PMI® MILESTONES
ORANGE COUNTY CHAPTER

OCTOBER 2008 • Volume 20 • Number 10

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October 14 Dinner Meeting

CIO Forum

Globalization and Offshoring

Globalization is one of the top issues facing IT professionals today, affecting every industry and, whether directly or indirectly, everyone's career. Join PMI-OC for the October dinner meeting and take advantage of this unique opportunity to ask questions of, and interact with, a panel of executives with extensive first-hand knowledge of globalization and how it will affect you.

Learn what it will take to remain competitive in your field as globalization and offshoring impact you, your company, and your industry. Each of our panelists will offer his unique perspective on the changes brought about by globalization and offshoring.

Douglas Beebe
is corporate manager of business support systems at Toyota Motor Sales (TMS), U.S.A., Inc.

In this position, Doug supports the business information technology needs of various TMS divisions, including finance, human resources, legal, planning, diversity, corporate communications, and affiliate companies.

Previously, as corporate manager of information systems at TMS, Doug managed the systems support and operations of all technology planning, design, and development for the business support and affiliate groups.

Reza Leaali
serves as chief information officer for Wachovia Dealer Services, the nation's fourth largest auto financial services company.

In his current role, Reza is responsible for the technology initiatives for mission-critical and other technology solutions, as well as IT strategy and alignment with business long-term vision.

Reza champions IT as a value-added business for Wachovia Dealer Services. He leads and manages a complex IT portfolio of people, infrastructure, systems, processes, and projects that supports the company's strategic and tactical needs.

Danis Yadegar
founded Arsin Corporation over 15 years ago, and in 2007 Arsin became part of SemanticSpace Technologies. Arsin continues as an industry leader in enterprise software and test automation.

As president and CEO, Danis is responsible for Arsin's long-term strategy and day-to-day operations. He has more than 25 years experience in all aspects of software design, development, and testing with special emphasis on integration, scalability testing, database, and user interface development.

Forum Moderator:
Derek Barraza, PMP
Compuware Corporation

The October 14 dnner meeting is also PMI-OC's annual chapter meeting. We will introduce the 2009 board of directors and include a short state of the chapter presentation.

NEW MEMBERS

Jauna Anderson
Pamela Baker
Max Ballarte
Eric Bartholomew
Nagalakshmi Bobbillapati
Jane Bogomolny
Thomas Buergi
Jeff Cellio
Robert Davis
John Day
Julia Dorn
Gregory Duvall
Ari Flechner
Ingy Gawdat
William Giovinazzo
Gregory Hill
Hung Huynh
Sinjin Lindbeck
Wendy Lisko
Brenda Love-Ruiz
Janet Michener Whipple
Martin O'Sullivan
Kathi Pang
Bharathi Pinninty
Eric Pond
Anand Raghavendran
Joseph Rutherford
Rene Simon
Prem Singh
Adrienne Smit
Sandra Smith
Bryan Thomas
Sandra Villacarlos
Sarah Yu
Nathan Zahn
Sirk Zena

NEW PMPs

Evangeline Loyola Becerra
Todd Boerger
Elfrin Colon
Ann Dailey
Ari Flechner
Mark Haraga
Scott Janke
Shaun Land
James Leigh
Andries Mans
John Ngo
Kenji Nishihara
Martin O'Sullivan
Todd Smiley

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THE CHAIR'S COLUMN

Negotiating

Most of us negotiate in some form as part of our Project Management responsibilities – e.g., resolving an issue, recruiting staff, selecting a product, determining scope, developing a contract. Last month, I helped renegotiate a contract on behalf of a client saving them a large sum of out-of-pocket expenses and increasing their potential endgame profit by over 20 percent. As a result, several colleagues asked me to share some tips. Though there are a lot of techniques I use, the following actions regularly prove successful in most types of situations:

- **Do your homework, including knowing the people** – A simple example is from early in my career. In an initial client meeting, my manager debated with the client on who was correct on one point and finally said, "Who do you think you are, a rocket scientist?" The client replied, "Yes, I am." Aside from the fact that the manager was being rude, understanding the client's expertise would have provided better insight to the client's potential willingness to agree to a more appropriate solution given the client's background.
- **Prepare** – This step is vital especially if you have a lot to lose or gain. It is usually to your advantage, and to the increased likelihood of finding the best solution, to reduce the actual negotiation time in order to spend a little more time preparing, You may have all the raw facts for your negotiation. The question is "How will you use it?" First, understand the goals and interests for both sides and each of their importance and impacts. Understand what gaps exist between those goals and what you are willing to trade off. This will help you define options to meet as many goals as you desire from both sides – ideally, a solution with mutual gain which may mean achieving the intent of some goals and not the original set of goals. There are different techniques for such preparation. I can provide you samples if interested.
- **Keep perspective and trade perspectives** – Do this during the negotiating which is the most challenging step and consists of multiple components. I will only skim over some proven practices. Keep reminding yourself of your objectives and to not make hasty decisions or comments. This is where tips such as pausing or recapping the discussion are useful. To help advance discussions, trading perspectives is effective and involves creating a favorable atmosphere for negotiation and shifting focus to understanding both sides' goals and defining options and joint outcome. This requires more than just asking each other to walk in each other's shoes. Ask probing and open-ended questions ("Why?" and scenario questions) which also shows the other side your attempt to see their side and meet their goals and potentially opens new doors. The most helpful basic tips I have employed include using "we" instead of "I" or "you", sitting physically next to the other side, and treating it as an opportunity for joint problem-solving.

Keeping Professional Development Resources Current

After I renegotiated the above contract, one of my first thoughts was to share my accomplishment with one of my mentors to thank him for a negotiating technique I used on which he coached me. Sadly, this mentor passed away several years ago, and I realized that I had not named a "replacement."

I share this with you because I have seen some similarities with professionals who I have been coaching. In recent months, I have experienced more than a twofold increase in inquiries from professionals contacting me looking for a new job, needing resume assistance, and requesting skill coaching. I have enjoyed being able to help these people and connect them with other qualified resources. In this process, a common theme has arisen – professional development resources have not been kept current. It is easy to update your resume. We also need to proactively keep our resources current rather than waiting until we are in desperate need. This includes building relationships with mentors who are relevant to our current activities and goals, as well as assessing our networks, tools, and other knowledge sources.

I look forward to seeing you at our **October 14 Dinner Meeting / Annual Business Meeting!** We will introduce the 2009 Board, deliver a short State of the Chapter presentation, and feature a CIO Panel.

Victoria Flanagan, Chair/President

Volunteer of the Month

Peter Librojo, PMP

Each month, PMI-Orange County Chapter members look forward to attending the monthly dinner meeting. As we all know, it takes many hands to make an event a success. We are all grateful to a dedicated team of chapter volunteers who work to make that happen.

Peter Librojo, PMP has been part of the dinner meeting leadership since August 2007. Whether it's showing up early to make sure that all of the audio and visual equipment is up and ready for action, coordinating the dinner meeting PowerPoint presentations, or supplying materials for raffles and supplies, Peter can be counted on to step in and fill any role to make sure that each dinner meeting is pulled off without a hitch.

If you've been to a dinner meeting as a new PMP,® you've probably received your official PMP welcome mug from Peter. He even substitutes from time to time to fill in as the dinner meeting chair. This is why PMI-OC is proud to recognize Peter Librojo as Volunteer of the Month for September 2008.

A PMP since June 2007, Peter currently works in the financial services industry, managing new product development projects that the business wants to introduce to the market. His projects involve several IT groups and business areas and typically run between three to 18 months, depending on the scope. Peter enjoys the challenge of developing a new product and, at the same time, learning how the new product works and its applications. He also enjoys the interaction with various members of the organization that is part his role as project manage.

Peter joined PMI-OC in late 2007 and soon became involved in various activities within the chapter. Peter welcomes the opportunity to network with new and old colleagues and has fun volunteering. When he's not working or volunteering, Peter spends his time traveling, cycling, and skiing.

Beth Williams, PMP
Volunteer Coordinator
Photo by **Simon Hawkins, PMP**

Volunteer Opportunities

Marketing Director: marketing@pmi-oc.org

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.

Website Editors

Several volunteers are needed to help edit our new website. The website editors will look over all the website pages for spelling and grammatical errors and report them to the chief editor. Time commitment should amount to a couple of hours a week. This will give you the opportunity to be involved in the design and maintenance of our new website.

Operations Director: operations@pmi-oc.org

Operations Knowledge Managers

Needed to create and organize the process and policy documents for the chapter. This person will assist the operations deputy in setting up access to documents, as well as setting up committee access to the knowledge library. This job can be managed remotely. Time commitment for this opportunity is roughly ten hours per month initially, with possible teleconference participation every other month.

Operations Deputy

An operations deputy is needed to support the operations director in preparing for board meetings (preparing agenda, minutes, auditing, updating and e-storage of documents). This person should be available to attend board meetings (held the fourth Tuesday of every month). This is a fun way to learn more about the inter-workings of the chapter and would be a good jump start into a leadership position with the organization.

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PMI-OC 2007 PROJECT OF THE YEAR

Edison SmartConnect™

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During the September dinner meeting, we were pleased to have **Paula Campbell** with Southern California Edison present the SmartConnect project that was selected as the Project of the Year for 2007.

Sponsored by the Orange County Chapter of the Project Management Institute (PMI-OC), the Project of the Year (POY) Award recognizes the accomplishments of a project and the involved project team for superior performance and execution of exemplary project management.

Paula began her presentation by showing a video, "Edison's Vision of the Future." She then went on to address the tools needed to encourage energy conservation. SmartConnect is one of the many solutions that Edison is considering to encourage customers to lower their energy usage.

As a company, Edison serves a population of 13 million people in a 50,000 square mile service area within central, coastal, and Southern California and is an industry leader in renewable energy, SmartGrid, and smart metering. As the state's population continues to grow, the demand for electricity increases, resulting in an overall peak demand on Edison's grid.

The advanced metering infrastructure (AMI) system, known as Edison SmartConnect, is part of Edison's five-part strategy for a clean energy future. SmartConnect will replace approximately 5.3 million meters and associated infrastructure with two-way communication capability and ultimately enable automated meter reading. SmartConnect meters will interact with next generation thermostats, appliances, and other communicating devices for customer choice and convenience. The overall program will also empower customers by providing rate choices to manage costs, energy information and analysis, billing and payment options, and communication with SmartGrid technologies for notification, detection, and repair of grid problems.

Edison's SmartConnect submission focused on Phase II (pre-deployment) of the program. Phase II was the second step of SCE's multi-phased approach to develop and deploy next generation advanced meters. Phase II key activities included: (1) matured management controls, (2) completion of field tests with two meter/communication solutions, (3) finalized business case and filed regulatory application, and (4) completed procurement process with key vendors. The project team completed Phase II on scope, on schedule, and under budget by approximately $11 million while simultaneously planning and preparing for Phase III, the full deployment phase.

Paula Campbell presented a technical overview of the project and reviewed some challenges experienced during Phase II, including managing emerging technology development; building a team made up of several matrix organizations, contractors, and vendors; and ensuring stakeholder engagement internal and external to SCE.

In completing Phase II, SmartConnect leveraged several methods and project management methodologies, including open innovation, which was the sharing of information with other utilities to stay informed about emerging technologies,

design and change control board, design structure matrix and rolling wave planning, business case development and budgeting, leadership development, and an integrated processes control model. A clearly defined governance structure was also critical in driving the project.

Lessons learned from Phase II included: (1) defining requirements before selecting the technology, (2) maintaining transparency with regulators and industry, (3) aligning growth with project controls and complexity of work, (4) and focusing on building the team along with the technology. Paula closed by thanking the SmartConnect team of 240 members.

Congratulations to the Edison SmartConnect project team for their efforts in the deployment of advanced metering infrastructure solutions and for sharing their success with PMI-OC.

Bernice Maldonado
Photo by **Simon Hawkins, PMP**

PMP Exam Questions

Test your knowledge on these sample questions.

1. 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?
   a. Fast tracking
   b. PERT
   c. Critical chain
   d. Critical path

2. 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 is compete. To compress the schedule, you elect to purchase those parts before the design is complete. The approach you plan to use is known as:
   a. Leveling
   b. Simultaneous engineering
   c. Crashing
   d. Fast tracking

3. Your project data shows that, at some point in the time during execution, the earned value (EV) is $10,000 and the actual cost (AC) is $7,500. The cost variance (CV) is:
   a. There is insufficient data to make a determination.
   b. <$2,500>
   c. 1.333
   d. $2,500

4. Requirements for contract closure are usually defined in the:
   a. Terms within the contract
   b. Procurement management plan
   c. Procurement specification
   d. Integrated project plan

Answers are on page 12.

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

At the September Dinner Meeting

Above:
First time attendees

Right:
Socializing and networking at dinner

Below:
New PMPs:
Richard Darby
Susan Iannaco
Roxanna Lake

Photos by
Simon Hawkins, PMP
and **Greg Savage, PMP**

Southland Technology Conference and Vendor Showcase

The 9th Annual SoTeC Conference, which took place on August 22nd and 23rd, drew project management, software quality assurance, and IT professionals from across Southern California. The theme of this year's conference was ***Capturing the Summit-Expanding Knowledge-Achieving Goals***.

This year's vendors included International Institute for Software Testing (IIST), Leverage Point Corporation, Project Insight, RCM Technologies, Inc., ETHIX Corporation, QArea, UC Irvine Extension, Resources Global Professionals, Embry-Riddle Aeronautical University, and EPM Live.

The two day conference featured an array of knowledgeable speakers whose presentations focused on achieving career goals and expanding abilities, knowledge, and interpersonal relationships. The presentations were divided into four educational tracks: (1) project and quality management, (2) technologies, (3) personal development, and (4) industry trends and best practices.

Each day of the conference featured two keynote speakers. On Friday morning, **Kevin Parikh**, CEO of Avasant, looked to the future with a presentation entitled ***Outsourcing in 2020: A Forward Looking Perspective***.

Friday afternoon's keynote speaker was **Eddie Hartman**, co-founder, chief technology officer, and chief strategy officer of LegalZoom, with a presentation entitled ***LegalZoom.com, From Concept to Strategy to Implementation and Strategic Growth***.

Mr. Hartman began by describing how LegalZoom first started. He talked about planning and implementing, raising the funding and capitalization, staffing, forming partnerships, facing barriers to competition, and the technology and infrastructure. He colorfully illustrated how he obtained a "famous guy," **Robert Shapiro**, a superstar attorney, as the one of the founding partners. It was a slow start, but they saw the "light at the end of the tunnel" based on their sales growth, development of operations, technology growth, and planning.

Another important event in LegalZoom.com's early growth was moving beyond funding from "friends and family" to collaboration with their first venture capital partner. Mr. Hartman ended by claiming he would not be where he is today without the support and opportunities provided by his colleagues in PMI-LA.

An interesting Friday afternoon session was ***It's Not Easy Being Green***, presented by **Cathy Moran** of the CleanTech Future Group. Ms. Moran began by stating the session objective: to motivate and enable you to act on "green wave" opportunities. She next detailed the converging factors pushing the "green wave," which included global climate change, impending regulations, green building regulations, and new opportunities for greater profits. There are three major opportunities in the "green wave:" (1) green computing, the study and practice of using computing resources efficiently, (2) energy management which supports the tracking and reporting of environmental performance, and (3) the opportunity for new revenues.

Ms. Moran suggested several green computing tactics, such investing in high-efficiency technologies, virtualization and server consolidation, cooling redesign and upgrade, power management, and green IT purchasing practices. Some of the challenges involved in achieving green IT include lack of information, lack of attention to initial design of IT systems for high efficiency, securing capital allocations, and the fact that IT infrastructure is consuming an increasingly large percentage of the IT budget.

Saturday's session began with **Joel Manfredo**, principal at Acies Consulting Corp., speaking about the near term technology trends that effect our work and our lives in 2008. In his keynote presentation entitled ***2008 Trends-Today's Top Technologies***, Mr. Manfredo reviewed technology trends in the context of business, economic, and societal trends, focusing specifically on the hottest topics, such as green IT, corporate sustainability, and Web 2.0.

The afternoon keynote speaker was **Dianne Gubin**, president of Tech Exec Partners, Inc., who delivered a presentation entitled ***Recession Proofing Your Career in a Really Tough Economy***. Ms. Gubin discussed current trends in the economy and strategies anyone can use to become less vulnerable to the ups and downs of the job market. She stressed that in the current economy, with unemployment rates in California at a 12 year high, individuals must take advantage of every opportunity to make themselves more appealing and indispensable to employers. Her tips and advice touched on resume writing, networking, interviewing, and on-the-job attitudes and behaviors.

Saturday's speakers included **Thomas Cutting**, PMI-OC Membership Director and project manager/mentor with Cutting's Edge, who spoke about the four types of authority, how to build authority, and what to do if you've lost it. His presentation was titled ***Grabbing Authority***.

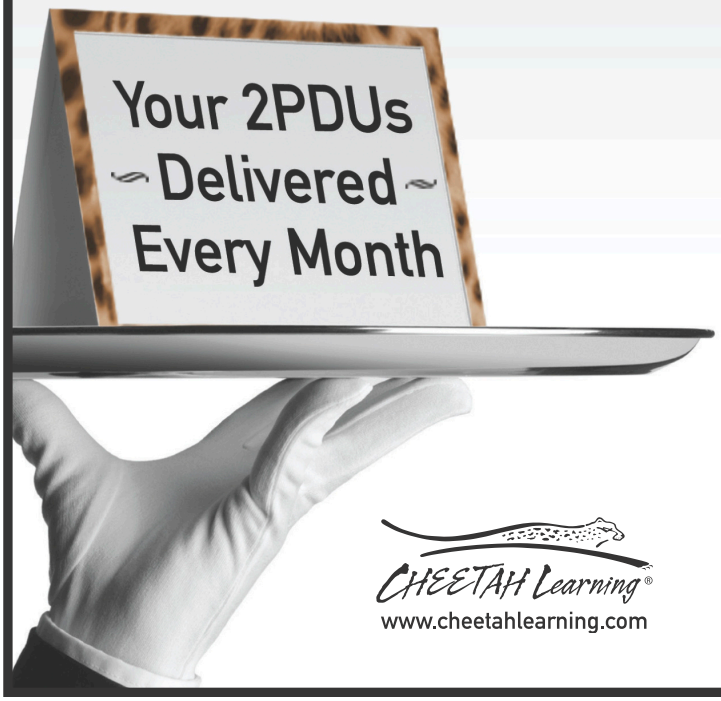
Betty LaMar, executive coach and president of Nadisa Associates, led those who attended her presentation, ***Attitudes, Choices and Self-Talk***, through a series of self discovery exercises with the goal of discovering each individual's most important values and how those values impact the choices we make at work and in our personal lives.

Ms. LaMar defined a value as a belief, mission, or philosophy that is meaningful. She maintains that each of us has a core set of personal values, whether we are conscious of them or not. She led the group through exercises in which each individual identified and prioritized values that are important to them and discussed how those values have shaped their decisions and how they have dealt with situations in which their core values conflicted with their work requirements or their own self-interest.

Ms. LaMar talked about reducing stress by recognizing our core values and integrating reason and emotion. She also discussed self-talk as both a positive and negative influence on our thoughts, our behavior, and our acceptance of change as an inevitable opportunity for new beginnings. Ms. LaMar stressed the advantages of becoming proactive in managing change by developing a vision for the future, thinking strategically about how to achieve that vision, and setting achievable goals.

Jennifer Murphy, PMP
Colby Mariva Riggs, PMP

Join the Club…



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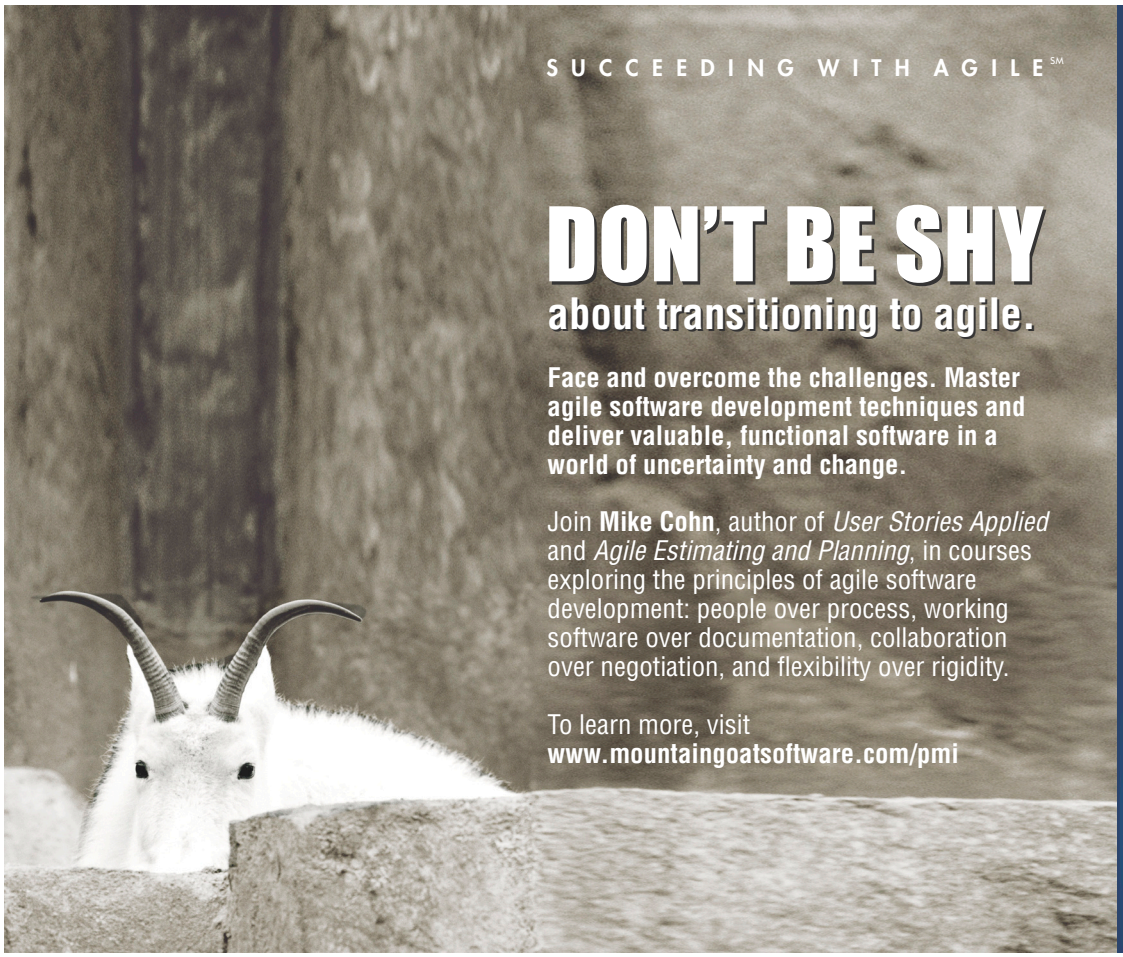

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Politics 101: A Survival Guide

Presented by **Philip E. Quigley, PMP**

Definition of Politics

Politics is simply how power gets worked out on a practical, day-to-day basis. Many of us experience office politics, and the goal is usually to use assigned power within the organization for the purpose of obtaining advantages beyond one's legitimate authority. Those advantages may include access to tangible assets or intangible benefits, such as status or pseudo-authority that influences the behavior of others.

Office politics exist, and it could be good or bad in your personal situations. People have different personalities and drivers; some people are interested in promotions, while others are interested in power. Organizational goals and awards affect a person's behavior. As a project manager or professional, you must come to terms with it and deal with it. Keys to surviving politics are networking, power, and relationships.

Networking

A key to power, politics, and effectiveness is relations (networking) with people. To be truly effective, you must actively work on the network and manage it. You need to continually add and drop people from your network. It is interesting because we do this in our private lives as well. Your network must include both peers and superiors.

You must also have a network of subordinates. Managing a network means staying in touch with people. Golfing is a great way to build and manage your network. For you non-golfers, networking can be achieved through groups like Toastmasters and through technology like LinkedIn, Plaxo, etc. You can also use Linked In to connect people in the "C" group (CEOs, CIOs, C…), as well as join networking groups with people at this level. These people are usually the hiring managers or are close to the hiring managers. The key is to put energy and time into the network.

Power

Power is the ability to get people to do what you want, either because they want to or they have to. Two ways you gain power are (1) formal rank and (2) network of relationships (who you know, informal power). In order to gain power you have to have and use power.

Use power with a fine touch. You also want to be respected; screaming and threatening often result in fear or even hatred toward you. Most successful power players are usually very quiet. Good example of a power player in action can be seen in the movie *The Devil Wears Prada*. Real life examples of power players are Steve Jobs and George Marshall, who was chief of staff of the armed forces during World War II. General Marshall was quite effective at controlling General George Patton without raising his voice. Another power player example is Steve Jobs. He was able to get creative people to work to a budget and time schedule to make Apple and Pixar successful.

Relationships

If you want to be promoted, your superiors and peers must think well of you. Two ways to do it: (1) perform, and (2) be respected and liked.

Performance is simple; being respected and liked is hard. Being respected and liked starts with peers and superiors who know you. They know you personally and hear about you through the network. Also, you must always be selling yourself: the way you dress, your poise, language, and actions. Your superiors must also see you as someone who helps and supports them.

Don't be a problem person. A problem person is someone you can't work with. It is bad when it's a peer and worse when it's a superior. When it's a peer, the first rule is to ignore the person. Otherwise, the rule is to neutralize them or stay away. If it's a superior, then the first rule is to get away. Second rule is to kiss up until you can get away. Someone

who is seen as disagreeing and disloyal is not going to be promoted. Cold fact of life: there are three lists in companies:

1. People to fire as soon as possible
2. People to keep around until they're not needed
3. People to promote

Have you decided which list you want to be on?

In summary, politics exist in all organizations: companies, military, government agencies, professional societies. You need to be aware of the politics and players and then decide how you want to play the game. Something else to remember for most of us: can you look yourself in the mirror at the end of the day?

Recommended reading: *Dress for Success* and *Live for Success.*

Attendees were encouraged to participate in the discussions and conduct exercises. Attendees would get into groups to discuss some of the following topics:

- Why are office politics good or bad? Explain why you feel that way.
- Identify the political players; discuss their effectiveness and how you interact with them.
- How do you add or lose people in the network?
- Do you belong to a professional society, alumni group, golf group, or athletic club?
- Who in your organization is a power player?

Jim Monical, PMP

Photo by **George Meier, PMP**

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#17: FAILURE

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LETTERS *to the Editor*

From a Reader:

May an article that a contributor to *Milestones* writes be published in the PMI® periodicals or included in the PMI virtual library?

Editor:

PMI maintains its virtual library as an online resource for project management information and encourages project professionals to submit material.

PMI's virtual library submission form is available online and should be used when sending in articles. PMI editors will review, edit, and make a decision on acceptance. It's important to remember that authors are responsible for all statements made in their work and that all submissions must be electronic format. Virtual library editorial guidelines should be followed; the material should be in English; and resources should be cited.

Articles submitted will be accepted based on their usefulness, originality, relevance, and currency of the topic. Articles can also be submitted to periodicals such as *PM Network*, *Project Management Journal, PMI Today, etc.* A copyright agreement must be filled out, giving PMI authority to publish and reprint the articles in any of its periodicals.

More information on article submission can be obtained on PMI's website or by contacting the publications planner for *PM Network*, barbara.walsh@pmi.org.

Vinita Jha
Assistant *Milestones* Editor

To our readers:

This column is not for only questions and answers. It is also available to members, persons interested in project management, and persons associated with our chapter. It is meant to be a forum for feedback on chapter activities, plans, and possible improvements. We invite all readers who would like to express an opinion to write Milestones at editor@pmi-oc.org. The editors will select correspondence that tastefully expresses opinion, responds to previous Milestones content, or (as above) inquires about subjects relevant to PMI®. The editors reserve the right to choose what appears in the column, but we will attempt to print any letters received within the limitations of space available and editorial guidelines for Milestones.

The Editors

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Wednesday, Nov. 19

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:

Wednesday, November 19, 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

**Date may be subject to change.*

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

Answers to PMP Exam Questions

From page 6

1. c. Critical chain

PMBOK® Guide 2004,
Chapter 6, Section 6.5.2.6

2. d. Fast tracking

PMBOK® Guide 2004,
Chapter 6, Section 6.5.2.3

3. d. $2,500

PMBOK® Guide 2004,
Chapter 7, Section 7.3.2.2

4. a. Terms within the contract

PMBOK® Guide 2004,
Chapter 12, Section 12.6.3.1

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Advanced Topic Seminar

Saturday, October 4, 2008

Project Management Problem Solving Across the Industries

Hosted by
DeVry University, Keller Graduate School of Management

A **diverse panel of experts** will conduct an interactive seminar on project management issues unique to their specific industries. Topics will include PMOK® applications, special problems and how they were solved, employment outlook, trends, changes, and more.

John Filicetti, PMP (telecom, PMO) is a senior sales engineer/PMO-PPM-PM consultant with in-depth experience and expertise in enterprise project management, project management methodologies, project portfolio management (PPM), project management offices (PMOs), governance, process consulting, and business management.

Joseph A. Hamamoto, DIBA (aerospace, IT) has over 25 years of aerospace management experience in leading companies, on new start-ups, and international and domestic supply chains. Dr. Hamamoto is also president of a consulting firm and a senior faculty member in international business programs at DeVry University, Keller Graduate School of Management.

Kashif Khwaja, PMP (skilled program management) is an expert in high profile global organizations. He also has extensive skill and experience in PMI, ITIL, SOX, CMMi, FDIC and HIPAA., process optimization, change management, governance, risk, and security.

Robert Pettis, PMP (manufacturing), a PMI-OC member since 1999, has spent 30 years learning how to get new products out of the engineering lab and into production in the computer, shipping, home entertainment, electronics, and other industries through applying PMBOK principles to the realities of everyday human nature.

Morgan Shih, PMP (health care) is a senior project manager at the country's leading generic drug development and manufacturing firm and is responsible for several injectable drug development projects ranging from simple aqueous solutions to complex liposomal, suspension, and sterile API formulations.

Renata Weir, PMP (health care, IT) is a senior project consultant at a high volume pharmaceutical business that fills over a million and a quarter prescriptions monthly through mail order services. Renata has 14 years of experience implementing business systems in the health care, oil and gas processing, transportation, insurance, and financial industries.

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

PDUs: There are four PDUs for this event.

When: Saturday, October 4th, 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

October 4: ATS

Project Management Problem Solving Across the Industries
Panel of industry experts
See column at left.

October 10: So Cal Pharma LIG

Breakfast Meeting
"Framing Speed and Clarity to Uncover the Best Way Forward"
Stuart Harris, Decision Frameworks
Location: B. Braun Medical, Irvine
See www.pharmalig.org for details.

October 14: Dinner Meeting

CIO Forum:
Globalization and Offshoring

Annual chapter meeting and presentation of 2009 board of directors
See page 1.

October 18-21

PMI Global Congress
Denver, Colorado
Keynote speaker: Gen. Colin L. Powell
See page 12.

November 8: Full Day ATS

Neil Whitten is back by popular demand! Interactive seminar based on Neal's second book, "Let's Talk."
See page 14.

November 11: Dinner Meeting

Mike Sanders, Southern Calif. Edison
Topic to be announced.
Watch www.pmi-oc.org for details.

PMI-OC Leadership Institute 2008
Recognition of successful participants

November 19: MVOT

Member/Volunteer Orientation Training
See page 11.

Coming events may be subject to change.

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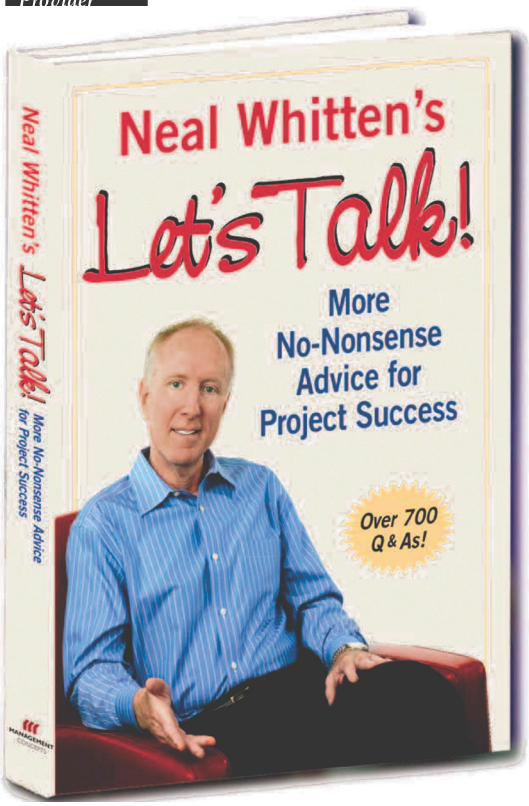

Neal Whitten's *Let's Talk!*

One day Seminar

Leadership, Accountability and Professional Maturity

Success is born of behaviors and choices that lead to exceptional performance. When we understand what is expected of us in the workplace, our performance rises to the occasion. How would you like to ask—and listen-in as others ask—a recognized PM authority questions regarding ***best practices in behaviors*** **and other project and organizational issues** that you are facing today?

Leadership, accountability, and professional maturity issues are common on projects—too common. This highly interactive seminar addresses specific aspects of these issues head-on. Through a Q&A venue, attendees pose short problem scenarios from either a seminar-provided list or their personal list. Neal Whitten then provides best-practice solutions to handling these situations effectively.

The **problem scenarios can encompass a wide range of issues** including accountability, dependencies and commitments; leadership styles, attributes and behaviors; sharing power; interpersonal communications and relationships; resolving conflict; mentoring; ethics and integrity; promoting change in your organization; project culture; quality; roles and responsibilities; clients; management; business analysts; project sponsors; performance of stakeholders; authority; escalations; domain of responsibility; and much more.

Attendees will gain insights and concrete guidance on how to demonstrate professionally mature behavior that will enable them to perform at their best, benefiting their projects, organizations, and careers. The seminar experience is intensive, revealing, and focused, aimed at providing participants **lessons that can be applied on the job immediately and that will have long-term impact**. This seminar will also help project managers, other leaders and team members promote and actively contribute to an effective business culture.

Neal Whitten is a seasoned practitioner and instructor who can get to the heart of personal and professional issues while treating all attendees with respect and sincerity.

Date: **Saturday, November 8th**

Location:
Irvine Marriott
18000 Von Karman Avenue
Irvine, CA 92612

Earn 7 PDUs

Fees and Registration:

In Advance (before October 20):

PMI members	**$250**
Non-members	**$290**

After October 20 and At the Door:

PMI members	**$275**
Non-members	**$315**

Corporations registering three or more at once receive pricing as PMI members.

Fee includes seminar, materials, breakfast, lunch, and a copy of the book, ***Neal Whitten's Let's Talk! More No-Nonsense Advice for Project Success . . . Over 700 Q&As.***

For more information or to register:
www.pmi-oc.org

Neal Whitten's *Let's Talk!* Leadership, Accountability and Professional Maturity

PMI-OC, Orange County's premier volunteer organization of project management professionals, invites you to join us for this exciting and informative one-day seminar.

Learning Objectives

- Examine your current professional behaviors.
- Discuss and resolve common behavioral issues.
- Learn professional-maturity best practices.
- Become a more effective leader and coach.
- Get personal advice and mentoring on your particular issues and questions.

What seminar participants are saying…

I was so impressed with Neal's ability to role play interpersonal issues in the manner that he did. In my many years as a conference-going PM, I've never seen anyone so daring or effective in a group setting with such difficult subject matter. (Program Manager, Health Care)

Awesome seminar! I wish that all my co-workers would have attended. My organization and company need to hear this information to raise their level of professional maturity. (Project Manager, Energy)

Neal is a refreshing cross between Dr. Phil and Bill O'Reilly! (Business Analyst, Manufacturer)

Neal's experience in the real world is very impressive and brings a perspective not easily found. (Team Leader, eBusiness Development)

I only wish I had a mentor like Neal. I believe I would be further in my career. (Manager, Aerospace)

As a professor who performs a lot of speaking and conducts a lot of seminars, I attended to hear the master of presenters. I wasn't disappointed! Neal makes it look easy. It isn't! (University Professor, Business)

Highly unique workshop. I especially liked the open forum, relatively informal approach, Neal's great sense of humor and his relaxed teaching style. I don't know a speaker who could have pulled it off as well as Neal. (Project Manager, IT)

Neal Whitten, PMP

Neal Whitten, PMP, president of The Neal Whitten Group, is a popular speaker, trainer, consultant, mentor, and best-selling PM author in the areas of leadership, project management and employee development. He has written over 80 articles for professional magazines and is the author of six books.

Mr. Whitten has over 35 years of front-line project management, software engineering, and human resource experience, of which 23 years were with IBM. He is a Member of PMI, is a PMI-certified Project Management Professional (PMP), and is a contributing editor of PMI's *PM Network* magazine.

PMI Orange County MILESTONES
October 2008, Volume 20, Number 10

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.

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www.rmcproject.com

UC Irvine Extension 10
www.extension.uci.edu/pmioc

PMI-OC Dinner Meeting

Tuesday, October 14, 2008

Program: **CIO Forum**
Globalization and Offshoring
Douglas Beebe, Reza Leaali, Danis Yadegar

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, October 12, 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, October 12, or anyone who makes a reservation and does not attend, will not receive any refunds.

PMI ORANGE COUNTY CHAPTER

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Orange County Chapter, Inc.
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