



# PDI

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# JULY 10

## Leadership Presentation

### Anna Ouroumian Academy of Business Leadership



Heralded as an outstanding woman of vision, influence and leadership, **Anna Ouroumian**, is a highly sought after motivational speaker. She was an orphan in Lebanon during the 16 year war and fled to the U.S. at 17 with little but a spirit of courage, inspiration and a dream.

Since 2003, Anna has been President/CEO of the Academy of Business Leadership (ABL) in the Los Angeles area. ABL's vision focuses on growing the talent of underserved, low opportunity, high potential youth. Anna inspires these students with her own message of hope and exposes them to the highest levels of business, financial and leadership training and development. As a result, they come to see themselves as she sees them: future business and civic leaders of America and the world. Anna's creative, strategic, and forward-thinking leadership and her personal message of hope and strength have inspired others to triumph over adversity. Anna has raised millions of dollars for ABL, inspired unprecedented volunteerism and driven ABL's continuing expansion.

A trailblazer in the national community service movement, Anna was one of the pioneers of Americorps, where she served as Team Leader and Cluster Coordinator for *Building Up Los Angeles*. She has received numerous commendations and awards for her outstanding contributions, and has been featured by *Forbes*, *Reader's Digest*, *KGET*, *Tyra Banks* and *Montel Williams*, among many others.

July 10, 2007 • Wyndham Orange County Hotel • Costa Mesa, CA 92626 • 4:00-9:00 p.m.

4:00-7:00 **CAREER FAIR**  
and Business Expo  
4:30-6:30 Breakout Sessions  
"A Day in the Life of a  
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6:00-7:00 **SOCIALIZING  
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NETWORKING**  
No Host Bar  
BUFFET Dinner

7:00-8:30 **LEADERSHIP  
PRESENTATION**  
**Anna Ouroumian**  
Academy of Business  
Leadership  
8:30-9:00 Raffle Prizes

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**Advertising Opportunities**

Advertising@pmi-oc.org

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## The Next Big Things

To start out this month's column, I would like to express my sincerest thanks to all those among you who have written, called or spoken to me personally to offer your condolences at the death of my mother. In particular, I want to thank the attendees at the June dinner meeting who observed a moment of silence in her memory. I was deeply touched when **Sylvan Finestone, PMP**, made the announcement. It is very much appreciated. Thank you, my friends.

When you read this column's heading, "The Next Big Things," you probably thought that I would be talking about the latest killer application in project management. Maybe you were hoping to learn about a sure fire way to never miss a deadline again or a way to implement earned value on projects of every nature. Instead, I will be talking about two *big things* that are much closer to your heart: your career and your ongoing education, and in particular, how PMI-OC will help you with both over the coming months.

First, your career. On July 11th last year, PMI-OC held its first career fair and leadership presentation. Around 250 attendees networked with their peers and met both staffing firms and local companies to further their careers. It was also the day when I was asked to do the "sprinkler dance," an event that nobody will ever let me forget.



I am ecstatic to announce that the Second Annual Career Fair and Leadership Presentation will be held on July 10, 2007 at the Wyndham Orange County Hotel. The expo will once again feature premier Orange County area companies that are actively recruiting. This is your chance to meet their executives and discuss career opportunities in information technology, construction, health care, or financial services. And you should also not miss the informative and entertaining 30 minute presentations, "A Day in the Life of a Project Manager at . . . ," where featured speakers will show what a project manager in their organization does in the course of a typical day.

Our guest speaker will be **Anna Ouroumian**, an outstanding woman of vision, influence and leadership. Anna began her life as an orphan in Lebanon, and since 2003, she has been President/CEO of the Academy of Business Leadership in the Los Angeles area. Her rags to riches story is both heartwarming and inspirational for the leader inside of you.

Second, your ongoing education. While PMI-OC offers training and PDU opportunities all year long, there is one outstanding regional event that offers two days of unsurpassed non-stop training. This event is the Annual Southern California Coalition Technology Conference (SCCTC). The SCCTC is sponsored by three regional PMI® chapters in collaboration with the Quality Assurance Institute (QAI) Worldwide, and four regional chapters of the Southern California Quality Assurance Association (SCQAA). PMI-OC has been involved in this event for the last several years, enabling our members to participate both as volunteers, speakers and attendees.

This year, the eighth annual conference will be held on the weekend of August 24-25 at the Long Beach Airport Marriott. While the conference is organized by IT professionals for IT professionals, it nevertheless offers educational presentations for project managers from any industry. This year, the conference features a daily roster of 16 speakers in the following four tracks: Project and Quality Management, Technologies, Case Studies and Industry Trends. The current speaker roster lists 12 members of PMI-OC, showing once again that our chapter is at the forefront of project management. No matter what your background or interest, you will be able to fill your day with presentations, work on your ongoing education and earn PDUs.

I hope to see you at both events.

**Cornelius Fichtner, PMP, Chair/President**  
*Education is the best provision for the journey to old age.*  
 Aristotle

# Membership or Member?

# M

**embership.** What does that mean? Ah, that is easy; that is the body of members in an organization. Right? Well then, we can stop right here and give this space back to the editors. But wait, can we look at membership differently? Can we think of it as really belonging, being a member, being a volunteer?

What is the difference between being part of the membership and being a member? According to PMI®, we have a membership of over 1,700. We just had a dinner meeting, and only about 100 members attended. The difference is 1,600 people who are in the body of membership.

Of course not everyone could attend. The hotel would not have had enough room; the membership had conflicting events; families were busy with pre-graduation events; work was interfering with the pleasure of networking. There are a thousand reasons.

You are a member of an excellent chapter, with the awards to prove it. We have terrific events, like our second annual career fair this month. But we continue to lose members each month. So far this year, we have lost 300 members. We are up to the challenge and are going to work harder to bring members into the chapter, and not just as part of the membership.

We are re-invigorating the ambassador program and starting new orientation activities to integrate you into our chapter. Look for new communications as you are coming up for renewal. We are going to look for more people to groom as our future leaders, people who will continue the excellence that we have inherited.

Our goal is to increase the number of members who are involved, volunteering, and working alongside your board of directors as we aspire to new levels of success.

How about moving from “membership” to “member?” We have an opportunity for you.

Sylvan Finestone, PMP

## VOLUNTEER OF THE MONTH

### Linda Keller, PMP



The PMI-OC Board of Directors unanimously selected and recognized **Linda Keller, PMP**, as Volunteer of the Month for June 2007. Linda was honored at the June dinner meeting and presented with a certificate of appreciation.

Linda has been a chapter member since 2004. She started volunteering after overhearing the organizers wondering who would take pictures at a future event. From that first moment when she saw an

opening, she volunteered. She took pictures for the next eight months at dinners or any other events she attended.

Building her volunteer portfolio, she represented PMI-OC at the SCCTC event. She was a room runner at our own PMInAction in 2005. She has spent many hours documenting the events, ads and articles from *Milestones*, playing a key role in our submission that won three component awards. She is an assistant editor and key contributor to *Milestones* and also produces the weekly *E-Mail Newsletter* (formerly *E-Mail Blast*) every Thursday, as well as acting as a co-instructor at the PMP® prep classes and will graduate from the PMI-OC Leadership Institute in November.

Linda has been a project manager for over 20 years, working ten years for Hughes as a facilitator and team trainer, ten years for DirectTV as a project manager, and currently for Data Trace, a division of First American Finance, in geographic expansion.

The board recognizes Linda's outstanding contributions and thanks her for all her hard work during the years she has been associated with PMI-OC.

Sylvan Finestone, PMP

# Volunteer Opportunities

**IT Director:** [it@pmi-oc.org](mailto:it@pmi-oc.org)

### Website Redesign Project Manager

Investigate and report to the IT director to define scope, buy versus build strategy, vendor identification, and lead the implementation team through planning, execution, testing and project implementation.

### Website Redesign Team Member

Assist in setting scope, participate in the execution phase, including testing through implementation.

**Operations Director:** [operations@pmi-oc.org](mailto:operations@pmi-oc.org)

### Annual Election Project Leader

Work with the operations director in planning, voter site vendor selection, contracting, testing, implementation and reporting for the 2008 board of directors election. The project lead will participate in the selection and interviewing of one to two support volunteers.

**Marketing Director:** [marketing@pmi-oc.org](mailto:marketing@pmi-oc.org)

### Milestones Contributors

Write 500 to 1,000 word reviews of attended chapter events for *Milestones*. Clear and concise writing styles are required.

### Marketing Plan Project Manager

Work with the director to establish the marketing plan for PMI-OC for 2007 and beyond. Requires interview skills, analytical thinking, and the ability to turn findings into documentation for team review and execution.

**Membership Director:**  
[membership@pmi-oc.org](mailto:membership@pmi-oc.org)

### Volunteer Coordinator

Assist the membership director by supporting all volunteer activities, including volunteer identification and assimilation. Volunteer of the Month, Volunteer of the Year, PDU awards, Volunteer Appreciation Day, and the annual Spark of Love toy drive.

**Programs Director:** [programs@pmi-oc.org](mailto:programs@pmi-oc.org)

### PowerPoint Coordinator

Creates the automated PowerPoint presentations from various sources for display at PMI® events.

### Hotel Dinner Meeting Coordinator

Communicates dinner meeting guest counts to the hotel. Coordinates with wait staff during the dinner to ensure all paying members receive meals. Collects business cards and assists with the raffle.

### Raffle Coordinator

Organizes raffle prizes for the dinner meeting. Prizes are a combination of purchase (max per meeting is \$50) and in-kind donations. Assist with the raffles at the dinner meetings.

### Technology Coordinator

Working with the hotel staff, maintain and set up the sound system for the dinner meetings.

**Chair/President:** [chair@pmi-oc.org](mailto:chair@pmi-oc.org)

### Financial Auditor

Perform an audit of the PMI-OC financial records. Duties include submission of a written report to the board of directors focusing on the adequacy of internal controls, the accuracy of the records and the reports to the board of directors, the proper authorization of activities and expenditures, the determination of the physical existence of assets, a review of the tax-exempt status, and ascertaining that taxes have been properly filed in a timely manner.



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Upcoming Courses

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August 2
Effective User Stories for Agile Requirements

Orlando
September 11-12
Certified ScrumMaster
September 13
Agile Estimating and Planning

Denver
October 18-19
Certified Scrum Product Owner\*
\*with Ken Schwaber

La Jolla
October 23-24
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October 25
Agile Estimating and Planning

## NEW MEMBERS

George Albowicz  
Michael Arca  
Guillermo Barba  
Jon Bazansky  
Clay Beamesderfer  
Vipul Bhavsar  
Bienvenido Bolisay  
Carolyn Brawn  
Susan Brodeur  
Oren Brown  
Robert Brown  
David Bye  
Darlene Cahoon  
Cedric Carpenter  
Jennifer Carroll  
Johnnie Casper  
Lisa Cibellis  
Marta Crane  
Frank Cristaldi  
Krishnendu Das  
Elizabeth Dennis  
Janet Divan  
Nardy Drew  
William Dube  
Nanci Easterday  
Mark Gaborik  
Supriya Ghorpadkar  
Manu Goyal  
Natalie Gregorio

Anabella Gumabon  
Gregory Hartt  
Gerard Hemighaus  
Carol Hickman  
David Howard  
Hualin Hsu-Wingard  
Alvin Joseph  
John Kustura  
Kim Lafond  
Chris Lam  
Robert Lamb  
Laurie Leahey  
Ronald Lemas  
Andries Mans  
David McVey  
Santosh Mhapsekar  
Dimitre Mihaylov  
Johnny Morgan  
Sonia Nasser  
Ignacio Ochoa  
Michael Paonessa  
Alicia Parker  
Antonio Pascual  
Glenn Pattillo  
Michael Powell  
Keith Rhine  
Paymaan Shafai  
Tony Shahidi  
Azizulhaque Shaikh

Brian Shea  
Kim Sheldon  
Arthur Sherman  
Bernard Smura  
Jenny Stets  
John Striffler  
Tina Taverner  
Scott Thomas  
Marilyn Thoms  
Lenka Vanek  
Katherine Vinson  
James Volz  
Denise Weaver

## NEW PMPs

Michael Arca  
Jon Bazansky  
John Delaney  
Miu Golladay  
Linda Morita  
James Naylor  
Kumaran Pitchai  
Badrinath Ramakrishnan  
Beatriz Saavedra  
Tushar Shah  
Murali Krishna Swarna  
William Wherritt

## Test Your Knowledge on PMP Exam Questions

Answers are on page 8.

Here is a sample of some questions:

1. You are responsible for preparing a cost estimate for a bridge retrofit project for earthquake resistance. The estimate must be as accurate as possible, and you decide to prepare a bottom-up estimate. Your initial step is to:
  - a. Consult with experts to obtain independent estimates.
  - b. Use cost data from previously completed projects.
  - c. Create a work breakdown structure and develop cost estimates for each individual work package, for which the estimates are "rolled up" to higher levels for reporting purposes.
  - d. Research and locate a computerized tool to aid in this process.
2. Your project charter states that a non-competitive contract shall be issued to ACMESOFT for the software design and development portion of your project. This is an example of:
  - a. A technical requirement
  - b. A constraint
  - c. An assumption
  - d. A legal requirement
3. Project networks encompass various types of float. The amount of time that a scheduled activity can be delayed without delaying the early start of any immediately following scheduled activities is called:
  - a. Shared float
  - b. Total float
  - c. Free float
  - d. Extra float
4. Your job is to develop a project management information system to be used for tracking a portfolio of concurrently running projects. The system will allow approved users to access and retrieve detailed project data for all work components within the portfolio. This information will form an integral part of the:
  - a. Code of accounts
  - b. WBS dictionary
  - c. Earned value performance reports
  - d. Organizational breakdown structure



## An Important Message from PMI-OC

Dear PMI-OC Member;

PMI-OC obtains your contact information for our monthly *Milestones* newsletter and for our weekly *E-Mail Newsletter* from PMI®. We depend on the accuracy of this information to effectively communicate with you.

Each month, a significant number of our *Milestones* newsletters are returned because of out of date or inaccurate mailing addresses. We also experience rejected e-mail addresses with our weekly *E-Mail Newsletter* (formerly *E-Mail Blast*).

Could you help us improve our communication with you? All it takes is a few minutes to check your personal address information on PMI Global's website.

Please go to <http://www.pmi.org/members> to check your membership information, especially your address. To access, you will be prompted for your PMI membership number and password. If you do not know these, please call or e-mail PMI Customer Care at:

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Thanks for helping us keep you informed of chapter activities.

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# JUNE DINNER MEETING REVIEW

## Security Professionals vs. Project Managers

### Preventing Another Hatfield and McCoy

**A**t the June dinner meeting, our speakers, **Mike Gentile, CISSP** (left) and **Ron Collette, CISSP** (right), managing partners of Traxx Consulting Services, led a spirited discussion on the roles and differences between security professionals and project managers.

Fielding questions from members throughout the presentation, they easily kept the audience engaged.

Security is a pervasive concern for the project manager. For project managers to address security, it's critical to start with the basics. First, what is security? According to Mike and Ron, security is inclusive of all physical and information security risk elements associated with the people, process, technology, and facilities of an organization.

Mike and Ron defined the term, "security program," which is the encapsulation of an organization's security strategy. This generally includes the following documents: *Security Office Mission and Mandate*, *Security Office Governance*, *Security Policy Development and Management*, *Security Training and Awareness Development*, and *Security Project Portfolio Development*. These are the elements that make security viable in an organization, and many organizations do not effectively define them.

How can you address security in your projects? When working with a new project team, determine what the team members define as security. Is it checking badges at the door? Installing anti-virus software? Determining what security means upfront will help pave the way to adequately addressing security on your project. As Mike pointed out, there is no wrong definition, but everyone needs to understand it.

Over half of security professionals don't have roles and responsibilities assigned. Since project managers are good at defining roles and responsibilities, they may need to encourage the security professionals to define their roles and responsibilities, not just for the project, but for their department.

While project managers can speak the same language, a common language doesn't exist for security professionals, as their field is still evolving as technology changes and different threats emerge. As many can confirm, tension can exist between security professionals and project managers because of demand, lack of common ground and regulation.

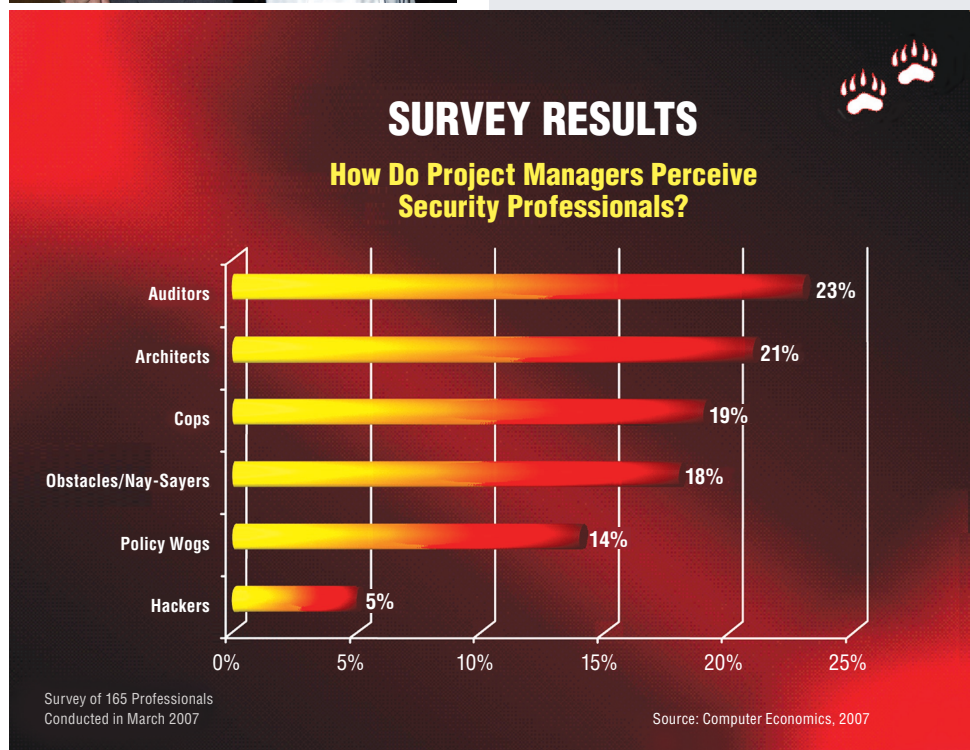


The graphic below displays results from a survey about project managers' perceptions of security professionals.

Many project managers think of security professionals as auditors. While audit is one of the tools used by security, audits are rarely performed as part of the security function. Auditors are excellent at measuring the effectiveness of controls, but they seldom possess the necessary skills to design them.

The final issue raised was the premise of "separation of duties." Simply stated, auditors shouldn't be designing the controls that they are responsible for measuring.

Lastly, it was noted that most of the perceptions illustrated by the survey depict security in a negative light, contributing to and perpetuating the conflict.



To help ease the conflict, make sure there is reciprocal training between the security professionals and project managers. This includes establishing common definitions and building a glossary as you develop your security program.

For example, project managers can define "duration," but can security professionals?

*Continued on page 8*

# June Meeting Review

Continued from page 7

And while project managers are focused on scope, schedule and budget, security professionals are focused on risk identification and mitigation.

This simple observation is potentially the single largest contributing factor to professional tension. Project managers are introducing change to the environment, which holds the potential of creating new risks. This is the very thing that the security professionals are attempting to identify and mitigate.

Take time to understand the backgrounds of your security professionals. What did they do before their current role? Most have a background in law enforcement, the military, were previous hackers, or switched over from technical architecture.

**Interpretation:** Each type has its strengths and can benefit a project. Therefore, learning your security professional's background can help you understand how best they can positively contribute to your team. For example, Ron discussed how a hacker can be an asset since hackers are good at blowing holes in designs, thus allowing the



Mike and Ron identified a trend indicating that responsibility for security is shifting to project managers. The idea is to get security professionals involved early and to keep the responsibility where it belongs, with the security experts so that you can focus on your expertise.

For the security professional, it's all about risk!

Mike and Ron joked about getting into debates with one another during presentations. Their healthy banter can be an effective way to address issues because if we all have the same thoughts, nothing original will be brought to the table. Getting to the crux of the matter is going to prove beneficial for both security professionals and project managers. Keep the goal in mind, work out the kinks through healthy discussions, and a mutually beneficial relationship can develop.

To learn more about the subject, check out a book Mike and Ron co-authored, *The CISO Handbook: A Practical Guide To Securing Your Company*. It has been used as a primer for people who are new to the area of security. Mike and Ron also host a free website with articles and tools on security and project management at [www.cisohandbook.com](http://www.cisohandbook.com).

Carla Poulin, PMP



Here's a breakdown of the various security archetypes and the resulting professional focus.

- **The architect:** solution oriented
- **The cop:** compliance oriented
- **The auditor:** verification oriented
- **The hacker:** devil's advocate and the policy-wog

project team to correct design errors prior to implementation.

There are three ways to deal with security.

1. Prior to implementation
2. When something changes
3. After the fact

However, the **best** place to address it is in the business, functional, and technical requirements before the project begins. This is the most cost-effective way as well.

## Answers to PMP® Exam Questions

From page 5

- 1. c. Create a work breakdown structure and develop cost estimates for each individual work package, for which the estimates are "rolled up" to higher levels for reporting purposes.**

*PMBOK® 2004*, paragraph 7.1.2.3, page 165 [Planning]

- 2. b. A constraint**

*PMBOK® 2004*, Glossary, page 355 [Initiating]

- 3. c. Free float**

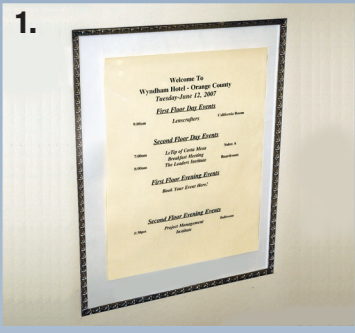
*PMBOK® 2004*, Glossary, page 362 [Planning]

- 4. b. WBS dictionary**

*PMBOK® 2004*, paragraph, 5.3.3.3., page 117



# At the June Dinner Meeting



1. The evening's festivities at the Wyndham  
 2. Checking in  
 3. Networking dots for name badges  
 4. Tom Cumming, PMP, Pamela Peralta, Sheila Hall

5. Tariq Shaikh, PMP, Barry Whitesides, PMP, John Lockwood  
 6. Frank Reynolds, PMP with new CAPM Bryon Stephen  
 7. Ranjini Sirosh, Priyabal Joseph, Neel Sirosh

8. New PMP Norman Naylor  
 9. Enjoying dinner and the presentation  
 10. Jeff Shufeldt, Timothy McDonald, PMP  
 11. New members Ruth Lozano, Nicole Hall, Mark McManus

12. Pan Kao, PMP, Pam Loree, Nora Goto, PMP  
 13. Teresa Bold, PMP, Susan Ashwell, PMP, Nicolas Duran  
 14. Jennifer Stuart, PMP, Robert Lamb, PMP, Frank Reynolds, PMP

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## THE 77 DEADLY SINS OF PROJECT MANAGEMENT.

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## Empower Your Project Workforce

**T**his seminar dealt a heavy blow to those who think the world is round! Yes, “the world is flat” was the first eye-opening concept that the group encountered. This interesting seminar, led by **Rudolf Melik**, was designed to stimulate our thinking about empowering our workforces.

The concept of the flat world turned out to be another way of saying that the business playing field is level because of the current environment. The environmental factors include globalization, workflow tools, outsourcing, insourcing, offshoring, and use of search engines on the internet. Rudolf’s presentation was based on experience with his own company and two books:

- *The World is Flat* by Thomas Friedman
- *The Rise of the Project Workforce* by Rudolf Melik

This review will show some of the concepts that were presented at the seminar.

The globalization factor allows a company to put together a workforce that can be active 24 hours a day, seven days a week, by spreading the workforce around the globe. Outsourcing, insourcing, and offshoring are all similar in nature; each moves the work to a location where the costs can be minimized. Finding and using expertise instead of “reinventing the wheel” is the primary focus of both outsourcing and insourcing. Offshoring is similar to outsourcing, but it also moves the work away from the country of origin.

Leveling of the playing field is definitely accomplished by the use of the internet and workflow tools. Internet search engines have made public information more readily and uniformly available to all businesses and individuals. Both



small and large businesses have benefited from this sharing. Workflow tools are becoming available and lead to a real-time view of the status of a business that uses them. They will be discussed later in this review.

Rudolf discussed many aspects of managing businesses in the current environment. Tribes are individual islands within a workforce that should be avoided as illustrated in the slide below taken from his talk.

For those who were not familiar with Sarbanes-Oxley, Rudolf provided a brief, but informative, introduction. He included a discussion of sections 302, 404, 409, and 802. One interesting slide displayed the four major governmental agencies involved in Sarbanes-Oxley: U.S. Securities and Exchange Commission, the Department

### The Tribes

- Projects and people should not be managed in islands.
- Today HR, product teams, IT, sales, . . . have their own “tribe chiefs” and their own
- A lot of departmental spreadsheets . . .

Tenrox

### Organizational & Work Structures

**YOUR BREAKDOWN STRUCTURES**

WORK (WBS)	ORGANIZATION (OBS)
Customers	Business units
Projects	Cost centers
Milestones	Sites
Tasks	Groups/teams
Work type	Resources

**MODEL THE WAY YOU DO BUSINESS**

Map the solution to your corporate structures

- Capture and track data at any level of detail
- Mirror every operational area
- Functional and approval hierarchy
- Summarize or drill down

**STRATEGIC**  
Reporting, analytics, audit

**TACTICAL**  
Processes, routing, notifications

**FINANCIAL**  
Roll-up or detailed transaction, integration

Tenrox

of Labor, the Office of Personnel Management, and the Financial Accounting Standards Board.

Rudolf demonstrated a distinct set of differences between Organization Breakdown Structure (OBS) and Work Breakdown Structure (WBS). See slide at left.

He discussed the relationship between OBS and WBS at some length, as well as the way these structures relate to workflow. He also devoted a significant amount of time to workflow and presented multiple diagrams and examples. The concept of a “dashboard” as contrasted with “data warehousing” was especially interesting. Dashboard systems give real-time results

*Continued on page 12*

to management versus the older, slower reports that came from data warehousing systems.

Slides and discussions addressed the four main management areas in any business: customer management, project management, workforce management, and financial management. Rudolf showed the high level components of these areas and the relationships between them. One very interesting slide revealed a problem with spreadsheets. The slide was specific to Sarbanes-Oxley section 404. It showed that spreadsheets containing more than 200 line items were 100 percent likely to contain an error!

Rudolf addressed workflow in considerable detail, including how it relates to all



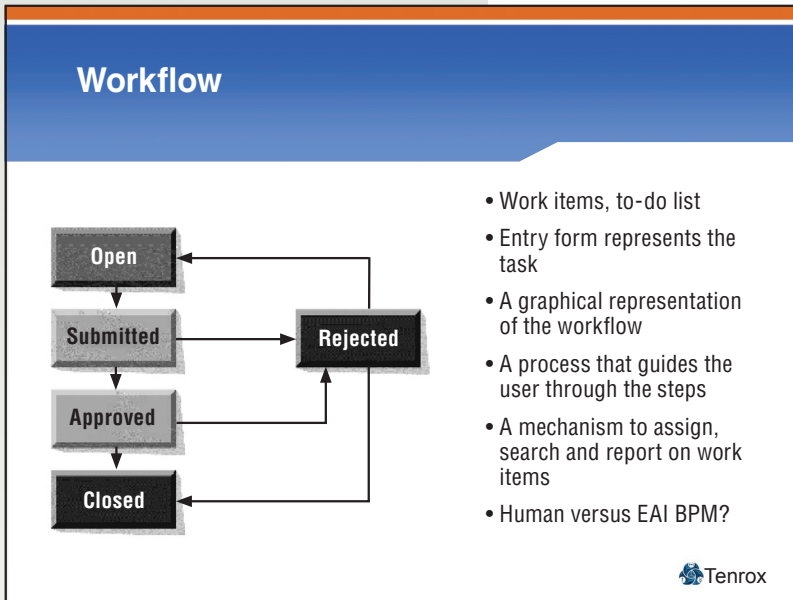
Left: **Judith Berman** and **Pan Kao** share some insights with Rudolf.

Rudolf welcomes **Robert Bladen's** comments.



out problems. They usually include the manager and all five reports. By using the flat world concept, these meetings do not need to be face-to-face very often, and therefore can include a workforce spread out across the world.

Rudolf closed his presentation with a detailed focus on integration of business components. He presented numerous slides showing integration, including one that related CRM software and project workforce management.



Other slides in the series showed the relationship of project workforce management to HR software, payroll software, and accounting software. He very carefully tied program management and project workforce management together as a driving force in today's business environment.

Adoption of such an empowered workforce, presents multiple challenges:

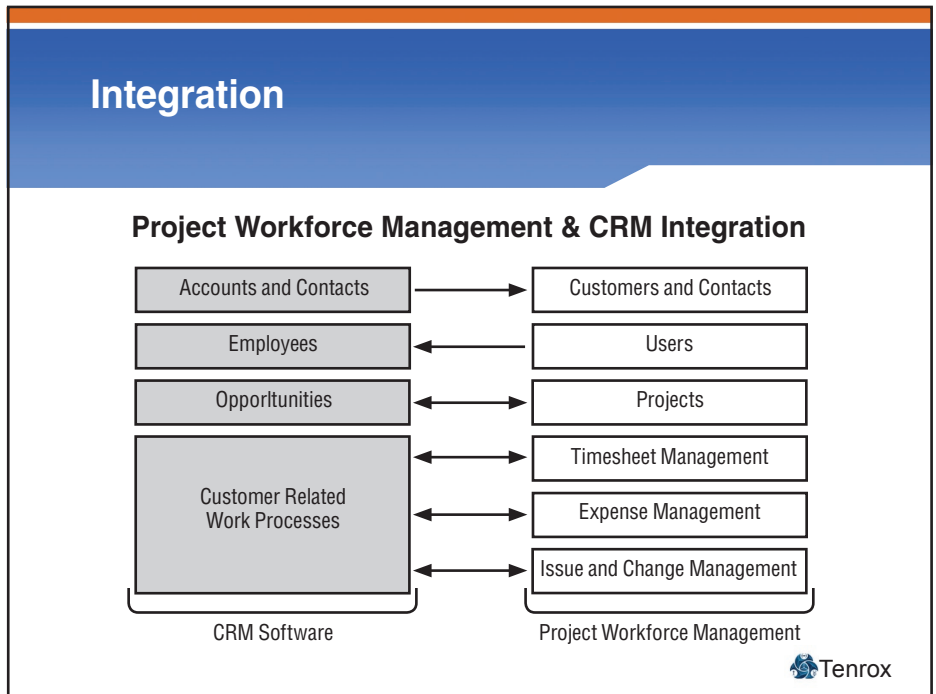
- There must be executive sponsorship.
- There must be financial commitment.
- Internal politics must favor the adoption.
- Processes must have sufficient maturity.
- Human nature factors must be properly handled.
- The adoption must be part of an enterprise initiative.

**John Sunderson, Jr., PMP**

Photos by Louie Chanco, PMP

of the above topics. He presented workflow diagrams on several topics including project kickoff, workforce planning, time sheet management, expense management, invoicing, risk assessment, and scope management. Each of these was a mini-discussion of a broad topic that converged in a picture of how businesses currently work (or can work).

Tenrox, Rudolf's own company, works on a principle of "five priorities," with five people reporting at each level. By using a dashboard system, no status meetings are needed! Everyone reports on his or her five assigned priorities on the dashboard system each week at a regular time. Each week the "manager" reviews the progress, independent of any meeting, to assess the current business status. Meetings are held to discuss strategy and to work



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Budapest, Hungary, May 2007

## Project Managers with a Global Mindset

### PART ONE

The graduation of the PMI® Leadership Institute Master Class (LIMC), held in Budapest in May, was a turning point for me, the beginning of a new journey. During the year-long class, I went through a process of self discovery, leadership development, and most importantly, I learned to embrace cultural diversity. The cost in time, energy and money was tremendous, but the experience was worth it all.

The self discovery process was more difficult than I imagined. It involved more than just listing my hobbies, education, and financial information: I was led to explore my beliefs, motivations, character, strengths, and weaknesses. To be able to lead, I first had to discover what I stood for in all areas of my personal life, my family, and my career. Knowing these beliefs, motivations, and character allowed me to create my own leadership style. Recognizing my strengths and weaknesses will allow me to continuously improve my leadership skills. This will be an ongoing process, not just a one-time task for the purposes of a class.

Leadership Development focused on a tool called the Strength Deploy Inventory® (SDI®), a proven and memorable communication tool to increase the effectiveness of leaders. SDI allows leaders to understand the personal strengths of others in relating to them. The tool uses a Motivational Value Systems (MVS) to analyze how people communicate differently, even across cultural boundaries. For more information about SDI, go to [www.personalstrengths.com](http://www.personalstrengths.com).

Embracing cultural diversity is the main theme of all LIMC classes. With the trend of today's businesses and projects toward globalization, future leaders and project managers of PMI must develop a global mindset and prepare themselves to manage teams and projects anywhere in the world. Even if one chooses to focus on only domestic markets, the proliferation of free trade agreements ensures he/she cannot totally avoid competition from abroad. Global competition is coming, and, like it or not, project managers need to develop a global mindset and embrace the diversity that comes with it. To this end, my class in Budapest was the first LIMC held outside North America. There were 23 participants from 13 different countries including consultants, project managers, and six business owners.

Leadership is learned, and my graduation from LIMC was just the beginning of my leadership journey. As I embark on this journey, I feel great confidence because of my membership in a network of fellow LIMC alumni. The knowledge and support of LIMC and PMI empowers me as a leader and as a project manager. I can face the cross-cultural challenges of tomorrow with a new global perspective.

Are you ready for tomorrow's challenges? Now is the time to start your leadership journey with a new global mindset.



Pan Kao, PMP

## Mr. CAP "M" Discover CAPM Potential



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

The Advanced Topics Seminar on Saturday, July 7th, will encourage participants to generate data and share observations as they work together on project management exercises.

The results of this seminar will shape a future dinner meeting presentation in an effort to improve our chapter's understanding of CAPM's potential to boost project management professionalism.

The June edition of *PMItoday* reports 238,000 PMI® members, of which 228,277 are active PMPs. At this rate, how soon will there be more PMPs than there are PMI members? There's a little statistical trick about PMI membership and PMPs. PMPs need not be PMI members to attain or retain the certification. This is also true of CAPM® and the PgMP®.

One way PMI-OC can avoid becoming a "PMP society" is to better serve project participants and program managers. How will we do that? We'll use the seminar to jump start thinking on how to leverage our chapter's grassroots creativity. Our focus here is the CAPM. **Frank Parth** and his PgPM standards will be geared to pro-moting service and activities for more senior members.

The "official" PMI definition of the CAPM is a "pathway to the PMP." Many people who have taught or coached PMP candidates know how many lack the required 35 hours of formal training. Many use the PMP prep workshops to achieve minimum hours, but such late education often minimizes learning experience from earlier in a career. Hence CAPM.

PMI has addressed the needs of those beginning their careers and working on their first projects. Many new participants or others who are changing careers frequently work in project settings. These individuals seek CAPM certification to apply the elements of project management to make their contributions more effective. CAPM offers greater proficiency to individuals working in project teams and project management teams.

**Frank P. Reynolds, PMP, PMI-OC Fellow**

Wednesday, July 18

## 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:

Wednesday, July 18, 2007

6:00 p.m. to 8:30 p.m.

Registration will begin and food will be served at 6:00 p.m. Program starts at 6:30 p.m.

### Where:

UCI Learning Center, Orange Room 203

200 South Manchester Avenue  
(Corner of Chapman and Manchester)  
Orange, CA 92868

A map can be found at the following URL:

<http://unex.uci.edu/services/contacts/locations/ucilc/>

### Cost:

None.

Parking is free, but required permits are available on the second floor.

### Register:

[www.pmi-oc.org](http://www.pmi-oc.org)

Please register early.

Space is limited to the first 40 members.

### Questions:

E-mail: [membership@pmi-oc.org](mailto:membership@pmi-oc.org)

## PMI-OC LEADERSHIP INSTITUTE, SESSION TWO

### Discovering the Leader Within

**S**he bobbles like a cork in the current, her left hand aloft, gripping her oar. The rest of her team is still on the raft, moving swiftly toward a class four rapid. But even while the white water drags and rolls her, she continues to shout out commands, forceful, but without panic. She is their guide and their leader, and her number one responsibility is clear: get all the members of her white water rafting team through the rapids safely.

This is how one colleague described the first time she discovered the potential for leadership within herself. She and 19 other participants told each other stories this past May during the second session of the PMI-OC Leadership Institute, a series of three two-day workshops led by noted leadership expert **Jerry Brightman, Ph.D.** In our first meeting in February, we tried to define leadership. This time we aimed at “discovering the leader within.”

The institute has been a surprise for many of us, especially given our varied expectations. Some of us expected soft skills training. The 360 degree feedback; wherein supervisors, peers, and subordinates all anonymously evaluate our leadership skills, pointing out strengths and areas for development; revealed much more. Indeed, the 360-degree feedback has been useful for most. And soft skills training continues, even if indirectly.

Nevertheless, the heart of the course has surprised us all; we have traveled into a nebulous realm of vision, values, and emotions, far from risk management, planning, or even mission statements. Exercises have ranged from basic team building to psychological explorations of values to spiritual areas surrounding personal character and aspirations. Few of us would have thought that leadership growth would start from the inside out.

However, we are not alone in this. There is a sense of camaraderie in the group that fosters exploration, even at deep levels of intimacy. Members have been there for each other as sounding boards, cheerleaders, sources of affirmation, and even unexpected inspiration.

To be sure, most of us have embraced this unpredictable newness. We understand that the skills that will catapult us to the next level of leadership are not the same ones that made us good project managers and business analysts.

We don't know what to expect during our October session, but we can't wait to get started.

**Luis Orona, PMP**



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# ADVANCED TOPIC SEMINARS

SATURDAY, JULY 7, 2007



## What Happens When We're All PMPs?

Presented by Frank P. Reynolds, PMP, PMI-OC Fellow

Did you know that 97 percent of PMI® members worldwide are also PMPs? What does that mean for the project management profession? What are the future options? Where does the Certified Associate in Project Management (CAPM®) fit in? What effect do other certifications have in a project setting?

Explore the implications of these questions about the future of project management. Learn about the CAPM as a tool for spreading the influence of project professionalism. Explore the collaboration opportunities with other professionals working in a project setting.

This four-hour session will begin with an introduction to a data-gathering tool that Frank has developed to describe ten different roles of participants working in a project setting. The second activity introduces the variety of certifications promoted by nearly a dozen societies. The third will review the CAPM program's importance and how it impacts the diverse careers of project participants.

The concluding activity asks the participants how they want to continue studying the questions raised. Those choosing to continue this research will have the opportunity to present their results in conjunction with Frank's presentation, "What Happens When We're All PMPs? The Findings," at a future PMI-OC dinner meeting.

SATURDAY, AUGUST 4, 2007



## How to Get Your Project Off on the Right Foot

Presented by Lois Zells

Are you in control of your project? How do you know? Do you know how to use a project launch phase to ensure project success? Disorganized project initiation and poor opening preparation may lead not only to project failure, they can leave your career exposed to advancement liability.

On the other hand, the right project inauguration steps can save time, money and can put you at the head of the pack for promotion potential. This session, led by **Lois Zells**, an internationally recognized software management expert and popular PMI-OC presenter, will unify the latest critical project launch activities that organizations can use to get their projects kicked off on the right footing for success and will reveal crucial tips to getting started on the road to a great project.

Lois Zells is an international author, lecturer, and business consultant, specializing in strategic planning, systems development methodologies and techniques, software quality management and project management. She has written *Managing Software Projects* and the popular, totally-integrated, three-tier learning program on project management called *Successful Projects: The Common Sense Approach*.

**Where:** Keller Graduate School of Management  
880 Kilroy Airport Way, Room 227, Long Beach, CA 90806

**PDUs:** There are four PDUs for this event.

**Cost:** In advance: \$45 members, \$50 non-members  
At the door: \$60 for both members and non-members

**Information:** [www.pmi-oc.org](http://www.pmi-oc.org)

## Coming Events

 July 7 Advanced Topic Seminar

**Frank Reynolds, PMP, PMI-OC Fellow**  
What Happens When We're All PMPs?  
See column at left.

 July 10 SPECIAL EVENT

**PMI-OC Career Fair**  
Back by popular demand  
**Anna Ouroumian**  
Leadership presentation  
See page 1

 July 12

**Breakfast With Your SOX On**

 July 13 SoCal Pharma LIG

**Breakfast Meeting**

City of Orange  
Location to be announced.  
Topic: Pre-Development & Exploratory INDs  
Speaker: Grant Morgan, Allergan  
Watch [www.pharmalig.org](http://www.pharmalig.org) for details

 July 18

**Member/Volunteer Orientation Training**  
See page 15.

 August 4 Advanced Topic Seminar

**Lois Zells**

How to Get Your Project Off on the Right Foot: Tips and Tricks for Leading Successful Projects  
See column at left.

 August 9

**Breakfast With Your SOX On**

 August 14 Dinner Meeting

**PMI-OC Project of the Year Presentation**

 August 24-25

**8th Annual SCCTC Conference**

Embracing Revolutionary Change:  
Riding the Wave  
Long Beach Airport Marriott  
See page 18.

 Sept. 8 Advanced Topic Seminar

**Mike Graupner, PMP**  
Advanced MS Project: Hands-On Training

 Sept. 11 Dinner Meeting

**Karen Storsteen**  
Extraordinary Results through Intuitive Leadership

 September 13

**Breakfast With Your SOX On**

 Sept. 15 PMP® Workshop Begins

See page 17



# WANT TO BE PMP® CERTIFIED?

Studying for the PMP Exam?  
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## PMI Orange County Chapter Announces Its 2007 Fall Course



## PMP EXAM PREPARATION WORKSHOP

**Six Saturdays Beginning September 15, 2007**

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**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.

Sept. 15	Oct. 13	Oct. 27
Sept. 29	Oct. 20	Nov. 3



**Where:** Laguna Hills

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**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 Sept. 2 to receive a special discount!**

- PMI Member: \$750 before Sept. 2, \$800 after Sept. 2
- Non Member: \$850 before Sept. 2, \$950 after Sept. 2

Register at [www.pmi-oc.org](http://www.pmi-oc.org)

Information at [www.pmi-oc.org](http://www.pmi-oc.org) or e-mail [programs@pmi-oc.org](mailto: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.*

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SCQAA Orange County, SCQAA San Fernando, SCQAA Inland Empire, SCQAA Los Angeles

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***This conference will teach you how to perform Revolutionary Change that positively impacts your organizational value. You will learn how to be a creative thinker, and how to leverage best practices in technology, project and quality management.***

- ❑ A leading automotive manufacturer's new business initiative involves a fundamental change in thinking about things such as building an automobile with 50% fewer parts. In projects, what if we could get requirements right the first time, do processes in much fewer steps, and reduce software defects by 50%?
- ❑ Disruptive technologies – every so often, a significant technological innovation, product, or service quickly overturns the existing dominant technology or product in the market. Examples: Internet, iPods, cell phones, PCs, wireless. *What's next?*

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## 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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# PMI-OC Special Event

## Tuesday, July 10, 2007

Program **2nd Annual Career Fair  
and Leadership Presentation**  
Speaker: Anna Ouroumian, Academy of Business Leadership

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

Schedule: 4:00 - 9:00 p.m.

Cost: **Dinner and Presentation**  
*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.

Parking: \$3.00 per car

See page 1 for more information.

Please register at [www.pmi-oc.org](http://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 8, 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](http://www.pmi-oc.org). Anyone who cancels their reservation after Sunday, July 8, or anyone who makes a reservation and does not attend, will not receive any refunds.

# Breakfast with Your SOX On

## Thursday, July 12, 2007:

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

Second Thursday of every month  
Registration: [kevinmerr@earthlink.net](mailto:kevinmerr@earthlink.net)  
Full breakfast buffet is self paid.  
Parking is validated.



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Orange County Chapter, Inc.  
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