



OCTOBER 2007 • Volume 19 • Number 10

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October 9 PMI-OC Dinner Meeting

Is Agile Really New?

What Does it Really Take to Succeed Using These Techniques?

In our never-ending search for faster and more foolproof ways of doing development, we continue to chase after promises that often fall short of expectations. Come hear **Lois Zells** give a brand new presentation on Agile/XP/Lean Development Techniques.



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*.

Lois is one of the founders of the Information Systems Specific Interest Group and a PMI® woman of the Year for 1993. She is also the co-honoree of the PMI ISSIG Wilson/Zells Scholarship. Lois frequently serves as an expert witness in software project failure litigations. She graduated *summa cum laude* from the University of Baltimore and completed her masters degree at Johns Hopkins University.

Let's talk about whether or not there's anything new about these approaches. Hear the latest on why these types of projects may still fail, and how to avoid the pitfalls.

Have a common sense discussion of how to manage realistic expectations before projects go awry. This session is apropos for all levels of the IS/IT organization from analyst/programmer to CIO, from business unit user to business unit project participant, from project lead to program manager, albeit technical or non-technical.

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THE CHAIR'S COLUMN

NEW MEMBERS

Asem Abusir
Oscar Banda
Marc Bates
Mitchell Bell
Darla Brown
Yogesh Chaturvedi
Franco Colantonio
Anna Cool
Tanya Elcock
Donna Fairrington
Tak Fujii
Arun Gopalakrishnan
Grace Hern
Doug Johnson
Benedict Jones
Rachael Mintz
Rosalynn Morris
George Morris
Jonathan Scott
Christopher Taylor-McCune
David Tibi
Herbert Turner
Pamela Van Schaack
John Washington
Angelika Zhion

NEW PMPS

George Albowicz
Dan Allis
Christina Briley
Evelyn Brooks
Kenneth Burkhouse
Ying Flynn
Hualin Hsu-Wingard
Burnett Jones
Ashish Khandelwal
Danny Nakagi
Guruprasad Sayar
Eric Taylor
Vicky Yu-Jen Tsai

The Future of MILESTONES

We are polling PMI-OC members about the future of *Milestones*.

Please log onto www.pmi-oc.org/notices/MilestonesQuestionnaire.doc to download the survey or go to www.pmi-oc.org and click inside the PMI-Notices pane. Fill out the survey and e-mail it back to editor@pmi-oc.org.

Thanks for your help.



Why You Should Become a PMI-OC Volunteer

On Tuesday, September 18, I attended the Member Volunteer Orientation Training (MVOT). This PMI-OC event is put on every other month by our membership team to introduce new members

to the benefits and volunteer opportunities of our chapter. As I was listening to the enthusiastic presentation and seeing that it really connected with the audience, I said to myself, "I wish I could tell everyone in the chapter about this!" Once I had recovered from slapping myself on the forehead, I began making notes and would like to give you impressions from the evening and also tell you why you should become a PMI-OC volunteer.

Let me begin with myself. Why am I a PMI-OC volunteer, spending many of my well earned free evenings with chapter business? My primary reason is that I found my present job through PMI-OC. My current boss got to know me through my involvement with the chapter and invited me to apply for an open position. I began working there three weeks later. I have volunteered ever since and find it extremely rewarding. It might even be the single most rewarding "hobby" that I have ever had.

My experience isn't unique. I think that professional networking ranks at the very top of the reasons why anyone should become a volunteer. Through your involvement with PMI-OC, you will get to know your colleagues in the Orange County project management community. You will be able to work with them and show what you are made of. And when the time comes that you need to fall back on them, they will very likely be happy to help. So don't make the mistake that I have heard too often, and say that you don't have time to volunteer right now, but you will certainly begin networking when you need to find your next job. It will be too late then. Today, not tomorrow, is when you need to begin nurturing your professional network through volunteering.

Here are five more good reasons for volunteering that I took away from The September MVOT meeting.

You can make an impact. By volunteering, you can help raise the professionalism in our chapter. Case in point is **Deen Patel**, who managed this year's election process. I was impressed. The process was so well under control that I will definitely speak with Deen next time we have an open project management position.

Volunteering is a valuable, skill broadening experience. PMI-OC is a "friendly environment" where we welcome and support PM processes. Apply yourself to new challenges; try out those new processes you've always wanted to try; or learn about new tools and techniques that other volunteers bring to the table.

It will shape your career. Another volunteer activity that I find highly rewarding is the education we offer. I don't mean sitting in class and learning new skills, but standing in front of the class and teaching them. This is not everyone's cup of tea of course, but I found the combination of project management and teaching so exhilarating that it will probably shape my career in the future. Without volunteering, I would never have found my niche.

You can give back. PMI-OC maintains its professionalism through the efforts of its members. It is led by volunteers, and our volunteers are in charge of most of the tasks needed to make it the organization that you see. People who are committed to the mission are the key. We have been fortunate that so many capable and motivated people built and maintained the chapter from the early days all the way through our most recent accomplishments.

Last, but not least, you can make new friends. Since I joined PMI®, I have made new friends in PMI circles across the country. Come meet them!

Cornelius Fichtner, PMP, Chair/President

Volunteering allows common people to attain uncommon results.

Goals and Teams

It's a sunny Saturday afternoon in September. I am seriously thinking about writing my monthly article for *Milestones*, but my favorite team is playing football. Writing the article is mandatory, while watching the game is optional, but maybe there is a connection.

Every football team has a goal; it is usually set by the charter before the season begins. It is communicated to the team at the beginning of practice and reinforced throughout the season. The schedule is set, and future planning begins. Risks are identified. Players are assigned to positions and mentored to perform their best. A playbook is distributed to establish processes. Before every game, the plan is reworked to the situation. After every game, there is a quality review, and lessons learned are discussed. Finally, at the end of the season, there is closure, a post mortem, and team and individual recognition.

Your membership team does exactly the same thing. We set our goals in the membership plan; we establish the personnel, assess the risks, establish a budget, constantly review the quality of the offerings, and evaluate our efforts. Most importantly, we recognize the contribution of the team members.

Lori Shapiro, PMP, recently used this process to revitalize our chapter's ambassador program. In early September, Lori, along with **Ralph Dutra, Brenda Breen, Charlotte Salisbury, PMP**, and **Evelyn Brooks, PMP** met with fifteen volunteers for an ambassador training program. The event, planned by **Barry Whitesides, PMP**, equipped a new team of volunteers to support our chapter at future dinner meetings, scheduled events, and special occasions

If you would like to become involved with our new ambassadors or other opportunities, send a note to volunteer@pmi-oc.org. We will gladly welcome you to the team.

Sylvan Finestone, PMP

VOLUNTEER OF THE MONTH

Steve Goto, PMP

Since he joined our chapter in January 2006, **Steve Goto** (at left in photo) has been one of the behind the scenes (or, behind the camera in this case) folks who makes a difference. Steve has generously donated his time to take professional quality pictures that depict what our chapter is about. For the past year, Steve's photos of dinner meetings and special events have appeared in *Milestones* each month. He has also served as an instructor for the PMP® prep classes.

Not surprisingly, photography is Steve's hobby. He attends many youth sporting events and takes "action" shots. He also composes DVD movies/shows with his pictures, sets them to music and, in this way, creates memory albums for birthdays, weddings and family vacations.

If PMI-OC gave him a million dollars, Steve would buy something nice for his wife, Nora, the chapter's operations director. What a giver! He would also treat himself to a special lens for his camera, a new car, and maybe a even new camera and/or a photography vacation.

Steve earned his PMP® in April, 2006. He currently works in IT project management where he enjoys the diversity of project management responsibility.

Volunteering has offered Steve additional diversity and fun. He says that being a volunteer presents ways to meet new people and become involved with a professional organization, as much or as little as you wish.

Congratulations to our very own *parapazzo*, Steve Goto.

Ralph Dutra

Volunteer Opportunities

Finance Director/Treasurer:
finance@pmi-oc.org

Accounts Receivable

Create invoices, log in payments and follow up with payment assistance. Knowledge of accounting process is helpful, but accountant or CPA status is not required. Familiarity with Excel is a must, and QuickBooks experience is a plus. Customer service skills are required. This is a chance to learn about the finance process if interested in a future finance director position on the board.

Marketing Director:
marketing@pmi-oc.org
or editor@pmi-oc.org

Photographer

Additional photographer for the rest of the year to share duties for monthly dinner meetings and other PMI-OC events.

Milestones Contributors

Writers to review dinner meetings and other special events and projects.

Member Spotlight Coordinator

Identify, interview, and write *Milestones* articles spotlighting chapter members.

Programs Director:
programs@pmi-oc.org

Hotel Research

Need two volunteers to search and evaluate hotels for the 2008 dinner meeting venue. Negotiate with hotels, work closely with the dinner meeting committee, and propose the best hotel venue to the board of directors for approval. Up to ten hours a month for three months. Experience with hosting events for any volunteer organization would be helpful.

Spark of Love Toy Drive

PMI-OC will be supporting the Orange County Fire Department's **Spark of Love** toy collection campaign again this December. We are planning to have members of the Orange County Fire Department at the December dinner meeting to accept toys for boys and girls of all ages.

Please bring an unwrapped toy worth at least \$10.00 to the December dinner meeting, and become eligible for a special raffle.

The Spark of Love program, providing toys at the holiday time of year to less fortunate children, is administered by the Orange County Fire Department. This is a long running program that has a meaningful impact on our community. Please consider participating as a way to share with the less fortunate among us.



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Extraordinary Results Through Intuitive Leadership

One of an effective leader's most powerful tools is the ability to use his or her intuition in making decisions. This was the topic of discussion at the PMI-OC September dinner meeting. The speaker was **Karen Storsteen, M.S.**

Karen Storsteen is a management consultant, psychotherapist, and leadership coach who has facilitated the development of thousands of leaders for over twenty years. She is the founder and president of Performance By Design, LLC, a consulting company dedicated to individual, management, and organizational transformation.

Karen's presentation was titled "Extraordinary Results through Intuitive Leadership." A key point of her presentation was that "we continually experience problems to solve and decisions to make, and we need to balance our analytical left brain with our intuitive right brain in order for our work and lives to run on course."

We were all born with intuition, but we have learned to rely more heavily on our logical left brain. Does your gut sometimes tell you one thing, but you go in another direction, only to later regret it? Do you spend time and money to find clarity, both personally and professionally, but continue spinning your wheels? Many world leaders attribute the key to their success to reliance on their gut instincts. **Tom Peters**, renowned management consultant and author, states, "Intuition is the new physics."

On the other side of despair, you will find clarity. Karen experienced this personally, when she lost both her mother and her father in the same year that she was going through a divorce. During this time, her intuition heightened tremendously. After her own experience, she began teaching others to use intuition.

Karen stated, "Individuals and organizations are experiencing an evolutionary shift in human consciousness. People are searching for greater clarity of direction, peace of mind, and meaning in their lives and work. They want to uncover and express their greatness and to be valued for it. People want to create and be innovative, and this is the foundation for success in business and in life!"

Karen gave us a definition for leadership. "Leadership is a function of knowing yourself, having a vision that is well expressed, building trust among ourselves, and taking effective action to realize our own leadership potential." She went on to say, "As project managers, leaders, and human beings, we must expand our minds and hearts and use all of the resources already within each of us. We must learn to listen to ourselves and blend our left, logical brain with our intuition. This will move us on a path where we use our natural gifts to benefit ourselves, our organizations and the stakeholders we serve. Our organizations' bottom lines will improve as a result of providing this value."

Imagination is limitless and natural. Confinement to using only the left half of our brains is not natural. Particularly in this country, we are taught to use the left side of our brains almost exclusively. It takes a lot of effort to move forward in life when we over-rely on the left side of our brains. Using intuition is like walking in balance; using only the left side of our brains is like trying to walk using only one leg. The only boundaries that we have are the ones that we have established for ourselves, or that we have allowed others to establish for us. As we become used to relying on intuition, we will feel more peaceful and can trust ourselves and our decisions.

We assessed the degree to which we follow our intuition today and whether we believe we are on the right paths in our lives. In addition, about half of the attendees at the September meeting believed they were predominantly right-brained, a greater than average percentage when compared to Karen's other U. S. audiences.

Karen then explained several principles, methods and tools to improve our intuitive and leadership capabilities. We learned that we must be quiet with ourselves to listen to our intuition. We also learned that intuition is strengthened through increased self-awareness. Therefore, "We must uncover and honor the parts of ourselves we have learned to disown." Carl Jung calls this side of us the "shadow side." Karen's premise



is: "The degree to which we know ourselves is directly related to the degree to which we can know others and that love is the key to being intuitive."

In addition, Karen described facts that quantum physics and her experience have validated: Intuition is directly correlated to one's energy level. Emotional states and thoughts affect matter. Therefore, we need to eat right, sleep, exercise, laugh and have fun!

Last, we performed several exercises in which we used our intuition to resolve a problem or make a decision. Karen then gave us some methods to access our intuition. Some of those methods include:

- Turning off noise
- Putting inner chatter in check
- Meditating
- Being in the company of friendly, conscientious people
- Praying
- Journaling
- Paying attention to bodily symptoms
- Being around nature
- Coaching and counseling
- Music
- Dreams

This presentation left us feeling intrigued by the power of our intuition, and feeling as if we had just skimmed the surface of a fascinating subject.

Patty Tutor, PMP



Member Spotlight

New PMI-OC member and new PMP® both in the same month.

Yes, in August, **Guru Sayar** decided to do it all at once! See photo at right of Guru and the other new PMPs receiving their commemorative mugs at the September dinner meeting. **Guru is second from the left.**

Our new PMP is an entrepreneur who believes his PMP certification adds value to his business. Guru's company, SYGSYS is based in Orange County and offers managed services for Oracle Database and Oracle E-Business Suite.

Guru has also partnered with COGNOS to provide BI solutions for everything from building data warehouses to creating effective dashboards. He feels that with his PMP, his clients will have more confidence in his ability to plan and execute according to the plan.

I asked Guru to name the first person he told when he passed the PMP exam, and he said that his friend Ash was very excited to hear the news since he had just passed the exam too!

Born in Bangalore, India, Guru feels lucky to have seen a part of the U. S. by immigrating to Texas before coming to Southern California. Guru is married and has a six year old son, Pranav. Pranav loves to swim, and the family often travels together.

Their last trip was to Hawaii, and one of the highlights was snorkeling in Hanauma Bay. Guru said that the trip to Oahu was one of the most relaxing he has ever taken. His family also enjoys participating in their ethnic culture through local East Indian groups.

Guru looks forward to volunteering with PMI-OC and keeping his networking skills up at the dinner meetings. I am anxious to get to know Guru better and to work with him in the future.

When you see Guru at the next PMI® event, be sure to say, "Hi!" He will enjoy meeting you, too.

Linda M. Keller, PMP

At the September Dinner Meeting



Clockwise from top:
New PMPs, left to right: **Ashish Khandelwal, Guru Sayar, Yogesh Chaturvedi, Dan Allis**

Socializing and networking:
Lawrence Lockie and Gina Beckman, John Swidler and Henry Salgado, Eileen Meinhardt, PMP, and Garth Nel, PMP (from the PMI® Switzerland Chapter).

September vendor sponsor:
Mark Landry from Dekker, Ltd.

At the September Dinner Meeting From page 6



*Clockwise from top:
Socializing and networking:*

Asem Abusir, Charlotte Salisbury, PMP, and Angela Ahern, PMP; Eli Ralston and Marc Bates; Robert "Bo" Kehrer, PMP, Mike Graupner, PMP, and Kristine Hayes Munson, PMP.

Raffle: Cornelius Fichtner, PMP, draws the lucky winner (Garth Nel) from Peter Librojo, PMP.

Photos on pages 5 through 7
by Steve Goto, PMP

2006 PMI-OC Project of the Year Award



PMI-OC Chair-Elect **Victoria Flanagan** and PMI-OC Marketing Director **Brent Felsted, PMP**, present the 2006 PMI-OC Project of the Year Award to a Southern California Edison representative at SCE's recent SmartConnect™ "All Hands" luncheon. See September 2007 *Milestones* for full story.

Test Your Knowledge on PMP Exam Questions

Answers are on page 8.

Here is a sample of some questions:

- Which scheduling method combines deterministic and probabilistic approaches, adds duration buffers, and planned activities are scheduled to their latest possible planned start and finish dates?
 - Fast tracking
 - Critical chain
 - PERT
 - Critical path
- You are in charge of a project to develop a prototype for a new product. Schedule is the driving constraint, i.e., the completion date must be met. During planning you determine that the lead time for some purchased parts would jeopardize the schedule completion date if they were to be purchased after the design phase in complete. To compress the schedule, you elect to purchase those parts before the design is complete. The approach you plan to use is known as:
 - Leveling
 - Simultaneous engineering
 - Fast tracking
 - Crashing
- Your project data shows that, at some point in time during execution, the earned value (EV) is \$7,000, and the actual cost (AC) is \$7,500. The cost variance (CV) is:
 - There is insufficient data to make a determination.
 - +\$500
 - 0.933
 - \$500
- Requirements for contract closure are usually defined in the:
 - Terms within the contract
 - Procurement management plan
 - Procurement specification
 - Integrated project plan

Wednesday, November 14

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, November 14, 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, Rm. 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

Please register early. Space is limited to the first 40 members.

Questions: membership@pmi-oc.org

PMP® Exam Answers

From page 7

1. b. **Critical chain**
PMBOK® 2004, paragraph 6.5.2.6, page 147 [Planning]
2. c. **Fast tracking**
PMBOK® 2004, paragraph 6.5.2.3, pages 146 and 361 [Planning]
3. d. **-\$500**
PMBOK® 2004, paragraph 7.3.2.2, page 173 [Monitoring and Controlling]
4. a. **Terms within the contract**
PMBOK® 2004, paragraph 12.6.3.1, page 297 [Closing]

EIGHTH ANNUAL

Southern California Coalition Technology Conference Review

Friday, August 24 and Saturday, August 25 at the Long Beach Marriott

Jointly sponsored by:

PMI-Orange County Chapter, PMI-Los Angeles Chapter, PMI-Los Padres Chapter, Quality Assurance Institute (QAI) Worldwide, SCQAA-Orange County Chapter, SCQAA-Los Angeles Chapter, SCQAA-Inland Empire Chapter, Association of Information Technology Professionals (AITP)

The theme of this year's SCCTC Conference was **Embracing Revolutionary Change: Riding the Wave**. My graduate degree is in political science, so for me the word *revolution* is a loaded concept.

At the SCCTC Conference I learned that, contrary to popular belief, revolutions are more often initiated by the middle classes than by the lowest classes of disenfranchised people. Naturally, revolution is rarely instigated by the upper echelons, which usually benefit from the status quo. The parallel I would like to draw is that revolutionary change is not initiated by the highest or lowest ranks of an organization, making project managers, program managers, and other middle managers the likely candidates to initiate and successfully carry through ground breaking work.

After attending many sessions, the overall theme was that people, very patient people, make change, however difficult. I was given many wonderful suggestions about how to affect and create change. There were several ideas that hit a nerve for me, which I will outline here.



Pandora Ovanessian, Chief Information Officer at Golden State Foods (GSF), spoke about "Embracing Revolutionary Change." She aptly noted that in order to get people to embrace change, the message must be communicated and repeated several times and in different ways. Pandora noted that it has been scientifically proven that the brain requires repetition in order to move stored information from the front of the brain to the back of the brain where there is, apparently, better recall. She also emphasized that one needs to lead by *doing* and to work beside people to truly understand their pains.

Jen Skrabak, PMP, President of PMI-Los Padres Chapter, presented "Best Practices and Training for the *Accidental Project Manager*," to a packed session with all 60 seats taken. Jen listed several criteria for successful project and change management. The audience was particularly interested in the communication aspect of projects, noting frustrations with e-mail and text messaging and the expectations surrounding these *faster than light* technologies. Jen recommended that project managers outline a formal and informal communications plan at the outset to set the team's expectations.



Steve Kaye, Ph.D., President of *One Great Meeting*, in his Friday keynote, held that we are on the verge of more change than ever before in human history, and we have two choices; we can choose to be in charge, or we can choose to be passive. He demonstrated how we could all lead successful meetings that achieve results rather than waste time. He also led a demo *meeting* with patience, humor, and respect for all attendees. A worthy quote from Steve is, "The best teams work so other team members play their best."

Continued on page 9



The consistent themes of the eighth annual SCCTC were leadership and the fact that projects ultimately boil down to leading by example, by listening to other team members, and by constantly communicating with the team. Changes require participation from people, good processes, and technology.

Cynthia K. West, Ph.D.
www.projectinsight.net



Left: The Long Beach Marriott

Left, top to bottom:

PMI-OC Fellows **Frank Reynolds, PMP**, and **Julie Wilson, PMP**, with **Lois Zells**. Julie was the first keynote speaker. Frank and Lois conducted sessions on “CAPM® Certification” and “Agile XP.”

Keynote speaker **Warren S. Reid** chats with **John Sunderson, PMP**. Warren’s keynote topic was “CPR (Cooperative Project Recovery).”

PMI-OC Membership Director **Sylvan Finestone, PMP**, conducts a session about achieving “Successful Sarbones-Oxley (SOX) Audits.”

Below, left to right, PMI-OC members conducting conference sessions:

PMI-OC Fellow **Quentin Fleming** discusses “EMS Light” in his session.

Cynthia West, Ph.D., conducts a session on “Project Insight.”

Susan Thompson, PMP, chose the topic, “Testing Data Transformations.”

Robert Perrine, PMP, talks about “Oscillation Patterns in PMO Existence.”

Bottom left: Kristine Hayes Munson, PMP, explains why “The Sixth Time is a Charm.”



Left, SCCTC Conference Team, left to right:
Bill Van Wyk, Finance Chair; **Tim Pelland, QAI**, Conference Advisor; **Jeff Eyrich**, Vendor Chair; **George Meier, PMP**, Speaker Chair; **Ron Rizza, CQM**, Conference Chair; **Craig D. Wilson, PMP**, Marketing Chair; **Jeff Jenson**, Facilities Chair; **Steven Christ, PMP**, Board Assistant; **Jim Stoumpos**, Vice Chair

Photos by Shirley Goodwin, PMP

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Advanced Microsoft Project: Working Smart, Avoiding Traps



The September 8th PMI-OC Advanced Topic Seminar, led by **Mike Graupner, PMP**, (above right) and **Gene Senecal, PMP**, (above left) covered the following:

- A review of Microsoft Project core concepts such as units, formulas, and task attributes.
- The top ten mistakes and how to avoid them
- A practical exercise on how to build a garden shed with Mike and Gene's methodology for using Microsoft Project.

Work units, task units, task types, constraint types and lag time were all defined. For each of these, the team covered the possibilities in sufficient depth so that no one in the seminar would be lost in the remainder of the presentation. The presenters omitted trivia and covered the useful details of each of these definitions.

The top ten mistakes and how to avoid them are:

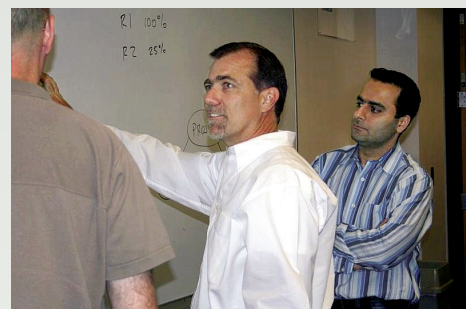
1. **Using Microsoft Project as a brainstorming tool.** Mike suggested that your work should be planned outside of Microsoft Project and that you should know ahead of time what you want from the tool.
2. **Entering fixed dates instead of linking tasks.** Fixed dates require constant updating. The hard and fast rule is to use fixed dates for milestones and baselines. Link subtasks together.
3. **Overestimating resource capacity.** Don't assume that resources are available 40 hours per week. Deduct time for vacations, sick time, staff meetings, and administrative tasks.
4. **Not distinguishing work from duration.** Duration is defined as how long the task will take. Work is the number of hours it will take to accomplish the task. Units are defined as the percentage of the resource available.
5. **Thinking effort-driven scheduling actually makes sense.** This is defined as thinking that adding resources will make the *task* shorter; it will not.
6. **Expecting that resource leveling will alter reality.** Mike asserted that resource leveling adds time to a schedule that does not contain slack.
7. **Tracking work by percent complete.** The 90/10 rule is applied here. Ten percent of the work can take up to 90 percent of the budget.
8. **Putting far too much detail in the schedule.** The task duration should be about one reporting period or less. This approach allows early remediation of problems.

Photos, top to bottom:

Mike Graupner guides **Linda Keller, PMP** through an exercise.

Gene Senecal explains a point to a participant while **Reza Bourbour, PMP** looks on.

Seminar participants review the comprehensive MS project example.



9. **Believing that good scheduling software makes a good project manager.**

Education, peer mentoring, classes, and teaching make the project manager better.

10. **Believing the schedule is the project.**

Managing the schedule is not managing the project.

Mike and Gene then led the group through an exercise to create a project document that recorded a plan for a garden shed. The exercise was presented in an interesting, yet complete, review of all the steps needed to create a Microsoft Project document.

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Project Management in a Strong Matrix Environment When You Have No Power

Often, in a strong matrix environment, project team members report to their functional manager. As a project manager, you do not have a say in the performance appraisals of your team members. Without the formal power to alter performance, how do you influence your team to work for you? Here are a few suggestions to overcome some of the challenges:

- **Influence team members** by demonstrating that you have knowledge of the business or the application being developed. When you demonstrate that you have expertise and you can bring value to the project, team members will begin to respect you. You should learn what motivates your team members, their strengths and weaknesses, their growth plan. What are their career aspirations? This information will enable you to tap into the strengths of your team. Appreciate good performance. Provide mentorship and coaching to project team members when appropriate. This way, you can get things done. Sometimes, when a team member is not performing well, and you have tried your best to get the team member to produce on the project, you may have to escalate the issue appropriately to his or her functional manager.
- **Win over the project team members' confidence.** Timely and appropriate communication is the key. Periodic communication on expectations and progress is very important when managing a project. Have regular meetings with your project team. Also take time to meet one-on-one in order to know the status of the project.
- **Adopt a negotiating strategy** to win the confidence of the project team members and get things done through them. This will involve patience, charisma, and courage.
- **Understand your organization's culture.** Knowledge about the culture and the politics of your organization, and specifically within your team, will help you to maneuver yourself and your team successfully through the project.
- **Understand the communication protocol** and the team dynamics in the organization. Understand the key players: Who has been there before? What is each person's role or area of expertise? Whom does he/she know who is higher up in the organization? This information is critical as it will help you come up with a game plan for the success of the project.
- **Follow the chain of command.** Understanding the chain of command is important to ensure that you are not bypassing anyone: You should know who needs what information, how they like to be approached, and how they like information to be communicated to them.
- **Establish and implement processes in the project.** Understand the software development life cycle (SDLC) methodology adopted by the organization. Ensure that the project team adheres to the SDLC methodology. Some team members may see documentation as a waste of time, but for you, as the project manager, good documentation may well determine the ultimate success, or failure, of your project.
- **Establish a project plan** and use the project plan to track and monitor the project constantly. Maintain a risk log and an issues log. Address risks and handle issues in a timely manner. Escalate issues appropriately.

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SATURDAY, OCTOBER 6, 2007



The End of Fairy Tale Beginnings

Presented by **Thomas Cutting, PMP**

This seminar will help you identify the **five antagonists you may encounter on your project** and show you how to move them away from their destructive paths.

Once upon a time . . . (1) Extreme Insurance Overview, (2) Wicked Step-Sponsor, (3) Troll Oversight Manager, (4) Bewitched Team Lead, (5) Technical Resource Ogre.

Thomas Cutting, PMP, is a senior principal consultant for Keane, Inc. with over 15 years of IT experience in the entertainment, retail, insurance, banking, health care and automotive fields. From programmer to project manager, business analyst to quality assurance analyst, Tom has first hand experience with the problems that teams face.

Tom's articles have been published in *Computerworld* and *InformIT*, and he has spoken at conferences for PMI®, Practical Software Quality and Testing (PSQT), and the Southern California Quality Assurance Association (SCQAA). He is a regular contributor to the *Project Management Learning Center*.

SATURDAY, NOVEMBER 3, 2007



Treating Innovation as a Project

Presented by **Martin Wartenberg, PMI-OC Fellow**

Bringing innovation into your organization may be one of the most difficult projects that you will ever be asked to manage. It is more like a journey without a road map or GPS assistance than a standard project with well defined outcomes and many successful models to follow.

This seminar will explore the barriers and difficulties you may encounter when establishing innovation as a project in your organization. Defining project criteria, gaining senior management support, overcoming lack of established benchmarks and milestones, and dispelling beliefs that "one size fits all" and that the innovation is just a "fad" are only a few of the challenges you could face.

This seminar will introduce methods to deal with and overcome these challenges, such as creativity and innovation, documentation of existing and proven models, team selection, and case studies.

Martin (Marty) Wartenberg is Chief Inventor for Zero Boundary Corporation in Carlsbad, California, where he is responsible for development of new project management and leadership training products. Marty has led multi-site software and system projects and has established offshore design centers in various locations. He has also taught project management courses at several University of California campuses and around the world. He is currently the director for several science and engineering leadership programs at UCI. In 2005, Marty was named a PMI-OC Fellow, the chapter's highest honor.

Where: Keller Graduate School of Management
880 Kilroy Airport Way, Room 227, Long Beach, CA 90806
PDUs: There are four PDUs for this event.
When: First Saturday of every month, 8:00 a.m. to 12:00 p.m.
Cost: In advance: \$45 members, \$50 non-members
At the door: \$60 for both members and non-members
Information: www.pmi-oc.org

Coming Events

Oct. 6 Advanced Topic Seminar

Thomas Cutting, PMP
The End of Fairy Tale Beginnings.
See column at left.

October 6-9

PMI® North America Global Congress
Atlanta. See page 13.

October 9 Dinner Meeting

Lois Zells: Pitfalls of RAD, Agile/XP and Other Forms of Iterative Developments
See pages 1 and 16.

October 11

Breakfast With Your SOX On
See page 16.

October 12 SoCal Pharma LIG

Breakfast Meeting, San Diego
Watch www.pharmalig.org for details

Nov. 3 Advanced Topic Seminar

Marty Wartenberg,
Treating Innovation as a Project.
See column at left.

November 8

Breakfast With Your SOX On.

November 13 Dinner Meeting

Dr. Jerry Brightman: Seeing the Future of Leadership in the Present: Implications for Project Managers

2007 PMI-OC Leadership Institute Graduation

November 14

Member/Volunteer Orientation Training
See page 8.

Dec. 1 Advanced Topic Seminar

Mike Graupner, PMP
Gene Senecal, PMP
Advanced MS Project: Hands-On Training Part 2
Limited to first 40 registrations. No walk-ins.

December 11 Dinner Meeting

Jim Zack, PMP
Electronic Project Documentation
Spark of Love Toy Drive
PMI-OC Fellowship Awards

December 13

Breakfast With Your SOX On

January 5, 2008 Advanced Topic

Project Portfolio Management Planning:
A Method for Prioritizing Projects

Note: Coming events may be subject to change

PMI-OC Leadership Institute 2008

BEGINNING FEBRUARY 8



Save the Dates

Our Facilitator

The Project Management Institute-Orange County Chapter and The Leadership Group are proud to announce the second 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 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

February 8-9, 2008, Session One

16 PDUs

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

1 PDU

One-on-One Debrief

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

May 16-17, 2008, Session Two

16 PDUs

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 3-4, 2008, Session Three

16 PDUs

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.

November 11, 2008, Leadership Success

1 PDU

Leadership Success. Participants will be recognized for their successful completion of the program at the November 11, 2008 PMI-OC dinner meeting. The keynote speech will be delivered by a recognized leadership speaker.

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 United States.

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 second annual Leadership Institute.

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Program will be limited to 25 participants.

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Payment breakdown: Members: Session One and 360 Review, \$1,200; Session Two, \$650; Session Three \$650.

Non-members: Session One and 360 Review, \$1,400; Session Two, \$750; Session Three, \$750.

Watch www.pmi-oc.org for upcoming registration information

PMI Orange County MILESTONES

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Subscription rate for non-members is \$15.00 per year for individuals with U.S. mailing addresses.

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PMI-OC Dinner Meeting

Tuesday, October 9, 2007

Program **Pitfalls of RAD, Agile/XP and Other Forms of Iterative Developments**
Lois Zells

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

Schedule: 5:30 -9:00 p.m.

Cost: **Dinner and Presentation**

In Advance:

Members \$30.00

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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, October 7, 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. Anyone who cancels their reservation after Sunday, October 7, or anyone who makes a reservation and does not attend, will not receive any refunds.

Breakfast with Your SOX On

Thursday, October 11, 2007:

Doubletree Hotel, Irvine Spectrum

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Second Thursday of every month

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