awards presentations that took place in Seattle at the PMI Leadership Institute Conference and PMI North America Global Congress. The Orange County Chapter was presented with the following awards:

- Component of the Year (Chapter Category III, membership over 1,000)
- Component Award for Collaboration
- Component Award for Volunteer Program of the Year

To win recognition in any of these categories is an honor, but for a chapter to win awards in three categories, is truly an astounding accomplishment. No other chapters won in multiple categories. This highlights how remarkable our organization is, and it is a testament to the hard work that all our members and volunteers put forth. Please attend our December dinner meeting as we celebrate these accomplishments!

During our final meeting of the year, we will also be highlighting two additional special events:

- Honoring our newly inducted PMI-OC Fellows for this year
- Supporting our community through the Spark of Love Toy Drive

We hope to see many of you as we honor those with long standing contributions to the chapter and the profession. We also hope to gather significant donations to support the less fortunate in our community.

Looking forward to 2007, your board, both 2006 and 2007, has been hard at work to get ready for the new year. This is a year of leadership transition with a number of new faces on the board. Please support them, including the new chair and president, **Cornelius Fichtner, PMP**, as they work to continue the outstanding traditions of this organization.

We will seek ways to provide value to the different needs of our members. Next year, one of our new, big events will be launched: an ambitious program that spans the course of a year, the PMI-OC Leadership Institute. PM practitioners wishing to propel themselves to the next level of their careers should consider this advance leadership training program. The program will be led by **Dr. Jerry Brightman** of The Leadership Group, who presented a leadership advanced topic seminar earlier this year. This program of self discovery and leadership development will challenge you to learn, understand, and grow your personal leadership abilities, capabilities, and skills.

Looking back, I have frequently used this column to encourage you to strive for personal and professional growth through the chapter or other venues. I hope some of these columns resonated with you and caused you to think about what you choose to do. Hopefully, they have challenged you to move out of your comfort zones, to test and develop new skills, and to remove self imposed barriers of what you cannot do. As the well known Nike slogan goes, "Just do it!"

I am honored that I could serve as your chair and president. I have served on the board for six years, and I look forward to my continued support of the chapter next year in new roles. The time, energy, and effort I have given the chapter has been significant; however, the value of what I have received in return; personal and professional growth, networking opportunities, running a company, and contributing back to the PM community; is immeasurable.

As I turn over the leadership reins to Cornelius and the 2007 board, I thank all of you for the honor of serving you for the past six years.

*Glen Fujimoto
Chair/President*



Spark of Love Toy Drive

Once again we are supporting the Spark of Love Toy Drive by donating gifts to the Orange County Fire Department at our December meeting for distribution to less fortunate children. Stop for a moment and consider the thoughts expressed below by someone far more eloquent than I am . . . **Sylvan Finestone, PMP**

“Like most years, 2006 has had it highs and its lows. We’ve seen a year pock-marked with tragedy and destruction. For many of us, this has been a particularly painful year. We have lost loved ones, and the holidays seem to be arriving just a little too soon for any heartfelt celebrating. And if all that isn’t enough, you work in a profession with uncertain futures, and for companies with even more uncertain futures.

It is just this uncertainty, this unpredictability about life that makes traditions and rituals so important. It’s comforting to know that no matter what else may happen, our winter holidays will arrive on schedule, with all of our favorite traditions and rituals. Once again we will unwrap cherished ornaments, or listen to our favorite hymns, or polish grandmother’s menorah. And whether we are worshipping the birth of Jesus, celebrating Hanukkah’s message of religious freedom, or soaking up the cultural pride of Kwanzaa, the common denominator is joy: the joy in giving, the joy in loving, the joy in being a part of something bigger than ourselves.

If a year like 2006 can leave us feeling uncertain about ourselves or our futures; and we’re supposed to be competent adults in charge of our lives; how much more uncertain, how much more uncomfortable, must it feel to be a child? If holiday traditions and rituals help us “sophisticated adults” to feel more secure, to feel the comfort and joy that comes of being a part of something bigger than ourselves, how much more important must holiday traditions be for children?

The gift you bring is more than just a toy; it is a statement to a needy child that in an uncertain world, a person they don’t even know cares about them. Please know that you have given a child a truly beautiful gift: the gift of joy. Because of your generosity, a child will experience the joy of receiving a gift, the joy of opening a gift, the joy of playing with a gift. Because of you, a child will experience the true joy of belonging, of fitting in, during a time of year when it is so important to children to feel like they fit in.”

Dr. Gwen Finestone, PhD.

VOLUNTEER OF THE MONTH

Naomi Iseri, PMP

The PMI-OC Board of Directors unanimously selected and recognized **Naomi Iseri, PMP** as the Volunteer of the Month for November 2006. Naomi was honored at the November dinner meeting by **Glen Fujimoto**, the chapter chair, who presented her with a Certificate of Appreciation.



Naomi has been a chapter member since December 2004, earning her PMP® that same month. She has volunteered as *Milestones* editor for the last year. In this position, she has been responsible for our most important chapter communication. Working to a deadline every month, assigning articles on chapter activities, editing the results, and producing a superior product is a true challenge.

PMI-OC is represented at many forums and events, and our newsletter always receives the highest praise. We take it for granted each month, but practically every other chapter is envious of the high quality product we produce.

Naomi has moved away from her early dream to be a psycho-pharmacologist and is currently a solutions consultant for LogicalAps, where she has a hybrid role as a project manager, Oracle consultant and pre-sales consultant.

Naomi is studying for her MBA at Pepperdine University, and she is planning to expand her skill set to address SOX issues in Japan as a senior project manager.

In selecting Naomi, the board recognizes her leadership and thanks her for her outstanding contributions to the chapter’s teams.

Sylvan Finestone, PMP

Volunteer Opportunities

Marketing Planning Project Manager

Need project manager to work with the marketing team to create the chapter marketing plan for the 2007 calendar year. This is a collaborative effort requiring communication, planning and team building skills to achieve a deliverable product. Contact **Marketing Director Brent Felsted**. Ten to twenty hours a month over four months.

Component Outreach Committee

Need project manager and team members to raise awareness and promote resources available through SIGs/colleges. Establish and maintain relationships with other non-chapter components (SIGs/colleges) for added PMI-OC membership value. Membership in a SIG/college is helpful. **Contact Chair/President Glen Fujimoto**. Four volunteers needed.

Project of the Year

Need project manager and team members to identify candidates and select the Project of the Year for 2006. Once candidates are identified, review the project packets, rank projects and conduct interviews as required. This is a three or four person team. Contact **Marketing Director Brent Felsted**. Four hours a month for four months

Career Fair

Need project manager and team members to prepare and present a Career Fair for the general membership in conjunction with a dinner meeting. This will require contact with recruiters and potential employers, selection of the date, communication with the dinner meeting facilities coordinator, meeting planning, communication with the presenters, and follow through to ensure success. Contact **Programs Director Kristine Munson or Dinner Meeting Chair Jim Monical**. Time commitment is to be determined.

Membership Survey and Metrics Committee

Need project manager and team members to oversee the continuous feedback process for our membership. Design membership opinion and event satisfaction surveys. Survey the membership, collect survey results, and submit your survey analysis to the board. Track and report membership metrics, analyze the data, and communicate findings to the board. (Data is provided for the study.) Contact **Membership Director Rod Hendrixson**. Eight hours every other month.

Dinner Meeting Technology Volunteer

Support the dinner meetings by setting up the audio/visual equipment. This includes lap-tops, projector and microphones/speakers. Sound tests for the speaker’s microphone is also expected. Post-meeting, all equipment is re-packed and stored at the volunteer’s home. Contact **Programs Director Kristine Munson**. As required time commitment.

Records Committee

Need project manager and team members to 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.

PDU Tracker 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 **Membership Director Rod Hendrixson**. Two hours a month.



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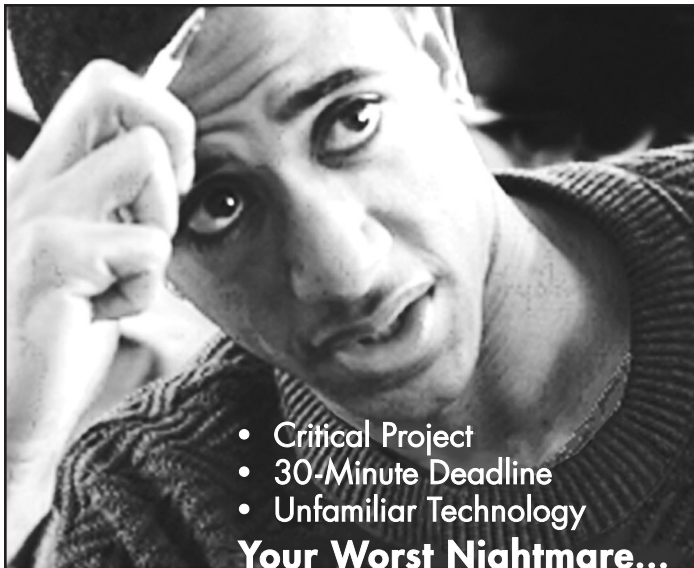
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Peter Vidmar

Risk, Originality and Virtuosity: ROV The Keys to a Perfect Ten

PMI-OC members were treated to an exciting and out of the ordinary presentation by the motivational speaker **Peter Vidmar**. As many Olympic Games enthusiasts and local Southern California residents remember, Peter won two gold medals and one silver medal in gymnastics at the 1984 Olympic Games held in Los Angeles.

To the surprise of the attendees, Peter made his presentation in his gymnastic jersey and brought along his pommel horse to visually demonstrate and reinforce the principles of ROV by performing gymnastic routines of ever increasing difficulty. We watched his body moving through the air and heard the sound of his hands as he placed them on the pommel horse during his routines.

So where did Peter Vidmar's trademark Risk, Originality and Virtuosity: ROV come from and why is it significant to others outside the gymnastics world? Peter explained that ROV was previously used as a judging method for optional routines beyond the required fundamental gymnastics skills.

These additional efforts fell into three distinct areas of extra credit risk, originality and virtuosity. If the gymnast performed all the basic requirements without flaw, the maximum score possible was 9.4. If, beyond the fundamentals, you added skills that required risk, you could get up to an additional two tenths of a point added to your score.



Peter views ROV as a superior scoring system that gets the most out of gymnasts. He saw it consistently inspire competitors at all levels to be the best they could be. Peter stated that understanding and applying the values of ROV can fuel a drive toward countless pursuits of perfection. They can, and should be, applied to dream goals in all walks of life for all kinds of people. Peter also described how a solid foundation of coaching, support, learning the basics and teamwork also contribute to any successful accomplishment.

Risk

Peter described how we all need risks. The challenge is to know how to control them instead of letting them control us. Some risks are worth taking under certain circumstances and not under others. Risk should be taken when it is going to matter, but when it is not going to matter, steer clear. Sometimes the best risks are those that require going against the grain. In taking those risks in our pursuits, Peter explained that sometimes it is necessary to fail and that failure is how we learn and grow stronger. He stressed that in preparing for a pursuit, it is important to focus on what you need to focus on, not what you would like to focus on. It takes a lot of hard work to focus on your goals when it is not convenient or desirable. As much as possible, risks should be taken only with our eyes wide open, with the consequences clearly understood, and when we are armed with all the knowledge, experience and equipment that are available in order to succeed.

Originality

To Peter Vidmar, originality does not so much mean that you go against the grain as it means you leave the grain for unexplored territory. He illustrated how his team struggled to keep up with their competitors, but it was only when the team moved away from imitating the successful performances of others in favor of inventing new original routines based upon each team member's strengths that they truly reached their pinnacle. The ability to be innovative and think with originality is what matters. Peter admitted when all else fails, there is always dumb luck. Originality usually takes a lot of plotting, planning and hard work. But that does not mean that sometimes you can not get lucky and discover something when you are not even trying.



Virtuosity

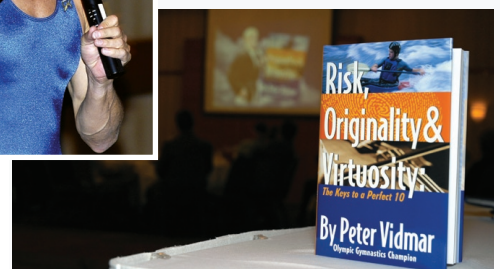
Peter reminded us that we have probably uttered the familiar phrase, "From now on I am going to work twice as hard." But, as we all know, that's impossible. No matter how much we might want to work twice as hard, it is not humanly possible to double any significant effort. Peter confirmed the key is to work a fraction harder or smarter or longer. Concentrating on a little more will have markedly improved results. Virtuosity is what you get when you combine the practical results of hard work with extra effort and blend it all with enthusiasm and passion. It is taking the same skill everybody else does and doing it better.

In conclusion, Peter stated that observing, analyzing, and dissecting the paths taken to success by others can be an effective way for us to recognize the virtues of risk, originality and virtuosity. These paths can be of great assistance as we design our own directions and goals. While our pursuits may change, the formula remains the same. With the foundation of coaching, support, learning the basics and teamwork and by using the principles of Risk, Originality and Virtuosity: ROV, we can successfully achieve our goals.



Colby Riggs

*IT Department, UCI Libraries
University of California, Irvine*



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At the November Dinner Meeting



Arriving for the big event.



Above, left to right:

Tom Cutting, PMP; Mike Graupner, PMP; and John Fuchs, PMP; network, socialize, and enjoy Peter Vidmar's outstanding presentation.

Right:

Representatives from the November Vendor Showcase sponsor, **Books24x7.**

Photos on pages 5 and 7 by **Steven Goto, PMP**



Special Note:

Program information for the October dinner meeting should be **C026-101006a** because the scheduled speaker did not appear. Please use this number instead of **C026-101006** when reporting PDUs for October.

Mr. Cap "M"

CAPM® Holders Don't Need PDUs



A series of columns by **Frank P. Reynolds, PMP**

Those who earn the Certified Associate in Project Management certificate need to renew every five years.

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Question: Are PDUs a major incentive to volunteer? Does elimination of CAPM holders' need for PDUs discourage them from volunteering?

In the absence of many CAPM holders at the October meeting, I asked other attendees this question:

I asked PMPs: "When you volunteer, is the primary reason for doing so to earn PDUs?"

I asked those without PMPs: "Why do you volunteer even when PDUs don't benefit you?"

Twenty-one of the thirty-five attendees I queried were PMPs. This 60 percent of my sample mirrors the percent of our chapter members with PMP certification. Only seven, or one-third, of those PMPs said that their primary reason for volunteering was to get PDUs.

The attendees queried who were not PMPs said that the principal reason for volunteering was for networking.

PMI-OC Fellow Quentin Fleming, plus one other person, said that volunteers do so to benefit the chapter. Quentin reminded me that he was a Peace Corps volunteer and to do things for the benefit of others was something that was just second nature.

Among the two-thirds of PMPs who expressed a preference for volunteering for reasons other than earning PDUs, motivation seemed to be evenly split. Half cited networking or working to maintain a successful chapter. Many others expressed that volunteering helps them acquire skills they lack. Several volunteers said it is an easier way to get PDUs than taking the time and paying for a class or workshop.

Conclusion? Here come more volunteers!

Frank P. Reynolds, PMP
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Wed., 6:30-9:30 pm, January 17-March 14
Reg #063-MBJ-J01

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Tue., 6:30-9:30 pm, January 9-March 13
Reg #063-MBJ-J03

LEAN SIX SIGMA GREEN BELT

Mon., 6:30-9:30 pm, January 8-March 26
Reg #063-MBJ-J06

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Sat., 8 am-4 pm, January 27, February 10, 24,
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Use Agile Planning to Make Your Software Projects Downright “Scrummy.”

W

ith much humor and verve, **Mike Cohn** of Mountain Goat Software introduced his audience to the benefits of the Agile Software Development process. Its practitioners refer to it as Scrum, a two-directional approach to change control management. Scrum implies setting goals for the software development team and managing the team to accomplish these team goals.

The Agile approach involves a project's entire set of stakeholders. On the user side, there is the product owner, represented by product management and marketing. On the developer side, there are the programmers, database analysts, testers, and characteristically, one or more user experience designers. In between these two groups there is the project manager, whose function is to lead the team.

As in any project, there are user requirements, but with the Agile method, these are not detailed lists of specifications. Rather, so-called stories express the requirements in the form of short descriptions of functionality told from the point of view of the user that are valuable either to a user of the software or to the customer of the software. For instance, typical stories for a hotel reservation system could start with:

- As a guest, I want to reserve a room.
- As a guest, I want to change the dates of my reservation.
- As a guest, I want to cancel the reservation.
- As a hotel employee, I want to run a revenue-per-available-room report.

In the context of Agile planning, short stories are not mere snippets of narrative text. Instead, they have three components:

1. Written description of the story used for planning and as a reminder
2. Conversations about the story that serve to flesh out the story's details
3. Tests that convey and document when a story is complete

User stories readily serve for project planning. They are written so that each can be given an estimate of how difficult or time-consuming it will be to develop.

The Agile method implements selected stories iteratively rather than in the traditional waterfall. A story is implemented in the course of a single iteration, which typically lasts two to four weeks, whereby it encourages the development team to defer collecting details. Initially, a story serves as a placeholder. Later, when it becomes important to have the details, the placeholder story can be replaced with more detailed stories. The Agile technique makes user stories perfect for time-constrained projects. A team can very quickly write a few dozen stories to gain a feel for the overall system. Then the team members can plunge into the details of a few of the stories and be coding much sooner than if they were to follow the waterfall approach. At the end of each iteration, this incremental approach delivers potentially shippable working software every two to four weeks.

Several stories together form a so-called epic, which can take weeks to implement. For instance, the epic, **“As a VP of Marketing, I want to review the performance of historical promotional campaigns so that I can identify and repeat profitable ones,”** contains implementation-size stories that take only days to implement.

“As a VP of Marketing, I want to select the time frame to use when reviewing the performance of past promotional campaigns, so that I can identify and repeat profitable ones.”

“As a VP of Marketing, I can select which type of campaigns (direct mail, TV, e-mail, radio, etc.) to include when reviewing the performance of historical promotional campaigns.”

“As a VP of Marketing, I want to see information on direct mailings when reviewing historical campaigns.”

“As a VP of Marketing, I want to see information on television advertising when reviewing historical campaigns.”

“As a VP of Marketing, I want to see information on e-mail advertising when reviewing historical campaigns.”



At this point, Mike introduced the daily stand-up meeting, the so-called Scrum meetings. With facilitation by the project managers, the members of the development team brought in answers to:

1. What did you do yesterday?
2. What are you going to do today?
3. What is standing in your way?

The Scrum meeting room has no chairs, though perhaps a few tables. However, it has task boards in which the stories appear on cards affixed to the walls. Everybody discusses the issues at hand while standing. Mike assured his listeners that such meetings remain very focused and end by the stated time.

Continued on page 10



Figure 1 shows a typical task board that the members of a software development team would review during a Scrum meeting.

Figure 2 shows how the Agile approach to planning relates user stories, budget, and schedule to iterative development of software product increments.

In practice, stories are traditionally written on note cards, which may be annotated with estimates. The details behind the story come out in conversations with the product owner. Finally, acceptance tests confirm that the story was coded correctly.

The biggest question is always, “How long will it take?” The success of the Agile approach is predicated on how well the team estimates the time to implement a given story, or the epic, of which the story is a part.

Here, Mike exposed his audience to an entertaining and powerful method for deriving time estimates, Planning Poker.

Perhaps not surprisingly, Planning Poker is in itself an iterative approach to estimating. Mike distributed sets of playing cards, one to each attendee. On the face of the cards were plain numbers. He then instructed everyone to form into groups of estimators. Either he, the customer or product owner then read a story and had the groups discuss it.

For all these stories, the estimators would each select a card that corresponds to their estimate. The cards would then be turned over so that all could see them. The differences in estimates (that is, in the cards’ face value) engendered brief discussions followed by re-estimates. Interestingly enough, after two or three rounds, the values of the estimates began to converge.



Planning Poker

Estimator	Round 1	Round 2
Susan	3	5
Vadim	8	5
Ann	2	5
Chris	5	8

Task Boards

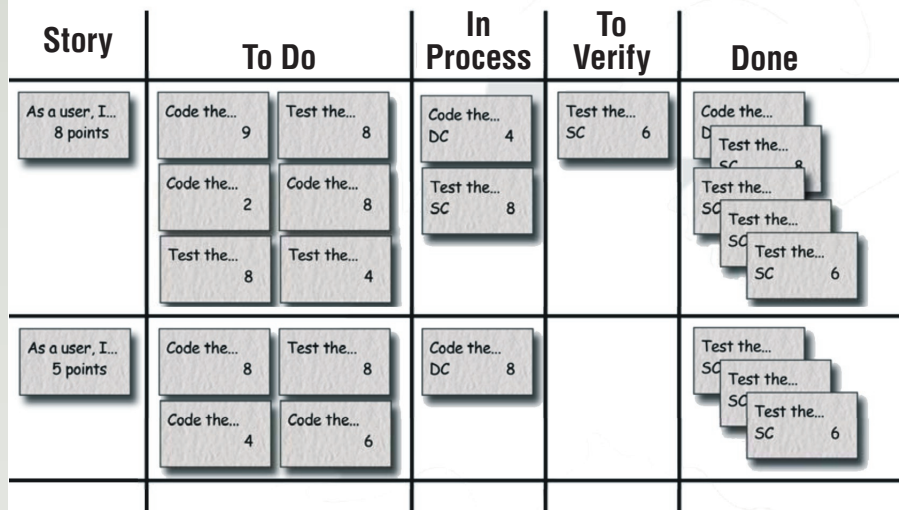


Figure 1 (above): Sample task board. Each day, the note cards are moved from left to right, as the team implements one story after another.

An Agile Approach to Planning

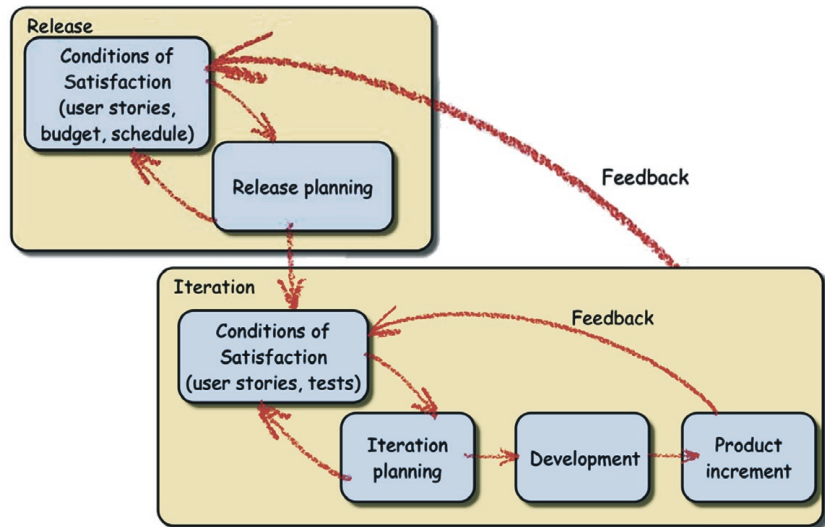


Figure 2 (above): The Agile approach to software development relates conditions of customer satisfaction to iterative software product increments.

Figure 3 (left): The estimators Susan, Vadim, Ann, and Chris repeat their estimates until their values converge, typically after two or three iterations.

In this example, Chris increased his estimate from five to eight, whereas his colleagues all converged to five. Mike’s recommendation to the project managers was to say to Chris, “Give us an impassioned plea for your value of eight.” Usually, the ensuing brief dialog brings closure on the discrepancy.

Continued on page 11

An Iteration Burndown Chart

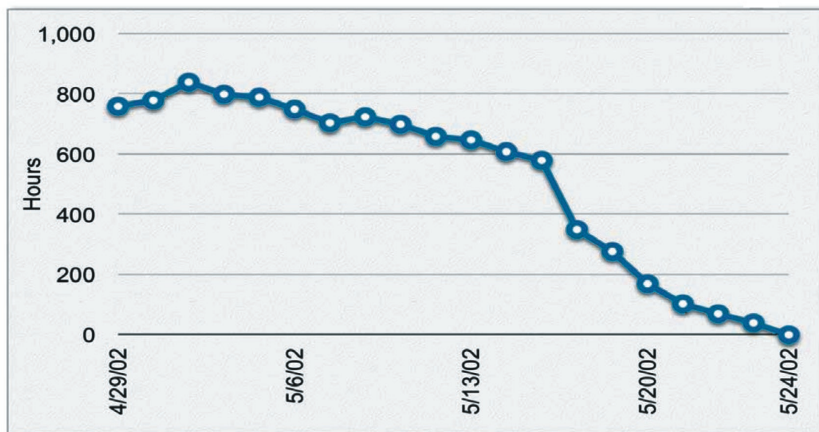


Figure 4 (above): A typical burndown chart, with the number of hours estimated at the start for implementing the story points decreasing over time, as more and more story points are completed.

Next, Mike explained the primary method for tracking progress, the burndown chart. This chart shows how much work is left at various dates. It is as simple a device as it is practical. The x-axis shows time, or milestone dates, and the y-axis shows either the number of story points implemented, or the number of hours estimated to complete them, See Figure 4.

Another good measure of team efficiency is the so-called velocity, which is the amount of work finished per iteration. In analogy to earned value analysis, there are two types of velocity. The observed velocity is simply the number of story points completed in an iteration (earned value), and the planned velocity is the number of story points planned

to be completed in an iteration (planned value). No partial credit is given to partially implemented story points. Similar to the case with earned value analysis, velocity is a more reliable indicator over the long-term rather than the short-term.

To predict project completion, the Agile method uses the release plan, which is a simple extrapolation from observed velocity data, with completion dates given through heuristic assertions such as:

“At our slowest velocity, we’ll finish by date x.”

“At our long-term average velocity, we’ll finish by date y.”

“At the current velocity, we’ll finish by date z.”

Such a release plan receives periodic updates as better estimates of achieved velocity become available.

Thank you, Mike, for bringing us a most dynamic presentation of a very modern method of iterative software development with inherent change control. It was a delight to experience your passion for the Agile method.

George D. Meir, PMP
george.meir.pmp@earthlink.net

The Positive Punch



When it comes to adding spice or seasoning our food, we all have different tastes. Some like it hot; some like it mild. When it comes to how we behave during festive times, we all have different behaviors. Some of us really join the party, and others watch the party goers in amusement. These are just some of the differences that make life interesting. How is it we manage to get along?

Somehow I think awareness and respect help us along.

Seasoning our Behavior

The 2006 holiday season is here. And the workplace during this time of year can be very interesting indeed. With the same responsibilities and deadlines we now have, plus additional family obligations, additional financial pressures, social obligations and the resulting stomachs, headaches and fatigue. Guess what? Sometimes holidays come with stress.

Hey, what a downer. Should we just cancel the holidays this year? No, of course not. This absolutely can be a time of tremendous joy. And even if these are not the holidays you celebrate; the spirit around you can be positively infectious.

Now the timing of this article may be specific to a culture and location, but the concept is not. As we reach out across the globe we learn about different traditions and beliefs. We may celebrate on different days for different reasons, but we share very human responses to our holiday seasons.

One way to enjoy any holiday season is to be aware of the pressure that comes with the partying. Another tip is to respect the effect of holidays on other people. Maybe YOU are the exact same person during this time, but perhaps some of your team members are not.

Just a few things to consider: Some team members may be less productive during this time of year. Many individuals take their vacations during the holiday season. Others are distracted by obligations and celebrations/ Some team members are more productive

From Margaret Meloni, PMP

because they want to complete their to-do list by the end of the year. Some people greet the holidays eagerly; others are eager for the holidays to end.

If you work on a global team, do you know which holidays you share and which you do not? For example, if you have an office in Taiwan, do you know when they celebrate Teacher’s Day? Will the office be open on this day? Even those who celebrate the same holiday may do so very differently.

Does this mean we all must become experts about holidays and traditions across the planet? Only if you have a sincere interest. What it does call for is awareness and respect. Be aware of others and respect their beliefs and traditions. Awareness and respect, two themes that will carry you through any holiday season.

A coach for information technology professionals, **Margaret Meloni** publishes *The Positive Punch* eZine each month.

Contact Margaret at
[Margaret@MeloniCoaching .com](mailto:Margaret@MeloniCoaching.com).

2007

CALL FOR NOMINATIONS

PMI[®] PROJECT OF THE YEAR AWARD

Purpose: To recognize and honor the accomplishments of the PMI Project of the Year (POY), and the project team involved, for superior performance and execution of exemplary project management.

Eligibility: Projects from everywhere in the world are encouraged to participate, regardless of size, industry type or location. PMI affiliation is not necessary. Other professional associations are invited to encourage participation. The project must be essentially complete at the time of nomination and accepted as complete by the owner/client prior to nomination. There can be no restrictions on the use of the submitted information after the final date of submission.

General Criteria:

- Met or exceeded owner/client's needs as evidenced by a letter from the owner/client.
- Met or improved on budget and schedule performance when compared with original established budget and schedule goals.
- Originality and uniqueness of applied project management techniques, including innovative application of practices/methods.
- Technical aspects and advancement of the image of the project management profession as demonstrated by effective application of the principles set forth in *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide)*. Complexity of the project and unusual conditions, issues, and barriers requiring special management team action and performance.

Nomination Procedure: The PMI Project of the Year is selected through a three-tier process.

Preliminary Level: POY nominations must first be submitted to a participating PMI chapter. The chapter's POY project manager must contact the PMI brand development department to identify himself or herself as the designated contact. The chapter POY project manager will act as liaison with PMI Global Operations Center and receive all pertinent communications and documents. Submissions are due to the chapter(s) no later than **January 27, 2007**. Projects submitted at this level will be reviewed by a panel of judges designated by the chapter(s), with the selection of projects that will advance to the next level completed by **March 3, 2007**.

*All projects,
regardless
of size
and
industry,
are
encouraged
to participate.*

Please contact POY@pmi-oc.org for more information.

**For more information on the PMI Project of the Year:
http://www.pmi.org/info/AP_ProjectOfYearAward.asp**

**PMI Awards Website:
http://www.pmi.org/info/AP_AwardNominations.asp**

Test Your Knowledge on PMP® Exam Questions

1. There are several inputs required for commencing with the "Plan Purchases and Acquisitions" process. Which one of the following is not an input for this process?
 - a. WBS Dictionary
 - b. Organizational Process Assets
 - c. Make-or-Buy Analysis
 - d. Project Management Plan
2. You are confronted with four possible technical solutions to satisfy the scope of your project. Solution 1 has a 95% probability of success and would cost \$10,000. Solution 2 has a 90% probability of success and would cost \$4,000. Solution 3 has a 75% probability of success and would cost \$3,000. Solution 4 has a 97% probability of success and would cost \$15,000. Using expected monetary value, which solution would be the appropriate choice?
 - a. Solution 1
 - b. Solution 2
 - c. Solution 3
 - d. Solution 4

3. When requesting seller responses for procuring a portion of the scope of your project, which technique is used to assure that all sellers bidding for the pending contract are given an equal standing?
 - a. Advertising in a local newspaper or on the internet
 - b. A bidder's conference
 - c. The use of standard procurement forms
 - d. Soliciting only qualified sellers
4. At a given point in your project, your data shows that the planned value (PV) is \$57,000, and the earned value (EV) is \$55,000. Based on these values, you assess that your project:
 - a. Is behind schedule
 - b. Has a positive cost variance
 - c. Has a negative cost variance
 - d. Is ahead of schedule

Answers are on page 15

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DeBorah Lozada, Ph.D., M.B.A., CBCP

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**www.extension.uci.edu/pmi
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PMI-OC MEMBER/VOLUNTEER ORIENTATION TRAINING

The PMI-OC Member / Volunteer Orientation Training was held at the UC Irvine campus on Thursday, November 16th. Twenty participants and four volunteers turned out for this event designed to educate new and returning members about the benefits and resources offered by PMI® and PMI-OC. The PMI-OC Member/Volunteer Orientation Training is a great way to connect with members of PMI-OC as well as all the volunteers and directors.

This event is an opportunity for new and inactive members to learn in depth what PMI-OC has to offer. More importantly, it offers information about volunteering and networking that everyone can use. Every meeting is arranged to help members feel at ease and allow them to get to know whom to contact when they have questions.

Membership Director **Rod Hendrixson, PMP** started the meeting by introducing himself and the other volunteers who helped put the meeting together. These volunteers included Membership Chair **Terry Hauser, Melanie McCarthy** from ResourceXperts, **Scott Hendrixson** and **Joe Paradiso, PMP**, who handled registration.

Rod presented an overview of PMI and PMI-OC. He showed the magnitude of the membership and the purpose and vision of PMI-OC. He identified the board of directors and how to get in touch with them. Rod also covered the many different events and benefits of belonging to PMI-OC.

The second part of the orientation was devoted to networking. Rod introduced Melanie McCarthy who spoke on Networking 101. Melanie explained the basics of networking. Her dynamic presentation about why and how to network kept everyone's attention. She actually made connections just within the people attending. Somehow she always manages to do this!

Melanie named five valuable tools for networking:

1. Thirty second commercial about yourself. Include your discipline and industry.
2. Business cards: both a personal professional card and one from your current company
3. Name badge, Create your own with company and title to wear below your right shoulder.
4. Resume, maximum two pages. Keep it with you if you are in transition.
5. Networking brochure

Melanie said that networking should be a continuous grooming of contacts rather than a one-time event. Getting to know people and establish relationships is key to networking. You have a 70 percent chance of getting a job from someone you know.

Melanie pointed out that PMI-OC uses colored dots on the name badges to assist in networking at various meetings that PMI-OC holds each month, including the dinner meeting. One of the duties of the ambassadors is to make sure that new members are introduced to various volunteers and chapter directors. At your next PMI-OC event, look for these dots. They can be a valuable networking tool:



- **Red:** New Member
- **Green:** First Timer
- **Blue:** Job Search
- **Yellow:** Hiring

Rod and Terry showed the PMI and PMI-OC websites. Their quick introduction included locating the members only area, logging on, and updating demographic data. On the PMI-OC website they explained event registration and job posting on the Career Center.

Rod had a few closing remarks, and the meeting concluded. Rod mentioned that PMI-OC holds over 80 events a year (too many to list here). This is a tremendous opportunity waiting for you whether you want to network, meet people, connect with peers in your profession, or to enjoy all the benefits of volunteering. To learn more visit www.pmi-oc.org.



Terry Hauser, Melanie McCarthy, and Rod Hendrixson, PMP

NEW MEMBERS

Lisa Ashmore
Mike Bullard, PMP
Nancy Bushnell
James Carr
Denise Chavez
Kelly Cornia
Kristi Darwick
Mehul Desai, PMP
Rakesh Dharia
Terry Dunn
Ralph Dutra
Sam Ekrami, PMP
Marvin Ettlin, PMP
Larry Flory
Aventur Gonzales
John James
Gerald Julius
Jon Lundy
Jennifer Brooks Mason
Arwid Mattes
Matt Muchmore
Ravi Myneni
Raymond Ortega
Beth Pena
Dana Pescrillo
Bach-Nga Pham, PMP
Jerry Reed
Marlon Rivera
Claudia Rodriguez
Bhavesh Shah
Ray Spencer
Marcia Steffen
David Stockman
Wihok Supat
Bess Ton
David Vu

NEW PMPs

Mayur Bandaru
Rosie Coleman
Susan Dexter
Harikrishnan Jayadevan
Luis Najera
Melissa Oliver
Rob Roberts
Neda Saber
Nora Varshavsky
Barry Whitesides

Answers

to PMP Exam Questions

From page 13

1. c. Make-or-Buy Analysis

(This is a tool and technique for this process.)

PMBOK® 2004, paragraph 12.1, pages 275 to 276.

2. c. Solution 3

EVM for Solution 1 =
 $0.95 \times -10,000 = -\$9,500$

EVM for Solution 2 =
 $0.90 \times -4,000 = -\$3,600$

EVM for Solution 3 =
 $0.75 \times -3,000 = -\$2,250$

EVM for Solution 4 =
 $0.97 \times -15,000 = -\$14,550$

Comparison shows that Solution 3 provides the least cost to the project. PMBOK® 2004, paragraph 11.4.2.2 [Planning]

3. b. A bidder's conference

PMBOK® 2004, paragraph 12.3.2.1, page 285 [Executing]

4. a. Is behind schedule

Assessing schedule performance using earned value metrics is done by comparing the PV with the EV. The PV represents the amount of work that is planned to be accomplished at that specific point in time. The EV represents the amount of work that is actually accomplished at that specific point in time. Hence, if the EV is less than the PV, it indicates a behind-schedule condition.

PMBOK® 2004, paragraph 10.3.3.1, pages 233 - 234 [Monitoring and Controlling]

Earned Value Project Management, 3rd Edition, Quentin Fleming and J. Koppelman



Thursday, January 18, 2007

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. Topics include:

PMI® Website	PMI-OC Website	Volunteer Opportunities
<ul style="list-style-type: none">• Membership Profile• Components• Logging PDUs	<ul style="list-style-type: none">• Valued Programs• Event Registration• Career Center	<ul style="list-style-type: none">• Ambassador Program• Networking 101• More . . .

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. Networking is a powerful way to make new contacts and bolster your access to these resources when you need them. Networking also increases your professionalism and heightens your visibility with others.

We will present a brief overview of the techniques you can use to maximize the time you spend with fellow members. Utilizing these tips and pointers will improve your networking skills and enrich the experience measurably.

When: Thursday, January 18, 2007
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 232
Women's Opportunities Center/University Extension A UNEX (D7)
Rooms C-110/111
Quadrant D7, Building 232 on the UCI map:
Download map at http://today.uci.edu/pdf/UCI_06_Map.pdf

Directions: **Southbound:** Take 405 and make a **right** turn on Jamboree Road.
Northbound: Take 405 and make a **left** turn on Jamboree Road.
Next, make a left turn on Campus Drive, go past University Drive, pass the Irvine Barclay Theater (on your right), and then turn right on Stanford into UCI parking lot SSPS. Then follow the yellow PMI-OC EVENT signs to the designated location.

Cost: Parking is \$2.00 an hour.
Food provided at no charge.

Register: www.pmi-oc.org
Please register early. Space is limited to the first 40 members.

Questions: E-mail: membership@pmi-oc.org

ADVANCED TOPIC SEMINAR

SATURDAY, JANUARY 6, 2007

Technical Foundation of OPM3, Part Two Process Improvement

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

Most companies want to improve, but have difficulty deciding where to begin. The Organizational Project Management Maturity Model (OPM3) from PMI® helps organizations determine the processes that need to be created or improved in order to align their projects with the strategic direction of the organization (do the right projects) and then to manage those projects for the best results (and do the projects right.)

Following the July Technical Overview of OPM3, we will now go into the details of planning and implementing project management maturity improvements.



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. He has been a guest teacher at UCLA, USC, and Cal Tech project management courses and has taught PMP Prep classes.

Where: Keller Graduate School of Management
880 Kilroy Airport Way, Room 207, Long Beach, CA 90806

PDUs: There are four PDUs for this event.

Cost: In advance: \$35 members, \$40 non-members.
At the door: \$50 for both members and non-members

Information: www.pmi-oc.org



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www.keller.edu

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Coming Events

 **December 12 Dinner Meeting**

Christine Fotheringham
"The Sound of Team" Workshop
See page 1.

Plus PMI-OC Component Awards Recognition, Spark of Love Toy Drive and PMI-OC Fellowship Awards

 **December 14**

Breakfast With Your SOX On
See page 20.

 **December 15**

SoCal Pharma LIG Breakfast Meeting
Carlsbad, CA
Contact eric_morphin@chiron.com

 **Jan. 2 Advanced Topic Seminar**

Andy Anderson, PMP and
Allan Shechet, PMP
OPM3, Part Two. See column at left.

 **January 9 Dinner Meeting**

Janice Preston, PMP
How Do Risk Attitudes Affect My Project?
To manage risk, we must first understand attitudes about taking risk. Janice will talk about how to assess risk attitudes of various project stakeholders and how to use that information to manage projects more effectively.

 **January 11**

Breakfast With Your SOX On

 **January 18**

Member/Volunteer Orientation
See page 15.

 **January 26-27**

PMI-OC Leadership Institute 2007
Session One. See page 19.

 **January 27**

PMP® Exam Prep Workshop Begins
See page 18.

 **January 27**

2007 PMI® Project of the Year
Submission deadline. See page 12.

 **Feb. 3 Advanced Topic Seminar**

David Hulett
Integrated Cost/Schedule Risk Analysis

 **February 13 Dinner Meeting**

Philip Quigley, PMP
Four Rules for IT Success

 **March 3 Advanced Topic Seminar**

Margaret Meloni, PMP and
Christine Fotheringham
The Five Dysfunctions of a Team: Part Two

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PMI Orange County Chapter Announces its 2007 Winter Course



PMP EXAM PREPARATION WORKSHOP

Six Saturdays Beginning January 27, 2007

This workshop is intended for anyone who wishes to achieve their PMP certification, who meets the requirements as identified by PMI® (see <http://www.pmi.org/certification>), AND who has studied recommended PMI project management literature, specifically, the third edition of the PMBOK® Guide.

This workshop will help you prepare for exam success, and will provide you with the eligibility requirement of 35 contact hours in project management education. Participants will be provided with a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Also, participants will have access to additional study material.

When: Six Saturdays* from 8 a.m. until 5 p.m.

January 27	February 10	March 3
February 3	February 24	March 10

Where: South Orange County and Holiday Inn Laguna Hills 25205 La Paz Road Laguna Hills, CA 92653	and	North Orange County University of Phoenix South Coast Learning Center 3150 Bristol Street Costa Mesa, CA 92626
--	-----	---

Cost: The workshop fee is per participant, payable at the time of registration. Classes fill very fast, so get your registration and money in early to guarantee a seat.

Register by January 13 to receive a special discount!

- **PMI Member: \$750 prior to Jan. 13, \$800 after Jan. 13**
- **Non Member: \$850 prior to Jan. 13, \$950 after Jan. 13**

Register: www.pmi-oc.org

Questions: www.pmi-oc.org or e-mail to programs@pmi-oc.org

Note: This course is NOT intended to teach the participant project management or to impart project management industry experience. Its primary purpose is to prepare the participant for the PMP exam based on the PMI identified domains and PMI recommended preparation material.

*Dates subject to change.



PMI-OC Leadership Institute 2007

BEGINNING IN JANUARY



Our Facilitator

Dr. Jerry Brightman, designer and facilitator of PMI's first four Leadership Institutes, is president of The Leadership Group (TLG). TLG helps leaders and their teams understand and actualize those behaviors that will make them great. Dr. Brightman creates and delivers customized leader development programs.

In addition to program design and facilitation, Dr. Brightman does one-on-one coaching and mentoring, as well as presenting a number of speeches around the world related to leadership development, team learning, change management, dialogue, systems thinking and organizational learning.

Since founding TLG in 1996, Dr. Brightman has worked with a number of prestigious global clients in Singapore, Italy, Russia, Colombia, Canada, the U.K., France, Costa Rica, Mexico, Argentina, Brazil, Venezuela, and throughout the U.S.

Dr. Brightman holds a Doctorate in Business degree from George Washington University, an MBA from American University, and a BA in Economics from Clark University.

We are honored to welcome Dr. Jerry Brightman as facilitator of PMI-OC's first annual Leadership Institute.

The PMI-OC Leadership Institute is not your typical training class. It will challenge you every step of the way as you learn about your own personal leadership abilities, capabilities and skills.

The Project Management Institute-Orange County Chapter and The Leadership Group are proud to announce the first annual PMI-OC Leadership Institute.

The PMI-OC Leadership Institute is a year-long advanced leadership training program offered to PMI-OC members and non-members to enable them to become more competitive in a global environment.

The program is designed to build core leadership depth and will provide valuable leadership feedback from an objective 360-degree (Benchmarks®) basis. Participants will develop the comprehensive coaching and feedback skills needed by future global leaders.

The PMI-OC Leadership Institute will reflect leadership development programs offered by Fortune 500 companies, including personal leadership assessment, skills building, peer networking, discussion and mentoring.

Program Structure

January 26-27, Session One

Foundations: Leadership Can be Taught and Can be Learned!

An introduction to many leadership aspects, including understanding of self, knowing personal and organizational values, creating a shared vision, developing successful strategies, and systems thinking.

360-degree Assessment Debrief

Participants complete a Benchmarks 360-degree assessment instrument. Results will be discussed in individually scheduled hour-long coaching sessions with our facilitator, **Dr. Jerry Brightman**.

May 18-19, Session Two

Discovering the Leader Within

Participants will begin to build effective and meaningful leadership development plans based on 360-degree instrument results, in addition to delving deeper into different leadership aspects.

October 26-27, Session Three

Towards Leadership Wisdom

Participants now become involved in action learning. They will be able to apply newly discovered skills acquired and learned throughout the program.

Graduation Ceremony

Participants will be recognized for their successful completion of the program at the November 2007 PMI-OC dinner meeting.

Total PDUs: 34

Program will be limited to 25 participants.

Total cost: PMI-OC members: \$2,500

Non-members: \$2,900

For further information, please contact programs@pmi-oc.org

PMI Orange County MILESTONES

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MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the chapter or the Project Management Institute.

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Editor: **Roger Lew, PMP**
editor@pmi-oc.org

Advertising:
Brent Felsted, PMP
marketing@pmi-oc.org

Design and Layout:
Jane Flynn
jane-flynn@earthlink.net

Printing: **Sir Speedy, Long Beach, CA**

Inquiries should be directed to:

PMI-OC, Inc.
Attn: Roger Lew, PMP
editor@pmi-oc.org

PMI-OC DINNER MEETING

Tuesday, December 12th, 2006

Program: **CHRISTINE FOTHERINGHAM**
The Sound of Team

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

Schedule: 5:30 p.m. Registration/Networking
6:30 p.m. Spark of Love Toy Drive, Orange County Fire Department
PMI-OC Component Awards Toast and Recognition
Dinner
7:20 p.m. PMI-OC Fellow Award Presentation
7:40 p.m. Christine Fotheringham Presentation
8:45 p.m. Spark of Love Raffle

Cost: **Dinner and Presentation**

<i>In Advance:</i>		<i>At the Door:</i>	
Members	\$30.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

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, December 10, to obtain the "in advance" price. Reservations made after this time 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, December 10, or anyone who makes a reservation and does not attend, will not receive any refunds.

BREAKFAST ROUNDTABLE

Breakfast with Your SOX On

Thursday, December 14, 2006: Second Thursday of every month

Doubletree Hotel, Irvine Spectrum
90 Pacifica Avenue, Irvine
Meritage Restaurant & Wine Bar
7:15 – 8:30 a.m.

To register, e-mail **Kevin Merriman, PMP**
soxbreakfast@pmi-oc.org
Breakfast is self paid. Parking is validated.



Project Management Institute
Orange County Chapter, Inc.
P. O. Box 15743
Irvine, CA 92623-5743