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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

December 9
Dinner Meeting

Advanced Multitasking

Mike Sanders is a project manager at Southern California Edison. He serves on the boards of the Inland Empire chapters of both PMI® and the Society for Technical Communication (STC).

Mike has taught and trained at the university, college, and industry levels and is a regular speaker at PMI, STC, and UCI events and courses.

In 2008, Mike presented "Advanced Multitasking" at the PMI Inland Empire Chapter, PMI Los Angeles Chapter, IIBA Orange County Chapter, 2008 ILCEP Conference at San Diego's Naval Weapons Center, and the 2008 SoTeC (formerly SCCTC), and as a regular contributor to UCI's project management certification program.

In September, Mike's advanced multitasking techniques were featured in PMI's "PM Network" magazine.

Presented by Mike Sanders, PMP

Multitasking seems to be one of the required skills in today's highly-tasked workforce. As a matter of fact, it seems that if you're not multitasking, there must be something wrong with you; you're not perceived as a high achiever.

In his presentation, Mike will discuss multitasking, how it really works, what it can do "for" you, what it can do "to" you, research about it, methods and tools to improve task performance, and measurements for "advanced" multitasking.

He will show you how multitasking can be leveraged by your three brains (yes, three) to maximize your output while working fewer hours, with less anxiety, and having more fun.

This is powerful material, so get ready to explode onto your work scene – the next day! Can you handle even more success?

Free laminated quick reference wallet cards will be given to all attendees, and there will be a drawing for free books. Mike will also distribute a link to his advanced multitasking website containing the presentation, reference materials, and more multitasking power tools.

PMI-OC's annual Spark of Love toy drive will be held at the December dinner meeting. See page 3 for details.

Vendor showcase will be **Qtask, Inc.**, www.qtask.com

In This Issue

THE CHAIR'S COLUMN

Completing Our 19th Year

We have achieved 19 years! It feels like we just celebrated our 15th anniversary, which we did in 2004 when PMI celebrated its 35th anniversary. In last month's article, I highlighted some of our chapter accomplishments from this year as well as some of the key changes and reinvestments we made. The 2008 State of the Chapter presentation we made at our October dinner meeting can be found on the Chapter Documents page under the About Us menu.

December is another important chapter month, with Board transition and 2009 planning. **Sylvan Finestone, PMP** (2009 Chair) and the rest of the incoming 2009 Board will share these plans with you over the next few months. A key factor that these directors and team leads are taking into account during the planning process is the Economy.

The economical challenges are expected to continue in 2009 and impact us in many ways. Some of our people have been laid off work. For some people, this is an opportunity to change careers. Regardless, this is a time for change – to assess the situation, adjust our goals and approaches as needed, and look for opportunities. Actively participating in associations such as PMI-OC can avail to each of us new opportunities through networking and professional development. Many of you participated in the annual Membership Survey in September providing a lot of helpful information and recommendations that are being utilized in the chapter planning. We invite you to continue providing the Board feedback on how we can continue to support you with your professional goals, especially during these times.

As a reminder, utilize the PMI-OC Career Center on www.pmi-oc.org to find new employment options and contacts at local businesses to assist you and your colleagues with job search. It is a good time to catch up on reading articles in our current and past Milestones newsletters and the PMI publications you receive with your membership. Another member resource, often overlooked, to support your professional development is the eReads & Reference (Books24x7) which provides online access to 250 books from PMI and other leading publishers. You can access this resource via your login on the PMI Global site.

I am excited to announce that we are implementing this month our **2nd release of www.pmi-oc.org**! I affectionately call this version OC.2 which includes the much anticipated member-specific benefits – e.g., a new capability to offer PMI-OC member discounts on events, and new special forums. The forums will provide members additional networking, knowledge sharing, and informal mentoring opportunities to support your career development needs. We will communicate all of the new features during the month.

Also, this month, look for **2009 PMP Prep Workshop** details to help you earn your PMP credential before the exam changes in 2009. Our 2008 Fall PMP Prep Workshops were a success. We conducted two concurrent sessions with a total of approximately 60 students, and many students were referred by our chapter members or other community members. Programs is in the process of awarding these individuals who made the referrals with a free event registration and planning for the Winter sessions that will start at the end of January. Register at www.pmi-oc.org or contact Tom Cumming, PMP (PMP Prep Workshop Committee Chair) at PMPworkshop@pmi-oc.org.

There is a change to our 2009 Board of Directors. Unfortunately, Bruce White, PMP resigned from his elected seat as the **2009 Operations Director**. We wish Bruce well in his personal and professional endeavors. The current Board of Directors appointed **Nora Goto, PMP**, who currently holds the Operations Director position, as Bruce's replacement. Please join me in congratulating Nora on her appointment as the 2009 Operations Director!

December marks the end of my sixth year on the PMI-OC Board of Directors. It has been a pleasure and privilege to serve the membership and to be a part of developing the chapter vision and advancing the infrastructure that will outlast many of us. Thank you to all for making this a positive experience. I look forward to working with you in the future and seeing you around our community. Enjoy the holidays and welcome our incoming PMI-OC Board and our 20th year!

Victoria Flanagan, 2008 Chair/President

VOLUNTEER OF THE MONTH

EVELYN BROOKS, PMP

Evelyn Brooks was named Volunteer of the Month for November 2008. Evelyn is being recognized for her contributions to the membership team.

As part of the ongoing operations for the PMI-Orange County Chapter, a painstaking analysis of membership statistics is performed by the members of the board. Getting this information downloaded and prepared for human consumption is no easy task. However, since April 2007, Evelyn has taken on this important responsibility and delivered this data each month consistently and with great spirits.

What is even more distinctive is that Evelyn lives and works in Los Angeles. She does her volunteer work remotely, including participation in monthly membership team conference calls and coordination of any changes to the monthly statistical reporting requested by the chapter board of directors. She also attends Advanced Topics Seminars periodically to help subsidize her awareness and stay abreast on project management related topics. For her future involvement with the chapter, Evelyn plans to volunteer as an instructor for the PMP exam prep workshops offered by the chapter. So, we are looking forward to seeing her more!

A certified Project Management Professional since August of 2007, Evelyn works for the Los Angeles World Airports (LAX) in the project management office of the Information Management and Technology Group. Her primary responsibility includes the supervision of the project management system (Clarity, MS Project, and Crystal Reports). The organization is currently switching its project management tool from MS Project Server to Clarity. Evelyn believes that learning the new system is the most interesting aspect of her responsibilities on this particular project.

In addition to this effort, she is also the project manager for a new mass notification system. It will be the first mass notification system for the airport and a very exciting management opportunity for Evelyn to lead!

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

Spark of Love

Years ago, my wife and I hosted a Christmas party in our home and asked each invited guest to bring a gift. This was prior to the beginning of the "Spark of Love" toy drive, but the concept was the same. Each gift was a toy, not for our young children, but for the women's shelter and the children housed there with their mothers. For many of those in the shelter who had fled their homes with little more than the clothes they wore, it became a few hours of joy in their troubled lives.

Throughout Southern California, many families will experience more worry than joy this year. The recent fires that destroyed many homes and disrupted lives and the poor economy have taken their toll on families this year. The Orange County Chapter of PMI® intends to alleviate as much worry and spread as much joy to those families as we can through the Spark of Love toy drive.

The Spark of Love toy drive was started 15 years ago by five counties' firefighters and ABC 7 TV. The firefighters collect toys for distribution to families selected by several charity organizations. Last year, 275,000 toys were distributed in Orange County, and our chapter contributed to almost 100 of those children. Let's beat that number and help bring more smiles this year!

We need new, unwrapped toys, books, and sports equipment for children aged from infancy to 17. As a guideline, the gifts should be worth $10 or more. Bring your gifts to our December 9th meeting, and **Nicheryl Knibb, PMP** and her committee will deliver them to the firefighters. There will also be a raffle with prizes for the winners.

If you can't make the meeting, but would like to support this toy drive, contact Nicheryl Knibb, Spark of Love Coordinator, at volunteers@pmi-oc.org.

O. Jay Murphy, PMP

Volunteer Opportunities

Finance Director:
finance@pmi-oc.org

Finance Volunteer

The finance team is looking for resources to help with any of the following functions. Taking on one of these responsibilities requires less than one hour per month.

- Help with preparing financial reports and maintenance of financial records
- Help with preparing journal entries
- Help with preparing financial reports and maintenance of financial resources
- Help with files and maintenance of accounts payable records
- Help with general accounting responsibilities
- Help with distributing reports and sending invoices.

This is a good way for a new volunteer to learn the interworkings of the chapter and its finances.

Information Technology:
it@pmi-oc.org

Webmaster

Responsible for web page design, including graphics, animation, and functionality. Provide infrastructure support and advise IT director on improvement, results, competition, and new technology to assist with brand marketing. Identify and manage new online revenue generating marketing opportunities. Act as technical contact point for Affiniscape and other service providers, as well as PMI® website governors/change management for all technical issues.

IT Volunteer

Design web pages, including graphics, animation, and functionality. Ensure consistency of web pages with approved style guide. In cooperation with content management, translate and implement content concepts. Advise IT director on website issues and improvements. Coordinate with Affiniscape for website support. Manage e-mail setups and address books for PMI-OC.

Marketing Director:
marketing@pmi-oc.org

Milestones Contributors

Write 300, 500, or 1,000 word reviews of attended chapter events for *Milestones.* A strong command of the English language and clear and concise writing styles are required.

Milestones Photographers

Need talented and creative individuals with an eye for style to take photos at chapter events for *Milestones.* Must have a digital camera and flash unit to take photos of chapter events in indoor and outdoor venues. Must be able to send photos electronically to *Milestones* editor and graphic designer.

Website Editors

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

Marketing Website Page Design

Need a volunteer with experience in website page layout, using an existing website style guide. Dreamweaver and/or HTML knowledge and experience required. Photoshop, or other photo editing software skills are also required. A third party content management system (CMS) will be used to lay out the pages. CMS training will be provided by the IT team.

E-Mail Blast Editor

Need a volunteer to produce and distribute our weekly (Thursday) *E-Mail Blast* using Constant Contact. Content will be provided by our various groups and will need to be formatted. Some HTML knowledge would be helpful. A strong command of the English language is required.

Advertising Project Director

We need someone to solicit advertising for *Milestones.* This volunteer will manage the ads, see that payments are made, and/or reciprocal agreements and contracts are up to date. Contact companies to encourage sponsorships, vendor opportunities, and website advertising. Sales experience would be helpful.

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 on the fourth Tuesday of every month. This is a fun way to learn more about the interworkings of the chapter and would be a good jump start into a leadership position with the organization.

Programs Director:
programs@pmi-oc.org

PowerPoint Coordinator

The programs team is looking for someone to create the PowerPoint presentations for the dinner meetings. Publish to PMI-OC board and dinner meeting team. Update as necessary with input from stakeholders. You will be showing the PMI-OC PowerPoint presentation in addition to coordinating any other PowerPoint preentations from guest speakers, vendors, etc. Time commitment is six to seven hours monthly, which includes presence at the dinner meetings for the full duration. Dinner meetings are held on the he second Tuesday of every month.

Technology Coordinator

The programs team is looking for a technician with an understanding of audio visual equipment. You will be responsible for setting up required equipment; including laptop, overhead projector, and sound equipment; in coordination with the hotel venue at chapter dinner meetings. The technology coordinator will also handle the storage and of care of chapter equipment (laptop, projector, a/v equipment). Time commitment of four to five hours monthly, including setup and breakdown at dinner meetings. Dinner meetings are held the second Tuesday of every month.

PMI

2009 PROJECT OF THE YEAR

The PMI® 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.

Nominated projects must
- Have been completed and accepted as complete by the owner or client prior to nomination,
- Have met or exceeded owner or client needs as evidenced by a supporting letter from the owner or client,
- Have met or improved upon budget and schedule performance when compared to original budget and schedule goals,
- Have applied project management techniques in an original way, including innovative application of practices,
- Have advanced the technical aspects and image of the project management profession as demonstrated by effective application of the principles set forth in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide),* and
- Have utilized special management team actions to overcome the complexity of the project and unusual conditions, issues and barriers.

There are three levels of competition for the 2009 PMI Project of the Year.

Preliminary (Chapter) Level:
POY nominations must be submitted to PMI-OC no later than **January 26, 2009**. A PMI-OC panel of judges will select the chapter's nominee (PMI-OC POY) no later than the first week of March, 2009. The PMI-OC POY project manager will submit the nomination to PMI no later than the third week of March, 2009.

Semi-Finalist Level:
A PMI panel of judges will select three semi-finalists from nominees submitted by individual PMI chapters. The three semi-finalists will be selected no later than the second week of May, 2009 and will be submitted for finalist judging no later than the first week of June, 2009.

Finalist Level:
A final PMI panel of judges will select the 2009 PMI Project of the Year from the three semi-finalists. The recipient will be selected in mid July, 2009, and the award will be presented at the PMI Global Congress, North America, in October, 2009.

For detailed project criteria and specific submission instructions, go to: http://www.pmi.org/WhoWeAre/Pages/Project-of-the-Year-Award.aspx.

For chapter level details, visit www.pmi-oc.org, or e-mail POY@pmi-oc.org.

Deadline for Nominations:

Preliminary chapter level submissions are due no later than January 26, 2009. They are to be submitted to PMI-Orange County Chapter.

Who Should Participate:

Projects from throughout the world are encouraged to participate, regardless of size, industry type or location. PMI® affiliation is not necessary.

Who Can Nominate:

Anyone. Initial nominations should be made to PMI-OC.

The 2008 PMI Orange County Chapter Project of the Year was awarded to Edison SmartConnect™ Advanced Metering Infrastructure (AMI), Phase II. See June 2008 *Milestones.*

The 2008 PMI Project of the Year was awarded to Hatch Ltd. for its expansion of Quebec Iron and Titanium's (QIT) Upgraded Slag (UGS) plant in Sorel-Tracy. Quebec. Canada. The project was completed three months ahead of schedule and saved $15 million. During the project, there were no lost time accidents in 525,000 hours worked.

MY FIRST PMI GLOBAL EVENT

2008 PMI Leadership Institute Meeting, Denver

PMI® Global Congress
NORTH AMERICA 2008

Being involved in our local chapter for the past two years has been fun and educational, and I am always impressed with the high caliber of project managers who attend our PMI-OC meetings and events. So, when I was given the opportunity to serve on our chapter's board, I was willing and excited to do so. I started learning how our chapter operates and became more aware of the PMI® Global organization and the services they provide to members and other chapters.

This past October, I had a chance to attend the North America PMI Leadership Institute Meeting (LIM) 2008 held in Denver, Colorado and hosted by the PMI Mile Hi Chapter. The LIM is held immediately before the PMI Global Congress, and it allows more than 750 component leaders to interact with the PMI Global operations staff, network with other leaders from around the world, and learn new skills to take back to their local chapters.

My first question was, "What is a component?" PMI has several different member groups that it serves: local chapters, like PMI-OC, special interest groups, or SIGs (IT SIG, Women Project Managers SIG, etc.), and PMI colleges. Component leaders attending this year's leadership institute represented all of the component types. And there were information tables available throughout the venue, where I was able to learn more about the various SIGs and PMI colleges, a great way to network with members with similar professional and personal interests.

2009 PMI-OC board members: **Sylvan Finestone, PMP**, Chair; **Lori Shapiro, PMP**, Marketing Director; and **Derek Barraza, PMP**, Programs Director, at the PMI Global Congress. Sylvan and Derek attended other informative and beneficial sessions.

The meeting opened on Thursday morning, and **Gregory Balestrero**, PMI Global President and CEO, addressed the group. He stated that over 144 chapters, 27 SIGs and one PMI college were represented by attendees from over 33 countries. He acknowledged one attendee from Pakistan who had almost been denied a visa to attend, but made it to the meeting just in time. Greg presented an overview of the enhancements to the PMI Global services that are provided to the chapters, focusing on the updates to the website, member database information, and other services.

The keynote speaker, **Mark Mullaly, PMP**, presented the topic, "Leading the Realization of Project Management Value." Mark and a team of researchers collected a massive amount of data from 65 organizations around the world, conducted 417 interviews and 344 surveys, and then analyzed all that information. The bottom line to the research findings is that companies from all different industries and from all around the world find value in project management. They may not be able to quantify the value through ROI analysis, but it is there.

In the afternoon component learning and sharing sessions, the attendees spent time with other chapters in their region. PMI-OC is part of Region 7, which is comprised of chapters from California, Arizona, New Mexico, Nevada, and Hawaii. We were introduced to our new Region 7 mentor, **Richard Polendey, PMP**, from the Honolulu chapter. And we helped congratulate the Phoenix chapter for winning three component awards: Component of the Year, Volunteer Program of the Year, and the Component Collaboration Award. Meeting with chapters from our region gave me a chance to discuss and learn some of their best practices and network with leaders who have the same goals: to bring value to members by offering ongoing PMP® certification educational programs and networking opportunities.

The final session on Thursday afternoon was a breakout session that brought together leaders with similar areas of responsibility. Since I will serve as the 2009 PMI-OC Marketing Director, I attended the marketing session. We did some major brain-storming and used a special technique to document the best practices and ideas of how to market

our chapter to our members and to our community. I brought back five solid pages of ideas to share with our chapter leadership.

Friday and Saturday were educational days, where we able to attend sessions on association governance, individual leadership development, and PMI institutional knowledge. I attended a session that discussed the PMI Global professional awards. PMI has many awards available for individuals and corporations, such as Project of the Year, and also various scholarships. **Click here** to learn more.

I also attended sessions that discussed "Ten Keys to Successfully Finding, Developing, and Leading Volunteers" and "Building High Performance Teams through Delegation, Counseling Coaching and Mentoring."

All in all, the two and a half days were very valuable, and I was able to bring back some excellent ideas. I also was able to meet other leaders from chapters in Region 7 and around the world. I am better able to appreciate the value from my own PMI membership and see that volunteering in a leadership role can be both rewarding and will help further my professional goals and skills.

Lori Shapiro, PMP

Scholarship Available

Each year, PMI-OC sponsors a **$1,000 Charles Lopinsky Memorial Scholarship**, which is awarded through the PMI® Educational Foundation. This scholarship is open to students who are Orange County residents and are pursuing a degree in project management.

The annual scholarship is given in memory of **Charles Lopinsky**, **PMP**, **PMI Fellow**. Charlie left behind a legacy of service to PMI. Joining PMI in 1971, he was an active volunteer with both the PMI-OC and PMI-LA chapters, as well as with the institute itself.

Competitive scholarships are based on merit, as measured by academic performance, co-curricular and extra-curricular activities.

June 1, 2009 is the application deadline for this scholarship.

For more information, go to: http://www.pmi.org/pmief/ scholarship/scholarship-lopinsky.asp

MEMBER SURVEY RESULTS

Normal response rates to surveys range between ten and 15 percent. Your response rate to the **2008 Member Survey** was over 22 percent, and we are listening!

Statistically speaking, our three largest groups are IT, health care, and consulting (see industry top ten list). It's not surprising that 59 percent of you identify yourselves as project, IT, PMO, or program managers.

Job Function
- ■ Project/IT/PMO Manager
- ■ Program Manager
- ■ Project/IT Lead or Supervisor
- ■ Business Systems Analyst
- ■ Consultant
- ■ Director/Executive Management
- ■ Other (please specify)
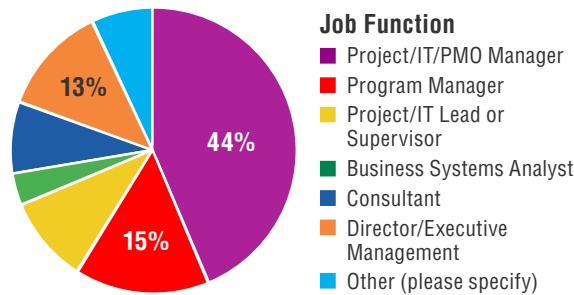
Industry Top Ten

Information Technology	15.4%
Health Care	10.6%
Consulting	8.0%
Financial Services	7.7%
Telecommunications	7.7%
Aerospace/Defense	6.9%
Software	5.4%
Engineering	5.1%
Pharmaceuticals	4.3%
Government	**3.7%**
Manufacturing/Production	3.7%
Construction	3.1%
Medical Devices/Disposables	2.9%

Your responses indicate that, in general, you are satisfied with what you see from the chapter. Whether you are looking for PDU support, certification help, networking, or just social interaction, we either met or exceeded your expectations. Not an easy feat with over 1.660 members! That doesn't mean there isn't room for improvement.

How is PMI-OC Meeting Your Needs in . . .	Exceeding Expectations	Meeting Expectations	Partially Meeting Expectations	Not Meeting Expectations
PDUs/Certification Retention	31	161	49	11
Certification	19	158	31	11
Networking	18	153	60	19
Knowledge Sharing/Learning	16	148	74	21
Professional Development/Training	28	143	73	17
Social/Fun	12	112	55	22
Career Management Support	8	107	94	29
Employment Opportunities	4	87	75	51
Mentoring	6	81	75	44

Find out what else you had to say about what your needs are; how we are fulfilling those needs; what you want for event topics, and many other items.

Visit www.pmi-oc.org and check out the 2008 PMI-OC Member Survey PDF file: http://pmi-oc.affiniscape.com/associations/8871/files/2008_PMI-OC_Member_Survey.pdf

Thomas Cutting, PMP
PMI-OC Membership Director

Developing Project Managers Who Achieve
SUSTAINED PROJECT SUCCESS

Presenter: **Tim Covington, PMP** (The Boeing Company)

Today's marketplace demands that companies flawlessly execute on the commitments made to their customers. These commitments, usually delivered through the planning and execution of projects, must be met every day, and at every level of the organization. Because so much is at stake, it is imperative that companies strive for consistent and sustained project success.

But how does a company actually achieve sustained project success? Well, we can look to the Boeing Company for answers. They undertook a program that addresses this difficult objective by dividing it into the following four key phases or parts:

(1) Defining the unique organizational context of the projects, (2) defining what project management means within the organization, (3) defining the competencies required of PMs in that organization, and (4) determining the strategies for developing these competencies.

(1) Defining the unique organizational context of the projects

Each company, even each department, has a unique culture and technical environment. The company needs project managers who can operate effectively within the constraints and requirements of these environments.

Operating effectively means bringing value to the organization. Project managers do this by making sure that the company executes and delivers on its commitment to customers.

(2) Defining what project management means within the organization

This describes what the project managers do. It involves the "art and science of project management." Project managers manage the scope, schedule, and cost of performing the projects. They provide a clear delineation of the work. They use a series of tools and techniques to manage all aspects of the project's complexity, while simultaneously insuring that the business results are achieved.
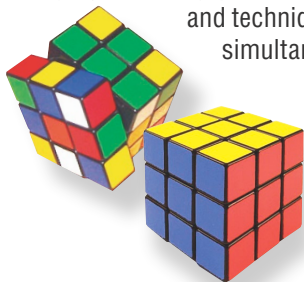
In his talk, Tim presented a very simple, yet effective, demonstration of the enormous level of complexity that can be involved in a project by displaying a Rubik's Cube. The audience was shown how easy it was for the cube to get out of order and how difficult it was to put it back into the desired configuration.

(3) Defining competencies required of project managers in the organization

What is project management competence? Tim defines it as having the requisite qualities needed to perform all of the duties required of the position. He believes that there are five categories or dimensions of PM competence. They are as follows:

1. Knowledge. This is the understanding of project management practices, tools, and techniques in addition to the technical and environmental aspects of the department, company, and industry.

2. Skills. This is about having the capability of executing all of the requirements involved in the project.

3. Personal Character. This includes adaptability, dependability, ethics, honesty, energy, determination, and commitment.

4. Experience. These are the capabilities acquired from direct observation or participation.

5. Leadership. This may be the most important, yet difficult, one to measure and assess. These qualities include modesty, integrity, charisma, passion, and tenacity.

Even with employees who meet all five dimensions of competence, the really difficult challenge for a company is to keep these capabilities sustainable in each project manager over the long run.

(4) Determining strategies for developing these project manager competencies.

The strategy needs to be broad enough to cover all of the areas of competence, and at the same time, it also needs to be deep enough to actually develop the high level of skills required in each of the five dimensions mentioned above.

The strategy that Boeing used to develop and implement these skills was implemented in three distinct phases.

Phase 1. Assessment. In this phase, the determination is made regarding the criteria that must be met for a new person to be moved or promoted into the role of project manager. This phase should include the following:

1. the five dimensions of competence listed above,
2. the framework for PM competency development (PMCD),

November Meeting Review

3. the development or utilization of internal processes and procedures,
4. a 360 degree assessment, and
5. a gap analysis.

Phase 2. Project Management Development Methods. This phase involves the actual training and development of the five dimensions of competence needed to fulfill the position.

1. Training. This should include both internal and external training, and be skill level based.
2. Mentoring. This should involve the active participation of both the mentor and the aspiring project manager.
3. Job Rotation. This provides cross-pollination of talent and gives aspiring project managers the opportunity to grow through "stretch assignments."

Phase 3. Monitoring and Controlling. In this phase, the success of the development of new project managers should be measured and fine tuned for continuous improvement. This phase should include:

1. using quantitative metrics to show the value of good project management,
2. using quantitative metrics to show the value of training and development, and
3. using a feedback loop to implement changes and improvements in the training and development process (Phase 2).

Summary

In the end, project management is really about how well a company delivers on its commitments to its customers. By actively developing project managers who achieve sustained project success, the company will also continue to enhance its business success.

Bill Georges, PMP

At the November Dinner Meeting

Above, *left to right:*
Katrina Thompson
Charity Cescolini
Ted Collins
Linda Davies
Denise Dien
Jaime Calucag
Rod Laver

Right:
Volunteer recognition certificates and gifts
Beth Williams at gift table

New PMPs, *left to right:*
Tom Yuan
Abujeet Singh
Marc Brown
Nicheryl Knibb

Below, 2008 LI Graduates, *left to right:*
Chris Mellon
Fiona Young Kouzi
Annette Parsons
Sandra B. Haine
Mary Ann Perdue
Nora Goto
Rama Appali

Passing the Baton

It is hard to believe that my term as the editor of *Milestones* is about to end as the Year 2008 comes to a close. Being the nostalgic fellow that I am, I began to think about the great things that happened in 2008 for PMI-OC.

As I reflected on the events of this past year, my thoughts turned to the 2008 Olympics hosted by China. I was captivated by the opening ceremonies and the ability of the Chinese people to show the world what they can accomplish with synergistic teamwork and that they have come of age. We were able to witness many records fall in the sports of aquatics and track and field. I am also intrigued by the relay teams and how these teams need to leave their individuality aside, to work as a team to be successful at running a fast race, but to also be able to pass the baton.

When I began as the *Milestones* Editor in October 2006, I became a member of the Marketing Team. **Brent Felsted, PMP** was the captain of the team at that time, and he was able to assemble a great team. Brent was the Marketing Director in 2006 and one of his great talents was to give his team members the freedom to get things done in an efficient and professional manner without cramping their style.

Every great team not only needs great runners, but they also need team players who can run a smart race too. **Steve Goto**, **PMP** was a great utility team player as he had the ability to lead, he could run the middle legs of the relay and he could also anchor. He has been a great photographer for the chapter by providing many of the images for *Milestones* in 2006, 2007 and 2008. Steve has provided great vision and new ideas for the members of his team. One of Steve's greatest strengths was his ability to be able to see what needed to be done and then go out and make it happen. Steve was also a pivotal contributor for two Marketing presentations to the Board of Directors (BOD).

As the editor, I had the great fortune to be able to recruit **John Sunderson, PMP** to the Marketing Team in 2007. John has been a great help this past year as *Milestones* Co-Editor. He has diligently fulfilled his commitments as co-editor, as well as made significant contributions to improving the *Milestones* production processes. As co-editor John has been a very reliable and solid volunteer for PMI-OC. I will truly miss working with him as he will be retiring in 2009 from being a regular PMI-OC volunteer.

The anchor member of our team and our captain (2008 Marketing Director), **Linda Keller, PMP** has always been the voice of reason and also a wonderful leader for the team. Like Brent, Linda shared the vision and empowered her team to do their best. She was an inspiration and her "go for it" attitude will be missed by all the team members.

The major accomplishments of the Marketing Team for 2008 are:

- Realized plan for reducing the printing and eliminating the mailing of *Milestones*
- Published a quality and differentiated *Milestones* publication each month
- Made a BOD presentation on how website could be improved and *Milestones* converted to a digital format for our members.

- Assisted in development of new PMI-OC website
- Executed plan to restructure Corporate Outreach Team to "Reach out to Companies" (**Alex Vo, PMP**; **Mary Guan**; **Jennifer Murphy, PMP**)
- Developed new "targeted" e-mails for PMP preparation classes and for special events. Initiated new techniques and approaches for reaching out to OC companies
- Developed new tri-fold brochures for "About PMI-OC" and "Corporate Outreach"
- Set up a relationship with Land's End for PMI-OC logowear (**Caroline Jurado, PMP** and **Eileen Meinhardt, PMP**)
- Website team made contributions and suggestions for new website.
- Weekly e-mail blast was changed to look more like the website
- Consistent branding between *Milestones*, website, *E-mail Blast* and chapter collateral.

In the Olympics, as we see teams receiving their accolades we tend to forget the other supporting members of the team like the coaches, assistant coaches, trainers, mentors and support members who spent long hours to make contributions to the team.

Our Assistant Editors this year were **Marca Atencio, PMP**; **Donald Barr, PMP**; **Sabina Horigan, PMP**; **Vinita Jha**; **Bernice Maldonado**; **Dar Manarang, PMP**; **Norman Naylor, PMP**; **Carla Poulin, PMP**; **Colby Riggs, PMP**; **Lisa Stotelmyre**; **Patty Tutor, PMP**; **and Reena Ved, PMP.** These dedicated volunteers provided a pool of support resources to do meeting reviews and to proof *Milestones* articles. As an editor, we were very fortunate to have these very reliable and supportive members on our team.

Our writers this year were **Pam Koester, PMP**; **Jim Monical, PMP**; **Joe Paradiso, PMP**; **Sharon Welden, PMP**; **Annemarie Wheeler, PMP**; **Barry Whitesides, PMP**; **and Grace Wu, PMP** and others.

We are deeply indebted to our photographers. **Shirley Goodwin, PMP**; **Steve Goto, PMP**; **Simon Hawkins, PMP**; and **Greg Savage, PMP** did a wonderful job to bring imagery to *Milestones*. We appreciate the artistic touch that they brought to all of their photos from tasty desserts to toys for Spark of Love.

We would like to recognize **Jon Bianco, PMP** (advertising), **Jeff Cole, PMP** (Corp Outreach), **Lara Deutchman** (POY), and **Brenda Ingham** (Corp Outreach) for their contributions to the team.

Josh Patterson said, "In a baton relay, one cannot partially hand the baton to the next runner. The exchange must be completed fully. Each runner must grasp the baton and pursue the finish line – a destination, by the way, that is never truly reached. Each year is its own race."

John Sunderson and I will be passing the baton to an equally dedicated member of the team, **Bernice Maldonado**, who will be able to continue the race to make *Milestones* an even greater publication in 2009. Farewell and thank you for letting us run this magnificent and exciting race.

Roger Lew, PMP
2008 *Milestones* Co-Editor

Let's Talk

Leadership, Accountability, and Professional Maturity

This informative full day session with **Neal Whitten** was spent talking with Neal and one another about the behaviors that affect our ability to lead and achieve exceptional performance.

Neal Whitten, PMP, president of The Neal Whitten Group, is a trainer, speaker, consultant, mentor, and best-selling author. Neal is also a contributing editor to PMI's *PM Network* magazine. His expertise is based on over 35 years of front-line project management, software engineering, and human resource experience.

Photo by **Louie Chanco, PMP**

Neal's relaxed communication style allowed the session to focus on questions and issues that the participants chose to discuss. To kick off the session, Neal distributed a booklet containing 290 questions that he is often asked at his many consulting engagements. Neal asked the participants to review the questions, pick some to ask him or to ask questions of their own.

One the questions selected from Neal's list was what to do when the project manager is a young person without leadership experience, although the person's projects and teams have received high marks. The response and discussion were variations of "act with empowerment," and "be the leader." You must think that you are the problem; this will give you the control to address the problem and make changes as required.

There were so many topics discussed that it is difficult to capture them all; however, the key take away that Neal professed for the day's session: **think for yourself**. He stated that we come across many project management challenges where we really know the answer and the direction that should be taken, yet we lack the courage (ok, backbone) or the confidence to follow our instincts. Thinking for yourself with integrity is a key attribute of an effective, accountable, and professionally mature leader.

Here are ome ways to think for yourself. Question tradition; just because something has always been done a certain way doesn't mean it is the best way for this project. Take the initiative and be a benevolent dictator; the project manager needs to make the decisions that will be the best for the project. There are ways to do this while taking the team's input into account; however, project management by consensus does not normally result in the best solution for the project. Be the best that you can be; leadership is not about what's happening around you; it is your ability to lead despite what is happening around you. Believe that your project is the most important, and act as if you own the company. This will put you in the frame of mind to want the best solution for the project and rise to the challenge. Wanting the best solution has nothing to do with being liked and nothing to do with ego.

Lively discussions about many leadership behaviors were held throughout the day. While looking out for their domain of responsibility, leaders should be bold and courageous. Leaders must have the courage to do the best thing for the project, solve the important problems immediately, and not let them fester. It was suggested that you look at people you respect and know are effective; they probably don't run from conflict. Running from conflict will only prolong the problems and can negatively impact the project and project team overall.

Neal claims that the number one reason projects get into trouble is that the project manager, and project members, do not focus on their top three priorities or problems. These could be problems, risks, priorities, etc. The project team should be aware and actively working on these top three items every day. Each item should be assigned an owner and a plan devised to address the item. These top items should not remain on the top three list longer than a week or two. As they are resolved, the next top problem(s) are identified and worked to resolution, always working through a top three list.

Speaking of results, results are more important than effort. Neal spoke about the need for everyone to take ownership and to be accountable for their personal and professional results. He explained that kicking off a new project should include a project culture session. During this session, the ground rules and expectations for the project and team are established. Effective project management requires professional adult to adult relationships where integrity and respect are expected. Each team member must rely on himself, ask for help when it is necessary, and be held accountable.

Toward the end of the day, Neal asked the participants to question their own core beliefs. Do you want to be the best? What can you do to be the best? What is the best solution? **"If it is meant to be, it's up to me."** You cannot assume that problems will go away unless you take appropriate action to mitigate them.

It was a productive no-nonsense, advice filled day.

Celeste Collins, PMP

PMI-OC Orientation

Formerly Member-Volunteer
Orientation Training (MVOT)

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 PMI-OC Orientation 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, February 18, 2009
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
200 South Manchester Avenue
(Corner of Chapman and Manchester)
Orange, CA 92868

A map can be found at the following URL:
**http://unex.uci.edu/services/
contacts/locations/ucilc/**

Cost:

None. **Parking is FREE**, but **required permits** are available on the second floor.

Register:

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

Questions:
membership@pmi-oc.org

PMP Exam Questions

Test your knowledge on these sample questions.

1. The contract management plan is a plan to . . .
   a. administer the contract and is a subset of the project management plan.
   b. provide guidance on how project scope will be defined, documented, and verified.
   c. define the roles and responsibilities to support risk on the project.
   d. define how contracts should be developed and is separate from the project management plan.

2. Phases are generally:
   a. parallel.
   b. sequential.
   c. overlapping.
   d. not connected.

3. The procedures to transfer the project products or services to production and/or operations are developed in . . .
   a. the contract closure procedure.
   b. the configuration management system.
   c. the administrative closure procedure.
   d. the integrated change control process.

4. As the project manager of a brand new project, the sponsor has provided you with a set of goals and objectives for the project. In your initial investigation, you discover that a key stakeholder's goals had not been considered. You should . . .
   a. ask the customer if that objective can be achieved in a subsequent project phase.
   b. do nothing; the project cannot be changed.
   c. request a change order from the customer.
   d. further refine the preliminary scope statement and review the changes with all stakeholders.

Answers are on page 16

Creating a Community of Learners and Leaders

For thousands of years, great thinkers have gathered together to share their knowledge of philosophy, of politics, of spirituality. Through collective thought and discussion, synergies developed and great ideas emerged. As a graduate of the PMI-OC Leadership Institute, I feel a kinship with these great minds, having been challenged with the most important question for all of us. "What matters?"

To answer this and other questions, a group of men and women from a variety of backgrounds, experiences, and age groups attended the PMI-OC Leadership Institute for three two-day sessions over the course of eight months. The graduates were acknowledged at the November 11 PMI-OC dinner meeting. See page 10.

Dr. Jerry Brightman, the session facilitator, took us on a journey of personal and professional self discovery to help each of us become the leader we want to be. His unconventional approach, no syllabus and no PowerPoint presentations, provided a safe environment for us to explore, visualize, and realize a vision for our leadership destinies.

Through a series of exercises and discussions, we explored the foundations for leadership; we discovered the leader within all of us; and we learned how to apply the leadership wisdom gained.

As we pondered the question of "what matters?," we examined our individual traits and competencies, our fears and weaknesses, and even whether we were willing to accept and commit to being a leader. We discussed our favorite leadership books and collected a body of knowledge for further study.

We discussed why leadership matters and that there are not enough leaders in the world today to ensure the success of society's future. Leadership is developed through example, both by observing good leadership behavior and by being an example of good leadership to others.

The capstone of the PMI-OC Leadership Institute was a 360-degree evaluation, collecting feedback from our peers and managers to present a view of ourselves, of which we are often unaware. One participant learned that what their manager's view of what is important was not the same as theirs.

We came to think of ourselves as members of the "Community of Learners and Leaders" because we followed these simple "ways of being."

1. Share! Everyone has a story to tell that relates to the practice of leadership.
2. Maintain confidentiality.
3. Don't be too quick to judge.

4. Respect what others have to say.
5. Accept different perspectives.
6. See things in a positive light.
7. Listen without prejudice.
8. Create something new from what you've heard.
9. Get out of your comfort zone.
10. Ask questions. There is no such thing as a stupid question.

We created an atmosphere of trust and a feeling of camaraderie by following these guidelines. And to keep this spirit alive after the session concluded, we established a "linked in" community through which we can continue the leadership dialog.

The PMI-OC Leadership Institute's objective is to build the foundation of leadership, to discover the leader within each of us, and to apply the leadership wisdom. As indicated in the comments from the participants, this session was a success!

"I discovered what is important to me and how to reach my goal, what it looks like, who will support me and the roadblocks in keeping me from reaching my goal."

"It made me rethink my priorities and to focus on myself rather than all the other things happening at work."

"It was great to meet such interesting people who are also struggling with trying to understand just what true leadership is."

"A community of learners and people trying to do the right thing! It gave me a great feeling of camaraderie and hope that a different way can be found."

"It freed my mind to be able to accept that I can do new things and even be fairly good at them, which then led me to believe that collectively we all can do new things and make a significant difference, especially as leaders."

We are all members of the "Community of Learners and Leaders," and, as such, have a responsibility to develop leadership skills, not only in ourselves, but in others through our examples and through the stories we all have to tell."

Annette Parsons, PMP

Left: 2008 PMI-OC LI class

Answers to PMP Exam Questions
From page 14

1. a. **Administer the contract is a subset of the project management plan.**
   PMBOK® Guide 2004, Chapter 12, Section 12.4.3.3

2. b. **Sequential**
   PMBOK® Guide 2004, Chapter 2, Page 20

3. c. **Administrative closure procedure.**
   PMBOK® Guide 2004, Chapter 4, Section 4.7.3.1

4. d. **The best answer is "d." Since we are early on in the project, we have more opportunity to change the scope without significant impact on the project cost or schedule.**
   PMBOK® Guide 2004, Chapter 4, Section 4.2

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

WANT TO BE PMP® CERTIFIED?

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

PMI Orange County Chapter Announces Its 2009 Winter Course

PMP Exam Preparation Workshop

Six Saturdays Beginning January 31, 2009

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

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

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

January 31	February 21	March 7
February 7	February 28	March 14

Where: **Brea**

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

Costa Mesa

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

Register at **www.pmi-oc.org**.

Information at **www.pmi-oc.org** or e-mail **programs@pmi-oc.org.**

Special Offer for Referrals! Refer a friend to PMI-OC's PMP Exam Prep Workshops and receive either a free dinner meeting or advanced topic seminar registration. That's a cost savings of up to $45 and as many as four PDUs.

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.

Coming Events

Saturday, December 6, 2008
Moderated Panel Discussion

Project Management in
Uncertain Economic Environments

Coming events may be subject to change.

Alvin Joseph
High Tech
Semiconductor
Manufactuving

Kristine Munson
Financial Products
and Services

Robert Pettis
Manufacturing

Philip Quigley
Information
Technology

Unpictured
Christopher McCune

Program Manager
New Product
Development
Pentair Water
Filtration
Global Food
Service

Unpictured
Sharon Welden

Independent
Consulting

Agenda:

• Industry project management overviews: unique circumstances impacting the panelists' jobs and their industries in the current economic environment

• Issues related to the PMBOK® knowledge areas that are unique for the industries represented by the panelists

• Special problems encountered by project managers in those industries in the current economic environment

• Panelists will present industry problems related to the current economic environment. Attendees will determine how problems should have been solved vs. what project managers of that industry actually did to solve the problems.

• Job outlook for the specific industries, considering the current economic environment

• Trends/new issues/changes in the industries impacted by the current economic environment

• Q&A

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

PDUs: There are four PDUs for this event.

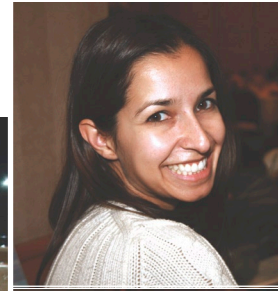**When:** Saturday, December 6, 2008, 8:00 a.m. to 12:00 p.m.

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

Information: www.pmi-oc.org

Happy Holiday Season
from PMI-Orange County Chapter
www.pmi-oc.org

Memories from 2008

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

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PMI-OC Dinner Meeting
Tuesday, December 9, 2008

Program: **Advanced Multitasking**
          Mike Sanders, PMP

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, December 7, 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, December 7, or anyone who makes a reservation and does not attend, will not receive any refunds.

PMI
ORANGE COUNTY CHAPTER

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