PMI ORANGE COUNTY CHAPTER 20TH ANNIVERSARY

Milestones

July 2009 | Monthly Publication of The Project Management Institute, Orange County Chapter, Inc.

Why Project Leaders Fail

Project failure is a topic familiar to all of us.

We've all seen it; most of us have experienced it first hand. It doesn't take long for a new project manager to find out why projects fail. The number one cause of project failure is, of course, failure to clearly define the project's objectives. Scope, statement of work, work breakdown structure: these are essential to project success.

But, is it perhaps that the subject is so close and personal? We don't hear much about what causes project leaders to fail.

At the July 14 dinner meeting, Thomas Sek will share and examine the results of a survey of IT personnel who were asked to identify the characteristic failures of the worst manager they ever worked for.

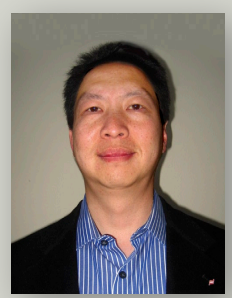
It's no surprise that interpersonal skills topped the list. Interpersonal skills are part of a larger category that Tom labels "emotional intelligence." This is often the distinguishing characteristic between good leaders and great ones. When working with, or as, a new leader, it's particularly important to know that 35 percent fail in their first 18 months.

Thomas Sek, MS, MBA, PMP is the regional director of Successful Strategies International, Inc., a training, leadership, and mentoring organization specializing in hands-on project management and leadership development.

Tom has spent the last ten years empowering organizations, project teams, and individuals. He has shown major companies and organizations in the fields of health care, hospitality, finance, information technology, electronics, and government how to reach their project management and leadership goals.

This presentation will help you assess yourself and think about your derailers as you lead projects.

Click here to register.



Tom Sek

Premier Dinner Sponsor:
PCI
www.pcionline.net
www.metierresources.com

Free resume reviews, courtesy of **Technisource**, will be available for members in transition from 5:15 to 6:00 p.m. Please arrive early for a good spot in line.

Each attendee will receive a printed copy of July *Milestones*.

2009 CHAPTER BOARD

Sylvan Finestone, PMP
Chair/President
chair@pmi-oc.org

Stephen June, PMP
Chair-Elect
chairelect@pmi-oc.org

Cornelius Fichtner, PMP
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THE CHAIR'S COLUMN

As I mentioned in my note to you last month, we have had a team working to review and renew our governance model, that is represented in our bylaws. This team was led by **Stephen June, PMP** and **Cornelius Fichtner, PMP** and included **Derek Barraza, PMP**, **Nora Goto, PMP**, and **Thomas Cutting, PMP**. The team has now completed the task.

The scope of this project was to move us from a tactical board of directors to a strategic board of governors. We found that as the chapter continued to grow to our present 1,700 members, we have a governance model that is better suited to a smaller organization. We have certain positions, such as programs director and marketing director, that are more complex than the time and effort one person could reasonably provide as a volunteer.

This led us to certain decisions about how we could best maintain a reasonable work/life/volunteer balance. In our working lives, we have experienced situations where we were asked to perform to high standards with limited resources and time constraints. Many of us can do that very well, although we wonder why it is really necessary.

The end goal of this reorganization is to avoid this situation in our volunteer lives. There is no doubt that we have asked people to perform very difficult, and perhaps even impossible, tasks over the last few years. We have had volunteers who were willing to accept these challenges as they moved to provide yeoman efforts resulting in high quality results. But, as we continue to grow, it becomes difficult to maintain this quality and even more difficult to find volunteers who are willing to accept the challenges of some of our positions as they are currently structured.

The solution we have developed, modeled on the successes of the San Francisco Bay Area and Sacramento Valley chapters, is a smaller board with more tactical responsibility in the second tier volunteers. Our proposed board will have only six governors, rather than the current nine members. We are recommending that the chair-elect and IT director positions both be eliminated and that the membership, programs, and marketing directorships should all be restructured.

We are recommending six governors: (1) president, (2) vice president of finance, (3) vice president of operations, (4) vice president of communications, (5) vice president of strategic planning, and (6) vice president of administrative services. Under the vice president of operations, we recommend that we have events, education, and external marketing. Under the vice president of communications, we recommend that we have IT, membership, and internal marketing (*Milestones* and *eNewsletter* for example).

Our six governors will all be chosen in the first election under these bylaws, but in each subsequent year, three governors will be elected. (Note: the only exception is Stephen June, who as the chair-elect will be the new president.) We are also going to move our board turnover to March 31st. Having elections in September and beginning the board transition during November and December has not been effective. With a three month period, we can achieve a much better transition.

We have presented these bylaw changes to PMI® Global Operations Center, and they have been approved. We now move into the next phase of this effort. We will be publishing the new bylaws and the new organization chart in *Milestones* and in an *eNewsletter*, followed by a vote of the membership. Once we have ratification from the membership, we will move forward with the nominating committee and conduct our elections.

One question that came up during our last dinner meeting was, "Will we continue to have only one person running for each position on the board of governors?" No, in the future, any person who has the interest and qualifications to serve on the board will be eligible for candidacy.

My challenge to you is to examine your goals and interests and decide if you would like to work with the board of governors to make these new bylaws a success.

Sylvan Finestone, PMP, Chair/President

Volunteer of the Month

Tom Cumming

The PMI-OC Board of Directors is pleased to recognize **Tom Cumming, PMP** as Volunteer of the Month for June 2009!

Tom has been a member of PMI-OC since 2003 and earned his PMP® credential in February 2003. Tom is a project manager/account manager for an IT company headquartered in Sacramento. He specializes in infrastructure upgrades and IP telephony installations for large organizations like AT&T and Verizon.

Tom has been an instructor for our PMP prep workshops since 2003 and the program manager for the workshops in 2009. According to Programs Director Derek Barraza, "Tom shows exemplary leadership and fosters a team building environment which contribute greatly to the success of the workshops!"

He served as vice president of membership for PMI-OC in 2004 and volunteered as a corporate relations spokesperson and presenter in 2003. Tom was the curriculum committee chair in 2003 and was recognized as the chapter's volunteer of the month in November 2003.

Tom really enjoys working with everyone at PMI-OC. He is grateful for the many great project managers who have helped him develop professionally, and he says, "Volunteering is my way of giving back to a community that has given me so much." We are honored to have you as our June 2009 Volunteer of the Month, and thank you, Tom!

Anita Arvizu

Volunteer Opportunities

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

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*.

Operations Director: operations@pmi-oc.org

Business Process Analysts

Business process analysts are needed to create and organize the process and policy documents for the chapter. Each analyst will be assigned to a director to assist in documenting current process. This job can be managed remotely. Participation in teleconferences may be needed every other month.

Programs Director: programs@pmi-oc.org

PMP® Prep Workshops: Student Liaison

Act as intermediary between PMP workshop students and the certification program. Answer questions about PMP sign-up, classes, exam registration, test center information, etc. Motivate students, keep records of who has passed the exam, keep contact lists, update student contact information, keep class roster. Must be able to attend the scheduled workshops. Time commitment is five to ten hours per week during the six weeks of the workshop, five hours or less during the three weeks before and after the class. Starting time August 2009.

PMP Prep Workshops: Documents Coord.

Develop and maintain all documents pertaining to the certification program, including e-mail communications to students, instructors, and the marketing team. Maintain PMP workshop schedule and calendar. Maintain document archive. Responsible for agendas and minutes from the weekly status meetings. Time commitment is five hours per week. Start immediately.

Dinner Meeting Support: Name Badges

The events team is looking for a creative and reliable individual to create and print attendee name badges for various PMI-OC events. Time commitment is up to four hours per month. Start immediately.

Career Fair on September 10

We need volunteers to help recruit vendors and company HR representatives to participate in the career fair, to act as room monitors at the break-out sessions, to distribute materials at PMI-OC tables, and to perform other related tasks.

20th Anniversary Gala on September 10

We need volunteers to join the event planning committee. Committee members will contact potential sponsors, check in members and guests, and distribute materials.

EXTREME

PROJECT MANAGER MAKEOVER

June 9th PMI-OC Dinner Meeting Review

Pattie Vargas, PMP, principal of The Vargas Group, gave a fascinating presentation that really hit home with a lot of us. She described many of the soft skills required for project management and gave us some very useful tips on how to be more effective by concentrating on some of those soft skills that can make a tremendous difference in the outcome of a project.

Pattie has been "in the business" for 20 years, as both a technical and an application project manager. She has been a frequent contributor to project management community websites.

In Pattie's early project management career, she discovered that she often had little control over budget, scope, sponsor involvement, etc. She realized that what she could control was how her team interacted with each other, with her, and with customers.

She realized that she could impact project outcomes best through management of her team interactions. She believes this will be a key factor for all of us, and quoted Tom Peters, who said, "The differentiating factor over the coming years will be people skills." For many companies that are hiring project managers, standard skills such as managing budgets, scope, and schedule are assumed; employers are looking for soft skills, such as the ability to motivate a team.

Pattie gave us examples of how project management is a new job, with new job requirements. An **extreme** project manager must be able to:

- manage, lead, and motivate highly skilled project teams,
- motivate a varied, cross-functional stall,
- lead and promote change, growth, and effectiveness, and
- forge collaborative relationships among cross-functional teams.

Extreme project managers must also possess:

- proven leadership of both technical and non-technical teams,
- exceptional collaborative, team and consensus building skills,
- proficiency in staff motivation and conflict resolution, and
- experience in staff management, recruitment, selection, creation of goals, and performance assessments.

In addition, extreme project managers must:

- assume a leadership role,
- invest in team development,
- learn to manage conflict, and
- balance empowerment and accountability.

Employers are looking for team champions and staff leaders with good project management skills and the ability to motivate and build collaborative relationships.

In addition to all of these competencies, honesty, humility, risk taking, responsibility, and relationship building skills will greatly enhance your ability to lead your team, and set an example for them to follow.

Pattie's key message was, "Validate, validate, validate; find ways to let your team know how much you appreciate their efforts." Pattie gave some examples of "rewards" she gave her team members during a project when she had little or no money to spend. "Be creative. Sometimes items found in a dollar store, items brought from home, or even found in the office can be a reward. These rewards go a long way to build team relationships and help to develop shared responsibility."

Continued on page 5

June 9th PMI-OC Dinner Meeting Review

From page 4

Pattie listed some basic ways to gain commitment. First, make sure the team understands project goals. Also, set ground rules for the team. Recognize the team composition. Also, don't ever skip a "meet and greet." Create an environment of trust.

Next, Pattie gave us some specific tips for developing buy-in:

- Solicit input and then **listen**.
- Ask for help.
- Don't go for consensus.
- Don't wait for certainty.
- Recognize milestones and achievements.
- **Have fun!** (ROI: priceless)

We also got some specific ideas for managing conflict. Pattie's key point was that conflict is okay under certain circumstances. Conflict can be productive when it is about ideas, concepts, and methods; when it is about the current issues, not residual resentment; and when it is **not** about personalities and individuals.

People tend to have many misconceptions about conflict. One misconception is that harmony is normal, and conflict is abnormal. Another misconception is that conflict is a result of personality problems. A third misconception is that conflict and anger are the same thing. Anger is only one way of dealing with conflict. People who engage in effective conflict are not wasting time; in fact, it can lead to getting things done faster. Teams that engage in effective conflict have lively, interesting meetings and extract ideas from all team members. Problems tend to be solved quickly, and politics minimized. Don't be afraid to put critical issues on the table for discussion.

To minimize conflict, first prepare for it in case it happens. Remember that dissatisfaction and unrest equal unmet needs. Try to create a safe environment where people can dissent. Encourage coaching within the team, but know when to take a discussion offline. Finally, throw a party!

Another key skill for an extreme project manager is the ability to build group accountability. Some empowering actions include collaboration, flexibility, unwavering support for your team, and distributed decision making.

As extreme project managers, we must remember what motivates or demotivates our teams. Motivators include strong leadership, celebrating accomplishments, taking chances, exhibiting fairness, and giving recognition. Demotivators include weak leadership, taking credit for other peoples' success, dishonesty, playing too much by the book, inconsistent rules for team members, and factions within the team.

Reinforce accountability. Hold the project team accountable. Have the difficult conversations. Meet standards and expectations. Apply positive peer pressure.

In summary, develop an action plan for becoming an extreme project manager. Don't be afraid to have the team assess your leadership skills. Develop the team. Manage conflict, and develop a conflict management plan. Ask yourself, "Am I motivating or demotivating? "

Pattie's book, **"EXTREME Project Manager Makeover,"** is available at **www.thevargasgroup.net**. Pattie can be reached directly at **pattie@thevargasgroup.net**.

Patty Tutor, PMP

NEW MEMBERS

Steven Agg
Thom Baker
Jack Barnhill
Leslie Benson-Turner
Kevin Craighead
Mark Estoque
John Gannaway
Doug Giltner
Joe Hurley
Christopher Johnson
Mansour Katany
Yosh Kawasaki
Stacey McKay
Charles Michinock
Jonnette Miller
Jeff Miller
Gabeesh Mishra
Emeel Mkary
Jack Molisani
Thomas Myroniak
Geetha Nirand
Eric Oldham
Joey Oposa
Lindley Overmyer
Chung Pak
Joaquin Pinto
Ted Pittman
Philip Pound
Mike Powell
Anand Rao
Matthew Reeves
Derek Roberts
Gene Roen
Lyle Rossow
Denise Schoeneich
Josephine Sevilla
Talbot Smith
Thomas Townsend
Lori Wesley
Donald Wheatley
Corinne Wilkerson

NEW PMPs

Patricia Alexander
Teresa Ashley
John L.C. Bachofer
Pamela Baker
William Barie
Magdalena Biernatowski
Rajni Chawla
Marc Comtois
Julie David
Paul Desmond
Terance Eckberg
Martin Fogel
Rey Genaldo
Lisa Guedes
Charles Gustin
Andrea Haas
Steve Harrell
Benedict Jiou
John Junghanns
Kari Kraus
Margaret Lebrecht
William Lloyd
Paul Lucero
John Malonson
David Nussdorfer
Michelle Palmer-Hamilton
Gerald Rowden
Mahesh Singh
Spencer Sutherland
Barbara Thurston
Heather Tomley
Thomas Townsend
Ishtiaq Vali
Lori Wesley
Jane West
Reva Wright-Buck
Qiong Xu
David Yanagidate
John Zhao

AT THE JUNE MEETING

Below:
Darby and Derby
Richard Darby, PMP and Richard Derby, PMP

Below:
June dinner meeting sponsor, George Schlitz from BigVisible Solutions

Right:
Elsie Mustaller and Frank Reynolds socialize before dinner.

Above:
Just a few of the new members and first time attendees at the June dinner meeting:

Caroline Johnson
Rey Genaldo, PMP
Maitrang Le

Right:
New PMPs

Thomas Townsend
Rasni Chawla
L.A. Wesley
Mark Cook
Terance Eckberg
Mahesh Singh
Benedict Jiou
Paul Desmond
Karl Kraus

Photos on pages 3, 4, and 6 by **Greg Savage, PMP**

Taking the Risk Out of Project Procurement

Presented by **JANICE PRESTON**, MBA, CPA, PMP, PMI-OC Fellow

This PMI-OC Advanced Topic Seminar was one of the most interesting I have ever experienced. Janice Preston choreographed the seminar with a lively mix of audience participation and useful information. Her objectives were to define terms, concepts, processes, and risk associated with procurement. Through interactive exercises, she also taught us how to deal with risk during planning, conducting, administering, and closing procurements.

While introducing us to procurement, Janice defined it as "buying project scope." This was a new, but very appropriate, view of procurement. Purchased scope includes both goods and services, and it may be leased as well as purchased. Procurements may also be internal or external to the organization; Janice brought this concept home as part of the interactive exercises.

Procurement management requires four basic processes: (1) planning procurements, (2) conducting procurements, (3) administering procurements, and (4) closing procurements. Janice also informed us that starting a procurement correctly involves three steps: (1) reviewing project scope, (2) conducting make vs. buy analysis, and (3) developing a procurement SOW.

Janice held our interest in many ways, including exercises and quotes from prominent project management experts. She explained the relation of each of these to procurement. Some, like this one from Peter Drucker, were self-evident:

"The most common source of mistakes in management decisions is the emphasis on finding the right answer rather than the right questions."

Janice's knowledge and command of the subject were obvious and inspiring, and she presented excellent and relevant information. She included various details: identifying risks, procurement risk responses, selecting a contract type, and different types of procurement contracts.

Two of the slides from the presentation are combined at the right. As you can see, the subject of project procurement received thorough coverage in the four hour seminar.

In some ways managing procurement activity is all about managing relationships. Janice's seminar exercises emphasized that aspect, and each participant came away with a better understanding of just how important these relationships are. In the interest of time, she kept the exercises simple, but being thrust together with new people created a certain amount of reality. As the exercises progressed, we learned more about each other and the importance of developing working relationships.

Janice Preston conducted an excellent advanced topic seminar. We thank her for the exemplary preparation and the superb delivery. I would like to thank her especially for permission to use information and slides from her presentation in this article.

John Sunderson, PMP

1. Assign Responsibility
Responsibility Matrix

R = responsible A = accountable S = sign off	Project Manager	Project Team or SME	Contract Rep	Senior Mgmt
Make contract award	A	R	R	S
Sign contract				
Provide oversight to seller work	A	R	A	
Manage changes to contract	R		A	
Administer contract	R		A	
Determine when procured work is complete	A	R	R	
Close out contract	R		A	
Settle claims			A	S
Create WBS	A	R		
Determine make or buy decisions	A	R	R	
Develop statement of work	A	R	R	
Develop procurement management plan	A	R	R	
Determine type of contract	R		A	S
Determine fee structure	R		A	S
Develop contract template	R		A	S
Identify evaluation criteria	A	R	R	
Evaluate proposals	A	R	R	
Lead negotiations	A	R	R	

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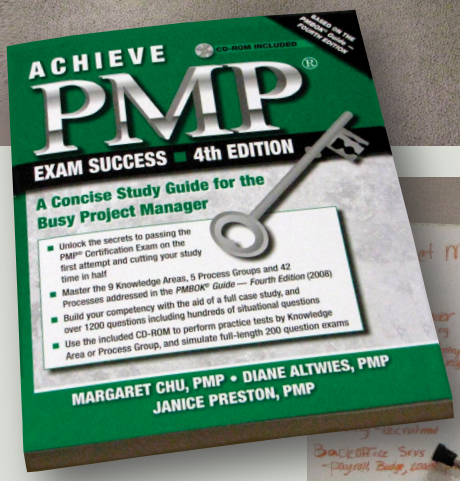
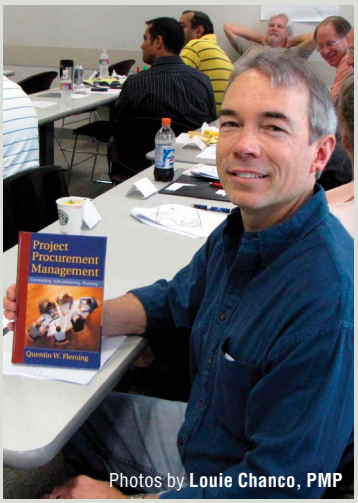
More ATS pictures on page 8



Above:

Janice Preston welcomes the seminar participants.

***Achieve PMP Exam Success, 4th Edition*, recently published study guide for the new PMBOK,® written by Margaret Chu, PMP, Diane Altwies, PMP, and Janice Preston, PMP.**



Photos by **Louie Chanco, PMP**

Above:

Joe Roux, PMP explains his procurement plan, as Robert Pettis, PMP looks on.

Left:

Robert Paige, PMP proudly displays his raffle prize, Quentin Fleming's best selling book, *Project Procurement Management.*

PMP Exam Questions

Answers are on page 14

These PMP® exam questions are similar to what you may experience on the PMP exam starting July 1, when the PMBOK® Guide–Fourth Edition is officially part of the exam.

1. You are the project manager for a business process improvement project for a strategic business process that is 50 percent complete. One component of the existing business process had been targeted for improvement because of the significant spikes in quality problems. The tool you can use to monitor success of the improvement project that measures compliance within acceptable limits is called:
   a. a root cause analysis to find out why the process is not meeting expectations.
   b. a quality audit.
   c. a control chart.
   d. a Pareto chart.
2. You are the project manager of a technology project, and several questions arose as the technology team began the design phase. As a result, you schedule a meeting with the key stakeholders to review the issues and bring clarity to the design. This is an example of which communications management process?
   a. Manage stakeholder expectations
   b. Report performance
   c. Plan communications
   d. Distribute information
3. _____ is a bar chart that shows a distribution of values.
   a. Pareto
   b. Histogram
   c. Ishikawa
   d. Flowchart
4. The cost management process that aggregates the estimated costs of individual work pages is the
   a. determine budget process.
   b. control costs process.
   c. cost planning process.
   d. estimate costs process.

Sample exam questions amd amswers-submitted by:

Diane Altwies, PMP
Core Performance Concepts, Inc.
www.coreperformanceconcepts.com

PMI ORANGE COUNTY CHAPTER 20TH ANNIVERSARY

PMI-OC CELEBRATES 20 YEARS • September 10, 2009, Irvine Marriott

20th Anniversary Gala Celebration

Join us in celebrating PMI-OC's 20th anniversary with cocktails, a unique dinner meeting, and two very special guest speakers.

Fourth Annual Career Fair and Business Expo

Back by popular demand! This career fair will feature representatives from **premier Orange County area companies that are actively recruiting.**

Don't miss the informative and entertaining 30 minute breakout sessions, "A Day in the Life of a Project Manager at . . . . ," where featured firms will show what a project manager in their organization does in the course of a typical day.

Date:	September 10, 2009
Location:	Irvine Marriott 18000 Von Karman Avenue Irvine, CA 92612
Time:	3:00-9:30 p.m.
Schedule:	
3:00-6:00	Career Fair and Business Expo
3:30-5:30	Breakout Sessions "A Day in the Life of a Project Manager"
6:00-7:00	Socializing and Networking
7:00-8:30	Dinner 20th Anniversary Celebration Mark Mathieson, PMI® Global
8:30-9:30	Keynote Address Vince Lombardi, Jr.

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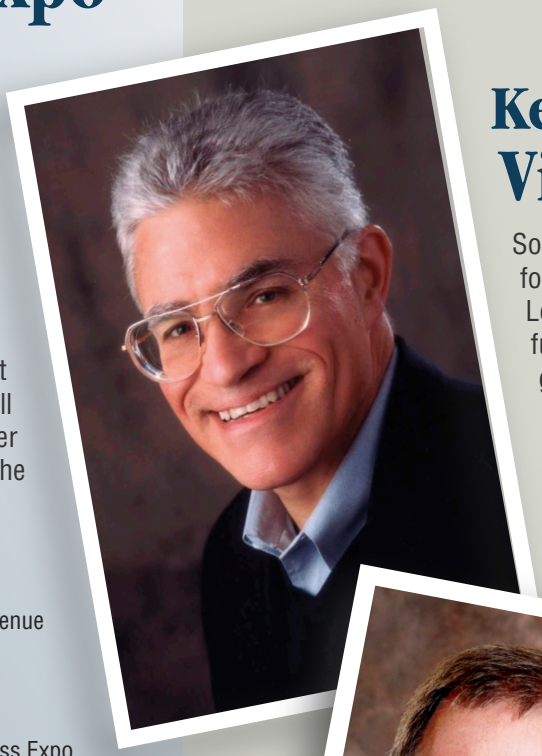


Keynote Speaker Vince Lombardi, Jr.

Son of the legendary Vince Lombardi, one of the greatest football coaches in the history of the sport, Vince Lombardi, Jr. spent his early years in an atmosphere full of personal power and achievement. He has since gained outstanding success and recognition in law, politics, and sports.

Currently an author and sought-after motivator, Vince's first-hand knowledge of his father's leadership techniques will make for a dynamic presentation titled "High Performance People."

Special Guest Mark Mathieson

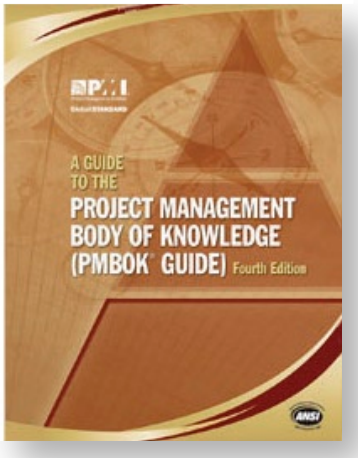
PMI® Global Director

Mark Mathieson, MS, PE, PMP, PMI Global Director, joined PMI as a member in 1982. In addition to this current term on the board, he served as a director from 2002 to 2004.

Mark's topic will be "Project Management as a Strategic Competency."

WANT TO BE PMP CERTIFIED?

This workshop is intended for anyone who wishes to achieve their PMP® certification, who meets the requirements as identified by PMI,® AND



who has studied the recommended PMI® project management literature, specifically, the PMBOK® Guide–Fourth Edition.

We will conduct a special "knowledge gap" training session in August to cover the differences between the PMBOK third and fourth editions.

Our "train-the-trainer" session will be in August as well.

Watch **www.pmi-oc.org** for details about these two events.

Studying for the PMP® Exam?
Need qualifying education contract hours?

PMI Orange County Chapter announces its 2009 Fall Course.

PMP EXAM PREPARATION WORKSHOP

SIX SATURDAYS BEGINNING SEPTEMBER 19

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 receive a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Participants will also have access to additional study material.

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

September 19	**October 10**	**October 24**
September 26	**October 17**	**October 31**

Where: **Costa Mesa**
University of Phoenix, South Coast Learning Center
150 Bristol Street, Costa Mesa, CA 92626
Click here to register.

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: www.pmi-oc.org or programs@pmi-oc.org.

Note: *This course is NOT intended to teach the participant project management or to impart project management industry experience. Its primary purpose is to prepare the participant for the PMP exam based on the PMI identified domains and PMI recommended preparation material.*

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Training Solutions for the Project Management Professional

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Explore best practices for eliciting and documenting business requirements; ensure your business process projects are successful.

Contract Management
Learn essential techniques for developing a project procurement management plan.

Project Management for Life Sciences
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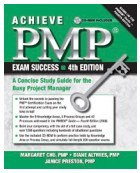

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Answers to PMP Exam Questions

From page 8

1. c. A control chart

PMBOK® Guide–Fourth Edition
(Monitoring and Controlling)

Choice "a" is out because a root cause is a way to determine the case, not monitor progress. For choice "b," quality audits are used to audit the project policies, processes, and procedure, NOT the results of the project. Choice "d" is out because a Pareto chart identifies defects that are more common than others.

2. a. Manage stakeholder expectations

PMBOK® Guide–Fourth Edition, Chapter 10, Section 10.4 (Executing)

Clarifying and resolving issues that have been identified is a key part of "manage stakeholder expectations," along with addressing concerns that have not yet become issues and activity managing stakeholder expectations.

3. b. Histogram

PMBOK® Guide–Fourth Edition, Chapter 8, Section 8.3.2.4
(Monitoring and Controlling)

4. b. Control costs process

PMBOK® Guide–Fourth Edition, Chapter 7, Section 7.0
(Planning)

All of the answers are cost management processes, except cost planning.

PMI-OC Orientation Meeting

August 19, 2009

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, August 19, 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**. After 6:00 p.m., you can park in any non-handicap space. Check in with the guard.

Register:

Please register early.
Space is limited.
Click here to register.

Questions:

membership@pmi-oc.org

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www.sotecconference.com

August 1, 2009

Understanding and Applying Agile and Scrum

Presented by John Stenbeck, PMP, CSM

Agile project management is a skill set in rapidly increasing demand among employers. The most respected and recognized credential is the Certified ScrumMaster (CSM) from the Scrum Alliance, Inc. The Scrum Alliance has created a standard body of Scrum knowledge (equivalent to the PMBOK®). Very soon the Alliance will launch a new certification assessment system (much like the application and testing required for PMPs) to measure the experience and knowledge of individuals who wish to become CSMs.

Attend this seminar for a detailed understanding of Agile and Scrum so you can determine their value to you. **You will also learn how to acquire this valuable certification without having to go through an exhaustive application and examination process!** We hope you'll make it a priority to join us.

John Stenbeck, PMP, CSM, is a senior project manager, educator, and author with extensive experience in implementing enterprise resource planning (ERP) systems at firms in the aerospace, shipbuilding, and construction industries. John's particular value comes from his combined background in information technology, accounting, and operations. He has led large, complex projects to success where others have failed.

September 12, 2009

The Emotionally Intelligent Project Manager

Presented by Grazyna Gasiorowska, Ed.D.

Dr. Gasiorowska will discuss types of emotional intelligence abilities and skills dominant in the professional life of experienced project managers. Two specific questions will be examined:

- What are the most dominant emotional intelligence abilities of highly experienced project managers based on their Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) outcomes?
- What are the most dominant emotional intelligence skills of highly experienced project managers based on their Bar-On Emotional Quotient Inventory (EQ-i) outcomes?

Dr. Grazyna Gasiorowska has over 20 years of experience in project management, organizational development and change, executive coaching, and professional training. She has taught numerous courses, developed college level curricula, and conducted a wide range of workshops and seminars exploring emotional intelligence.

Where:	**Keller Graduate School of Management** 880 Kilroy Airport Way, Room 228, Long Beach, CA 90806
PDUs:	There are four PDUs for this event.
When:	Saturday, **August 1**, 2009, 8:00 a.m. to 12:00 p.m. Saturday, **September 12,** 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

Coming Events

July 14 Dinner Meeting
Tom Sek: Why Project Leaders Fail
See pages 1 and 17.
Click here to register.

Aug 1 Advanced Topic Seminar
John Stenbeck
Understanding and Applying Agile and Scrum
See column at left.

August 11 Dinner Meeting
PMI-OC 2009 Project of the Year
Speaker: Virginia Sanchez from Behr Process Corportion
Topic: Website Redesign Project

August 19 PMI-OC Orientation
See page 14.

Sept 10 SPECIAL EVENT
Fourth Annual PMI-OC Career Fair
20th Anniversary Gala Celebration
Keynote Speaker: Vince Lomarbi, Jr.
Special Guest: Mark Mathieson, PMI Global Director
At the Irvine Marriott. See page 9.

Sept 12 Advanced Topic Seminar
Graznya Gasiorowska
The Emotionally Intelligent Project Mgr.
See column at left

September 19, 2009
PMP Fall Workshops Begin
See page 10.

Oct 3 Advanced Topic Seminar
Mike Graupner, PMP
Monkey Management

Oct 10-13 PMI Global Congress
North America 2009, Orlando, Florida
Click here for details.

Oct 16-17 Tenth Annual SoTeC
Southland Technology Conference
New Paradigms for Challenging Times
At the Hilton Long Beach, see page 15.

Nov 7 Advanced Topic Seminar
Jeremy Hart: ITIL

Dec. 5 Advanced Topic Seminar
Brad Belmore: CMMI

Coming events may be subject to change.

PMI Orange County MILESTONES
July 2009, Volume 21, Number 7

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.
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PMI-OC Dinner Meeting

Tuesday, July 14, 2009

Program: **Why Project Leaders Fail**
Tom Sek, PMP from Successful Strategies International (SSI)

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

Schedule: 5:15 -6:00 p.m. Free resume reviews, courtesy of **Technisource**, for members in transition
Please arrive early for a good spot in line.

5:30 -9:00 p.m.
Socializing and networking, dinner meeting, and presentation

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 or **click here to register**.

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 Monday, July 13, 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 two days before the event at www.pmi-oc.org. Anyone who cancels their reservation after 10:00 p.m. on Sunday, July 12, or anyone who makes a reservation and does not attend, will not receive any refunds.

PMI ORANGE COUNTY CHAPTER

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Orange County Chapter, Inc.
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