



AUGUST 2008 • Volume 20 • Number 8

2008 CHAPTER BOARD

Victoria Flanagan
Chair/President
949-888-2839
chair@pmi-oc.org

Sylvan Finestone, PMP
Chair-Elect
714-612-1550
chairelect@pmi-oc.org

Kim Fields, PMP
Director at Large
562-712-8255
atlarge@pmi-oc.org

Stephen June, PMP
Finance Director/Treasurer
714-454-7168
finance@pmi-oc.org

Tariq Shaikh, PMP
IT Director
949-302-4494
it@pmi-oc.org

Linda M. Keller, PMP
Marketing Director
714-389-0052
marketing@pmi-oc.org

Thomas Cutting, PMP
Membership Director
714-262-2303
membership@pmi-oc.org

Nora Goto, PMP
Operations Director/Secretary
714-322-3299
operations@pmi-oc.org

Mike Graupner, PMP
Programs Director
714-349-8170
programs@pmi-oc.org

Volunteer Opportunities
Volunteer@pmi-oc.org

Advertising Opportunities
Advertising@pmi-oc.org

SAYING YES WHEN YOU REALLY MEAN NO



Delivering Truth to Decision Makers

Join **Lee R. Lambert, PMP, PMI®** Professional Development Provider of the Year, 2007, at the **PMI-OC August 12 dinner meeting** to learn about influencing the project decision process using project management decision support tools.

All too often the decision makers for a project are NOT the same people who are charged with the responsibility for satisfying the project's triple constraint. This condition creates a challenge and an opportunity: how to create timely decision support information AND how to use this information to influence timely decisions that will have dramatic impact on the outcome of the project and the achievement of organizational objectives, both tactical and strategic.

This "information" driven, satirically inspired presentation will examine the myriad approaches to obtaining and validating project status for the project's most current reporting period and from project inception. These "status" data, when combined with the equivalent of sodium pentothal forecasting and trending methods will deliver an undisputable view into the future of the project. In keeping with the statement, "Whatever has happened in the past will continue to happen in the future, unless someone does something about it," this crystal clear picture will facilitate meaningful and productive action by the project decision makers.

Be assured that you have never attended a presentation like this before. You will leave with a new perspective and a renewed level of enthusiasm for the role that you should play in the world of project management.

Lee R. Lambert, PMP has established the standard against which others in the project management profession are measured. Throughout a fast-paced 18 year corporate career, Lee quickly ascended to senior management positions and was responsible for the development and implementation of ground-breaking, sophisticated enterprise project management processes.

Lee has served in key PMI® positions for over a decade and is a recipient of PMI's Distinguished Contribution Award.

Lee was recently awarded one of PMI's highest honors, the Professional Development Provider of the Year, for 2007.

Lee Lambert takes the saying, "Been there, done that, got the t-shirt," to a new level. For more information and registration, see page 20 and www.pmi-oc.org.

THE CHAIR'S COLUMN

Call for Nominations

Do you see room for improvement in PMI-OC and want to help? Or do you like what's going on now and want to get involved?

The PMI-OC Nominating Committee has opened its search for candidates for the 2009 Board of Directors.

PMI-OC members may self-nominate or be recommended by others. The Nominating Committee will evaluate all candidate recommendations and prepare a slate of candidates to stand for election in September.

Positions available include: Chair/ President, Chair-Elect, Director at Large, Finance Director/Treasurer, Information Technology Director, Marketing Director, Membership Director, Operations Director/Secretary, and Programs Director.

If you're interested, please contact nominations@pmi-oc.org.

In This Issue

| | |
|--|----|
| August 12 Dinner Meeting | 1 |
| Call for Nominations | 2 |
| The Chair's Column | 2 |
| Volunteer of the Month | 3 |
| Volunteer Opportunities | 3 |
| Third Annual PMI-OC Career Fair | |
| Exhibitors | 5 |
| A Day in the Life | 6 |
| Buffet Dinner, Networking | 7 |
| Keynote Address | 8 |
| Alert to PMPs | 10 |
| PMI® Global Congress | 10 |
| July 12 ATS Review | 11 |
| From the Marketing Team | 13 |
| Coming Events | 13 |
| New Members, New PMPs | 15 |
| PMP® Exam Questions | 15 |
| September MVOT Notice | 15 |
| SoTeC Conference | 18 |
| PMP Exam Prep Workshop | 19 |
| Monthly Dinner Meeting | 20 |



Transitions

Your PMI-OC Board is pleased to announce the appointments of Stephen June, PMP as the Finance Director and Mike Graupner, PMP as the Programs Director. Both have been chapter volunteers for over five years in leadership roles, and Stephen previously served on our Board in several different director positions. Stephen's appointment was effective on June 19. Mike's

appointment is effective August 1, at which time he returns from his business travels. I thank the Nominations Committee for recruiting and vetting candidates, the Board members (specifically, Sylvan Finestone, PMP; Nora Goto, PMP; and Kim Fields, PMP) who provided additional leadership in these areas, and the Finance and Programs volunteers who kept these areas operating smoothly during the transition period.

Project Transitions

As a consultant, joining and leaving teams at varying phases in a project's lifecycle is common for me. I am a temporary resource, requiring me to put an emphasis on knowledge transition with my clients. Not only do I need to learn quickly about a client and the program/project, I need to transition relevant knowledge back to the client before I leave. Often, I have had to get very creative due to a shortage of time and resources – offering team incentives were a big hit in these cases.

I learned that victory starts with defining upfront success goals and a plan for transition. Transition success factors include having in place a knowledge leader and senior management support. At PMI-OC, we utilize transition plans, incoming and exiting Board member checklists, and area knowledge transition checklists. Also, the Chair leads Board transitions, and the entire Board has been very supportive. Another key transition component is knowledge management. The prominence of collaboration tools has improved knowledge sharing and transition in recent years, especially for remote environments such as ours. PMI-OC already has a central online document repository which we are in the process of enhancing its content and access and in the process of managing it more actively. Making knowledge more transparent will empower resources and increase effectiveness, especially in transition.

Career Fair = Success!

Our 3rd Annual Career Fair and Business Expo at the Wyndham Hotel on July 8 was a success! We had about 280 participants and 15 exhibiting companies, including Compuware (Gold Level Sponsor). The Business Expo included three 30-minute presentations ("A Day in the Life of a PM at..."). The Keynote was delivered by John M. McKee, business success and career coach and author. The presentations were enlightening and the entire event was a-buzz with active networking. Congrats to Susan Ashwell, PMP (event Project Manager) and to the core event team (Derek Barraza, PMP; Melanie McCarthy; Alvin Joseph, PMP; Peter Librojo, PMP) and all the volunteers, speakers, businesses, and attendees who made it a success. Learn more by reading the Meeting Review found in this issue.

News Briefs from PMI® Global

The PMI PMBOK® Guide Fourth Edition will be released in December. So, we recommend you boost your PM qualifications by earning your PMP® sooner rather than later. PMI-OC is offering two PMP Preparation Workshop classes this Fall beginning September 13. Register via our online Event Calendar. PMI will provide more information later this year on the new standard and exam change schedule.

PMI is changing PMP certification expiration dates. Currently, all PMP credentials expire on December 31 of the third year after they are earned. The change, effective in late August, will set renewal dates to correspond with each credential holder's anniversary date to improve the certification renewal process. For details, visit www.pmi.org/CareerDevelopment/Pages/PMP_Expiration_Date_Change.aspx.

PMI's Global Congress North America is scheduled for October 18-21 in Denver, Colorado. This annual conference is an excellent opportunity to network with numerous global professionals and learn from interesting and relevant presentations. The Keynote Address will be delivered by General Colin L. Powell, USA (Ret.!) View details and register online at <http://congresses.pmi.org/NorthAmerica2008>.

Victoria Flanagan, Chair/President

VOLUNTEER OF THE MONTH

Caroline Jurado, PMP



The PMI-OC Board of Directors has selected **Caroline Jurado, PMP** as Volunteer of the Month for July, 2008.

Caroline joined the marketing team this year and energetically responded to a need for PMI-OC logowear. As the new logowear expert, Caroline assisted with various marketing functions, including editing an article for *Milestones*. If you ask her, she will point to the work of the others whom she enlisted to bring the project together.

When asked about project management in general, she said, "I really like to get things done. It's all about the results." That is what she did; she produced results, delivering a customized website through Lands' End. Caroline understood PMI-OC's need for logowear and met it with a system that makes the shopping experience easy and accessible, with unique professional quality photos of the logowear. I encourage everyone to check out her work and the great deals on custom PMI-OC logowear by clicking on <http://ces.landsend.com/pmiloc>.

When it comes to volunteering, Caroline enjoys working with, and learning from, other project managers. In this most recent project, she involved others by utilizing internal resources. She pointed out the importance of the monthly dinner meetings in getting to know other project managers. She hopes to continue her involvement in the chapter by exploring some of the advanced topics seminars. Caroline values PMI-OC and enjoys the ability to contribute as long as the delicious desserts continue to be served.

Caroline joined PMI-OC back in 2005 and earned her PMP® certification in April of 2006. Caroline has two children, a 19 year old son and a 23 year old daughter. Outside of volunteering, she enjoys hiking or playing her banjo. She makes her living as a project manager at Beckman Coulter in supply chain project management.

Jeff Bennett

Above: Volunteer Coordinator **Beth Williams, PMP** presents a certification of recognition to **Caroline Jurado, PMP**. Photo by **Steve Goto, PMP**.

Volunteer Opportunities

Marketing Director:
marketing@pmi-oc.org

Website Editors

Multiple positions are open. Editors will look over all the pages of the website for spelling and grammatical errors and report them to the chief editor.

Chief Editor of Marketing Pages on the PMI-OC Website

The chief editor will make changes so that every page is accurate and complies with the web page standards that have been established by IT and marketing (colors, fonts, use of navigation, etc.). This should amount to a couple of hours a week. This position will involve you in the design and maintenance of our new website.

Milestones Contributors

Write 300, 500, or 1,000 word reviews of attended chapter events for *Milestones*. Clear, concise writing styles are required.

Milestones Photographers

Need talented and creative individuals with an eye for style to take photos of chapter events for *Milestones*. Must have a digital camera and a flash unit for both indoor and outdoor venues. Photos are sent electronically to *Milestones* editors and graphic designer.

Programs Director:
programs@pmi-oc.org

Advanced Topics Seminars Reviewers

One individual from each ATS is needed to write a *Milestones* article about the ATS they attended. Editorial specs for ATS reviews are: full page article at 1,000 words; photos and/or graphics may extend total submission length.

The advanced topic seminars are on the first or second Saturday of each month at Keller Graduate School of Management at Kilroy Airport Center in Long Beach. ATS reviewers gain free admission to the seminar and earn four PDUs for each event.

Director at Large:
atlarge@pmi-oc.org

Advanced Topics Seminars Lead

The ATS Lead will oversee the Advanced Topics Seminars by coordinating with a team to market seminars, provide speakers, collect walk-in registrations, and purchase and set up snacks.

The time commitment for this position is approximately ten to fifteen hours per month. ATS meets the first or second Saturday of the month in Long Beach. Interested volunteers should commit to one year of service; co-leads will also be considered.

This is a great way to demonstrate and develop your project management, interpersonal and leadership skills.

Earn Your Master's Online!

Project Management Engineering

**Your
Time.**

**Your
Place.**

**Your
University.**



www.uwplatt.edu/disted
800.362.5460
DistanceEd@uwplatt.edu

THIRD ANNUAL PMI-OC CAREER FAIR AND BUSINESS EXPO



Event Sponsor

Compuware Corporation
www.compuware.com

Exhibitors

Acquity Group (pictured)
www.acquitygroup.com

Arsin Corporation
www.arsin.com

Belkin (pictured)
www.belkin.com/careers

Edge Resource Partners (pictured)
www.edgeresourcepartners.com

Experian (pictured)
www.experian.com

iSpace, Inc. (pictured)
www.ispace.com

Leverage Point Corporation
www.levpoint.com

Prescription Solutions
www.rxsolutions.com

Pro-Tem Solutions, Inc. (pictured)
www.pro-temsolutions.com

ResourceXperts (pictured)

RCM Technologies (pictured)
www.rcm.com

Southern California Edison
www.edisonjobs.com

Surrex Solutions Corporation
www.surrex.com

Technisource
www.technisource.com

TEK Systems
www.teksystems.com

Toshiba Medical Systems
www.medical.toshiba.com

Lower right:

Eileen Meinhardt, PMP; Caroline Jurado, PMP; and Giselle Ala display PMI-OC logowear from Lands' End.

To order yours online, go to
<http://ces.landsend.com/pmioc>.



Acquity Group



Edge Resource Partners



Belkin



Experian



iSpace



Pro-Tem



RCM Technologies



ResourceXperts



PMI-OC Logowear

A day in the life OF A PROJECT MANAGER

These three half hour sessions offered descriptions of the daily activities of three project managers from very diverse industries and company sizes.

Jim Clelland, Senior Project Manager, Business Systems Development, at Toshiba America Medical Systems (TAMS) opened the session with an informative overview of the flexible project management techniques, tools, and habits that are the essence of the TAMS culture. He stressed the usefulness of asking project team members smart questions to yield the right information to help understand and get to the heart of project challenges.



TOSHIBA
Leading Innovation >>



Jason Richmond, PMP, Senior Project Consultant at Prescription Solutions provided a summary of the formal project management techniques used by the project management office, which oversees projects at multiple company locations. Jason energetically engaged the audience to offer solutions to “real life” project management challenges he has faced.

Sylvan Finestone, PMP, Principal Portfolio Manager at Computer Sciences Corporation, described his experiences working with Raytheon. Not only did Sylvan describe his daily project management activities, he offered much practical and sound advice from the viewpoint of a seasoned project manager. He emphasized the importance of communication, stating that communication is over 75 percent of the job, and the need to focus on the area of risk.



THIRD ANNUAL PMI-OC CAREER FAIR AND BUSINESS EXPO



Buffet Dinner



New PMPs

Compuware Corporation, Event Sponsor

New PMPs

Back row, left to right:

Peter Meisenzahl, Robert Guerrero, Amir Khamseh, Michael Shea, Laurie Moore, Michael Clayton, Jack Phone, Betrina Chavira

Front row, left to right:

Alan Mekdara, Pongsakdi Cady, Gail Bakewell, Dar Manarang, Pat Castro

Compuware Corporation, Event Sponsor

Above: Brett Smith

Below: Derek Barraza, PMP

PMI-OC Marketing Team

Left to right:

Eileen Meinhardt, PMP; Simon Hawkins, PMP; Sabina Horigan, PMP; Donald Barr, PMP; Caroline Jurado, PMP; Steve Goto, PMP; Bernice Maldonado; Louie Chanco, PMP; Dar Manarang, PMP; Roger Lew, PMP; Patty Tutor, PMP; Linda M. Keller, PMP



PMI-OC Marketing Team

Keynote Address
JOHN M. MCKEE



LIVING YOUR LIFE WITH BALANCE

PMI-OC's Third Annual Career Fair was an overall success, complemented by our thought provoking keynote speaker, **John M. McKee**. Author of *Career Wisdom: 101 Proven Strategies to Ensure Career Success* and *21 Ways Women in Management Shoot Themselves in the Foot*, John is one of America's premier executive and business coaches.

From John's keynote address, *Leadership, Career and Whole Life Success*, the audience heard tips and gained a new perspective on dealing more effectively with, and ultimately capitalizing on, the numerous demands, challenges and hidden opportunities that project managers face in the workplace every day.

John began his presentation by reminding the audience that life with balance may seem impossible, but everyone can do it. John sparked further interest when he stated that 90 percent of the audience would think and act differently because of what they would hear in his presentation.

Acknowledging the fact that there is an abundance of literature about how to be a great leader, why do we not see great leaders of organizations? John believes there are two reasons: (1) most of the information today does not stand the test of time, and (2) there is not one common recipe to make a great leader. In other words, what makes a great leader is subjective, but great leaders all seem to get stuff done.

Continued on page 9

Keynote Address Continued from page 8

So then, what makes a leader *great*? John went on to discuss 12 characteristics that are common in great leaders.

1. They live their lives and run their organizations “on purpose.”
2. They help others to succeed and become better.
3. They get results.
4. They give back to their communities.
5. They excel in difficult environments, making their own successes.
6. They are great listeners, to everyone.
7. They can make tough decisions.
8. They are honest and ethical.
9. They understand the difference between power and force.
10. They don’t need all the recognition all the time.
11. They continually upgrade their skills.
12. They have clear, actionable plans for life.

John emphasized the importance of having an action plan for life: an outline of both short-term and long-term goals. He made an interesting point; although many successful people have action plans, many are not satisfied with their lives. At this point in his presentation, John identified quality of life as an important component of life success.

Quality of life consists of three key elements: (1) career, (2) personal/family, and (3) financial. According to John, satisfaction involves balance. Balance may be achieved through the personal action plan. To get a better idea of quality of life, John gave the audience a written exercise with a set of 100 questions. He asked them to assign a point to each question that applied to their lives. The questions were very well rounded and covered family relationships, career, business, money, finances, joy, delight, effectiveness, efficiency, personal foundation, responsibility, personal development, personal evaluations, self-care, well-being, happiness, and pleasure. Based on 100 total points, John then presented a results summary so the audience could compare their totals and begin to think about their own quality of life. The questions themselves were very simple to understand and made an incredible amount of sense.

1. I am both pleased and content with my spouse/partner or with being single.
2. My work is both fulfilling and nourishing to me; I am not drained.
3. I do not spend time with anyone who bugs me or is using me.
4. I love my home and its location, style, furnishings, light, feeling, and décor.
5. I take four vacations per year.

John then moved on to address workforce and career trends, including the decrease of jobs over the past few years. Change is seen much more quickly, especially with jobs that can be easily outsourced and off-shored. According to John, creative jobs and in-person jobs are fairly safe.

Reiterating his initial discussion on leadership, this change in the global workforce will further increase the demands on leaders. Therefore, as stated earlier, continual upgrades to skills and knowledge are vital. He specifically noted that it is very important to become culturally aware, including the ability to speak more than one language. Uni-lingualism is no longer acceptable in this economy.



John then tied all the great information together with five strategies and tactics for behaving like a winner.

1. Great leaders exhibit great calm.
2. There is always more time than it seems.
3. Focus on the real world.
4. Highly charged equals highly questionable.
5. Even a weak manager can look good with a great team.

In closing, John reminded the audience that a successful life does not equal a satisfying life. His recommendation is to create an action plan that is actionable, trackable, and adjustable. John’s insight and information proved truly valuable for the audience and coincided very well with PMI-OC’s Third Annual Career Fair.

We want to thank John McKee for taking the time to share his insights with us and for directing us toward balanced lives.

Bernice Maldonado ■

Photos on pages 3 through 8 by
Steve Goto, PMP and **Simon Hawkins, PMP**



ALERT to PMPs!

PMP EXPIRATION DATE CHANGE

All PMPs should have received an announcement about changes to the expiration and renewal dates for their certifications.

If you missed this important announcement, please see *PMI News* on the PMI® Global website or go directly to:

www.pmi.org/CareerDevelopment/Pages/PMP_Expiration_Date_Change.aspx



Keynote Speaker
General Colin L. Powell
USA, (Ret.)



PMI® GlobalCongress
NORTH AMERICA 2008

October 18-21, 2008
Denver, Colorado
Hyatt Regency Denver

General Colin L. Powell, USA (Ret.), former U.S. Secretary of State, National Security Advisor, and Four-Star General will share his insight about leadership, project management, and social responsibility at PMI Global Congress in Denver on October 18th through 21st.

PMI Global Congress 2008-North America is the major project management educational and networking event of the year. This three day event gives you the chance to gather knowledge and inspiration and to meet colleagues and experts to discuss the most challenging project management trends.

For more information and registration:
<http://congresses.pmi.org/NorthAmerica2008>



Earn 14 P.D.U.s

September 23 – 24, 2008

CALIFORNIA INSTITUTE OF TECHNOLOGY INDUSTRIAL RELATIONS CENTER

Course offering:
Leadership: The People Challenge



Take leadership action with confidence. This two-day course will enable you to:

- Examine your leadership style
- Assess your ability to lead
- Inspire employees and team members

Our courses are developed for people working in technology-oriented companies. Our instructors have in-depth business experience. 1891

Call today to register: 626.395.4045
Register online: www.irc.caltech.edu
Use code PMIK to register

All courses taught on the Caltech campus, Pasadena, CA

www.irc.caltech.edu

PMI is a registered trade and service mark of the Project Management Institute, Inc.



is managing a project more difficult in a scientific or technical environment where high performance teams are commonplace



Marty Wartenberg, PMI-OC Fellow and Chief Inventor for Zero Boundary Corporation, presented critical aspects of project management in the scientific, medical, and high tech industries during the ATS held on July 12th.

Marty started out the discussion with his premise, "It is widely recognized within this industry that the standard methods taught for leadership and team building necessary to sustain the rigors of projects will not suffice to achieve long term and repeatable success in pharmaceutical (pharma) and medical device/instrumentation type projects."

The first challenge is to understand some of the unique factors that are present in the typical project going on in this environment.

Complex Nature of Disciplines

These include chemistry, biology, modeling, cutting edge technology, etc. These are highly specialized fields and are represented by very advanced subject matter experts. The subject matter is not widely known or consumable by others in the organization who may be assigned to projects. The project manager/leader cannot "manage" these experts in the same way that other projects may be managed where resources are more easily replaced.

High Degree of Uncertainty

The nature of research is discovery of the unknown; therefore there is typically no pre-determined path or project template to assist with reducing risk the next time around. The very nature of the work is much more risk prone, than risk adverse. Failure is viewed as a step toward success, and this challenges the mainstream view of risk management.

Long Term Projects

Typical projects are long term (ten year projects are common). These types of projects bring their own set of baggage, including challenges with morale, focus, and continued resource turnover.

Alliance Organizations as Part of the Project Team

Research is the common thread in these types of project environments. Research by nature is non-procedural and non-standard. When ISO9000 was introduced to pharma, it resulted in the development of private research firms (contract research organizations or CROs) which were not required to follow the new procedures. These organizations must be included and managed as part of the project team.

What makes leadership different in this environment?

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

Machiavelli (The Prince)

First, we must make the distinction between leaders and managers. Leaders are more concerned with ideas. They also relate to others in a more intuitive, empathetic way and are more focused on what events and decisions mean to people. Managers, on the other hand, focus on how things get done and what their role needs to be in the decision making process. Management without leadership is merely activity, and leadership without management is usually chaos. Following solid management principles provides a structure where true leadership can flourish, and this is especially important in a regulated environment.

Another point for consideration is the type of people who make up the project teams in this environment. Based on extensive research, scientists and technical specialists tend to be "internal thinkers" and highly analytic in their approach to problem solving and decision making. They are not typically "people people" and do not tend to openly or as readily share their thoughts and ideas as they are working on a project.

Continued on page 12.



JULY 12 ADVANCED TOPIC SEMINAR

Continued from page 11

Scientists are essentially trained to be sole contributors, which makes it tough to develop cross discipline teams. Marty shed some light on the basic skills for leading science and technology based teams. These are emotional intelligence, communication, and negotiation/conflict management. Emotional intelligence can be broken down into six categories:

- Self-awareness
- Empathy
- Self-confidence
- Motivation
- Self-control
- Social competency

Seminar attendees were given an EQ test to assess their individual levels of emotional intelligence. The self assessment provided insight into the areas that can be improved to enable further development.

Other tips for project management success in this environment include:

1. Create a vision for your project that is sufficient to get people excited about it. Strive to promote commitment over compliance. Marty provided an example for a project where the goal was to build a bomb. It is difficult to motivate people to get behind your project if the end product of the project is described as the best mechanism ever to blow people up. Instead, choosing to highlight the more positive aspects of the project is to describe the end product as the first bomb that is capable of hitting targets that are the least populated, and are the highest threat. In other words, the PM will more likely generate support for the project by pointing out how the bomb accomplishes its mission and saves lives, versus focusing on its capability to destroy lives.
2. Know how to deal with the politics of the project. The projects are typically long term in nature and it's important to know how to get things done and to know the hot buttons and areas that are susceptible to criticism and potential sabotage.

Another recommendation for this environment is to use an adaptive PM model. In terms of process (as opposed to people), flexibility is important. One size does not fit all, and it is best to decide what process is needed to produce a high potential of success based on the individual needs of each project. Oftentimes this can be one of the functions of the PMO.

In conclusion, there is great opportunity in project management in the life sciences. Industries include biopharma companies, bio-tech tools and services, govern-



ment research institutes, medical device/instrumentation companies, medical delivery, regulated software, and IT and infrastructure development. PMP® certification is very useful across the project life cycle in these environments. For those interested in pursuing a career in these industries, here are some tips:

- Take classes or re-learn basic science in both biology and chemistry.
- Set up informational interviews.
- Read periodicals and attend industry events.
- Network within the PMI® Pharma SIG and the SoCal Pharma LIG.

Lisa Stotelmyre

Photos by **Louie Chanco, PMP**

FROM THE MARKETING TEAM

The marketing team has been very busy adding to the look and feel of the new website. **Steve Goto, PMP** has done such a great job that he received an award for his outstanding work. **Marca Atencio, PMP** introduced a new look for the *E-mail Blast* (renamed *e-Newsletter*). The team also helped promote the career fair featuring **John McKee**.

The *Milestones* team continues to produce the great monthly publication. This month *Milestones* has transitioned to electronic only and is available on the website. **Caroline Jurado, PMP** completed the logowear website. Members can access the site by going to <http://ces.landsend.com/pmioc>. The marketing team also designed and provided the president's award and speaker gifts.

The marketing team includes a special outreach team. **Alex Vo, PMP, Jennifer Murphy, PMP,** and **Mary Guan** manage this team. They are in the midst of planning and initiating the first phase of corporate outreach for the PMP® prep classes.

The outreach team plans to call on C-level executives with a common message, using statistics from the recent UCI student polls and PMI® statistics. The goal is to demonstrate the superiority of PMI-OC's PMP prep program over other available programs. We are offering a corporate discount of \$600 for each student. The discount applies only if the same company sends three or more students, and the company pays for all students in advance. Since the classes start September 13, the push is on to reach out to companies we know require PMPs or have sent us students in the past.

Other phases of corporate outreach will include calling or contacting PMI members who do not have their PMP certification, contacting companies in Orange County to sell event sponsorships and advertising in *Milestones* or on our website, selling companies and people on the benefits of membership in PMI-OC, and encouraging volunteering for the chapter.

As you can see, the marketing team covers many areas that may be of interest to a project manager, from small editing positions to running teams and assuming responsibility for large and small projects. Contact us at marketing@pmi-oc.com if you are interested in joining this multi-talented and fun group.

Linda M. Keller, PMP, Marketing Director



Don't master just one thing. MASTER EVERYTHING.

The Master of Project Management Degree
Succeeding in business is no secret. It's about mastering the skills that keep you ahead – like managing budgets, or maintaining quality control and work flow. Skills you'll get with a Master of Project Management Degree from DeVry University's Keller Graduate School of Management.

Real-world applications for your education
At Keller, we'll give you a solid management background to succeed in today's technology-driven business environment.

It's learning on your terms
On site or online. Nights or weekends. You'll be able to set the schedule for your degree program. And we'll guide you through, every step of the way – from course selection to career development.

Keller 
Graduate School
of Management
of DeVry University

| | | | |
|-------------------|--------------|-------------------|--------------|
| Long Beach | 562-988-0162 | Colton | 877-893-3879 |
| Irvine | 949-752-5631 | West Hills | 818-587-6227 |
| Pomona | 909-868-4240 | San Diego | 619-683-2446 |

www.keller.edu

A PMI Global Registered Education Provider

© 2005 DeVry University. Accredited by the Higher Learning Commission and a member of the North Central Association (NCA).
30 N. LaSalle Street, Chicago, IL 60602. ncahigherlearningcommission.org

Coming Events

August 8 So Cal Pharma LIG

Breakfast Meeting and Webcast
Meeting in San Diego. Webcast in Irvine.
"Capacity Management Best Practices"
See www.pharmalig.org for details.

August 12 Dinner Meeting

Lee R. Lambert, PMP
"Saying Yes When You Really Mean No:
Delivering Truth to Decision Makers"
See pages 1 and 20.

August 22-23 SoTeC

Southland Technology Conference
Formerly known as SCCTC
The Westin Long Beach
See page 18.

Sept. 6 Advanced Topic Seminar

To be announced.
Watch www.pmi-oc.org for details.

September 9 Dinner Meeting

2007 PMI-OC Project of the Year
Paula Campbell
Southern California Edison

September 13

PMP Exam Prep Workshops Begin
Brea and Costa Mesa
See page 19.

September 25 MVOT

Member/Volunteer Orientation Training
See page 15.

October 4 Advanced Topic Seminar

To be announced.
Watch www.pmi-oc.org for details.

October 14 Dinner Meeting

To be announced. Watch for details.

October 18-21 PMI Global Congress

Denver, Colorado
Keynote Speaker: Gen. Colin L. Powell
See page 10.

November 8 Special All Day ATS

Neil Whitten is back by popular demand!
Roundtable discussions from Neil's
second book, "Let's Talk."
Watch www.pmi-oc.org for details.

Note: Coming events may be subject to change.

Join the Club...



The PDU Platter

Don't worry about when and how to earn your 60 PDUs when you join Cheetah's 2-PDU of the Month Club. We automatically deliver a class each month, keeping you on track for recertification.

2-PDU of the Month Club

When you join Cheetah's 2-PDU of the Month Club, you receive a monthly e-mail telling you that your new, 2-PDU course is activated and available from your My Cheetah Page. Access the course content for six weeks, then simply pass an online quiz with a 70% grade (in three tries) to earn your PDUs. So join our 2-PDU of the Month Club for \$49 per month (you can cancel at any time) and increase your knowledge, improve your skills, learn about the hot topics in PM each month—and earn 2 PDUs. Your 60 PDUs for recertification delivered—on a silver platter. Register today at www.cheetahlearning.com/landing_2PDU.htm.

For more information about Cheetah's Project Management programs, career counseling or to register for a course, contact Jean Steinmetz at jean.steinmetz@cheetahlearning.com or call (888) 659-2013.

S U C C E E D I N G W I T H A G I L E SM

DON'T BE SHY about transitioning to agile.

Face and overcome the challenges. Master agile software development techniques and deliver valuable, functional software in a world of uncertainty and change.

Join **Mike Cohn**, author of *User Stories Applied* and *Agile Estimating and Planning*, in courses exploring the principles of agile software development: people over process, working software over documentation, collaboration over negotiation, and flexibility over rigidity.

To learn more, visit
www.mountaingoatsoftware.com/pmi

Upcoming Courses

San Jose

October 13
Effective User Stories
for Agile Requirements

October 14-15
Certified ScrumMaster

October 16
Agile Estimating and Planning

Dallas

January 27-28
Certified ScrumMaster

January 29
Agile Estimating and Planning

Boulder

February 18-19
Certified Scrum Product Owner*

*with Ken Schwaber



New Members

Logan Anjaneyulu
Francisco Avalos
Laura Banuelos
DeAnna Carels
Nathan Condie
Rajendra Dadlani
Hiten Dalal
Randall Dyck
Matt Evans
Edith Fischer
Robert Fore
Jose Garcia-Fernandez
Vincent Gin
Renee Glosecki
Stephanie Hall
Todd Hilken
Cristelle Hocking
Michael Hostettler
Erin Jancic
Thomas Jones
Michael Kampff
Margaret Leask
James Leigh
Farid Mohabbat
Carlos Oregon
Tracy Paschall
Joanne Quirk
David Rasmussen
Devender Sandhu
Akinsola Sawyerr
Ernest Seidel
Ann To
Paolo Tovar
Tom Townsend
Reena Ved
Allen Wallace
Clayton Whisenant
Bonnie Wolf
John Zhao

New PMPs

Meetali Agarwal
Gail Bakewell
Thomas Box
Ted Butch
Chad Curtis
Babatunde Deru
Tony Di Pietra
Matthew Grimaldi
Susan Iannaco
Nicheryl Knibb
Kamsuth Lam
Laurie Moore
Richard Nalle
An Ching Phone
Henry Salgado
Gregory Savage
Hooi Tan
Paul Thorp
Kha Tran
Jayamohan
Vijayakumar
Renata Weir
Matthew Wu
Puiwah Ya

PMP Exam Questions

Test your knowledge on these sample questions.

1. You have been assigned to manage a project that could determine the survival of your company in the next five years. Project success would mean a promotion, a generous bonus, and a sizable stock option for you. If the project fails, the company may go under, and you would be out of a job. You have therefore concluded that project success requires that you have maximum control over all project resources. Which form of organization would be best suited for this project?
 - a. Projectized
 - b. Functional
 - c. Weak matrix
 - d. Lean matrix
2. To provide better _____ of projects, projects can be divided into phases.
 - a. Risk management
 - b. Integration management
 - c. Outsourcing
 - d. Management control
3. As you start a new project for a new organization, you must consider the project closure guidelines or requirements, which are known as:
 - a. Enterprise environmental factors
 - b. Organizational process assets
 - c. Tools and techniques
 - d. Perform quality assurance
4. You are the project manager on a large government contract. You had procured a major component of the project due to lack of expertise within your existing project team. Once the component has been delivered, you communicate to the contract administrator that the product is not acceptable. The contract administrator will most likely:
 - a. Send out an invoice
 - b. Cancel the contract
 - c. Provide the seller with formal, written notice that the deliverables are not accepted and that the materials are being returned
 - d. Provide the seller with information on how to address non-conforming deliverables

Answers are on page 17.

Sample exam questions submitted by
Diane Altwies, PMP
OuterCore, Inc., www.outercoreinc.com

Thursday, Sept. 25

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 join the Member/Volunteer Orientation Training session.

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

When:

Thursday, September 25, 2008

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

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

Questions:

membership@pmi-oc.org

Having trouble getting your medical or pharmaceutical projects done *on-time* and *at-cost*? UC Irvine Extension just might be your ticket to success!

FREE WEBINAR

Leading High Technology and Science Based Teams

Date: September 16

Time: 12:00-1:00pm

Presenter: Marty Wartenberg, PMI-OC Fellow, Chief Inventor for Zero Boundary



SU08-56 AUG

UC Irvine Extension introduces the **NEW Project Management for Life Sciences Certificate Program**, which focuses on the application of project management best practices to life science industries that produce pharmaceuticals, medical devices and other biomedical products.

extension.uci.edu/pmioc
(949) 824-5414



No Time to Travel for PM Training?

We'll Come to You. Problem Solved.

Available Courses:

- PM Tricks of the Trade®
- PMP® Exam Prep
- Risk Management
- Customer Requirements
- Negotiation and Contracts
- Common Project Problems
- Avoiding Project Failure
- Executive Briefing
- And More!



Rita Mulcahy, PMP
Founder and CEO

Sponsor an onsite class for a lower cost per student than a public class—and save travel costs!

web: rmcproject.com phone: 952.846.4484 email: info@rmcproject.com



"PMP" and "PMBOK" are registered certification marks of the Project Management Institute, Inc.

THE 77 DEADLY SINS OF PROJECT MANAGEMENT.

#41: WHINING

LEADERS CONFRONT AND RESOLVE ISSUES. OTHERS COMPLAIN.

Leaders aren't born, they're made. Management Concepts helps project managers develop leadership skills through programs that prepare, guide, and mentor them to achieve excellence. The result? Leaders who inspire teams, resolve issues with unquestioned authority, and ultimately lead successful projects. Discover the virtues of developing project leadership in your organization — contact Management Concepts today.

Higher standards for project management.



MANAGEMENT CONCEPTS

The mind at work

TRAINING • CONSULTING • PUBLICATIONS

Send us your organization's project management sins at sins@managementconcepts.com or call us today at 703.270.4128

www.managementconcepts.com/sins



**Robust enough
for savvy project
managers...**

**Easy enough for
the entire team!**



**Call for a FREE
demo**

- Intelligent Project Scheduling
- Collaboration and Advanced Document Management
- Powerful Resource Management
- Microsoft Outlook and Office Integration
- Executive Dashboard and Portfolio Reporting

www.projectinsight.net • 949|476-6499

Project Auditors LLC
**Accelerating Profits through
Project Management**

**Project Management
Project Quality Audits
Process Development
Leadership Development
Tailored Training
Business Analyst Training**

**Providing training and services in
NA, UAE, SE Asia, and Europe**

Project Auditors LLC
www.ProjectAuditors.com
800-545-1340



**gear-up your project
management knowledge!**

PMP Facilitated Study Sessions – 2 days

PM Principles (CAPM Exam Prep) – 3 days

On-line Project Management e-learning

Visit our website for times and prices.

Register on-line early to get
a seat. Join our mailing list.
www.outercoreinc.com



OuterCore Professional
Development, LLC
5015 Birch Street
Newport Beach, CA 92660



PMP Exam Answers

From page 15

- 1. a. Projectized**
PMBOK® Guide 2004,
Chapter 2, Section 2.3.3, page 28
- 2. d. Management control**
PMBOK® Guide 2004,
Chapter 2, page 19
- 3. b. Organizational process assets**
PMBOK® Guide 2004,
Chapter 4, Page 84
- 4. d. Provide the seller with information
on how to address non-conforming
deliverables**
PMBOK® Guide 2004,
Chapter 12, Page 297

Capturing the Summit

Expanding Knowledge - Achieving Goals

August 22 - 23, 2008

Formerly the Southern California Coalition Technology Conference ~ Long Beach Westin, CA

9th Annual 2008

So TeC

Southland Technology
Conference



Achieving career goals requires constantly striving to expand abilities, knowledge, and interpersonal relationships. This year's Southland Technology Conference can provide you with those opportunities. With a wonderful slate of knowledgeable speakers and the opportunity to interact with other IT management professionals, you will have the chance to gain new skills and information, exchange thoughts and experiences, make new contacts to help you expand your career opportunities, and improve your ability to respond effectively to the daily challenges in your job. Join us for two days that can help you capture the summit of your aspirations!

www.SoTeCConference.com

FEATURED KEYNOTES:

"Outsourcing in 2020: A Forward Looking Perspective"

Kevin Parikh, CEO Avasant

"LegalZoom.com, From Concept to Strategy to Implementation and Strategic Growth"

Eddie Hartman, Co-Founder, Chief Technology Officer and Chief Strategy Officer of LegalZoom

"2008 Trends - Today's Top Technologies"

Joel Manfredo, Principal, Acies Consulting Corp



WESTIN
HOTELS & RESORTS

LONG BEACH WESTIN
333 EAST OCEAN BLVD.
LONG BEACH, CA 90802

- **Top Industry Speakers**
- **Vendor Showcase**
- **Networking Opportunities**
- **PDU's / CEU's**
- **Cost Effective**

PRICING & DISCOUNTS

**EARLY BIRD
ENDS AUGUST 11**

Early Bird: 2 day \$275 / 1 day \$175

Regular: 2 day \$295 / 1 day \$195

With every five registrations to the SoTeC 2008 Conference, receive one complimentary registration when all registrants are from the same company.

WANT TO BE PMP® CERTIFIED?

Studying for the PMP Exam?
Need qualifying education contact hours?

PMI Orange County Chapter Announces Its 2008 Fall Course



PMP EXAM PREPARATION WORKSHOP

Six Saturdays Beginning September 13, 2008

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

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

NEW THIS FALL: PMI-OC is partnering with The Project Management PrepCast™ to make their downloadable podcast available to our PMP prep students. Developed by former PMI-OC Chair/President **Cornelius Fichtner**, The Project Management PrepCast™ consists of 89 episodes, each of which focuses on one concept or process. Download them directly to your computer or iPod and listen when, where, and as often as you want to each episode to enhance your understanding of the concepts, tools, and techniques you learn in the class.

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

| | | |
|-----------------|------------------|-------------------|
| Sept. 13 | Sept. 27 | October 18 |
| Sept. 20 | October 4 | October 25 |

Where: Brea

Brea Civic Center
1 Civic Center Circle
Birch St. & Randolph Ave.
Brea, CA 92821

Costa Mesa

University of Phoenix
South Coast Learning Center
150 Bristol Street
Costa Mesa, CA 92626

Cost: The workshop fee is per participant, payable at the time of registration. Classes fill very fast, so get your registration and money in early to guarantee a seat. **Register by September 3 to receive a special discount!**

- **PMI Member: \$750 before September 3, \$850 after September 3**
- **Non Member: \$800 before September 3, \$950 after September 3**

Register at www.pmi-oc.org

Information at www.pmi-oc.org or e-mail 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.



**NEW
VENUE**

PMI Orange County MILESTONES

August 2008, Volume 20, Number 8

MILESTONES is published monthly 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. Copyright 2008 PMI-OC, Inc.

Editors: **Roger Lew, PMP**
John Sunderson, PMP
editor@pmi-oc.org

Advertising: **Jon Bianco, PMP**
advertising@pmi-oc.org

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

Inquiries: editor@pmi-oc.org

Please help us improve our communication with you by verifying your mailing and e-mail addresses on the PMI® website.

Go to: www.pmi.org/authentication?s=fale&r=www.pmi.org/Pages/default.aspx to check your membership information, mailing and e-mail addresses.

To access, you will be prompted for your PMI user name and password. If you do not know these, just continue to follow the prompts.

Gold Level Sponsor



www.compuware.com

Index to Advertisers

| | |
|--|----|
| Caltech Industrial Relations Center | 10 |
| www.irc.caltech.edu | |
| Cheetah Learning | 14 |
| www.cheetahlearning.com | |
| Keller Graduate School of Management . . . | 13 |
| www.keller.edu | |
| Management Concepts | 16 |
| www.managementconcepts.com/sins | |
| Mountain Goat Software | 14 |
| www.mountaingoatsoftware.com/pmi | |
| OuterCore Professional Development | 17 |
| www.outercoreinc.com | |
| Project Auditors LLC | 17 |
| www.ProjectAuditors.com | |
| Project Insight | 17 |
| www.projectinsight.net | |
| RMC Project Management, Inc. | 16 |
| www.rmcpj.com | |
| UC Irvine Extension | 16 |
| www.extension.uci.edu/pmioc | |
| University of Wisconsin-Platteville | 4 |
| www.uwplatt.edu/disted | |
| www.uwplatt.edu/disted | |

PMI-OC Dinner Meeting

Tuesday, August 12, 2008

Program: **Saying Yes When You Really Mean No**
Lee R. Lambert, PMP
PMI Professional Development Provider of the Year, 2007

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

**Although the hotel prepares additional meals over our committed attendee count, walk-ins are not guaranteed dinner.*

Featured Presentation Only (Members and Non-Members)
In Advance \$15.00 *At the Door* \$15.00

Parking: **FREE!**

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, MasterCard, American Express) at the door.

Make your reservation by 10:00 p.m. on Sunday, August 10, for 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 10:00 p.m. on Sunday, August 10, or anyone who makes a reservation and does not attend, will not receive any refunds.



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