

Milestones

July 2009

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

Why Project Leaders Fail

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*.

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.

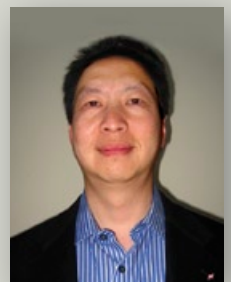
[Click here to register.](#) ●

Premier Dinner Sponsor:

PCI

www.pcionline.net

www.metierresources.com



Tom Sek

2009 CHAPTER BOARD

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

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

Cornelius Fichtner, PMP
Director at Large
atlarge@pmi-oc.org

Francisco Avalos
Finance Director/Treasurer
finance@pmi-oc.org

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

Lori Shapiro, PMP
Marketing Director
marketing@pmi-oc.org

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

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

Derek Barraza, PMP
Programs Director
programs@pmi-oc.org

In This Issue

July Dinner Meeting	1
The Chair's Column	2
Volunteer of the Month	3
Volunteer Opportunities	3
June Dinner Meeting Review	4
New Members, New PMPs	5
At the June Meeting	6
June ATS Review	7
PMP® Exam Questions	8
PMI-OC Celebrates 20 Years	9
PMP Exam Preparation Workshop	10
PMI-OC Orientation Meeting	14
SoTeC 2009	15
Upcoming Advanced Topic Seminars	16
Coming Events	16
Index to Advertisers	17
Monthly Meeting	17



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 staff,
- 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

NEW PMPs

Steven Agg	Patricia Alexander
Thom Baker	Teresa Ashley
Jack Barnhill	John L.C. Bachofer
Leslie Benson-Turner	Pamela Baker
Kevin Craighead	William Barie
Mark Estoque	Magdalena Biernatowski
John Gannaway	Rajni Chawla
Doug Giltner	Marc Comtois
Joe Hurley	Julie David
Christopher Johnson	Paul Desmond
Mansour Katany	Terance Eckberg
Yosh Kawasaki	Martin Fogel
Stacey McKay	Rey Genaldo
Charles Michinock	Lisa Guedes
Jonnette Miller	Charles Gustin
Jeff Miller	Andrea Haas
Gabeesh Mishra	Steve Harrell
Emeel Mkary	Benedict Jiou
Jack Molisani	John Junghanns
Thomas Myroniak	Kari Kraus
Geetha Nirand	Margaret Lebrecht
Eric Oldham	William Lloyd
Joey Oposa	Paul Lucero
Lindley Overmyer	John Malonson
Chung Pak	David Nussdorfer
Joaquin Pinto	Michelle Palmer-Hamilton
Ted Pittman	Gerald Rowden
Philip Pound	Mahesh Singh
Mike Powell	Spencer Sutherland
Anand Rao	Barbara Thurston
Matthew Reeves	Heather Tomley
Derek Roberts	Thomas Townsend
Gene Roen	Ishtiaq Vali
Lyle Rossow	Lori Wesley
Denise Schoeneich	Jane West
Josephine Sevilla	Reva Wright-Buck
Talbot Smith	Qiong Xu
Thomas Townsend	David Yanagidate
Lori Wesley	John Zhao
Donald Wheatley	
Corinne Wilkerson	

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





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.

W

hile 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	



Copyright 2009 Core Performance Concepts Inc.
All Rights Reserved.

More ATS pictures on page 8

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.

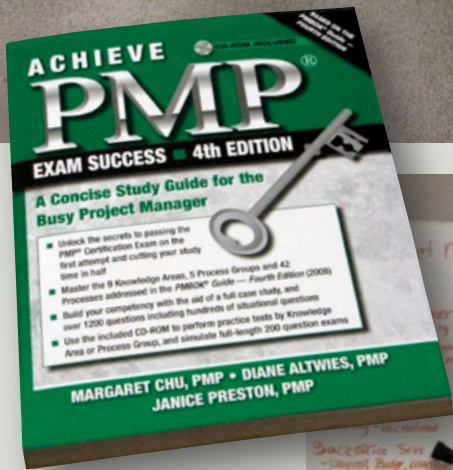
2. You are the project manager of a technology project, and several questions arose as the technology team began the design phase. As a result, you schedule a meeting with the key stakeholders to review the issues and bring clarity to the design. This is an example of which communications management 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 and answers submitted by:

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

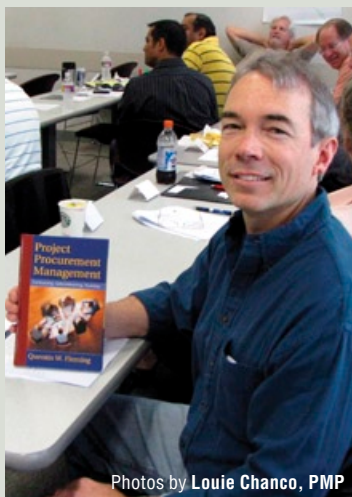


Above: Janice Preston welcomes the seminar participants.

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.



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*.

Photos by Louie Chanco, PMP



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

20th Anniversary

Fourth Annual Career Fair and Business Expo

Gala Celebration

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

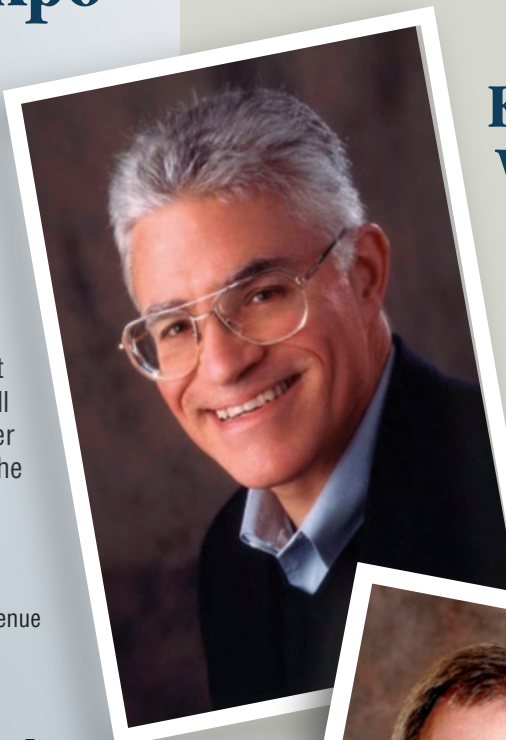
3:30-5:30 Breakout Sessions
"A Day in the Life of a Project Manager"

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.

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



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.

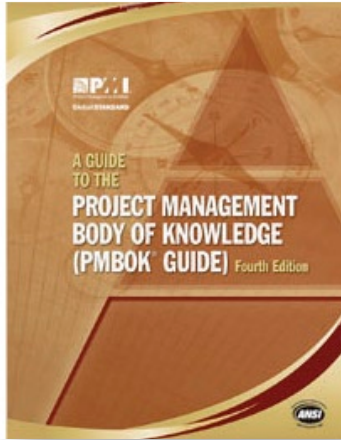
Mark's topic will be "Project Management as a Strategic Competency."

Platinum Event Sponsor



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.



**Powerful for
Project Managers...**

**Easy for
Everyone!**

**Web Based
Project Management
Software**

#1 Choice of Savvy Project Managers

Intelligent scheduling
PMBOK compliant
MS Project import/export
Outlook integration
Time & expense tracking

Flexible reporting
Executive dashboards
Resource allocation
Budgeting and costing
Customizable

**www.projectinsight.net
949-476-6499**



Share • Collaborate • Achieve

Value hard work...



Business Accountability Delivered

Are you ready?

3100 W. Burbank Blvd, Suite 101 • Burbank, CA 91505 • Tel: 866.677.8275

To learn more, visit www.Qtask.com and watch our videos

- Online
- On-Campus
- On-Site

Training Solutions for the Project Management Professional

Project Management

Master the new *PMBOK® Guide—Fourth Edition*, prepare to sit for the PMP exam, earn PDUs, and receive transferable credit toward a master's degree.

Business Analyst

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

Learn to bring pharmaceutical and medical device projects in on time and at budget with minimal "scope creep."



UCIRVINE | EXTENSION
extension.uci.edu/pmioic (949) 824-5414



IBA Endorsed Education Provider Charter Member

SU09-56 0C



Earn your project management certificate in only 10 days

CALIFORNIA INSTITUTE OF TECHNOLOGY INDUSTRIAL RELATIONS CENTER

The 10-Day Project Management Certificate Program



www.irc.caltech.edu

Attend project management courses on alternate Saturdays in Pasadena.

- | | |
|---|-------------------------|
| 1. Project Initiation, Costing, and Selection | July 18 & 25, 2009 |
| 2. Project Organization and Leadership | August 8 & 22, 2009 |
| 3. Detailed Project Planning | September 12 & 25, 2009 |
| 4. Project Monitoring and Control | October 10 & 24, 2009 |
| 5. Project Risk Management | November 7 & 21, 2009 |

The program consists of five, two-day courses. The sessions are offered on alternate Saturdays. The fee is \$4325 (\$865 each) for the entire program. Participants will earn 16 Professional Development Units (PDUs) for each two-day session attended.

Call today to register: 626.395.4041
Register online: www.irc.caltech.edu
Use code PMI to register

All courses taught on the Caltech campus, Pasadena, CA

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



Project Auditors LLC

Accelerating Profits through
Project Management

Project Management
Project Quality Audits
Process Development
Leadership Development
Tailored Training
Business Analysis

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

www.ProjectAuditors.com
800-545-1340 (US)
+1 949 452 0578
(050) 105 9498 (UAE mobile)



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

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

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

Keller 
Graduate School
of Management
of DeVry University

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

A PMI Global Registered Education Provider

www.keller.edu

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

THE 77 DEADLY SINS OF PROJECT MANAGEMENT.

#17: FAILURE

STAKES ARE HIGH. SUCCESS IS THE ONLY OPTION.

Your projects are only as good as the people who lead and support them. Management Concepts helps teams succeed by assessing overall project readiness and creating a culture where exceptional project execution can flourish. The result is an environment where team members are nurtured, budgets are respected, and competitive value increases. Let Management Concepts bring the virtues of success to your organization.

Higher standards for project management.



MANAGEMENT CONCEPTS

The mind at work

TRAINING • CONSULTING • PUBLICATIONS

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

www.managementconcepts.com/sins



UPCOMING CLASSES IN AUGUST

Aug 13-15

PROJECT RISK MANAGEMENT

Learn how to manage and communicate risk in your project.
– 24 PDUs

Register now at <http://www.coreperformanceconcepts.com>

Coming in September...

NEW PMP® EXAM PREP

Updated to comply with the 4th Edition PMBOK® Guide



Pass the PMP® Exam the first time!

This comprehensive self-study program will cut your study time in half!

- CD-ROM with over 1200 practice questions included
- Features study, time management and exam tips
- Pre-assessment test helps develop focused study plan



Available now—only from www.jrosspub.com
PMBOK® Guide – 4th Edition (2008) by PMI®

Core Performance Concepts Inc. is a Registered Education Provider (REP) for PMI®

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 cause, 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

SoTeC 2009

Southland Technology
Conference

New Paradigms for Challenging Times

Maximizing Personal and Organizational Value

The Premier technology event of Southern California is back again celebrating its 10th Anniversary! Discover the value of SoTeC that has been keeping IT Professionals well connected and informed. Sponsored, planned, and executed by a coalition of practitioner associations, this conference will provide you with the most cost effective opportunity to expand your network while simultaneously providing you with a wealth of knowledge. Be the value add that is so vital in today's market and learn the skills and techniques that will enable you to excel to new levels. Join a large, diversified group of individuals who are committed to achieving their goals by attending the best event in Southern California.

The Conference will include:

- **Top Industry Speakers**
- **Vendor Showcase**
- **Structured Networking**
- **Cost-effective PDU's/CPE's**
- **Amazing door prizes**

SAVE THE DATE!

October 16th and 17th, 2009

Pricing and Discounts

Receive \$50 off registrations made before October 6th, and qualify for Special Early Bird Raffle Prizes!

Non-Member:

2 day \$249 / 1 day \$199

Member:

2 day /\$199 / 1 day \$149

Register five or more as a group to the SoTeC 2009 Conference and receive Member Pricing on all registrations!



701 West Ocean Boulevard
Long Beach, California
United States 90831-3102
Tel: 1-562-983-3400



Secure your reservation early for the event of the year!

www.soteconference.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

PDU's: There are four PDU's 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

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 Corporation
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

Grazyna 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.

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.

Editor: **Bernice Maldonado**
editor@pmi-oc.org

Advertising: advertising@pmi-oc.org

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

Inquiries: editor@pmi-oc.org
milestones@pmi-oc.org

Volunteers: volunteer@pmi-oc.org

Index to Advertisers

Caltech Industrial Relations Ctr . . . 12
www.irc.caltech.edu

Core Performance Concepts 14
www.coreperformanceconcepts.com

Keller Graduate School of Mgmt . . . 13
www.keller.edu

Management Concepts 13
www.managementconcepts.com/sins

Project Auditors LLC 13
www.ProjectAuditors.com

Project Insight 11
www.projectinsight.net

Qtask 12
www.qtask.net

UC Irvine Extension 12
www.extension.uci.edu/pmioc

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**

<i>In Advance:</i>		<i>At the Door:*</i>	
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.



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