PMI ORANGE COUNTY CHAPTER

Milestones

April 2010

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

April 13
Dinner Meeting
Presentation

INTEGRATING

Six Sigma

AND LEAN PROCESS

IMPROVEMENT METHODOLOGIES WITH THE PROJECT MANAGEMENT METHODOLOGY

Learn how Six Sigma and Lean methodologies relate to the project management methodology and why all three methodologies may be critical to a project's success.

In today's environment, transforming "continuous improvement" from a philosophy into a data-driven, results-focused culture is more critical than ever. Companies are under intense pressure to control and reduce costs, while increasing production and reducing inventory. A project manager in this environment needs to have a basic understanding of process improvement methodologies to efficiently and effectively complete a wide range of projects, not just IT implementations.

Our April 13 dinner meeting speaker, **John Chiechi**, is the director of automation and process improvement at Prescription Solutions, a high-volume pharmacy benefits provider. John has over 20 years experience in engineering and quality management, primarily in the health care industry, and is a Six Sigma Master Black Belt and a specialist in implementing Lean process improvements.

See page 20 for details or **click here to register.**

2010 Board of Governors

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President's Column

We live in challenging economic times. No one needs to be reminded of this fact. Many PMI® chapters have felt this downturn by seeing strong decreases in both attendance at events and in membership counts. However, the Orange County Chapter of PMI has experienced almost no decline in membership over the last 12 month period. True, we have seen slightly fewer people attending the dinner meetings, but our overall membership counts are almost the same as they were a year ago.

There is a reason for this success story. This chapter provides value to the membership. This fact has been well documented in the most recent annual survey of the chapter members. Our members believe that they receive something of value by being chapter members and thus have elected to remain with the chapter, even in poor economic conditions.

Why then, am I stressing increasing the value proposition to members as one of the key goals during my tenure as president? Simply put, the board of governors exists solely for the benefit of the members.

You pay $35 per year for chapter membership. You are entitled to receive something for this fee. If we are not providing value to the members, then we are not doing our job. Plus, just maintaining the status quo won't cut it. We recognize that the members will rapidly lose interest if we don't make the offerings both interesting and valuable.

You all have active lives. There are almost always other things that you can do on the second Tuesday or the first Saturday of each month. If you have children, there are dance performances, music recitals, soccer practices, and softball games to attend. Many of you are involved in religious, political, environmental, musical, cultural, or social welfare organizations. There is no doubt that these other organizations would like to utilize more of your time.

The board needs to constantly seek out new ways to offer value. What we hear from the members, through surveys and personal contact, is that PDUs and networking are two high priority items. I have asked the board to find new ways to provide these services to the membership.

Recently, we have heard complaints about the quality of the dinner speakers and the food served at the dinner meetings. A review of the current venue is in progress. The speaker list is also being upgraded. Maybe we can also improve the speakers at the advanced topic seminars each month.

Up to this point in the chapter history, speakers have usually not been paid. Perhaps it is time to begin paying speakers to improve the quality and value to the members. Or, at selected times during the year, the ATS might be available at a reduced rate to members. Or, maybe we offer two presentations on selected Saturdays for more PDUs and to allow greater flexibility to the members to attend the ATS events.

A few years ago, the chapter sponsored a bi-monthly career networking meeting to assist our members in finding new work. Maybe now is the time to look at implementing a similar program. Perhaps the chapter should consider workshops to assist the members in obtaining certifications besides the PMP®. We can offer training to our younger members via a CAPM® certification.

In short, there are many ways to offer value to the membership. The board will be diligently reviewing our options to determine the optimum course of action, which will be carried out by the new tier of directors leading the volunteer committees.

The board is certainly not omniscient. If you have ideas or suggestions, I strongly encourage each of you to talk with the governors and directors. We will listen. We are here to serve you. Let us know what you think.

Stephen June, PMP
President

2009 Volunteer of the Year

Judith Berman

The PMI-OC Board of Directors is pleased to recognize **Judith Berman, PMP** as our 2009 Volunteer of the Year!

For five years, Judith has coordinated the advanced topics seminar series. If you have attended these seminars, you know how well run and informative they are. We give up part of our Saturdays, but in return we gain valuable knowledge and real world skills we can apply to our projects when we go to back work on Monday.

Some highlights of the advanced topics were the popular Neil Whitten presentations, cross-industry panel discussion, overviews of SOX, ITIL, Agile/Scrum, CMM, risk management, team conflict management, and use of MS Project.

Judith has been a member of PMI-OC for six years and earned her PMP® in 2004.

Judith's view on challenges is, "I enjoy achieving and completing what others think are difficult PM and BSA tasks, increasing productivity and profits for companies, decreasing costs, and finding unique ways to streamline processes."

Judith is a project manager for Strativas Associates. In the past, she has been a business systems analyst, technical writer, training developer, college instructor, QA tester, and programmer. On top of this, she is also a Certified ScrumMaster (CSM®)

Judith also generously donates time and effort to the community. "I do a considerable amount of volunteering for other organizations, such as Habitat for Humanity, Big Brothers, Big Sisters. South Coast Repertory Theater, and the UCLA Alumni Association Scholarship Selection Committee."

Music and traveling are Judith's passions. "I go to all the violin concerts I can find, as well as many top rock concerts! I have traveled all over the world already, to all the continents multiple times!"

Ron Pukszta, PMP

2009 Top Volunteers

IF YOU HAVE BEEN FOLLOWING the Volunteer of the Month articles in *Milestones*, you have seen the outstanding contributions our members have made. We now pay tribute to the top five volunteers who contributed the most in 2009.

Catherine Ford

Catherine took over the duties of the registration chair in the middle of 2008. She obtains registration information from the website and creates the check-in lists and meal tickets. She deposits the cash from the meetings and uploads the credit card payments each month. She has consistently handled the sometimes unpredictable dinner meeting registration desk with ease and has occasionally diplomatically interacted with uncooperative attendees.

Unexpected walk-in attendees during the last career fair were not a problem for Catherine. She has also collected registration fees directly at the PMP® workshops when there were issues with the website registration.

Nora Goto

Nora began the 2009 year as a past board member and wanted to continue her volunteer work. Shortly thereafter, she resumed the role of operations director when the position was unexpectedly vacated.

This year, Nora negotiated and implemented the use of our online and voice collaboration tools. These tools greatly increased the ability of our board and volunteer teams to work together without having to meet in person.

In additional to her work as operations director, Nora took on some heavy lifting by coordinating the elections, creating a document repository, and creating a document retention policy. Nora was also responsible for the transition to Qtask, including training.

Cindy Pham

Cindy has been a key member of the IT team for the past three years and has consistently made valuable contributions to the management of the website. During 2009, she managed the back end support for the chapter's web services provider, *Affiniscape*, to ensure smooth website upgrades with minimal disruption for the members. She led the initiative to move the events registration from the default, plain vanilla, module to the more versatile, user friendly, and feature rich conventions module.

Cindy also acted as the "go-to" person and subject matter expert for volunteers looking for help or advice on website content management and posting. She spent countless hours monitoring web content and posted events to remove errors.

Lori Shapiro

Lori has been a key chapter volunteer for the past three years. In 2009, she served on the board as marketing director and accumulated an unprecedented amount of volunteer hours. She encouraged other chapter members to become similarly involved.

The marketing director is responsible for communicating with our members and community. Lori accomplished this through our monthly publication, *Milestones*, our *eNewsletter,* various e-mails, flyers, social networking, and promotions.

Lori was also a major contributor to the career fair and 20th anniversary gala, including procuring vendors, booking breakout speakers, and creating the promotions and program.

Grace Wu

Grace has been selected as a top performer for 2009 for her service as the PMI-OC Orientation Meeting coordinator. Under her direction, the chapter hosts an event to acquaint new members with the organization. In addition, the event includes networking instructions to help people get the most out of the PMI® connections. The meeting is held every other month and goes off without a flaw every time.

Ron Pukszta, PMP

March Volunteer of the Month

Gregory Scott

AN INTERESTING NAME, makes you think that there are two first names, Gregory and Scott.

How simple, but **Gregory Scott, PMP** is anything but simple. Quiet, yes. Unassuming, yes, Kind of gets lost in a crowd. Well, sometimes. That is until he is asked to do something, and suddenly he is looking for a phone booth. Many of you may be too young to remember phone booths, but Greg remembers when we used to crowd 20 people into one booth.

Greg is our Volunteer of the Month for March. It is a well deserved honor for the hard work he has done this year for the chapter.

We asked Greg to be our representative at the SoTec Conference, and not only did he take on that responsibility, he ended up being the facilities chair and did such a good job that he was rewarded by being asked to do it all over again for this year's conference.

Greg also served on our nominating committee this year. As many of you know, the nominating committee

vetted many candidates and recommended six for the five positions we had open this year. It was our first real election in years, and it has resulted in an excellent board of governors to manage your chapter.

For all his time, effort, and excellent results, it is my honor to present Greg Scott with our Volunteer of the Month Award for March 2009.

Sylvan Finestone, PMP

Volunteer Opportunities

This month, our chapter has officially changed to a strategic board of governors, with the functional areas transitioning to a tertiary volunteer structure including volunteer directors, specific area coordinators, and front line volunteers.

This new structure allows chapter members to gain experience and to grow in their volunteer roles, as well as to find positions consistent with the time they have to spend.

The following positions are currently available.

We need ten or more writers for *Milestones* and the *eNewsletter.*

The dinner meeting team needs raffle and audio visual coordinators.

In addition, the dinner meeting team is looking for a hotel coordinator and a volunteer to prepare the identification labels.

In the upcoming weeks, more positions are sure to open up, as the new structure takes full form. Positions that are created or become available will be posted on the chapter website, **www.pmi-oc.org.**

We encourage all members to fill out a volunteer interest form or e-mail **volunteers@pmi-oc.org** for more information on any of the positions.

Jeff Bennett
Volunteer Coordinator.

BACK FROM RED

RECOVERING FAILING PROJECTS

Presented by Todd Williams

In an open and upbeat audience of seasoned project managers, the one thing that is rarely discussed is project failure. It seems that no one wants to talk about the nightmare project that cost someone his bonus, or worse, his job.

It can be a very sensitive subject. As a result, the audience was understandably quiet when **Todd Williams** started his presentation. The statistics on project failures are well known. Failure rates can run as high as 25 percent, or more, depending on the industry. So the audience listened intently throughout the presentation.

Being thorough, Todd wanted to make sure that he and the audience were "on the same page" with their terminology. So he started his presentation by briefly defining a few key terms. For example, the term, "red project," means a project that is out of control. On the other hand, the term, "project recovery," means a project that was once out of control and in the red, but was reset with a new project charter, new resources, new project plan, and was managed to a successful completion.

For many in the audience, the term, "project recovery," sounded logical enough, but the obvious question was, "How does one actually go about bringing these projects back from the brink of disaster?" According to Todd, the solution lies in his systematic and comprehensive project audit and recovery process.

However, before project recovery can begin, the necessary prerequisite is to recognize that there is a problem. Once this has been done, the actual recovery process consists of four distinct steps.

Continued on next page

1. The **audit** of the troubled project
2. The **analysis** of the audit data, and the formulation of a solution
3. The **negotiation** and approval of the solution with key stakeholders
4. The **execution** and implementation of the new solution

Todd reviewed each of these steps in more detail, starting from the beginning with the recognition of the problem.

Recognition of the Problem

First, without acknowledgement of the problem, the project recovery process simply cannot begin. However, once senior management makes this recognition, the following steps should be taken to begin to address the problem:

1. The selection of a new project manager, where appropriate (also called the recovery manager)
2. The selection of new team members, where appropriate
3. The development of a new project charter, with clearly defined and greatly reduced scope
4. The definition of recovery guidelines, which will provide a clear definition of project success
5. The definition of what is really at stake with the success of this project, above and beyond the cost in dollars, e.g. the company's reputation in the marketplace
6. The most important step: senior level management **must** put the full weight of their power and support (i.e. their clout) behind the people who are working on this project.

Step One: The Audit

After senior management acknowledges the problem and takes the six preceeding steps, the next step in the process is to conduct an audit of the problem project.

This audit should include confidential interviews with all former project team members, key stakeholders, and senior executives. In each interview, the following three questions **must** be asked.

1. What is wrong with the project?
2. What will it take to fix the project?
3. What can I do to help you fix it?

The key point to remember in these interviews is to **listen carefully** to the answers to these three questions. Also, keep the conversation factual, and be as non-judgmental as possible.

Step Two: The Analysis

After the interviews have been completed, the next step is to synthesize all of the data collected and conduct an analysis. In this analysis, you will need to compile the data, find the common threads, and then produce a root cause analysis.

Once the root causes have been determined, you will need to formulate a baseline idea for the corrective solution, and develop three separate draft plans to discuss with stakeholders. One plan will meet the stated project objectives in the project charter; a second plan will exceed the project objectives; and the third plan will include a reduction in the project's objectives.

Once this is done, the recovery manager should meet individually with the leaders of each stakeholder group. In these meetings, he should review the proposed solution choices, listen to their concerns, and get their feedback and input. Then, based on this feedback, he will decide which of these plans should be the foundation for the final solution. Of course, the final plan should be modified and fine tuned to address the concerns of the stakeholders. However, in the end, the recovery manager will need to decide how best to proceed, and then he will need the courage to back up his decision.

Step Three: Negotiate the Plan

After the solution plan has been selected, the next step is to get agreement and approval of the plan by the steering committee and by all the key stakeholders of the project. There should be no surprises in the plan. The review, negotiation, and agreement by all the stakeholders should first be achieved in a series of one-on-one meetings between the project recovery manager and the leader of each stakeholder group. Then, once all of the stakeholders have agreed, a group meeting should be held to formalize the agreement, and finalize the plan with a formal vote or sign off.

Step Four: Execute the Plan

Once the plan has been adopted by senior management and approved by the leaders of each stakeholder group, the execution of this new plan will be the same as the execution of any normal project plan, with only one slight difference. The corrective actions needed to fix the root cause problems in the original project should be implemented **first**.

Then monitor the effectiveness of these corrective actions and proceed with the implementation of the rest of the plan. With these steps in place, the project will be well on its way to a successful recovery.

Bill Georges, PMP

AT THE MARCH DINNER MEETING

A

B

C

D

E

A. Catherine Ford at the registration table
B. Socializing and networking before dinner
C. Socializing and networking before dinner
D. New CAPM Mark Burke
New PMPs Corey Luckow and Onyeka Kpaduwa
E. Angela Watford from Project Insight, March dinner meeting sponsor

Photos on pages 3-8 by Kevin Cole, PMP

The Agilista

Donna A. Reed
Your PMI® Agile Community of Practice Rep

Agile Boot Camp
Coming to SoCal April 14-16
A practitioner's workshop to pragmatic real world adoption, this three day course includes iteration planning, product road map, and backlog.

Kanban Helps Agile Adoption
Kanban says, "Start with what you do now, modify it slightly to implement work pull, provide a transparent mechanism for self organization, then evolve from there by recognizing bottlenecks, waste, and variability that affect performance."

Webinar
Globally Distributed Agile
Learn about choosing Agile practices for your software development project, and learn what happens when the offshore . . .

Webinar
The Different Agile Approaches: First (XP, Scrum) and Second (Lean/Kanban) Generation Methods
See an overview of Agile approaches, starting with eXtreme Programming (XP) and Scrum, and then hear about Lean-Agile and its team oriented Kanban for software process.

Case Study: Tactics for Agile IT Release Management, Part 1
This article is the first in a series of five that will explain how an IT organization delivered a release management process that exceeded its management's expectations and provided a foundation of continued success.

Upcoming Webinars

Agile PM Websites

Resources (white papers, books, etc.)
PMI Agile Knowledge Wiki
PMI Members Only
Subscribe to ***The Agilista PM***
Questions: **agile@pmi-oc.org**

Sample PMP® Exam Questions

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

Answers are on page 18.

1. Determining the information needs of the project stakeholders is part of the _____process.
   a. plan communications
   b. define scope
   c. scope identification
   d. manage stakeholder expectations
2. As the project manager on a construction project, you know your company generally prefers aggressive schedule estimates. Your CEO feels strongly that employees need to be challenged and provided a stretch goal which increases the chance of exceeding customer expectations. In some cases, extenuating circumstances have caused the organization to miss project schedules, but over 90 percent of the projects are completed on time to the satisfaction of the customer. Your CEO is an example of a:
   a. risk accepter.
   b. risk seeker.
   c. risk averter.
   d. risk deflector.
3. The critical path in a schedule network is the path that:
   a. takes the longest time to complete.
   b. must be done before any other tasks.
   c. allows some flexibility in scheduling a start time.
   d. is not affected by schedule slippage.
4. A WBS dictionary will include detail descriptions of work packages and _____.
   a. planning tasks
   b. control accounts
   c. risk responses
   d. deliverable instructions

Sample exam questions submitted by **Core Performance Concepts, Inc.**

Next PMI-OC Orientation Meeting
May 19, 2010

elcome to Project Management Insitute-Orange County Chapter.

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 Governors, 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, May 19, 2010
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.

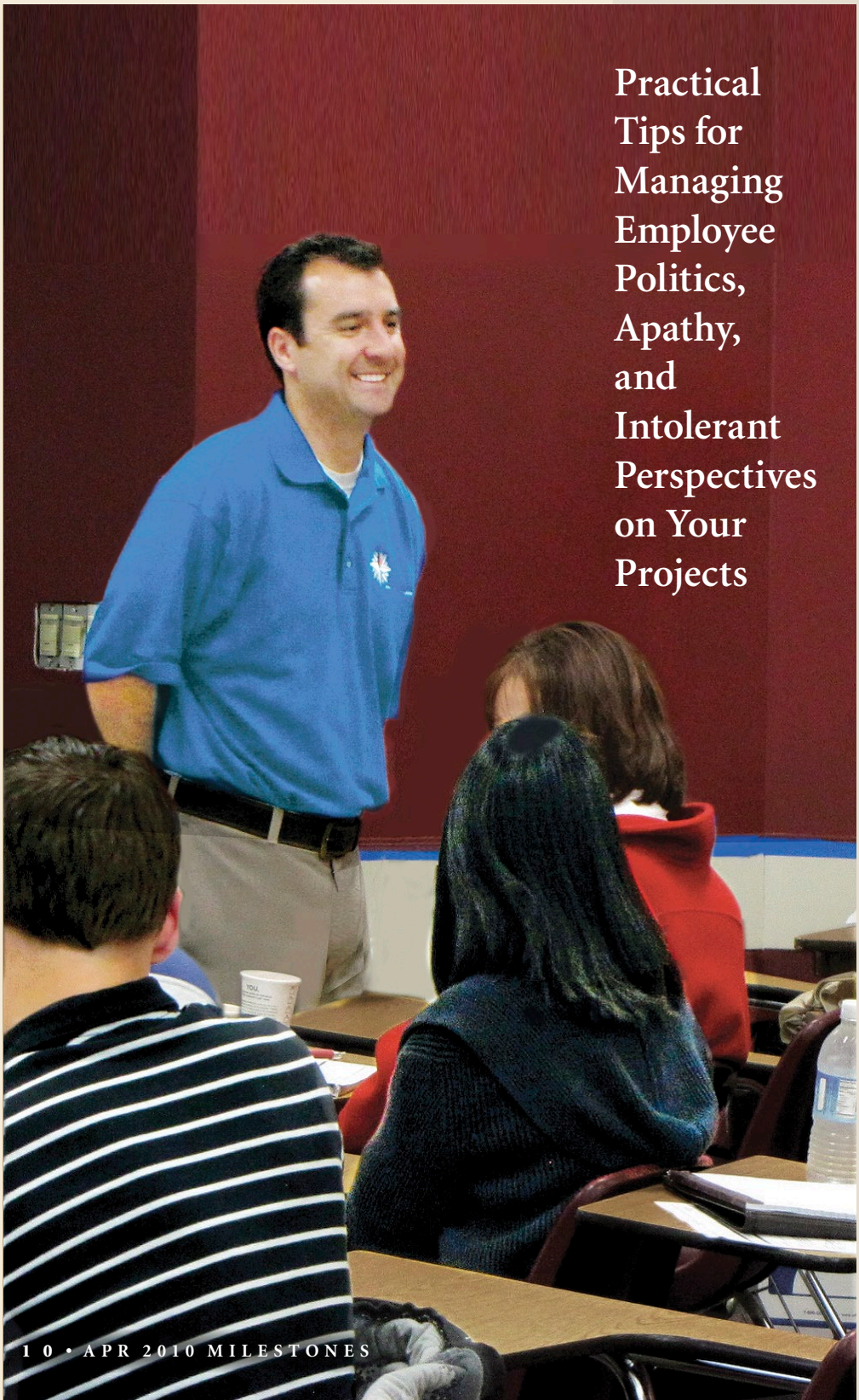
Cost:
None. Parking is FREE.
After 6:00 p.m., you can park in any non-handicap space. Check in with the guard.

Register:
Please register early. Space is limited. **Click here to register.**

Questions:
membership@pmi-oc.org

March Advanced Topic Review

PROJECT MANAGER Playbook



Practical Tips for Managing Employee Politics, Apathy, and Intolerant Perspectives on Your Projects

We had another great turnout at the March 6th advanced topic seminar.

Mike Gentile, co-founder of **CISOHandbook.com** and managing partner of **Coastline Consulting Services**, gave the presentation.

Mike is a contributing research analyst and monthly columnist for ***Computer Economics***. He is also a co-author of *The CISO Handbook: A Practical Guide to Securing Your Company* and *CISO Soft Skills: Securing Organizations Impaired by Employee Politics, Apathy, and Intolerant Perspectives.*

Everyone talks about project management and successful execution, but there is very little discussion on the human, sociological factors. There are constraints on the ability to deliver successfully. In order to be successful, we have to take on the constraints.

Infancy

We often find ourselves in a state of infancy because of the way people do business and the rapid changes in technology.

Apathy

Apathy is a lack of interest or concern, especially in matters of general interest or appeal. It is a reaction, not a state of being.

Continued on next page

The most common reaction to powerlessness is apathy. Other causes include feelings of futility and reactions to too much change too fast. In an organization, apathy can come from constant reorganization, too many tasks to complete in the given time frame, and not knowing *why*.

Mike gave us tools to address apathy. First, look at your own situation. Are your initiatives affected? Are you contributing to the situation? Blame the situation, not the person, and always provide the *why*. Help others in your organization, even when they are not on the critical path.

Mike broke up the lecture with exercises to increase our learning. For the apathy exercise, we each listed several situations that were causing apathy in our organization. A long list was written on the board after the exercise. Layoffs, acquisitions, the economic situation, and fear were just a few of the situations listed.

Myopia

Myopia is a lack of discernment or long-range perspective in thinking or planning. One reason for myopia is that people tend to socialize around the tools they use. For example, SAP people socialize with SAP people; JD Edwards people socialize with JD Edwards people, etc.

Another cause of myopia is a susceptibility to mindlessness, as people tend to quickly categorize and then not think about it further (*Langer*).

Another cause is a susceptibility to unintentional blindness (*Mack*). Mike gave an example where people were told to watch a movie and count the number of times a ball was thrown back and forth. Most of them were so intently counting the number of throws, they did not even notice that someone in a monkey suit kept walking, jumping, and waving his arms while the ball was being thrown.

Within an organization, myopia is caused by increased specialization. We used to look for someone with Oracle expertise. As an example, we now look for someone with Oracle expertise who has experience with our ERP system, which must have been in the insurance industry.

Increased use of consultants also leads to myopia. Consultants come with limited company knowledge and do just what they have been tasked to do. Communication processes that consider only content, but not relationship and delivery mechanisms, also lead to myopia

As with apathy, if you notice myopia within your organization, check to see how you may be contributing to the situation. Most people crave communication, so give it to them. Constantly try to cure your own myopia by educating yourself, and then educate others. Learn from other people's perspectives, and share yours.

Primacy

Primacy is the state of being first in importance or rank. Politics are a direct manifestation of primacy. Humans are pack animals, out to fulfill their own wants and needs. Causes of primacy include organizational archetypes, reward structures, employer loyalty, and over-emphasis on content-based communication. Politics hide in the relationship aspect of communications.

Look to see if your initiatives are impacted by primacy. Are you contributing to the situation? If you must play, don't play to win; play not to lose.

Be aware of the message in your message. Messages have both content and a relational component. Few address the relational component. Don't ignore the recipient's responses. Also, be careful about the people you let deliver your messages.

How can we address politics? First, remember that how you say it matters. Deliver bad news gently. Also remember the cost of every message; negative messages cost a lot more than positive ones.

Pose problems as *opportunities*, and present deficiencies as *recommendations*. This way, issues will be exposed without value statements.

In the next exercise, we prioritized our own drivers to better understand what may be generating our acts of primacy, and then neutralized them. The drivers included notoriety, family happiness, improved organization, larger budget, increased status, teaching others, and getting paid.

Once we each listed these drivers in priority order, we were challenged to reflect on the impact that our motivations may have on producing demonstrations of primacy.

Mike then discussed how we can **REAP** success:

Relate to others in every situation. Take time to listen. Take an interest in the issues of others. Learn the perspectives of others and their perspective on you and your team. Understand the why in your actions and the actions of others.

Educate yourself; then educate others. This will reduce apathy and myopia. If *relate* is the listening tool, *educate* is the speaking tool. Focus on the why and how of your efforts.

Appraise, and then **act** in every situation. This will help identify constraints and reduce primacy. Understand how your actions impact the needs and wants of others. And take action.

Poise and **Patience**. These techniques are not difficult, but need to be applied over time. Remember to be patient!

Patty Tutor, PMP
Milestones Co-Editor

Photos by Louie Chanco, PMP

PMI-OC TRIBAL KNOWLEDGE

I attended the advanced topic seminar on March 6th, and was really enjoying all the stories people in the room were telling when I realized that there are a lot of very knowledgeable people in PMI-OC with great experiences to share.

As co-editor of *Milestones*, along with **Colby Riggs**, I would like to start a column where we can share our knowledge and experiences with each other. My suggestion for a name is *Tribal Knowledge*. We can share our "aha" moments, lessons learned the hard way, book reviews, questions to PMI-OC leadership, etc. If you have other ideas for this column, please send an e-mail to editor@pmi-oc.org. Also, if you would like to share one of your own "aha" moments, please send that as well. Here is my "aha" moment.

TO THE MOON

Early in my career, my boss saw that I needed to improve my public speaking skills and sent me to a Dale Carnegie course. I learned several things from that course that I still use today, over 20 years later. One lesson that really hit home was how to start conversations with people I had never met. The instructor told us that most people love to talk about themselves and their families, so one easy way to start a conversation is to find something about that person to talk about. Based on how the person answers, it is usually easy to continue the conversation. We practiced this in class and received an assignment to try at home before the next meeting.

A few days later, I was literally running to catch a plane as the doors were about to close. The plane was a small one, so we had to go out onto the tarmac to board. While I was running, I looked over, and there was a man, also running.

Don't ask me why, but I decided to practice my conversation starting skills at that moment. I asked him why he had to run to catch the plane. He told me a presentation he had just given had run over. I asked him what his talk was about, and he said it was, "What is it like to go to the moon?" That caught my attention! I asked if he had been to the moon, and he answered, "Yes."

The man was **Ron Evans**, one of only 24 people who have flown to the moon. Ron was on the last Apollo mission, Apollo 17. I couldn't believe it! I told him how amazing that was and started asking questions. I had to stop when we boarded and took our seats, but after takeoff, Ron found me, and we continued talking for a couple of minutes. What more positive reinforcement could I get to convince me to initiate conversations?

I realized that I would never have known who he was if I had not spoken to him. I wondered if there were other well known people I had walked right by and never noticed. Well known or not, there is something interesting to find out about everyone. So, since that time, I have practiced my conversation starting skills and have met a lot of interesting people. It has become natural for me. In my role as a project manager, it has definitely helped me form relationships that have contributed to project and personal success.

If you are a little hesitant to start conversations with people you don't know, like I used to be, try it!

Patty Tutor, PMP
Milestones Co-Editor

New Members New PMPs

NEW MEMBERS

Christopher Barrett
Lawrence Byrum
Martha Campbell
Chingyang Chang
Nilesh Darji
Robert Daun
Beatriz Davis
Deborah Doherty
James Farmer
Scott Fowler
Seyed Ghoraishi
Stacy Gracy
Ira Ham
Cozette Hanich
Mike Harbaugh
Christopher Hicks
Anthony Joseph
Wenxun Juang
Diana Jou
Carl Kistler
Bernice Lim
Eunice Lin
Candice London
John Lopata
Anthony Lucich
James Lynn
Elaine Maghet
Howard Miyashiro
Siobhan Morgan
Jennifer Murphy
Ronny Neira
Camille Nickelson
Kenneth Panas
Ramakrishnan Ravichandran
James Sage
Lisa Saldana
John Sanchez
Theresa Schickel
Ed Semblantes
Alan Sung
Carl Trustee
Laura Valley
Robert Waytashek
Sanjeewa Wickramarachi
Benjamin Winegar
Brian Wing
Ivan Yeung
Sylvia Yniguez
Kimi Ziemski

NEW PMPs

Gabriel Akisanmi
Gautam Batra
R.G. Bellows
Paul Byers
Onyeka Kpaduwa
Balaji Krishnan
Ronny Neira

Should You Learn ITTOs by Heart?

By Cornelius Fichtner, PMP

Do you feel that in order to pass the Project Management Professional (PMP®) exam, you should memorize the *PMBOK® Guide's* ITTOs (inputs, tools, techniques and outputs)? Do you think that the PMP exam is full of ITTO types of questions? Many people still believe this myth. Well, let me clear up some misconceptions.

Many project managers have successfully passed the PMP exam without any memorization. The current PMP exam is all about an in-depth understanding of applying project management concepts and principles from the *PMBOK® Guide,* as well as general management knowledge from other sources, to project situations.

Granted, ITTOs are a major part of the *PMBOK® Guide*, and about 75 percent of material for the **PMP Exam** is taken from the *PMBOK® Guide*. So, it's understandable that we assume, because there are hundreds of ITTOs in the *Guide*, the exam must be full of knowledge-based questions about them. And sample questions like, "Which of the following is not an Input of the Create WBS process*?*" are plentiful on the internet.

So should you, or should you not, memorize them?

Here is my story. When I studied for my PMP exam, I knew them by heart. I could tell you exactly which ITTO is used in which process. But I took my exam years ago. Since then, the PMP exam has become more experience-based, using situational questions over knowledge-based questions.

Therefore, a change in approach is needed.

It's still important to have a general understanding about which ITTO is used in which process, but you do not need to recite them by heart. It is much more important to understand the concept of, "Why is this ITTO used in this process?" Your knowledge about *why* an ITTO is used in a process will definitely help you to arrive at the right answer.

Additionally, this new approach is much more helpful for you, as a project manager, in the long run. Frankly speaking, who cares whether an ITTO is part of a particular process or not after you have passed the PMP exam? If you need to know, you can just look it up! But knowing what they are, why you need them, and how to apply them successfully on your projects greatly enhances your project management skills. It goes a long way in making you an exceptional project manager.

As you study the ITTOs for your PMP exam, keep the following concepts in mind.

First of all, inputs and outputs are always "things," like a project management plan, a measurement, a result, an update to a plan, a document, or a deliverable. You can touch inputs and outputs.

Second, it is very common for an output from one process to become an input to another process. Focus your studies on understanding how these items flow through the many processes in the *PMBOK® Guide* to produce our project deliverables. Use the many charts in the *Guide* to see this graphically.

Third, tools and techniques very often have some form of "action" attached to them, like a meeting, a methodology, a technique, a form that you must fill in, or a matrix that you create.

And last, don't forget to read the complete *PMBOK® Guide* glossary. Study and understand the definitions of the roughly 350 terms that you find here. Again, you are not doing this for memorization, but instead you want to learn "the language" of the PMP exam. Often we use project management terms loosely and interchangeably in our day-to-day work. But, for the exam, we have to know exactly what each term means.

Reading the glossary ensures that you know the correct definitions, and as a bonus, the glossary indicates if each term is an input/output, tool, or technique.

So move beyond a third grader's approach of fact memorization. Instead, study the big picture, the data flows, and how the ITTOs are the glue between the processes.

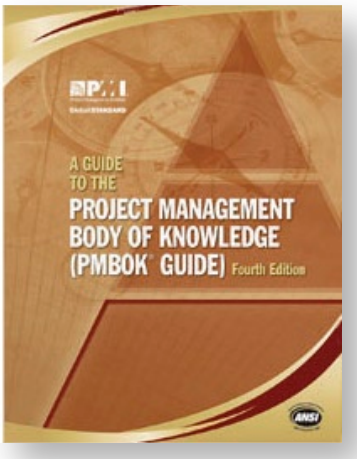
About the Author:

Cornelius Fichtner, PMP has helped over 8,000 students prepare for the **PMP exam** with his PM PrepCast at **http://www.pm-prepcast.com**.

Cornelius is a past PMI-OC board member; he has served as chair/president and director at large.

WANT TO BE PMP CERTIFIED?

This workshop will use the *PMBOK® Guide–Fourth Edition* study materials and is intended for anyone who wishes to achieve their PMP certification,



who meets the requirements as identified by PMI® AND has studied the recommended project management literature, specifically, the *PMBOK Guide–Fourth Edition.*

Corporate discounts are available. Register three or more people from the same organization and pay only $600 per person. That's a savings of $150 or more per person.

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

April 17	**May 1**	**May 15**
April 24	**May 8**	**May 22**

Where: **Costa Mesa**
University of Phoenix, South Coast Learning Center
3150 Bristol Street, Costa Mesa, CA 92626

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 $850**
- **Non Member: $850, at the door $950**
- **Corporate discounts are available.**

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

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DATE & LOCATION

Los Angeles: April 22, 2010
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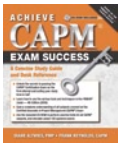

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Answers to PMP® Exam Questions

From page 9

1. **a. Plan communication**
   Chapter 10, (Planning), Section 10.2
   Choice (b), define scope, does not address stakeholder influence and interest. Choice (c), scope identification is not a PMBOK® process. Choice (d), manage stakeholder expectations, is concerned with managing the communication of the stakeholders to satisfy their needs. Determination of those needs occurs in plan communications process.
2. **b. Risk seeker**
   Chapter 11, (Planning), Section 11.3
   Stakeholder risk tolerances are considered in the plan risk management and the qualitative risk analysis processes. A risk seeker is more willing to request "stretch" goals.
3. **a. Takes the longest time to complete**
   Section 6.5.2.2, Time Management (Planning)
   The critical path is defined as the path that takes the longest to complete, or the path with no slack or float. It has no room for schedule flexibility because any slippage along the critical path will cause project delay.
4. **b. Control accounts**
   Chapter 5 (Planning), Section 5.3.3.2
   Although deliverable instructions are probably included in the WBS dictionary, the WBS dictionary's purpose is to detail out the work packages and control accounts.

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Scholarship Available

Each year, PMI-OC sponsors a $3,000 **Charles Lopinsky Memorial Scholarship**, which is awarded through the PMI® Educational Foundation. This scholarship is open to students who are Orange County residents and are pursuing an undergraduate or advanced degree in project management.

The scholarship is given in memory of **Charles Lopinsky, PMP, PMI Fellow**.

Charlie left behind a legacy of service to PMI. Joining PMI in 1971, he was an active volunteer with both the PMI-OC and PMI-LA chapters, as well as with the institute itself.

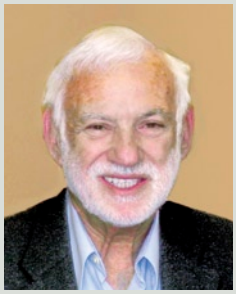
The Charles Lopinsky Memorial Scholarship is awarded for academic performance, co-curricular, and extra-curricular activities.

June 10, 2010 is the application deadline for this scholarship.

For more information, go to:

www.pmi.org/pmief/scholarship/scholarship-lopinsky.asp

ADVANCED TOPIC SEMINARS



April 10, 2010

The Role of the Project Manager in Dealing with Conflict

Presented by Martin Wartenberg, PMI-OC Fellow

PMI-OC is proud to present **Martin Wartenberg,** chief inventor at ZBglobal. as our guest speaker at the April 10 ATS.

Marty will address the inevitable conflict in project management. Conflict is neither good, nor bad; it's how we handle and deal with the conflict that is important. The cause of conflict in team projects can be related to differences in values, attitudes, needs, expectations, perceptions, resources, and personalities. Acquiring the skills and techniques for dealing with conflict can enable project managers and project team members to handle and effectively resolve conflicts which can lead to a more productive organization as a whole.

Presentation topics will include causes of conflict during each of the project phases, causes of conflict during each of the five stages of team building, examination of your individual conflict management styles, and negotiations in dealing with project conflicts. **Click here to register.**

May 8, 2010

Managing Virtual, Cross Cultural, Cross Generational, and Combined Teams

Presented by Mike Graupner, PMP

Attendees will identify and devise ways to resolve communication barriers of virtual teams, will address common cultural barriers (symbols, language, gestures), will recognize common generational gaps in teams, and will role play with presented soft skills in a team setting.

Mike Graupner, PMP, is a well known local project manager and presenter of project management topics. His training style enables learning in highly interactive classroom environments. His background includes both co-located and virtual teams of multi-national and multi-generational members.

For the last 10 years, Mike has been involved in developing and deploying effective business processes supporting project management, quality management, and systems development life cycles.

Where: Keller Graduate School of Management
3880 Kilroy Airport Way, Room 224, Long Beach, CA 90806

PDUs: There are four PDUs for this event.

When: Saturday, April 10, 2010, 8:00 a.m. to 12:00 p.m. **Click here to register.**
Saturday, May 8, 2010, 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

Coming Events

April 10 Advanced Topic
Martin Wartenberg, PMI-OC Fellow
See column at left.
Click here to register.

April 13 Dinner Meeting
John Chiechi
Integrating Six Sigma and Lean Process Improvement Methodologies
See pages 1 and 20
Click here to register.

April 17
PMP Prep Workshops Begin
See page 14.
Click here to register

April 22 CITM Seminar
Practical Information Technology Project Management
Wilshire Grand, Los Angeles
See page 16
Click here to register.

May 8 Advanced Topic
Mike Graupner
See column at left.

May 11 Dinner Meeting
Speaker and topic to be announced.

May 19 Orientation Meeting
See page 9.

June 5 Advanced Topic
Don Martinez
Career Principles and Applied Methods

June 8 Dinner Meeting
Speaker and topic to be announced

July 10 Advanced Topic
D'Shone Swiney
Topic to be announced

July 13 Dinner Meeting
Speaker and topic to be announced

Coming events may be subject to change.

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April 2010, Volume 22, Number 4

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PMI-OC Dinner Meeting

Tuesday, April 13, 2010

Program: **Integrating Six Sigma and Lean Process Improvement Methodologies with the Project Management Methodology**
John Chiechi
Click here to register.

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

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

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

Cost: **Dinner and Presentation**

In Advance:		*At the Door:**	
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Non-Members	$35.00	Non-Members	$40.00

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Make your reservation by 10:00 p.m. on Monday, April 12, for the "in advance" price. Reservations made after this time will be charged the "at the door" price.

If you are unable to attend, please cancel your reservation two days before the event at www.pmi-oc.org. Anyone who cancels their reservation after 10:00 p.m. on Sunday, April 11, or anyone who makes a reservation and does

PMI ORANGE COUNTY CHAPTER

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