

# Milestones

October 2009

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

## 10 Steps to Becoming

# AGILE



### October 13 Dinner Meeting

Moving to agile isn't as simple as going to Scrum training. You need to create an agile life cycle for the realities and constraints of your business. This presentation will give you a road map for establishing the most effective software development process for your company.

■ **Greg Smith**, president of GS Solutions Group, is a senior project manager, certified ScrumMaster, and agile coach with nine years of experience in leading project teams to more agile processes. Greg recently co-authored a book, *Becoming Agile in an Imperfect World*.

Special 20th Anniversary section begins on page 5.

Dinner meeting sponsor: Qtask, Inc. See ad on page 19.

See page 24 or [click here to register](#).

## 2009 CHAPTER BOARD

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

**Stephen June, PMP**  
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chairelect@pmi-oc.org

**Cornelius Fichtner, PMP**  
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finance@pmi-oc.org

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marketing@pmi-oc.org

**Thomas Cutting, PMP**  
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membership@pmi-oc.org

**Nora Goto, PMP**  
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operations@pmi-oc.org

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

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## THE CHAIR'S COLUMN

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Last month we held our hugely successful career fair and 20th anniversary gala at the Irvine Marriott. We are very much indebted to a number of our leaders for their efforts and support to make this event such a success.

**Lori Shapiro, PMP** did a fantastic job with both marketing and communication. We had a full slate of vendors, a terrific grand prize worth over \$3,000 for attendance at Project World in Anaheim, and absolutely terrific internal communications. We met our minimum guaranteed number of attendees, and we had set a stretch goal of 225 dinners.

Others who contributed included **Susan Ashwell, PMP**, who coordinated the career fair details and worked with Lori to schedule the vendors. Although she was unable to attend the event herself, Susan had everything documented so well that we were able to refer to her instructions to execute her plans. Her fill-in, **Robbin Mackenzie Thomas**, followed Susan's directions and performed magnificently.

As always, **Alvin Joseph, PMP** was right there to work with the venue on all the dinner and presentation details. He arrived early to confirm that the projectors would function in each of the rooms, checked the sound systems, and worked with our speakers to make sure the rooms were exactly as they expected. His quiet, competent way of firmly working with the venue was a major factor in our success.

One of our past presidents, **Kristine Hayes Munson, PMP, PMI-OC Fellow**, was our liaison with the other past presidents. She contacted each of them and personally invited them to attend the gala. We made it a point to acknowledge their contributions, which established the foundations of our chapter today. Kristine also worked with the videographer to capture our growth in the words of the chapter's past and current leadership.

**Jason Richmond, PMP** continued his fine job as the chief of our speakers bureau. As he has done all year long, he negotiated with our speakers and escorted them throughout the night. In this case, some of the front end work was somewhat challenging because we were working through an agency on the east coast.

For those of you who attended the event, you had to be impressed by **Catherine Ford, PMP** and her registration volunteers. Rarely have we had an event where the registration went so smoothly, and we had an excellent response team for the very few registration situations that came up.

We must also thank **Derek Barraza, PMP** for his leadership and guidance throughout the project. Although challenged by a complex work and travel schedule, Derek was able to work with the venue and his key committee members to bring all of this together. It is a compliment to Derek and his hard working team that they were all able, in the final analysis, to make this happen as successfully as it did.

Finally, we have to thank our remaining board of directors, **Stephen June, PMP; Cornelius Fichtner, PMP** (master of ceremonies); **Nora Goto, PMP; Tariq Shaikh, PMP; Francisco Avalos; and Thomas Cutting, PMP.**

Upcoming events for the chapter are already upon us. We started our last PMP® exam prep workshop in September. Our annual survey has been distributed, and we are looking for your feedback.

The nominating committee is working very hard to provide a full slate of candidates for our new board of governors. We are not going to run just five people for five positions; we are opening the election up to as many qualified applicants as possible, including some who may be self-nominated. We are planning to hold our elections in November, with our general membership meeting scheduled for December, where I will report on the state of the chapter.

Your board is always looking for qualified second tier volunteers, and as we transition into our new model, these positions will be more vital than ever to the chapter. Please let any board member know if you have an interest in becoming a chapter volunteer.

**Sylvan Finestone, PMP**  
Chair/President



## Bernice Maldonado

■ The PMI-OC Board of Directors is pleased to recognize **Bernice Maldonado** as Volunteer of the Month for September 2009! Membership Director Thomas Cutting, PMP presented the award to Bernice at the September meeting.

Bernice provides an invaluable contribution to the chapter by serving as the editor of *Milestones*, a position she has held since January. As you can imagine, it is a huge responsibility to produce the outstanding publication that you are reading. Bernice works tirelessly every month, coordinating the contributions of all the writers, photographers, advertisers, and volunteers to make *Milestones* a successful publication.

Bernice also volunteers at Working Wardrobes, OC Society for Hispanic MBAs, and various other organizations and community activities through her employer, Southern California Edison.

Bernice commented, "I have enjoyed working with the PMI-OC volunteers and will continue to volunteer with the OC chapter despite my recent move to San Dimas."

Bernice is senior analyst for SCE SmartConnect, a digital meter program designed to improve customer energy management. She fulfills almost all the PMI® definitions of a project manager by assisting with program policies, procedures, and compliance, analyzing business plans, schedules, standards, business case, scope, resources, risks, action and issues, as well as educating and informing stakeholders.

Bernice is a newlywed and says, "I am in a very exciting time; we have just bought a home, and I started an MBA program at UCI in April of this year." Bernice plans to pursue her PMP® credential in early 2010,

A member of PMI-OC for three years, Bernice has volunteered for the chapter in the past as a writer/contributor for *Milestones*.

Hearty congratulations and many thanks, Bernice, for your tremendous contributions to *Milestones*, our chapter's outstanding monthly publication.

**Ron Puksza, PMP**

### Finance Director:

[finance@pmi-oc.org](mailto:finance@pmi-oc.org)

### Volunteers for Event Registration

The finance team needs individuals who can attend the monthly dinner meetings and help with attendee check-ins. Duties may include money handling, head count tracking, and follow-up reporting.

### Marketing Director:

[marketing@pmi-oc.org](mailto: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*.

### Membership Director:

[membership@pmi-oc.org](mailto:membership@pmi-oc.org)

### PMI-OC Orientation Meeting Support

Assist team with the tasks required for the bi-monthly orientation meetings. This may include preparing folders, food and beverage pick-up, registration desk, and/or writing the event review for *Milestones*. This meeting is every other month, six times a year, at the UCI Learning Center in Orange. You will need to arrive at the site around 5:30 p.m. for set-up.

### Operations Director:

[operations@pmi-oc.org](mailto:operations@pmi-oc.org)

### Chapter Elections Project Manager

The project manager's responsibilities include working with the operations director in planning, voter site vendor selection, contracting, testing, implementation, and reporting for the election of the 2010 board of governors. The project manager will be involved in selection and interviewing of one to two volunteers to support the election process.

### Programs Director:

[programs@pmi-oc.org](mailto:programs@pmi-oc.org)

### Name Badges

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

## New Members

Linda Arce  
 Hany Atchan  
 Rodney Bowden  
 Michael Brajdic  
 Kevin Brown  
 Jeff Alan Cahill  
 Debbie Cavers  
 Gary Cohen  
 Filomena Collins  
 Joseph Como  
 Kathleen DeWitt  
 Tina Edwards  
 Jacqueline Fretto  
 Aubrey Guest  
 Rohitraj Gurung  
 Roberta Hall  
 Robert Heavill  
 Glenn Horiuchi  
 Matthew Howard  
 Syed Hussaini  
 Mark Infanti  
 Dennis Kost  
 Sathish Kumar  
 Abdul Kunbargi  
 Lourdes Lachman  
 Gary Lewis  
 Jay (Hyun) Lim  
 Larry Macklin  
 Johnny Madrid  
 Tina Miner  
 Khan Morshed  
 Ajith Nadarajan  
 Rachel Ramirez  
 Edwin Ramos  
 Rajesh Ranabhor  
 Lloyd Sagar  
 Dennis Shaffer  
 Santosh Shinde  
 Linda Smith  
 Tracy Steele  
 Dening Sun  
 Chetan Thakar  
 Ravi Vishnubhotla  
 Tina Wong  
 Nicholas Zambon  
 David Zimmerman

## New PMPs

Thomas Neal  
 Arash Sayadi  
 Brian Stowe  
 Joseph Tierney

## 2010 PMI-OC Board of Governors Election

We are pleased to announce that we will use electronic balloting again this year. The online election will be held from November 1 through November 15, 2009. You will receive a link via e-mail to access the electronic ballot.

According to the new bylaws, which were ratified by 94 percent of the voters, representing 20 percent of our membership, this election will select five new board members for a total of a six member board of governors. The sixth governor will be the current chair-elect, **Stephen June**, who will serve as the president of PMI-OC in 2010.

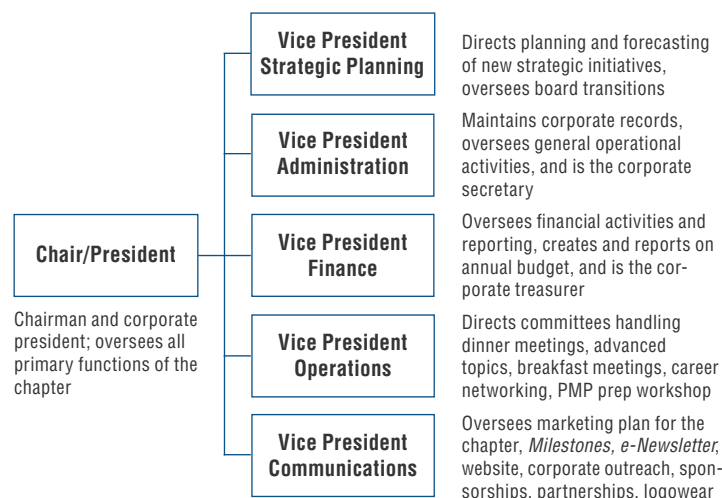
However, three of the elected governors will serve only a one-year term, including Stephen June. The other three governors will be elected for a two-year term. In each subsequent year, three governors will be elected, each serving a full two-year term.

It is our intent that this staggered election process will improve continuity for future boards. Since election results will not be available until December, the holidays will prevent an effective transition period. Because of the significance of this change in governance structure, we are moving our board turnover to March 31, 2010, as outlined in the new bylaws. The additional three month period will allow a much smoother transition.

The PMI-OC Board of Governors will be comprised of the following positions:

- Vice President-Strategic Planning
- Vice President-Administration
- Vice President-Finance
- Vice President-Operations
- Vice President-Communications

The organizational chart below shows a brief description of the role of each of the vice presidents.



All active members are eligible to vote in the upcoming election. To participate, you must be a member of PMI® and PMI-OC chapter as of September 30, 2009.

**Cornelius Fichtner, PMP**  
 Diurector at Large

## PMP® Exam Questions

These sample questions are based on the *PMBOK® Guide—Fourth Edition*.

- As the project manager for a business process improvement project for a strategic business process, where several new business process needs had been identified as planning packages in the WBS. As part of the initial activities for the project, a sub-team was assigned the responsibility to detail out the deliverable expectations of this new planning. The process is also known as:
  - analogous estimating.
  - bottom-up estimating.
  - discovery.
  - decomposition.
- In the procedure diagramming method (PDM), common dependencies include:
  - start-to-node
  - finish-to-start
  - arrow-on-node
  - start-to-finish
- Resource leveling is used when shared resources are available at certain times in limited quantities. It often results in:
  - project duration that is longer than the preliminary schedule.
  - project duration that is shorter than the preliminary schedule.
  - no change to the project duration, as the critical path is unchanged.
  - fast tracking.
- As a project manager, one aspect of your responsibility for quality is to ensure the project stakeholders are
  - fully aware of the quality policy.
  - not included in the development of the quality management process.
  - involved in the quality control process.
  - responsible for managing quality expectations.

Answers are on page 22.

Sample exam questions submitted by:  
 Diane Altwies, PMP  
 Core Performance Concepts, Inc.  
[www.coreperformanceconcepts.com](http://www.coreperformanceconcepts.com)

# *20th Anniversary* **CAREER FAIR AND GALA CELEBRATION**



On September 10, 2009, PMI-OC celebrated its 20th anniversary at the beautiful Irvine Marriott. Thanks to our platinum sponsor, Compuware Corporation, our gold event sponsors, our guests, and a dedicated team of volunteers, the gala celebration was a landmark day for our chapter.

The following pages chronicle some of the special events.



# 4th Annual CAREER FAIR

The first event of the gala celebration was the fourth annual career fair, held from 3:00 until 6:00 p.m. More than 22 companies and organizations participated. Response was very positive; turnout was strong; and attendance was excellent.



**Platinum Sponsor:**  
**Compuware Corporation**  
 PMI-OC Programs Director  
 Derek Barraza, PMP  
 (representing Compuware),  
 Finance Director Francisco Avalos, and  
 Marketing Director Lori Shapiro, PMP  
 at the Compuware exhibit.



# 7th Annual CAREER FAIR

## Platinum Sponsor

**Compuware Corporation**  
www.compuware.com

## Gold Event Sponsors

**iSpace**  
www.ispace.com

**Leverage Point Corporation**  
www.leveragepoint.com

**Platinum Resource Group**  
www.platinumresourcegroup.com

**PW&WCBA**  
www.iirusa.com/  
projectworldnovember

## Exhibitors and Participants

**ADP**  
www.adp.com

**Core Performance Concepts**  
www.coreperformanceconcepts.com

**The Domar Group, Inc.**  
www.domargroup.com

**Southern California Edison**  
www.edisonjobs.com

**IIBA, Orange County Chapter**  
www.theiiba.org

**Interview Angel, Inc.**  
www.interviewangel.com

**itSMF USA**  
www.itsmfusa.org

**Panasonic Avionics Corporation**  
www.panasonic.aero/

**Project Insight**  
www.projectinsight.net

**ProSpring**  
www.prospring.net

**Qtask**  
www.qtask.com

**Santiago Canyon College**  
www.sccollege.edu

**SCQAA, Orange County Chapter**  
www.scqaa.com

**SoTeC Conference**  
www.sotecconference.com

**Spin Strategy**  
www.spinstrategy.com

**SS&J Parish Career Renewal**  
www.ssj.org

**University of Phoenix**  
www.phoenix.edu

**University of Redlands**  
www.redlands.edu/  
schoolofbusiness.asp

**Waxpoetix**  
www.waxpoetix.com



iSpace, Gold Event Sponsor



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Core Performance Concepts



IIBA



itSMF



Interview Angel



Panasonic Avionics



Project Insight



ProSpring



Qtask



Santiago Canyon College



Southland Technology Conference



Spin Strategy



SS&J Parish Career Renewal



Southern California Edison

# Principles of a Career Search



CAREER FAIR BREAKOUT SESSION 1

## Don Martinez

The title of this presentation was subtly different than most talks for people who are in transition. Don's subject, "Principles of a Career Search," focused on just that, career, not just a "job."

Don broke the career search down into five principles: mindset, clarity, belief, personal responsibility, and adaptability.

The first principle, mindset, sets up the other four. Don noted that most people do not learn job search skills, let alone career search skills, in college. You have to be mentally prepared to work on a career search. Most people are capable of performing the activities related to a job search, such as updating a resume or setting up a search agent on a job site. However, a career search requires a more introspective attitude.

Don calls his second principle, clarity, "the flashlight of your career." You have to identify your destination and see where you are going. If you do not know where you are going, you probably will end up somewhere else. In order to develop this career clarity, you have to think before you react. Many job seekers have the knee jerk reaction of applying for jobs just like the one they left. That may get them the job, but it might not be the right ca-

reer. Take time to think about what you want, develop the career clarity, and then react.

The third principle, belief, is also introspective. Once you have identified your career goals, give those goals your full effort. Believe you can achieve those goals, and you will achieve them. If you are not able to give something your full effort, you may need to reassess your goals.

Don's subtitle for the fourth principle, personal responsibility, is "you are the architect of your own future." You are the one living your life, and you will live your future. You have to plan that future; no one will plan it for you. Don noted that 95 percent of people do not follow through on their goals. Setting goals is only part of the process; you have to take responsibility for developing a road map to get you where you want to be and following through on that road map.

The fifth principle is adaptability. You must be able to adapt and be flexible in your search. It is unlikely that the perfect conditions you need to achieve your goals will always exist. It is important to be able to adjust your road map to fit the current situation. Part of adapting is changing and improving. Don stressed the need to invest in the areas you need to improve. Take the "areas for improve-

ment" from your last performance review, and develop a plan for investing in, and improving, those areas.

Don closed his presentation with advice that adds an additional facet to the career search. You should have an elevator speech about what you are looking for, as well as how you are qualified for that position. Don's advice: once you have the points of your speech down, practice, practice, practice. You should also be prepared to adjust it on the fly if the person you are talking to has an opportunity that interests you, but does not exactly fit your speech.

Don Martinez is a Master Certified Executive Coach and Master NLP Practitioner. He is ranked one of the top five executive coaches here in Orange County and is an author and speaker focused on career development and advancement. Don has personally helped thousands of people explore new careers, find the work and career they want, get promoted faster, and increase their compensation.

Founder of the retained search firm, The Domar Group, Inc., Don Martinez has worked as a search consulting and executive coach advising executives and business professionals for two decades.

■ Breakout session review by **Mike Bosché, PMP**





## Using Social Media to Advance Your Job Search

CAREER FAIR BREAKOUT SESSION 2

### Steve Averill

is principal at **Waxpoetix**, a social media marketing firm, and has a broad business background uniquely suited to addressing the impact of social media on job searching. Steve was head of partnership development for College Media Network, a startup company that became the largest U.S. network of online college newspapers. The company was eventually sold to Viacom. Prior to his marketing career, Steve worked as an investment banker for Merrill Lynch. His presentation addressed ways to effectively use Facebook, LinkedIn and Twitter. And, he offered many other helpful hints, a few of which are also noted here.

What is the definition of social media? Networking!

How are people using social media? Attendees at this presentation use Facebook and LinkedIn, but not as many use Twitter or have blogs. Steve presented the value of all of these, especially the addition of Twitter to your networking efforts.

To be successful in online marketing, you must first learn the language. Steve recommends online “listening,” which means reading other people’s blogs, profiles, etc., before you do your own. The basics of good communication, even though the medium has changed, still involves listening. Some good places to look are Steve’s website <http://ocbizblog.com/> and Chris Brogan’s

website since he’s the guru of social media: [www.chrisbrogan.com//](http://www.chrisbrogan.com//).

You should Google yourself, and note where you rank. You can raise your rank by commenting in LinkedIn on an Amazon listed book. Steve noted that 83 percent of recruiters go to Google first to learn about a candidate.

On LinkedIn, the “Rolodex on steroids,” be sure to have a photo, recommendations, and a link to your blog. Steve also advised using LinkedIn’s slideshare option.

Facebook’s fastest growing segment is 40 plus year-olds. There are ways to use this more personal media with some restriction. First, don’t be pushy; just be a real person. You can set barriers to restrict who can post on your wall. And, a Facebook page can be a good thing for small, consumer businesses.

Twitter, often assumed to be “too much,” can be used in moderation, for example to follow companies that you are targeting in your job search. Search [www.twitter.com](http://www.twitter.com), and look for your area of interest. This could be a company name, so you follow it in the news. Or, a topic can be followed; I found cloud computing seems to have posts every minute! You can select the option to put that query in your RSS feeds, which appear right on your Internet Explorer screen! Here’s a helpful how-to on Twitter: [www.howcast.com/videos/149055-How-To-Use-Twitter](http://www.howcast.com/videos/149055-How-To-Use-Twitter).

OcJobTalk at <http://ocjobtalk.ning.com/> is a network to get work where you can create your own page (you’ll see a lot of Steve there!). Gantthead is a project management community. Explore blogs on [www.technorati.com](http://www.technorati.com); you can organize your contacts in <http://tweetdeck.com/beta/>. Check out <http://wordpress.org/> for blogging tools. Subscribe to RSS feeds! They are great ways to aggregate information across multiple websites. Craigslist job section is a great RSS feed.

Steve concluded with his personal testimony that social media provide a means to have conversations with people you would never be able to talk to otherwise. These conversations can, for example, be a learning experience for you, create a job search connection, or be used to add credibility to your blog.

In any social media, remember, “It’s not about you.” It’s about something that will help others! Look for advice from Steve, see how others succeed, don’t be pushy, offer value, and don’t spend your whole life at it. Make it a weekly, not daily, commitment to update something on your blog. This advice should help your job search and your career in general!

Steve Averill’s contact info is: [steve@ocbizblog.com](mailto:steve@ocbizblog.com).

■ Breakout session review by **Judith Jones, PMP**

# Resume Secrets that Might Surprise You



CAREER FAIR BREAKOUT SESSION 3

## Jack Molisani

debunked commonly held ideas about what a resume is. This engaging presentation took the standard dictionary definition of “resume” and turned it sideways. Jack’s definition addressed the use of the resume. “A resume is a short account of one’s career and qualifications, typically prepared by an applicant for a position, that shows how the applicant matches what the reader needs.”

The presentation covered ten resume secrets designed to help job seekers. It is not possible to review such an energetic session in a short article, but it is worth summarizing the highlights.

Jack started by looking at the person reading an applicant’s resume. Why are they looking at the resume? To see if it matches what the reader needs: industry experience, technology, domain knowledge or some other requirement. It is imperative that the job seeker makes the relevant information easy to find. The reason: the reader will not read your entire resume. In fact, the reader may only skim it for specific words. Hiring managers and recruiters do not have time to read through all the resumes they receive. Jack noted that you will not get an interview because someone liked your resume; you get the interview because you have not been rejected yet!

Jack then focused on getting past the first cut and getting your resume in the “interview” pile. Recruiters see so many resumes that do not match the posted position that they assume you are not qualified either. The best way to counter this is to make the first half of the first page of the resume match what the reader is looking for. When asked the question, “Should I customize my resume for every job I apply for?” Jack answered simply, “Yes.” The reader should not have to hunt for your qualifications related to the position.

Some companies want your current or most recent job to match the job they are hiring for. “There is an illogical assumption that someone who is doing it now is better than someone who is not currently doing it, no matter how many years of experience you may have.” Even if you have perfect qualifications from an older position, an employer may still reject you. To counter this, put as much information as possible at the top of your resume that demonstrates your qualifications match what the reader is looking for.

Another challenge for job seekers is a job posting that doesn’t match what the hiring manager is looking for. The job may have changed since it was posted; it could be a generic posting, or it may be incomplete. Jack suggested using your professional network to find out who the hiring manager is and what exactly they are looking for in a candidate.

Jack’s next point was that your job experience is more than your title. A job title of “project manager” is too vague to convey the specific duties you performed or skills you used in that job. For example, if you spend half of your time doing technical writing as part of your “sales engineer” position, your resume should state what you really did: “sales engineer/technical writer.” This is particularly important if you are transitioning to a new career.

Jack’s final point is something that everyone already knows, but is worth repeating. “The smallest typo can kill your chances.” You should have someone else read your resume before sending it. As with any document, the author is often too close and will not see even the simplest punctuation or grammar errors.

This is only a brief summary of the presentation. If you want more information you can contact Jack through his company, ProSpring Technical Staffing, [www.ProSpringStaffing.com](http://www.ProSpringStaffing.com).

Jack also produces the annual LavaCon conference on career and professional development. The seventh annual LavaCon will be October 25 to 27 in New Orleans, in partnership the GNO-PMI chapter. See [www.lavacon.org](http://www.lavacon.org).

■ Breakout session review by Mike Bosché, PMP

# 20th Anniversary GALA CELEBRATION

During the career fair, another PMI-OC event was going on nearby.

**It was a reception for all the past presidents and board members of the Orange County Chapter.**

The purpose was to acknowledge and thank the past presidents for their vital contributions to the organization. Each of them played a major role in helping PMI-OC gain recognition as one of the best chapters in the country.

**Beth Partleton, PMP**, PMI Director at Large, also attended the reception and, on behalf of PMI® Global, formally recognized the Orange County Chapter for providing 20 years of outstanding service to the project management community.

To honor this achievement, 11 of the past 15 Orange County Chapter presidents joined us for the celebration. With the addition of Sylvan Finestone, PMP, our current chair/president, there were 12 Orange County Chapter presidents who were together for this event. To the best of our knowledge, this was the first time that so many PMI-OC presidents were ever together at one time.

Soon afterward, when the dinner meeting was underway, the 12 chapter presidents went to the main hall, where they were presented to the audience. These 12 presidents represent a 20 year line of leadership and dedication to the Orange County Chapter of PMI. Without their leadership and hard work, the chapter would not be what it is today . . . one of the best chapters in the entire country (according to PMI Global).



## Past PMI-OC Presidents

*Front row, left to right:* Kathy Sharman Melgar, 1989-1990; Julie Wilson, 1991; Dave Jacob, 1999-2000; Kristine Hayes Munson, 2004-2005

*Back row: left to right:* Marty Wartenberg, 1996; Glen Fujimoto, 2006; Cornelius Fichtner, 2007; Adrienne Keane, 2003; Rick Framme, 1993; Victoria Flanagan, 2008; Jerry Swain, 1997



For a complete history of PMI-OC presidents and board members, see the chart on page 15.



# 20th Anniversary Gala Celebration

## DELIVERING ON PMI'S BRAND PROMISE



### Beth Partleton

After the past presidents were introduced, PMI® Global Director at Large **Beth Partleton** stood up to address the audience. She acknowledged the past presidents for their outstanding work, and then showed the audience how our chapter is viewed in comparison to other chapters across the country, and around the world. What she said was truly amazing. Here are some of the highlights.

- We have 1,700 members, which makes us one of the largest chapters in the country.
- For almost every year that we have been in existence, we have been a member of the elite top 40 best chapters in the country (in terms of activities and accomplishments) as ranked by PMI Global.
- We won the Best Chapter of the Year award five times in the very first decade that we were in existence. No other chapter has ever matched this accomplishment.
- We have been nominated for the Best Chapter of the Year award during almost every year that we have been in existence. The last time we won this award was in 2006.
- Our monthly publication, *Milestones*, has been consistently recognized as one of the best monthly publications of any PMI chapter in the country, and it has won numerous awards.

When Beth finished her presentation, and took her seat, I couldn't help feeling a sense of pride in our chapter. Yes, it was our 20th anniversary, and clearly we had come a long way.

So, on behalf of our membership, I would like to say thank you to the people who have come before us, and who have dedicated so much of their personal time to this organization.

Articles on pages 6, 11, and 13  
submitted by **Bill Georges, PMP**

### NETWORKING AND CELEBRATING



# Keynote Address

## HIGH PERFORMANCE PEOPLE

### WHAT DO THEY DO AND HOW DO THEY DO IT?



### Vince Lombardi, Jr.

is the son of one of the greatest football coaches in history. His first hand knowledge of his father's leadership principles makes him a respected and sought after speaker. PMI-OC is honored that Vince Lombardi, Jr. chose to join us in celebrating the chapter's 20th anniversary.

It was clear from the beginning that Vince was going to be a different kind of speaker. When he got up to speak, instead of going to the podium at the front of the room, Vince surprised everyone by taking the microphone and moving to the very center of the room, where he started his speech. As he spoke, he walked around the dinner tables, where he proceeded to make eye contact with most members of the audience. He spoke slowly, clearly, with confidence and power.

Vince talked about his father's principles of leadership, and of how, within one year, his father was able to turn around a last place team, the Green Bay Packers, and make them a serious contender for the Super Bowl. In the following seven years, his father's team was a consistent high performer, and went on to play in five out of seven Super Bowl championships.

How did his father accomplish such an amazing feat? Well, it had to do with his ability to understand and apply the lessons of high performance and high achievement.

His son, Vince Lombardi Jr., is confident that he knows something about the subject of high performance people because he spent most of his childhood and working life dealing with these same types of people. He has also spent a great deal of time studying them to find out, "What is it that winners do that allows them to consistently keep winning?"

#### The Process

The answer to this question, "What do high performance people do that allows them to consistently keep winning?" is that these people follow a clearly defined path, which is a five step process. All consistently successful high performers follow this process, whether they are aware of it or not. Some high performers may be consciously aware of the steps that they take, while others may simply be doing these steps instinctively. However, this doesn't matter, because as long as

they follow these five steps, the process works. In fact, Vince told us, "Regardless of the goal, the principles of achieving that goal are the same."

#### Step 1

The process begins with a *choice*. Yes, the very first step to high achievement begins with a choice. First, you need to know that you actually have a choice and that you can choose to make changes in your life. However, you have to actively and consciously make this choice.

As Vince Lombardi, Sr. said, "Winning is a choice." Winning is about choosing to change, choosing to grow, or choosing to move forward.

#### Step 2

The second step in this process is turning your choice (from step one) into a *goal*. Remember that a goal without a plan is just a wish. So, to turn your choice into a goal, you will need to develop

Continued on page 14

# Keynote Address



Continued from page 13

a clear and specific *plan* on how you are going to accomplish it. Vince reminded us that achieving our goals is *not luck*, and it is *not left to chance*. Your plan should allow you to move forward in achieving your goal in an organized and disciplined manner.

Vince emphasized the importance of goals by saying, “The way we move forward in life is by having goals; without goals, we wither and die.”

## Step 3

The third step in this process is *belief*. You really need to believe that you can succeed in achieving your goal. You can set ambitious goals, but you must believe that they are achievable. Belief is an important and essential ingredient in the achievement of any goal.

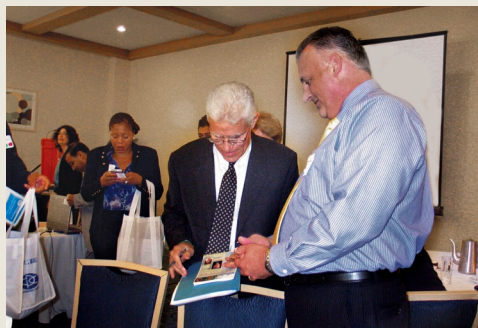
Many of us are familiar with the old saying, “Whether you believe you can, or you believe you can’t, you are right.” Vince told us that the individual must believe in his heart and his soul that he can succeed. He also reminded us that, “The quality and quantity of a person’s *beliefs* are what determine their level of excellence.”

## Step 4

The fourth step in the process is “to commit yourself to excellence.” Yes, you must really make a *commitment* to achieving this goal. What does Vince mean by the word *commitment*? To him, commitment means that you wholeheartedly dedicate yourself to doing whatever is needed to accomplish your goal (provided that it is legal and ethical).

This is an extremely important part of the process, because it is this steadfast commitment to achieving your goal that will keep you motivated during the difficult times.

Remember, Vince Lombardi Sr. said, “The quality of a person’s life is in direct proportion to his commitment to excellence.” Excellence is not an accident. It is not luck. Excellence comes from a *commitment* to growth and improvement.”



## Step 5

The fifth and final step in the process involves *discipline*. To be successful, you need to have the discipline to follow through on your commitment. You need to have the discipline to do the work every day that is needed to move closer and closer to your goal. Vince said, “Remember, to accomplish anything worthwhile, you must pay the price.”

Often, achieving one’s goal requires the development of a new skill or ability. Developing or improving your skills usually doesn’t come easily and often takes a considerable length of time. Therefore, it will require the discipline to continue to build and improve these skills every day.

Vince also said that discipline, when combined with commitment, becomes an unstoppable force. It is this force that gives you the ability to stay focused on the goal, even in the face of pain, adversity, or fear. It is what he called *resilience*.

Now, why is resilience important? Because in life, there will inevitably be ups and downs, and that means when something bad happens, “you take the hit and bounce back.” Vince repeated this several times for emphasis. “You take the hit and bounce back.”

Yes, the key point here is *to bounce back*. No one ever said that life was going to be easy. But remember, when this happens, the important thing is to bounce back and get back in the game. This is because in the game of life, *you have to be in it, to win it*.

Keynote address review  
submitted by **Bill Georges, PMP**

### Above:

Sue Thompson, Thomas Cutting, Alfredo Martinez, and other attendees listen to Vince Lombardi, Jr.’s advice.

### Below:

Vince autographs programs for the audience.

Our 20th anniversary guest speakers, Beth Partleton and Vince Lombardi Jr.



### Photo credits:

Louie Chanco  
page 14  
Chad Shahin  
pages 6, 7, 8  
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13, 14



# Leadership Through the Years

	• President	• Program Director	• Membership Director	• Prof. Devel. Director	• Public Rel. Dir.	• Secretary	• Treasurer	• Trustee	• Trustee
<b>1989*</b>	Kathy Sharman	Frank Reynolds	Julie Wilson			Carolyn Brown	Myla Goldman		
<b>1990</b>	Kathy Sharman	Frank Reynolds	Julie Wilson	Michael Varrone	Bill Caughlin	Carolyn Brown	V. Hannah Markham	John Bing	Tom Bogard
<b>1991</b>	Julie Wilson	Dale Brown	Stephen Parr	David Yturralde	Christina Lee	Elayne Rail	V. Hannah Markham	Ben Caffey	Bill Caughlin
Place Marker	• President	• Program Director	• Membership Director	• Prof. Devel. Director	• Public Rel. Dir.	• Admin. Director	• Finance Director	• Trustee	• Trustee
<b>1992</b>	Stephen Parr	Gordon Taylor	Marsha Peterson	Rick Framme	Christina Lee	Sheri Shade	V. Hannah Markham	Julie Wilson	Michael Varrone
<b>1993</b>	Rick Framme	John Beatty	Marsha Peterson	Claudio Dallavalle	Al Borchardt	Tom Herrera	Julie Wilson	John Bing	Christina Lee
<b>1994</b>	John Beatty	Quentin Fleming	Joseph Boustani	Paul Jackson	Alvin Colclasure	Tom Herrera	Hugh Cronin	John Bing	Julie Wilson
<b>1995</b>	John Beatty	Jerry Swain	Saad Suhail	Janice Preston	Marty Wartenberg	Darryl Selleck	Rick Moss	Frank Reynolds	Tom Herrera
<b>1996</b>	Marty Wartenberg	Jerry Swain	D. W. Nesper	Janice Preston	Linda King	Al Borchardt	Ellory Sokol	Frank Reynolds	John Beatty
<b>1997</b>	Jerry Swain	Marty Wartenberg	Mico Llanos	Janice Preston	Linda King	Dave Jacob	Judith Ratcliffe	Frank Reynolds	John Beatty
<b>1998</b>	Quentin Fleming	Adrienne Keane	Mico Llanos	Janice Preston	Keith Reynolds	Dave Jacob	Vijay Mididaddi	Marsha Peterson	Marty Wartenberg
<b>1999</b>	Dave Jacob	Keith Reynolds	Myrna Bravo	Warren Nogaki	Edward Fern	Adrienne Keane	Robert Bazaragan	Janice Preston	Charles Lopinsky
Place Marker	• President	• VP Programs	• VP Membership	• VP Prof. Devel.	• VP Corp. Rel.	• VP Operations	• VP Finance	• VP Commun.	• Trustee
<b>2000</b>	Dave Jacob	Judy Quenzer	Edward Fern	Warren Nogaki	Pan Kao	Adrienne Keane	Janice Preston	Cyndi Snyder	Charles Lopinsky
<b>2001</b>	Cyndi Snyder	Judy Quenzer	Glen Fujimoto	Edward Fern	Ken Pao	Terry Warner	Janice Preston	Kristine Munson	Dave Jacob
<b>2002</b>	Cyndi Snyder	Judy Quenzer	Glen Fujimoto	Mike Beard	Frank Parth	Terry Warner	Stephen June	Kristine Munson	Frank Reynolds
<b>2003</b>	Adrienne Keane	Frank Parth	Terry Ehrhard	Kristine Munson	Victoria Flanagan	Glen Fujimoto	Stephen June	Bill Postma	Kathy Sharman
<b>2004</b>	Kristine Munson	Terry Ehrhard	Tom Cumming	Stephen June	Victoria Flanagan	Glen Fujimoto	Gene Dutz	Bill Postma	Adrienne Keane
	• Chair	• Programs Director	• Membership Director	• IT Director	• Marketing Director	• Operations Director	• Finance Director	• Director at Large	• Chair-Elect
<b>2005</b>	Kristine Munson	Cornelius Fichtner	Rod Hendrixson	Stephen June	Diane Altwies	Pan Kao	Gene Dutz	Victoria Flanagan	Glen Fujimoto
<b>2006</b>	Glen Fujimoto	Kristine Munson	Rod Hendrixson	Francis Amalraj	Brent Felsted	Pan Kao	Stephen June	Victoria Flanagan	Cornelius Fichtner
<b>2007</b>	Cornelius Fichtner	Pan Kao	Sylvan Finestone	Francis Amalraj	Brent Felsted	Nora Goto	Lora Lockwood	Kim Fields	Victoria Flanagan
<b>2008</b>	Victoria Flanagan	Mike Graupner	Thomas Cutting	Tariq Shaikh	Linda Keller	Nora Goto	Stephen June	Kim Fields	Sylvan Finestone
<b>2009</b>	Sylvan Finestone	Derek Barraza	Thomas Cutting	Tariq Shaikh	Lori Shapiro	Nora Goto	Francisco Avalos	Cornelius Fichtner	Stephen June

\*PMI-OC Boards of Directors at the end of calendar years  
Source: Milestones archives



# Meet Rick Framme



Our celebration of 20 years of PMI-OC leads us to **Rick Framme**, one of the original members and leaders of our chapter.

Rick joined PMI-OC in its first year. He earned a BBA degree in management and marketing from the University of Cincinnati, after which he worked on his MBA while serving in the Minuteman missile launch silos. Rick kept busy with his airborne command post job, and then a base command post job, and on to a job working on space shuttle satellites for Hughes in Los Angeles.

Rick also worked for JPL in Pasadena and then at Grumman in Orange County on a Star Wars satellite. As a planner/scheduler at Grumman, Rick says that managers were hired from a variety of cultures at other companies, such as Hughes, Northrop, and Rockwell, and they invented procedures as they worked. His specialty was serving as an assistant to managers who were not computer literate. He loaded their schedules and costs into a computer and produced wall charts of networks for management briefings. He was helping in their decision-making process, but he wanted to learn more and earn certification based on his experience. Rick sought out the PMI-LA chapter with an interest in the PMP® certification.

It was an hour's drive up to LAX and the Los Angeles chapter, and Rick heard that a new chapter was being formed in Orange County. He met young and active workers there, which was exciting. He joined our chapter at the beginning, when Kathy Sharman was president. During the second year of his PMI-OC membership, Rick studied for the PMP exam and passed.

In his third year of membership, he served as the director of professional development, and then as president of the chapter after that. Rick says that he learned a lot through these experiences, meeting people like Russ Archibald (PMI-LA) and Quentin Fleming, PMI-OC Fellow, who "wrote the book."

He faced a challenge in helping to start the PMP self-study workshops, and he feels that people learn by teaching. "The biggest thing I learned as director of professional development, president, and *Milestones* writer," says Rick, "is how to motivate others, delegate, and tiptoe along the tightrope of trying to do it all yourself or getting others to work with you."

The early days of PMI-OC taught Rick that "any organization is 90 percent members and ten percent the activists who run the organization." He loved the coffee shop meetings with these "activists." The goal, he says, was to "meet as many people as possible, swap business cards, and then make dates for coffee and one-on-one lunches between monthly networking meetings."

Rick also loved writing and editing for *Milestones*. He learned that one person "working away in a closet under the stairway to produce a monthly newsletter has a tremendous impact and serves as a voice for the entire organization, not just PMI-OC. If they can't always attend monthly dinners, members kept up by reading *Milestones* at any time of day or night, when they were

available and receptive. The digital *Milestones* and website now serve the same purpose."

Rick worked hard for five years in PMI-OC, making very significant contributions along the way. When he moved to San Francisco, Dallas, and then Oklahoma City, his involvement ceased.

He observes that PMI-OC is very professional and active,

whereas the San Francisco Bay Area chapter rotated its mibtg between three cities. In Dallas, the chapter wasn't strong, and their meetings were actually held in small motel rooms! Oklahoma City did not have a PMI® chapter yet. Every year that Rick was a member, he attended the PMI conventions and recommends that every PMI member attend the PMI Global Congress-North America.

Rick has not been active in PMI for 15 years now, but he has recently read some of our digital *Milestones* issues and participated in the 20th anniversary festivities. His impact in the early years of our chapter helped shape PMI-OC, and his involvement is an inspiration to all of us.

Rick offers some advice to current PMI "activists" and members. "Be professional, dress for success, and have business cards. You don't get a second chance to make a good first impression. Most people form an opinion within the first four minutes of meeting anyone."

"PMI-OC was one of the top chapters in the nation right from the beginning," he says, "because it was professional." A challenge that Rick presents is the question of "what constitutes a project?" Things like family activities, movies, and TV shows also can be projects.

He asks if the projects and industries all over Orange County are represented in our chapter: airlines, county government, the Sawdust Festival and Pageant of the Masters, and even rock concerts near the Irvine Spectrum. "We can learn from each other, reach out to everyone in Orange County. We can be an example for our nation. It's not only what we learn from others, but also what we can teach to others about project management principles." The biggest advantage of PMI membership and involvement, he feels, is the opportunity and venue to learn the jargon of this industry. "PMI has tried to standardize the language or jargon, so we can share lessons learned. That is the biggest advantage, it seems to me."

It seems to me that we can all learn a lot from PMI activists like Rick Framme.

**Vinita Jha**



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# October 21, 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, October 21, 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](mailto:membership@pmi-oc.org)

## AUGUST PMI-OC ORIENTATION REVIEW

The **August 19, 2009 PMI-OC Orientation Meeting** was held at the UCI Learning Center in Orange near “The Block” shopping center. We had 33 attendees. Registration and dinner started at 6:00 p.m., and the meeting started at 6:30 p.m. We had food from Rubio’s. While attendees were enjoying their dinner, they chatted with each other. This meeting provided a great networking opportunity.

Steven June, our chair-elect, stepped in as our primary speaker for our membership director, Thomas Cutting, who was on a business trip. Lori Shapiro, our marketing director; Nora Goto, our operations director; Beth Williams, our volunteer coordinator; Elsie Mustaller, an ambassador; and Joe Paradiso, Grace Wu, and Anita Arvizu, membership committee volunteers; also made presentations at this meeting.

Steven explained that the purpose of PMI-OC is to provide members quality professional development and networking opportunities. As of August 16th, the chapter has 1,623 members, 1,024 PMPs, nine CAPMs, and five PgMPs.

There were some discussions about the qualifications for taking the PgMP certification exam. Since the chapter is initiating a new board of directors structure, the current and the new structures were also compared and discussed.

Lori Shapiro shared very helpful information, as well as explaining the upcoming mid-September PMP prep courses and reviewing our chapter’s monthly publication, *Milestones*. Lori invited everyone to attend the chapter’s 20th anniversary gala celebration and career fair. This event will not only provide a PDU earning opportunity, it will also be great for networking. The career fair will be an added benefit for our fellow professionals who are in transition.

Janice Preston, COO of Core Performance Concepts, Inc., conducted a terrific “Networking 101” session. Janice has been a long time member of the Orange County Chapter. Not only has Janice served in many volunteer positions, she has also recruited numerous volunteers, including Steven June. Her tips were a highlight of the evening, and everyone learned very valuable information about networking.

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.

The next meeting will be conducted on Wednesday, October 21, at 6:00 p.m. at the same location. 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 website or the link in the column at the left. You can park anywhere in front of the building.

To register for the PMI-OC Orientation event, click on the link in the column at the left. To learn more about other events, and to receive PMI-OC’s *eNewsletter*, please visit [www.pmi-oc.org](http://www.pmi-oc.org).

**Grace Wu, PMP**  
Orientation Meeting Coordinator



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## Answers to PMP Exam Questions

From page 4.

- d. Decomposition**  
Planning  
Chapter 5, Section 5.3.2.1  
A planning package, by definition, has not yet been decomposed.
- b. Finish-to-start**  
Planning  
Section 6.5.2, Time management  
Precedence diagramming method is an example of a schedule networking technique.
- a. Project duration that is longer than the preliminary schedule**  
Planning, Section 6.5.2.4  
Time management resource leveling smooths out resource requirements from period to period, often resulting in an extension of the schedule.
- a. Fully aware of the quality policy**  
Planning  
Involving the stakeholders in many aspects of the project is always better than not; however, how you involve people will be up to you and the situation of the project. At a minimum, you should communicate what the quality policy is to all stakeholders so that they can perform accordingly.

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## Congratulations to Frank Parth

At the PMI® Global Congress in Orlando later this month, long time PMI-OC member and volunteer, **Frank Parth, PMP**, will be named a member of the PMI Global Board of Directors.

Watch for the complete story in November *Milestones*.



October 3, 2009

## Monkey Management: Now More than Ever!

Presented by Mike Graupner, PMP  
and Adri Estrada

Too much work and not enough time? Downsizing got your workload upsizing?

Learn how to manage the fun and exciting way! Join PMI-OC for fun and learning on October 3rd for “Monkey Management.”

Monkey Management is about knowing what not to work on and how to tell the difference. Working on the right things is perhaps the most important skill to possess these days. Past class members have reported as much as a 30 percent improvement in productivity with reduced stress. We will work together to find ways to improve your effectiveness and reduce your stress level.

In this course, we will learn:

- To explore ways to identify the important from not important
- How to delegate the important things to the right people
- How to let not important things not get done
- Tools and techniques to manage you and your team’s workload, making everyone effective as possible

**Mike Graupner** and **Adri Estrada** will lead you on a journey to control the monkeys that are breeding on your back. All you need to bring is an open mind (pens and paper for note taking is encouraged) for a fun exploration of Monkey Control.

**Where:** Keller Graduate School of Management  
880 Kilroy Airport Way, Room 228  
Long Beach, CA 90806

**PDU:** There are four PDUs for this event.

**When:** Saturday, October 3, 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

**Details and registration:** [Click here to register.](#)

### Oct 3 Advanced Topic Seminar

**Mike Graupner, PMP**

**Adri Estrada**

Monkey Management  
See column at left.

[Click here to register.](#)

### Oct 10-13 PMI Global Congress

North America 2009  
Orlando, Florida

[Click here for details and to register.](#)

### Oct 13 Dinner Meeting

**Greg Smith**

Ten Steps to Becoming Agile  
See pages 1 and 24

[Click here to register.](#)

### Oct 16-17 Tenth Annual SoTeC

**Southland Technology Conference**  
New Paradigms for Challenging Times  
At the Hilton Long Beach  
See page 17.

[Click here to register.](#)

### October 21 PMI-OC Orientation

See page 18.

[Click here to register.](#)

### November 1-15

**2010 Board of Governors Election**

See page 4.

### Nov 7 Advanced Topic Seminar

**Jeremy Hart: ITIL**

### November 10 Dinner Meeting

**Cornelius Fichtner**  
The Four Week PMO

### November 16-18

**Project World & World Congress  
for Business Analysts**

Disneyland Hotel, Anaheim

[Click here for details and to register.](#)

### 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.

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# PMI-OC Dinner Meeting

## Tuesday, October 13, 2009

Program: **Ten Steps to Becoming Agile**  
**Greg Smith**, Certified ScrumMaster and agile coach

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](http://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, October 12, for the “in advance” price. Reservations made after this time will be charged the “at the door” price.

If you are unable to attend, please cancel your reservation two days before the event at [www.pmi-oc.org](http://www.pmi-oc.org). Anyone who cancels their reservation after 10:00 p.m. on Sunday, October 11, or anyone who makes a reservation and does not attend, will not receive any refunds.



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