

Milestones

April 2009

Monthly Publication of The Project Management Institute, Orange County Chapter, Inc.

April 14 Dinner Meeting

The **5** Time-Tested Keys of Estimating

That Successful Project Managers Can't Live Without!

This presentation by **John Stenbeck, PMP, PMI®** San Diego Chapter Vice President of Professional Development, was a sell-out at the 2008 PMI North America Congress in Denver.

The response was so positive that PMI Global asked for an encore. All told, nearly 20 percent of the attendees chose this presentation out of 142 other choices.

That means you won't want to miss our April dinner meeting where we will offer this great presentation! Register early because it will probably sell out!

[Click here to register.](#)

John Stenbeck, a longtime San Diego resident, is a senior project management consultant, trainer, and educator.

As a consultant, John manages emergencies until his clients develop their own project management teams. As a trainer, John helps technical professionals master project management and leadership skills. As an educator, John is an adjunct professor at the University of California, San Diego, as well as a published author.

April Dinner Meeting Sponsor:

Project Insight

www.projectinsight.net

See ad on page 11.



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THE CHAIR'S COLUMN

The recession is taking a toll on us; let there be no doubt about that. It is a real and present situation. Many of our members have been involuntarily placed in transition. Every industry is involved in cutbacks and budget reductions, and it is getting to be one of the toughest job markets in recent memory.

We see this in our dinner meeting attendance by the number of blue dots on attendees' name tags. For those of you who may be unfamiliar with the dot system, the blue dot represents a member in transition, and there are more and more blue dots at every meeting. However, our dinner meeting attendance has been growing, with both the full meal and the presentation options. Numbers are increasing as more networking than ever is taking place. If you have not yet joined one of our dinner meetings for the networking alone, I encourage you to look at this as another strategy in your transition plan.

Your board has also taken a very positive step to move forward with the PMI-OC job board postings. We are expanding our efforts to obtain and post the most up to date positions available for our members. To accomplish this, we are engaging a cadre of in-transition members to contact recruiters and ask them to give us their job openings to post on our website. This has multiple benefits; first of all we have the strongest pool of qualified and available project managers in the county. Second, it allows our members the first opportunity to apply and be considered for these openings. And for those who are volunteering to support the project, it gives them yet another opportunity to get their names and faces in front of the premier recruiters in our area.

Our chapter is moving forward on many fronts simultaneously. We have approved the 2009 operating budget, and our revenues have exceeded expectations, while our booked expenses are lower.

A large part of this success is due to our PMP® exam preparation classes, managed by Tom Cumming, PMP with the assistance of Adri Estrada and Ted Sauca, PMP. Between our Costa Mesa and Brea classes, we have 67 people registered for the current winter session. We are starting our spring session in April. (See page 8.) The session will be completed before the test changes on July 1. This class will be your last chance to prepare for the PMP exam using the PMBOK® Guide—Third Edition..

In February, we also held a member orientation meeting, which was very successful. The room could hold only 45 people, and we had over 90 sign up. Grace Wu, PMP had the unenviable task of contacting 45 individuals and asking them to reschedule for our next orientation. (See page 7.)

Our governance committee is up and running under the direction of Cornelius Fichtner, PMP. He is joined by Stephen June, PMP; Kristine Hayes Munson, PMP; Martha Ryan; and Victoria Flanagan. We are looking for a recommendation from the board of directors to move to a new governance model in the very near future.

We have completed submission of our charter renewal with PMI® Global Operations Center (GOC), and it has been accepted and approved. This allows us to continue operation as a PMI chapter for another year.

In April, we will attend the Region 7 Leadership Conference. This is an opportunity for us to meet with the leaders of every chapter in Region 7, which includes California, Nevada, Arizona, New Mexico, and Hawaii. In addition to myself, Stephen June, PMP; Cornelius Fichtner, PMP; Derek Barraza, PMP; Lori Shapiro, PMP; Tariq Shaikh PMP; Thomas Cutting, PMP; Francisco Avalos; and Heather Tomley will attend. We expect to share our experiences and to learn lessons from others that will benefit the chapter.

Last month we also took a hard look at our succession planning. The current board members will train and mentor their replacements (for those who are terming out in their positions), as well as identifying new second tier volunteers. This is only the first of many efforts we will make to identify our successors and the future leaders of our chapter. If you are interested, please contact our volunteer coordinator, Beth Williams, PMP, or any member of the board to put your name in the planning mix.

Until next time,
Sylvan Finestone, PMP, Chair/President

Volunteer OF THE MONTH

Volunteer Opportunities

Grace Wu

The PMI-OC Board of Directors is pleased to recognize **Grace Wu, PMP** as Volunteer of the Month for March 2009.



Grace has been a member of our chapter since 2003, the same year she received her PMP® certification.

Grace coordinates the very popular and useful PMI-OC Orientation Meetings throughout the year. According to Joseph Paradiso, PMP, who heads the orientation committee for our chapter, "Grace realized early that, other than a few PDUs, the satisfaction of knowing how this event benefits new and returning members, is worth all the effort. Since she has taken over the PMI-OC Member Orientation Meetings, there have been several improvements in the way the event has been conducted, which proves that with new blood comes innovation. Grace is a pleasure to work with, and I look forward to supporting her for future member orientation events."

Grace works for a mortgage company in Irvine, where she is responsible for the company's offshore operations and for making sure everything is running smoothly for the business and its customers.

Thank you, Grace, for your care, your enthusiasm, and your dedication to our chapter and its success!

Anita Arvizu

Director at Large:
atlarge@pmi-oc.org

Strategic and Tactical Support of the Director at Large

Define and implement strategic and tactical approaches for PMI-OC. Activities may include helping define and implement outsourcing, maintaining the PMI-OC portfolio of projects, helping to research and analyze global PMI® governance models, and providing general support to the director at large in additional areas.

Information Technology Director:
it@pmi-oc.org

IT Volunteers

Design web pages, including graphics, animation, and functionality. Ensure consistency 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 support. Manage e-mail and address books.

Marketing Director:
marketing@pmi-oc.org

Advertising/Sponsor Team Member

Need volunteers to contact potential advertisers and sponsors for *Milestones*, website, and other event sponsorships. Volunteers would send e-mail blasts, write letters, and make phone calls.

Milestones Contributors

Write reviews of attended chapter events for *Milestones*. Clear and concise writing styles are required.

Milestones Photographers

Need talented and creative individuals to take photos at chapter events for *Milestones*.

Website Content Reviewer

Need a volunteer to examine the website pages each week for consistent messaging, pricing, and conformity to style guide standards. Report typos, formatting problems, and other issues to responsible page owners (i.e., marketing, membership, etc.). The PMI-OC website is a valuable marketing tool, and accuracy and consistency are important.

Membership Director:
membership@pmi-oc.org

Transition Specialist Team

We are expanding our efforts to connect our members seeking jobs with available opportunities and need motivated individuals to join the team. You will seek out and engage with local recruiters, offering them qualified PMI-OC members, assist them in placing their openings in our job bank, and spearhead connections between employers and our members. If you are currently in transition, this may be an ideal position; you would be the bridge between those looking for resources and PMI-OC's members.

Programs Director:
programs@pmi-oc.org

Technology Coordinator

Looking for an audio visual technician to set up, store, and maintain PMI-OC equipment, including laptop, overhead projector, and sound equipment. Time commitment is four to five hours monthly.

Membership

1700 IN 2009?

It is good to have goals. Without goals, sporting events would be little more than people in matching outfits prancing around on the playing field. It would resemble little more than synchronized swimming . . . without the water and choreography.

PMI-OC has a 2009 goal for our membership count, and that goal is being threatened. Our sights are set on 1,700 members. As of mid-March, the count was 1,662. Over the course of the last year, it has bounced between 1,660 and 1,670. Retaining or gaining an extra 30 seemed an easy mark. Unfortunately, the turn in the economy appears to be working against our efforts.

I recently became a victim of the times when 359 fellow employees and I were encouraged to seek employment elsewhere. Judging by the number of blue dots the dinner meeting ambassadors are handing out, I'm not alone in a transitional phase. For those of you in a similar situation, your PMI-OC membership is a good investment:

Networking

- The PMI-OC Orientation Meeting scheduled for April 22 includes "Networking 101," which covers designing your business card, the 30 second elevator commercial, and tips for your resume.
- Dinner meetings are prime time for networking. Make the connections before you need them, and then cultivate them into a new job.
- It is not unusual for several job opportunities to be announced at the dinner meeting. Track them down.

Discounts

- How does a \$100 discount sound? If you are planning to take the PMP® prep class, your membership buys you a hefty markdown. That is above the discount offered by PMI® Global to take the test.
- Does \$120 work better for you? Catch the \$10 discount for each dinner meeting, and you've racked up almost enough to pay PMI Global's price tag.
- Another \$5 per month can be saved on the value packed, four PDU advanced topic seminars.

Volunteering

- While you wait for the call back to set up the final interview, pad your resume with a volunteer opportunity. Check out the latest openings on page 3 and on the website under the "Get Involved" tab.

Forums

- Ask your questions and offer some answers. The "members only" area (accessible through "Member Login" at the top of each page) now offers tips and techniques, PMP certification, and PMI-OC 101 forums.

On the flip side, if you are fortunate enough to still have co-workers, drag them to a dinner meeting and encourage them to join the chapter. Managers, show your team your commitment to the project management ideals by covering the membership cost.

Implement your own stimulus package for PMI-OC, and together let's blow the lid off our membership number goal.

Thomas Cutting, PMP
Membership Director



NEW MEMBERS

William Barie
Robert Bell
Fulvia Benavides
Lee Brandt
Eileen Brewer
Gregory Carender
Rey Castillo
Omer Cheema
Paul Desmond
Kathleen Dvorak
Ahmad Elahi
Philip Grossman
Karla Guandia
Andrea Haas
James Hagan
John Junghanns
Mostafa Khairzada
Jacob Kisner
David Lee
Shannon Leone
Reinaldo Liem
Scott Lips
Karen Longoria
Rachna Mathur
Bruce McGuire
Daniel Neiderhiser
Vazi Okhandiar
Steven Parr
Lisa Penna
Lester Rand
Ali Raza
Janice Rooths
Sarah Schmoll
Johnny Sears
Y. Seko
Tanuj Sinha
Steven Stover
Roger Sun
Anthony Woltkamp
David Yanagidate
Robert Zimmermann

NEW PMPs

Jane Bogomolny
Phen Cheng
Rhoneil Galicia
David Gronendyke
Paul Jones
Rama Malladi
Robert Pavelic
Debe Perry
William Phinizy
Lester Rand
Richard Rodriguez
Todd Wyeth



PROJECT MANAGEMENT IN 2051

Andy Anderson, PMP of Agile Leadership, a project consulting organization, was the guest speaker at our **March 10 dinner meeting**.

He started the evening off by telling a packed audience that he hoped “to knock a few of you off your paths” in thinking about alternative futures.

Prepare for the Future

Andy presented numerous concepts on the topic of **Project Management in 2051: Prepare for the Future**. I’m sure he stimulated at least some of the attendees to rethink their current paths.

Andy focused on several themes to help guide us to forward thinking based on current trends and a changing environment:

1. Education and training
2. Project success and failure
3. Best practices
4. Globalization and collaboration
5. Technology
6. Project complexity

Some of the journals that Andy recommended include *International Journal of Managing Projects in Business*, *International Journal of Project Management*, and *Project Management Journal*. He walked through many frameworks and models that he aggregated from other thought leaders in the industry. Some of the many frameworks he referenced include *International Project Management Association’s Competence Baseline Version 3.0*; *The Paradox of Project Control* by Lynda Bourne and Derek H.T. Walker; Barry Boehm and Richard Turner’s *Agility Radar Diagram*; *Current Trends in Virtual Teams* by April Reed, DePaul University, MBAA Conference, March 2006; and *Dialogue Mapping: Building Shared Understanding of Wicked Problems* by J. Conklin (2006).

Andy talked about scenario planning, not for forecasting, but to help us make better strategic plans. He also discussed how to move our careers along a forward progressing path. He thinks it’s imperative to consider how to continually improve both the organizations we work for and ourselves. Making mistakes and learning from them should be a normal part of our growth. Part of this growth is recognizing our organizational and personal blind spots and working to eliminate them.

One way to get us thinking from a different perspective, and possibly outside of our comfort zones, is to have informal coaches and mentors to whom we can go. The coach or mentor should be completely unbiased so we can communicate freely and get objective advice. Having someone too close to the situation may not remain unbiased, and the focus should be on your personal growth and development.

Andy thinks we’ll see more project based learning in the future. His two philosophies for project team rules are (1) trust, but verify, and (2) get’er done. Especially in the current environment, each individual should distinguish himself from others through branding. We should look for various dimensions and skills to demonstrate how we are better equipped to perform our jobs than others. By distinguishing ourselves, we can gain a competitive

edge in the marketplace. He also said that unemployment is cyclical, and what we’re experiencing now will happen again.

From a globalization and collaboration perspective, Andy thinks more people will be managing global projects and virtual teams. Quite a few people in the room already raised their hands indicating that they have experience doing so, and as more people work remotely, this will increase. As project managers, we need to learn how to manage remote teams and make our global projects successful.

A discussion ensued about Andy’s recommendation that people become bilingual. Very few attendees indicated that they are currently bilingual, and he suggested they encourage their children to learn a second language. An attendee pointed out that many other countries learn English. If that’s the case, then we’d still be able to communicate with others. Andy believes that knowing the other person’s language can help build trust and has additional benefits.

Andy pointed out that social networking sites have developed in recent years, and utilization is exploding. Many of us are familiar with these sites, and PMI-OC even recently started a “group” on LinkedIn. He knows that people who are blogging are ahead of the curve, and that more blogging is inevitable.

In the technology arena, Andy said that in the future, virtual desktops will be in widespread use. By logging into a computer remotely, you’ll can view your desktop and have access to your documents and software anywhere. Although several in the room have this capability now, it seems there’s a great deal of potential here.

According to Andy’s beliefs on complexity theory and project management, projects are complex, adaptive systems. Socially complex problems, such as the economy, don’t have a technical solution. In non-linear relationships, there is a give and take that project managers need to learn to manage. There are feedback loops in these interactions. He also believes that cultural complexity is why 90 percent of PMOs fail. He said not enough time is allowed to internalize the process, and not enough training is provided. Knowing these challenges helps us better prepare and work to mitigate these risks.

On a closing note, Andy stated something to the effect that if you were a mouse in a maze, you need to climb across the maze, rather than going through the normal path. Go out and make it happen! Be your own future!

Carla Poulin, PMP

PMP Exam Questions

Test your knowledge on these sample questions.

The PMBOK® Guide—Fourth Edition, is now available for purchase through PMI®. The PMP® exam is scheduled to change to reflect the new edition on July 1, 2009. The following questions, provided by Core Performance Concepts, are based on the PMBOK® Guide—Third Edition.

The questions in May *Milestones* will reflect the PMBOK® Guide—Fourth Edition.

- The measure used to assess the magnitude of the project schedule variations is:
 - Cost Performance Index (CPI)
 - Schedule Performance Index (SPI)
 - Schedule Variance (SV)
 - Cost Variance (CV)
- A degree of _____ is needed to identify all the work necessary to produce the project deliverables.
 - inspection
 - management commitment
 - expert judgment
 - luck
- The WBS structure can take on a number of forms in order to successfully control and manage the project deliverables. All of the following except one are examples of the different WBS structures.
 - Project phase
 - Major deliverables
 - Risk categories
 - A continuation of phases and sub-projects
- As a project manager on a construction project, your team has identified that 20 percent of all risk events identified are associated with the risk category of human resources. Knowing this information will allow you to:
 - hire more people on your project.
 - develop a comprehensive risk response plan for human resource risks.
 - track variances to the plan when risk events occur.
 - justify the cost of highly qualified team members.

Answers are on page 10.

Sample exam questions submitted by:
Diane Altwies, PMP
Core Performance Concepts, Inc.
www.coreperformanceconcepts.com

At the March Dinner Meeting



Top, left to right:

- Sharlane Bailey ●●●
- Jed Bohn ●
- Barry Dickerson ●
- Benedict Jiou ●●
- Paul Lucero ●●
- Jacinta Mudd ●●
- Candice Parham ●
- Brooke Taylor ●

- New member
- First time attendee
- In transition

Above:
New PMPs, left to right:

- Lawrence Stephenson
- Ingy Gawdot
- Tim Hoffman
- Paul Tofanelli
- Amos Herrera

Above, clockwise:

PMI-OC Marketing Director **Lori Shapiro, PMP** welcomes March guest speaker, **Andy Anderson, PMP**.

March dinner meeting sponsor **Bob Lambert** from **PowerSteering Software**

Andy Anderson makes a point during his presentation.

Photos on pages 3 and 5 by Greg Savage, PMP

Photos on this page by Greg Savage, PMP and Shirley Goodwin, PMP

PMI-OC ORIENTATION MEETING

The **February 18, 2009 PMI-OC Orientation Meeting** was held at the UCI Learning Center in Orange near “The Block” shopping center. The next meeting will be on Wednesday, April 22, 2009 at 6:00 p.m. Food and soft drinks will be served, and parking is free. The event location is easy to find by following the directions on the PMI-OC web site and/or accessing the map link in the column to the right. You can park anywhere in front of the building.

Thanks to Joe Paradiso, PMP and Grace Wu, PMP for coordinating this event.

We had over 80 registrations and were sold out! We look forward to having additional members attend the April meeting. Those attending the event are expecting to become more informed about what PMI® and the chapter can do for their career development as project managers. or in related fields. Not surprisingly, their expectations are usually met or exceeded.

Thomas Cutting, PMP, our membership director, welcomed everyone to the meeting and was our primary speaker. He stated the purpose of PMI-OC: provide members quality professional development and networking opportunities. Thomas explained our Orange County chapter, the board of directors and their roles and responsibilities, and discussed the importance and great benefits of volunteering for the chapter. He explained how to become a volunteer, the current opportunities, and why this organization depends on volunteer involvement to run as well as it does.

Lori Shapiro, PMP, our marketing director, also shared very helpful information, as well as explaining the upcoming spring PMP® prep courses beginning in April, and reviewing our great monthly chapter publication, *Milestones*.

As always, Melanie McCarthy’s “Networking 101” tips were a highlight of the evening, and we know everyone gained valuable information about networking. Melanie, president of ResourceXperts, provided critical tips and techniques you need to know about networking. She shared the necessary artifacts to becoming a prolific networker: your 30 second commercial, business cards, name badge (wear on your left shoulder if you are right handed), your resume, a networking brochure about yourself, and a list of your top 25 accomplishments (a good reference tool and “leave behind” in an interview). A participant in the front row said it best after Melanie’s talk: “Her sessions are legendary and highly recommended!”

The meeting was concluded with questions and answers of all types with ample opportunity for members to speak one-on-one with each other, directors, and membership staff.

To register for a PMI-OC orientation event, learn more about other events, and to receive PMI-OC’s *eNewsletter*, please visit www.pmi-oc.org.

See you at the April PMI-OC Orientation Meeting.

Anita Arvizu
Membership Committee

April 22, 2009

PMI-OC Orientation Meeting

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 Meeting.

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, April 22, 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

[Click here for map.](#)

Cost:

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

Register:

www.pmi-oc.org
or [click here to register](#)

Please register early. Space is limited.

Questions:

membership@pmi-oc.org

WANT TO BE PMP CERTIFIED?

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

PMI Orange County Chapter Announces Its 2009 Spring Course



PMI PMP EXAM PREPARATION WORKSHOP

Six Saturdays Beginning April 4, 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.

The fourth edition of the PMBOK Guide was released in December 2008. At the end of June, the PMP exam will change to reflect the new PMBOK Guide. PREPARE TO TAKE THE EXAM BEFORE IT CHANGES!

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.

| | | |
|-----------------|-----------------|---------------|
| April 4 | April 25 | May 9 |
| April 18 | May 2 | May 16 |

Where: **Brea**

Brea Civic & Cultural Center
1 Civic Center Circle
Birch St. and Randolph Ave.
Brea, CA 92821
[Click here to register.](#)

Costa Mesa

University of Phoenix
South Coast Learning Center
150 Bristol Street
Costa Mesa, CA 92626
[Click here to register.](#)

**This is the last PMP
Exam Workshop before
the exam changes on
July 1!**

**Note: PMP Exam Workshop
costs will increase with the
fall course.**

Cost: The workshop fee is per participant, payable at the time of registration. Classes fill very fast, so get your registration and money in early to guarantee a seat.

- **PMI-OC Member: \$750, at the door \$800**
- **Non Member: \$850, at the door \$950**
- **Corporate discounts are available. Go to www.pmi-oc.org for details.**

Further 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.



MARCH 7 ADVANCED TOPIC SEMINAR REVIEW

Project Management and Leadership

On March 7, **Mike Graupner, PMP** and **Dr. Daryl Watkins, PMP** concluded the seminar titled “Project Management and Leadership: the Art of Project Management Leadership.”

PART 2

Following their custom, Mike and Daryl started the session by asking the participants why they were attending this seminar. The attendees listed the following reasons: (1) PDU credits, (2) leading projects, (3) measuring leadership ability, (4) learning to make followers do what they don't want to do, (5) learning the difference between management and leadership, (6) learning new ways of leading, (7) learn or die, (8) common denominators of leaders, (9) obtaining buy-in from followers, (10) developing leadership among team members, (11) creating or executing vision, and (12) leading with fewer resources. The duo promised to cover all these goals during their presentation.

To obtain buy-in from the people you hope to lead, Mike suggested sales training with firms like the Sandler Sales Institute or Dale Carnegie Training. He did not refer any firm offering leadership training.

Daryl defined leadership as a territory or environment that needs to be explored. This seminar attempted to explore that territory. Daryl posited that there are five general types of leadership theories, namely, (1) great man, (2) trait, (3) behavioral, (4) participative, and (5) relationship. He said recent theories, such as transformational and transactional leadership, can be grouped into the relationship category.

During the seminar, Mike and Daryl divided the audience into four groups, and then gave each group a task. Daryl gave each of two groups a set of Lego blocks and instructed them to create something that looked like the Roman Coliseum in ten minutes. He gave the other two groups the same things, but also instructed them to have a project manager lead their teams. The groups were all challenged by the fact that all the Lego pieces were square blocks, but the Coliseum was a round structure. Each group went about their business and submitted their project in

the ten minute time frame. The presenters observed the group processes, which were slightly different for each group. The two groups led by project managers were better organized and assigned roles to more team members than the groups without leaders.

Mike and Daryl discussed the 14 common personal traits of a leader. These are: (1) justice, (2) judgment, (3) dependability, (4) initiative, (5) decisiveness, (6) tact, (7) integrity, (8) enthusiasm, (9) bearing, (10) unselfishness, (11) courage, (12) knowledge, (13) loyalty, and (14) endurance.

Mike and Daryl next discussed the application of the U.S. Army's eleven leadership principles and asked the audience to name at least three applications to project management for each principle. These leadership principles are:

- Be tactically and technically proficient.
- Know yourself and seek self-improvement.
- Know your soldiers and look out for their welfare.
- Keep your soldiers informed.
- Set the example.
- Ensure the task is understood, supervised, and accomplished.
- Train you soldiers as a team.
- Make sound and timely decisions.
- Develop a sense of responsibility in your subordinates.
- Employ your unit in accordance with its capabilities.
- Seek responsibility, and take responsibility for your efforts.

One participant mentioned admiring a former boss as a leader who cared about his people. He said this boss walked around in the mornings at the start of the workday and before they left for the day.

Mike and Daryl concluded the seminar by discussing SWOT analysis. SWOT is an acronym for strengths, weaknesses, opportunities, and threats. The pair urged the audience to complete an individualized SWOT worksheet and mind map.

Continued on page 10



Continued from page 9

They encouraged them to maintain a leadership journal continuously, not just reactively. Daryl defined a journal as a continued series of writings made by a person in response to their life experiences and events. He advises that the journals should not be just diaries that simply describe the daily events. He encourages reflections because these contain not only what took place, but also express emotions and understandings about the events.

Daryl related the story of the 1,000 marbles; each marble represented the remaining Saturdays in someone's life. The story frames the appreciation that your life on Earth is short, and therefore, you should spend more time and focus on the most important things in your life.

Mike and Daryl concluded that it takes a lifetime to learn leadership. There are no perfect leaders, and we are all trying to improve our skills. They asked, "What will you do to develop your leadership skills?"

Mike Graupner is a project manager with Prescription Solutions in Costa Mesa. Dr. Daryl Watkins is operations manager at VESystems, Transportation Corridor Services. Dr. Watkins has a Doctor of Management in Organizational Leadership degree from University of Phoenix.

Dr. Dar Manarang, PMP
Photos by **Louie Chanco, PMP**

From page 6

1. **b. Schedule Performance Index**
PMBOK® Guide 2004, Chapter 6, Section 6.6.2.3
2. **c. Expert judgment. Although (b) is somewhat true, expert judgment is a more correct answer; it is the knowledge of the product and how to decompose it that helps us identify the work more completely.**
PMBOK® Guide 2004, Chapter 5, page 115
3. **c. A risk category is part of the structure of a risk breakdown structure.**
PMBOK® Guide 2004, Chapter 5, page 115
4. **b. Develop a comprehensive risk response plan for human resource.**
PMBOK® Guide 2004, Chapter 11, Section 11.3.3

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CHARLES LOPINSKY MEMORIAL SCHOLARSHIP

Each year, PMI-OC sponsors a \$1,000 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.

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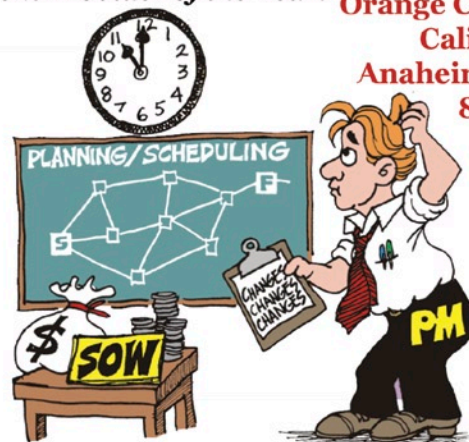
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Patricia Shafer
President, Compel Organizational Excellence Alliance
TOPIC: POWERFUL AND CONNECTED: A Half Day Interactive Workshop for Women Transforming Their Work Environment



Sandra Yancey
Founder and CEO, eWomenNetwork
TOPIC: RELATIONSHIP NETWORKING: The Core Components of Effective Networking



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Donna James, Keynote
Past President of Nationwide Strategic Investments – On the Board of CocaCola Enterprises and Limited Brands
TOPIC: MENTORING: Maximizing the Value of Mentoring in Your Life and Career



Shannon Cassidy
Executive Director, Bridge Between, Inc.
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Margie Warrell
Executive and Life Coach – Author, *Find Your Courage*
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Coming Events



April 4, 2009

Appreciative Inquiry Techniques: Building High Performing Teams

Presented by **Adrienne Keane, PMP, PMI-OC Fellow**

Cultivating positive project teams can be a challenge. Please join us on April 4th, and learn how to be part of a high performing team.

Have you ever been part of a high performing team when you were at your best as a leader or team member? What made this team so engaging and successful? It's likely this high energy team was positive, innovative, engaged, and successful.

Current research in the fields of human flourishing and team dynamics correlates the level of team positivity with team success. Appreciative inquiry gives us a framework for uncovering the positive and energizing themes that underpin successful project teams.

Participants will gain a firm understanding of the role of positivity in team success, an action plan for cultivating positivity in their own teams, and practical skills for applying the techniques of appreciative inquiry to planning, team building, and personal growth.

Adrienne Keane is a PMP and PMI-OC Fellow. Her background includes over 20 years of information technology, business operations, project management, and consulting experience in the finance, automotive, and high tech industries. She is a member of the UCI Extension Project Management Program Advisory Committee.

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

PDU: There are four PDUs for this event.

When: Saturday, April 4, 2009, 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

Registration: [Click here.](#)

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 **April 4 PMP® Exam Prep**

Spring session begins, two locations
1. Brea Civic Center
2. University of Phoenix, Costa Mesa
See page 8.

 **April 4 Advanced Topic Seminar**

Adrienne Keane, PMP, PMI-OC Fellow
See column at left.

 **April 14 Dinner Meeting**


John Stenbeck, PMP

The Five Time-Tested Keys of Estimating that Successful Project Managers Can't Live Without!

Don't miss this sell-out hit first presented at the 2008 PMI Global North America Congress.

See pages 1 and 16.

[Click here to register.](#)

 **April 17-19 PMI Region 7**

Spring 2009 Leadership Meeting

 **April 22 PMI-OC Orientation**

See page 7 or [click here to register.](#)

 **April 23 PDUs for Pennies**

Anaheim Hills, see page 12.

 **April 29-30 WIPM Conference**

Women in Project Management

Holiday Inn, Long Beach

See page 13.

 **May 2 Advanced Topic Seminar**

Mike Graupner, PMP

MS Project, Part 3

 **May 12 Dinner Meeting**

Speaker and topic to be announced.

 **June 6 Advanced Topic Seminar**

Janice Preston, PMP, PMI-OC Fellow
Project Procurement Management

 **June 9 Dinner Meeting**

Speaker and topic to be announced.

4th Annual PMI-OC Career Fair
Watch www.pmi-oc.org for details.

 **July 8 Dinner Meeting**

Speaker and topic to be announced.

 **July 11 Advanced Topic Seminar**

Diane Altwies, PMP

Business Analysis Essentials for PMs

PMI Orange County MILESTONES

April 2009, Volume 21, Number 4

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 2009 PMI-OC, Inc.

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PMI-OC Dinner Meeting

Tuesday, April 14, 2009

Program: **The Five Time-Tested Keys of Estimating That Successful Project Managers Can't Live Without!**
John Stenbeck, 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**

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| <i>In Advance:</i> | | <i>At the Door:*</i> | |
| Members | \$30.00 | Members | \$40.00 |
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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, April 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, April 12, or anyone who makes a reservation and does not attend, will not receive any refunds.



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