



Milestones

May 2010

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

2010 PMI-OC Project of the Year



The Boeing Company My Learning Program

Please join PMI-OC for the May 11 dinner meeting featuring our Project of the Year winner, **The Boeing Company's My Learning Program**.

Bill Epstein, PMP, The Boeing Company Director of Technology and Innovation, Learning, Training, and Development (LTD), and a long time PMI-OC member, will discuss **My Learning Program** and share the story behind this project.

Bill will reveal how **My Learning Program** utilized project and program management best practices in implementing a highly complex learning management system. The project consolidated 33 independent systems into one learning management system for The Boeing Company and included interfacing with over 100 other systems and supporting 400,000 users across 70 countries.

As the PMI-OC Project of the Year, The Boeing Company's **My Learning Program** will become a candidate for the PMI® Global 2010 Project of the Year.

Bill Epstein has over 27 years of engineering and management experience with Boeing. He currently leads the technology and innovation processes across LTD and manages technology development efforts with the Boeing Research and Technology organization and other strategic sources, both internal and external.

[Click here to register.](#)

2010 Board of Governors

Stephen June, PMP
President

Derek Barraza, PMP
Vice President
of Operations

Nora Goto, PMP
Vice President
of Communications

Alvin Joseph, PMP
Vice President
of Administration

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Vice President
of Strategic Planning

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Vice President
of Finance

Sylvan Finestone, PMP
Past President

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PRESIDENT'S COLUMN

I just returned from the PMI® Region 7 Leadership Conference in Phoenix. I have to say that the conference surpassed my expectations. Sometimes these conferences don't provide much value to the attendees, other than the opportunity to network face-to-face with other chapter leaders. While meeting with other chapter presidents is useful, if nothing else occurs at the conference, then the entire event can seem to be a waste of time and money.

However, in the case of the Phoenix conference, there was significant value to me, both as an individual and as a chapter president. This particular conference was really centered on improving the leadership capabilities of the attendees. By definition, everyone attending the leadership conference was a leader of one of the chapters. Many of us, however, are not outstanding leaders. We have things to work on to make us better leaders for our chapters. I certainly have weak spots to improve. There were three comments in the final session on Sunday that were particularly relevant to me. And since these issues are common to many project managers, I will pass them on here.

- Manage your top three priorities each day. Don't focus on the many lesser priorities. We all get bogged down on the small details and don't concentrate on the key objectives. Suppose you have ten items on your to-do list consisting of three critical items and seven lesser items. If you complete the seven lesser items, but don't touch the critical issues, what have you really accomplished?
- Think for yourself. Routinely question why something is being done or how it is being done. Don't just rely on other people's opinions or tradition. Think, evaluate, and execute based upon what you know, on your perspective, on your vision of what can be accomplished.
- Never avoid necessary confrontation. True leaders actively engage in and resolve conflicts. Conflicting viewpoints are normal. People have different perspectives, objectives, and biases. Both chapter leaders and project managers need to learn to diplomatically resolve the conflicts and move the chapter or project in the desired direction.

Another value was the realization that we are really doing quite well when compared to other chapters. The chapter presidents, past presidents, and president-elect attendees held a separate session on Saturday. Sylvan Finestone, our past president, and I both observed how much our chapter has already achieved. More than a couple of presidents asked us how we managed the following:

- Movement to a strategic board structure. Most chapters are still organized tactically.
- Creation of two-year terms for board members
- Improving the turnover process for new board members
- Improving volunteer retention
- Improving member retention
- Implementation of offsite planning sessions
- Creation of a succession plan
- Empowering key volunteers to run the daily activities of the chapter
- Installation of *Quickbooks* to handle chapter finances

A third revelation was a confirmation that many of the problems our chapter faces this year are the same problems encountered by other chapters. For example, the following are issues that the board is currently working on that other chapters are also trying to address:

- Completion of a comprehensive operations manual
- Completion of an updated three to five year strategic plan
- Keeping volunteers in the loop to improve retention
- Properly acknowledging and rewarding volunteers
- Outsourcing administrative activities

Continued on page 3



Membership Director Joe Paradiso presents the Volunteer of the Month award to Anita Arvizu at the April dinner meeting.

Anita Arvizu Volunteer of the Month

THE PMI-OC BOARD OF GOVERNORS is pleased to recognize **Anita Arvizu** as the chapter's Volunteer of the Month for April 2010.

Anita has been a valuable contributor to the chapter by serving in both the membership and marketing areas.

Anita has supported the member orientation meetings for over a year and has consistently performed duties that improved the meetings' performance and information sharing. She also acted as ambassador by assisting meeting attendees.

Anita's marketing accomplishments include volunteering on the corporate outreach 2009 Project of the Year team. Anita has also written volunteer of the month and member orientation articles for *Milestones*.

She has been a PMI-OC member for two years and is currently in transition looking for a CRM position where her talents, experience, and dedication will make a significant contribution to an organization.

Anita is willing, capable, pleasant, and reliable; someone you definitely want to have on your team, with the type of qualities the chapter looks for and depends on in a volunteer.

Congratulations Anita, and thank you for your valuable contributions.

Ron Puksza, PMP

President's Column, continued from page 2

I will communicate regularly with other chapters so that we can assist each other in resolving similar issues. I also received confirmation that our chapter is truly leading the way for the Region 7 chapters. We are dynamic and progressive. We have the luxury of a stable membership, including many outstanding volunteers. And we have a strong financial status that allows us to move the chapter forward and provide increased service and value to our members.

Stephen June, PMP, President

Volunteer Opportunities

INTERNAL MARKETING

- Milestones Contributors
- Milestones Photographers
- Administrative Deputy

EXTERNAL MARKETING

- Advertising and Sponsorship Committee Chair
- Advertising and Sponsorship Volunteers
- Affiliate Management Chair

PROGRAMS

- Dinner Meeting Support, Name Badges

INFORMATION TECHNOLOGY

- Webmaster II
 - Website Sustainment
 - Website Infrastructure
 - Website Coordination

FINANCE

- Events Registration

ADMINISTRATION

- Business Process Management Analyst I
- Business Process Management Analyst II
- Knowledge Management Analyst

Click here for more information about these, or other, volunteer opportunities.

Or contact Volunteer Coordinator **Jeff Bennett** at volunteer@pmi-oc.org.

Which PMI Credential is Right for **You?**

The Project Management Institute (PMI®) offers five credentials in project management. Are you confused about which is the right one for you? Well, then here I am to help you find an answer.

PMI certifications give you appreciation and visibility within your organization. They are an important investment for your career because the certifications may increase your job stability, expand your earning potential, and provide a competitive stand in the job market.

To be eligible for any PMI credential, you must meet certain educational and project management experience requirements. They are different for each credential and are spelled out in detail in the credential handbooks. [Click here](#) for links to the five handbooks.

Here is a PMI credential overview, including highlights of the eligibility requirements. Please refer to the individual credential handbook for the complete requirements.

Certified Associate in Project Management, CAPM®

If you are a junior project management practitioner and have demonstrated your skills as a project team member, then the Certified Associate in Project Management (CAPM) is the best option. For the CAPM certification, all you need is a high school diploma and either 1,500 hours of professional experience on a project team or 23 hours of project management training.

PMI Scheduling Professional, PMI-SP®

If your role involves developing and working on the project schedule, then the PMI Scheduling Professional certification is appropriate for you. If you hold a bachelor's degree, you will need a minimum of 3,500 hours of project scheduling. With a high school diploma, a minimum of 5,000 hours of work experience in project scheduling is required.

PMI Risk Management Professional, PMI-RMP®

If you demonstrate knowledge and skills in the risk management of a project, then PMI Risk Management Professional certification will suit you best. If you have a bachelor's degree, you will need 3,000 hours of work experience in project risk management, but with a high school diploma, 4,500 hours are mandatory.

Project Management Professional, PMP®

If you perform your project management duties under general supervision, lead the team, and direct all project tasks, then you should go for the Project Management Professional (PMP) credential. The certification requires three years of professional experience, with at least 4,500 hours spent leading and directing project tasks. With a high school diploma, five years of professional experience are required, with at least 7,500 hours spent in leading and directing project tasks.

Currently, the PMP is the most sought after project management credential in the world.

Program Management Professional, PgMP®

Do you handle multiple projects directed toward a strategic business objective? Do you manage programs with complex activities that span functions, organizations, geographic regions, and cultures? In that case, the Program Management Professional (PgMP) is the credential that you should opt for.

The eligibility criteria for the PgMP credential are a bachelor's degree with four years of project and program management experience. If you hold a high school diploma, you will need four years of project management experience, along with seven years of program management experience.

PMI credentials often lead to career opportunities and advancement. You will be recognized as a competent professional in project management processes, for which you will be deeply appreciated by your employers. PMI credentials serve as unbiased endorsements of your project management knowledge and experience at a global level.

Once you earn a PMI credential (other than CAPM), you also need to fulfill the continuing certification requirements (CCR). You need to participate in professional development activities on a regular basis to adhere to the CCR program.

So, go ahead and become a certified CAPM, PMI-RMP, PMI-SP, PMP, or PgMP. It is a step ahead toward enhancing your career and increasing your professional growth. Put yourself in the limelight and maximize your earning potential without delay.

■ About the author: **Cornelius Fichtner, PMP** is a noted PMP expert. He has helped over 9,000 students prepare for the PMP Exam with The Project Management PrepCast at www.pm-prepcast.com.

Transition

Membership Director



Joe Paradiso, PMP

A Time of Transition

As you read the news and follow what is happening with the economic conditions in our country, you will notice that there have been a lot of changes going on. Our federal financial system is being revised, corporations are restructuring, and many Americans have gone through job losses. At the same time, the PMI-OC chapter has engaged its new leadership structure into action, effective April 1st.

The board of directors worked diligently in 2009 to develop a new model of leadership. After reviewing what other Region 7 chapters were doing, the board decided that the new model would better support the future growth and success of the chapter. The new model essentially changes the board's vision from tactical to strategic. This new board structure enables a new set of leaders, referred to as the board of governors, to lead a team of directors in a more focused manner.

What this means for the membership area is that with the direction of Nora Goto, the vice president of communications, I can focus more attention on the tactical activities of running all membership functions with the help of second tier volunteers.

Before I forget, let me thank Thomas Cutting for his service as membership director for 2009. The transition has been seamless with Thomas' expert guidance and current support as deputy of communications.

My primary role as membership director is to serve the needs of the current members, as well as those interested in becoming members. We do this by orientating new members about the chapter, providing information on how to get involved in volunteering, recognizing our volunteers for their efforts, and supporting members in earning their PMP® certifications, and other career development goals. We also support the local community with the "Spark of Love" event held in December, where the chapter and its members contribute to a worthwhile cause.

Our current membership is over 1,600 and topped 1,729 in April of 2009, which was a record in the history of the chapter. Our volunteer database consists of approximately 120 volunteers, together contributing nearly 10,000 hours. The volunteer list continues to grow as members discover the benefits and rewards of contributing to such a successful organization.

The plans for membership this year are to improve the member value by attending to the needs for each member in a timely manner, streamlining the process of recognizing our volunteers' efforts, and rewarding them accordingly. Another activity is in process to inform employers of the benefits and encourage them to support their employees who are members.

As PMI-OC Membership Director, I look forward to working with all of you and will find additional ways to improve the quality and value that the chapter has been providing for so many years.

Joe Paradiso, PMP
PMI-OC Membership Director

NEW MEMBERS

Asgar Amin
Marc Bedard
Michael Clayton
Rakesh Dharja
Patricia Estes
Robin Fong
Ryan Gilbo
Karen Gravenish
Zeina Hawkinson
Brinley Jones
Victor Kao
Jin Kim
Eric Kruger
Corine Kumano
Deepak Lakhiani
Cindy Maguire
Jay Paquette
Maria Parian
Oscar Peralta
Ayad Rubaii
Daniel Rugg
Massoud Saidi
Anthony Totah
Alexsis Veal

NEW PMPs

Hana Ataya-Abulaban
Lori Belski
Mary Fasang
Andrea Henney
Caroline Johnson
Daniel Kuches
Soowon Lee
Jordan Marinov
James Sage
Erikka Thompson
David Yonkovich

INTEGRATING

Six Sigma

AND LEAN PROCESS

IMPROVEMENT

METHODOLOGIES

WITH THE PROJECT

MANAGEMENT

METHODOLOGY

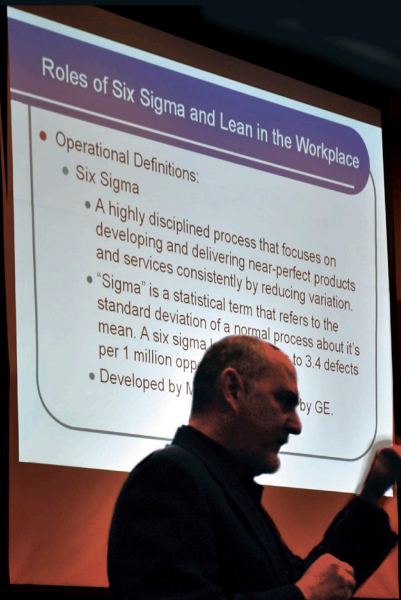
Presented by John Chiechi

In the late 1980s and early 1990s, Motorola and General Electric amazed the business world by implementing dramatic and unprecedented improvements in their operating performance through the use of radically new processes called **Six Sigma** and **Lean**.

The results were so successful that others in the business world decided to implement similar programs within their own companies. As a result, the next two decades saw unprecedented growth in the use of Six Sigma techniques that dramatically lowered costs and increased operational efficiency.

But how are these process improvement techniques related to good project management? More importantly, how can today's project manager embrace Six Sigma and integrate its philosophy and techniques with the PMBOK® methodology?





According to our guest speaker, **John Chiechi**, who is a Six Sigma Master Black Belt, these different methodologies can be integrated to work together in a very smooth and natural way.

John presented a brief overview of both Six Sigma and Lean. He explained what they are and why they should be used. Then he went on to discuss their similarities with the PMI® process, and to explain how these methodologies integrate with the project management methodology.

Six Sigma is a highly disciplined process that works to consistently *reduce variation* in a process until there are less than 3.4 errors per million operations. It is implemented by using a methodology known as “DMAIC,” which stands for define, measure, analyze, improve, and control.

The DMAIC methodology uses statistics to analyze the business processes, discover root cause variation, and then work to reduce that root cause variation.

Lean is also a highly disciplined process. However, its focus is on understanding value from the customer’s view, and then working to eliminate waste. The major tools of Lean include value stream mapping, flow optimization processes, and the use of techniques called the **Eight Wastes** and the **Five S**.

The Relationship of Six Sigma and Lean to Project Management

So how do Six Sigma and Lean relate to PMI’s project management process?

Well, at a high level, all three are management methodologies. Remember, the PMBOK describes the PMI project management process as a management methodology with five specific phases (initiation, planning, execution, monitoring and controlling, and closing).

The difference between the project management methodology and Six Sigma and Lean is that the project management methodology is primarily focused on *solution implementation*, while the Six Sigma and Lean methodologies are primarily focused on *problem solving*.

Upon closer inspection, all three methodologies include steps for both problem solving and solution implementation. The difference, is in where the focus and strengths of

the methodology are located. The Six Sigma methodology is focused on problem solving and analysis, as it should be. The project management methodology is focused on implementing a solution that usually has already been analyzed and approved.

Accurate *problem solving* techniques will usually lead to selecting the right solution, or “doing the right thing.” In other words, accurate problem solving will usually lead to *effective solutions*.

A good *solution implementation* process, on the other hand, will lead to efficiencies in the implementation, or “doing things right.” From a project management point of view, this means that the project is on time, on budget, and on scope. In other words, good solution implementations will usually lead to *efficient solutions*.

Now, let’s remember that a project is only truly successful, if both its *effectiveness and efficiency* expectations are satisfied because both are critical to project success.

What Does It Mean to Be a Six Sigma or Lean Black Belt?

The Black Belt certification process is somewhat parallel to the PMP® certification process. In project management, PMI is the recognized leader for certification. For Six Sigma, the ASQ (the American Society for Quality) is the recognized leader in independent Black Belt certification.

According to the ASQ, “The Certified Six Sigma Black Belt is a professional who can explain Six Sigma philosophies and principles, including supporting systems and tools. A Black Belt should demonstrate team leadership, understand team dynamics and assign team member roles and responsibilities. Black Belts have a thorough understanding of all aspects of the DMAIC model in accordance with Six Sigma principles. They have basic knowledge of Lean enterprise concepts, are able to identify non-value added elements and activities, and are able to use specific tools.”



Six Sigma *continued*

Large companies, like GE and the UnitedHealth Group offer their own Six Sigma training and certification process. The tools used in these programs are basically the same. However, the in-house programs will also indoctrinate trainees in the culture of the company. In addition, these groups may have different project and/or testing requirements from the ASQ.

More importantly, some of the companies that train their people in Six Sigma have already integrated the PMI project management methodology into the execution phase of their Six Sigma methodology, and may even teach the PMI model as a subset of their Black Belt programs.

In order to be eligible for the Black Belt exam, a project manager needs to have completed two projects (with a signed affidavit), and have three years of work experience in Six Sigma. The manager will also need to take and pass the Six Sigma Body of Knowledge Exam. It is a four hour test that includes 150 multiple choice questions.

After receiving a Black Belt, one will also need to remain *current* on skills by staying involved in the Six Sigma community. This can be done by taking 18 recertification units (similar to PDUs) over the following three years. If this is not done, then the individual will lose his certification and have to take the Six Sigma exam all over again.

The Bottom Line

John concluded his presentation by telling the audience that, based on his personal career experience, those professionals who are both Lean Six Sigma Black Belts (or Green Belts) AND who also are Certified Project Managers (with a PMP certification) possess a very valuable and sought after combination of skills.

Bill Georges, PMP
Certified Six Sigma Green Belt



Lori Shapiro, 2009 Marketing Director;
Jane Flynn; Patty Tutor and Colby Riggs,
2010 *Milestones* Co-Editors

Jane Flynn Milestones Designer

EVER WONDER who is behind the beautifully designed and informative *Milestones* that you're reading?

It's **Jane Flynn**, the graphic design consultant who works with the PMI-OC *Milestones* team to keep us all informed, no matter how busy we are in our daily project management lives. Jane is a textbook case for going above and beyond when it comes to getting our monthly publication out to the masses of PMI-OC members and others who access our website for information. Her services frequently extend beyond the scope of her contract with the chapter.

At the April dinner meeting, the chapter recognized Jane for all her efforts with an engraved crystal dish, flowers, and a bonus check. She often confers with chapter members, sponsors, and advertisers to ensure that *Milestones* is accurate, up to date, grammatically correct, and visually compelling. She also posts *Milestones* to our website each month and continuously monitors digital links.

Jane began working on *Milestones* in 1998 as an employee at the company where the publication was printed

and mailed. At the end of 2003, she contracted with the chapter to design *Milestones* as an independent consultant. This current issue is the 140th *Milestones* that Jane has produced.

Jane has a master's degree in art from Cal State Long Beach. Her graphic design career, as both an employee and a business owner, has included work in print and electronic media for clients in a diverse range of professions and industries.

Jane said, "Today's *Milestones* bears little resemblance to the *newsletter* I prepared in 1998. It has evolved and matured into a cutting edge publication and will continue to grow in the future."

Jane Flynn is truly an incredible resource who has helped PMI-OC stand out as a premier PMI® chapter.

Thanks again, Jane, for all your great work and effort! PMI-OC thanks you for the wonderful service you provide.

Christine Maimone, PMP

A T T H E A P R I L D I N N E R M E E T I N G

Right:
New PMPs:
Alan Campbell
Terry Ehrhard
Rick Bellows

Below:
First time attendees:

Left to right:
Jill Mueller
Johnny Ku
Mandy Gosal
Jackie Cenker
Minda Hoffman





Martin (Marty) Wartenberg, a PMI-OC Fellow since 2005, is the chief inventor at ZB-global Design Center. Drawing from his years of experience as a project manager in high technology, Marty treated us to an insightful and practical approach to managing conflict within a project.

In terms of how conflict management relates to projects and project management, there are two key points to keep in mind.

The first is that as project managers, we are measured on effectiveness. An effective project manager focuses on how well the objectives of the project are achieved, as well as obtaining those objectives. An effective project manager does more than just deliver the project objectives; he or she delivers those objectives **well**. It is a matter of concern for the quality of both the process and the project deliverables.

The second key point is that projects create conflict. As Marty described it, “Projects

are Petri dishes for conflict.” As previously noted, since we were children, we are taught to avoid or minimize conflict, but this is a mistake. If you have a project where

Conflict

M A N A G E M E N T

The Role of the Project Manager

Who really enjoys conflict? Other than the proverbial brother-in-law who wants to debate the wisdom of a global reserve currency at Thanksgiving dinner, how many of us wake up in the morning in eager anticipation of a confrontation with friends and co-workers? As children, we are taught that conflict is a negative thing; we are evaluated on how well we play with others; we are taught to avoid conflict.

The inconvenient truth, however, is that this bunnies and butterflies view of the world is far from reality. Conflict is not only a certainty of our daily lives; one might argue it is an essential element of a successful project.

We were fortunate to have **Martin Wartenberg** address the topic, “Conflict Management and the Role of the Project Manager” at our April 10th advanced topic seminar.



there is no conflict, you have a project where people simply don't care. Remember, conflict is an interaction between individuals where there is a perceived threat to



Conflict *continued*

personal or collective goals. These threats are perceived threats; they can be either real or imagined.

As we move through the project life cycle, we will see the intensity of conflicts fluctuate with various constituencies over a mixture of issues. These fluctuations are caused by changes in the importance of the issues to each constituency, depending on the phase of the project.

During the definition phase of the project, for example, the schedule will not be as great an issue as scope. The project sponsors may feel threatened that their needs will not be met, which is obviously a greater concern at that point in time than the schedule.

As we move into the execution phase, however, schedules may become more contentious than scope. In this case, developers may feel that quality or their position in the organization is threatened. If there is no conflict, it can mean the project is not seen as important to the stakeholders' goals. After all, why get upset if it doesn't matter, right?

We can see that conflict is inevitable. It is not Machiavellian to propose that the goal is not to avoid conflict, but to embrace and harness it for the ultimate good of the project. The enemy of the effective project manager is not conflict, but poor conflict management. The negative impact we typically see related to conflict is more the result of mismanaged conflict, not the conflict itself.

A broken conflict resolution process results in wrecked relationships between project stakeholders and within project teams. This can cause a spectrum of effects on the project, ranging from the destruction of communication to overt anger and violence. The former, while seemingly more benign, creates a team with little collaboration and cohesion. Groupthink takes over where innovative ideas are suppressed, while other proposals, that should be challenged, are accepted for the sake of team harmony.

steel. When managed correctly, conflict has the ability to develop a project team that is stronger and more cohesive. It is an environment where ideas are clarified, an environment where the give and take will increase creativity and produce constructive change. Ultimately, team members test each others' capabilities, driving them to think through their ideas.

To achieve the positive returns on conflict, it must be properly managed. There are five basic ways to deal with conflict: withdrawal, smoothing, forcing, compromise, or collaboration. The method employed for resolving conflict is a function of the nature of the conflict and the parties involved in the conflict. For example, if the issue is related to safety, the project manager will need to employ a forcing method. Safety issues are not matter for debate.

In some cases, such as dealing with regulatory agencies, yielding is frequently the best response. Regardless of the method employed, the project manager should first be concerned not with "winning," but coming to a resolution that is best for the project.

Conflict is a double-edged sword. Determining which way it cuts is up to the project manager. Will it cut the ties that bind the team together, or will it slice through the complacency that tethers innovation?

It is all a matter of how well the project manager is able to manage conflict.

William Giovinazzo, PMP



Although the negative impacts of conflict may seem obvious, the benefits of conflict are more subtle. When managed properly, conflict can be the fire that tempers

Previous page: Marty Wartenberg with long time friend and colleague, George Meier. This page: Marty interacts with attendees, including Mike Graupner.

Photos by Louie Chanco, PMP



The Agilista

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

Articles on Agile-Lean

[Three Reasons Your Manager Fears Agile. They Don't Need To.](#)

[The Battle is Heating Up . . . Which Approach Should I Use?](#)

[Official Scrum Guide, updated by Ken Schwaber and Jeff Sutherland](#)

[Case Study. Tactics for Agile IT Release Management: a Five Part Series on Becoming Agile](#)

Hot Upcoming Webinars

May 6: Radical Management: Making the Entire Organization Agile

May 27: Transitioning to Agility (Step 2): Mapping Your Value Stream to Understand Your Challenges and to Find Solutions

Past Webinar Recordings Available

[Don't Play Schedule Games. Recognize and End Them.](#)

[The Truth About Agile Teams and Their Managers](#)

[The Financial and Budgetary Impact of Agile and Lean](#)

[Practices of a Great Product Owner](#)

[Tackling Job Hunting Frustrations: A Q&A Round Table](#)

Agile PM Websites

[Resources \(white papers, books, websites etc.\)](#)

[PMI Agile Knowledge Wiki](#)

[PMI Members Only](#)

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Questions: agile@pmi-oc.org

Sample PMP® Exam Questions

These questions are based on the *PMBOK® Guide—Fourth Edition*. Answers are on page 16.

- Your organization's _____ are an example of organizational process assets.
 - defect procedures
 - closed contracts
 - contract administrators
 - mission
- Outsourcing of automated testing of your project's software application can be identified on your project schedule as a:
 - subproject.
 - program.
 - risk event.
 - critical path.
- As the project manager on a software development project, your team has identified that the most important risk is the ability to retain technical expertise. Without any risk strategy, if the risk event occurs,
 - there can be an impact only on the schedule.
 - there will be an impact on both schedule and quality of the project.
 - there will be an impact only to the cost of the project.
 - there will not be any impact to the project.
- You are a project manager who knows that co-location of team members promotes optimum performance. However, in certain projects where teams are spread out across different regions, co-location is not possible. In such cases, you should:
 - build trust.
 - establish a reward and recognition system.
 - obtain the support of functional managers in other locations.
 - exercise your right to control all aspects of the project.

Next PMI-OC Orientation Meeting May 19, 2010

Welcome to Project Management Institute-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.

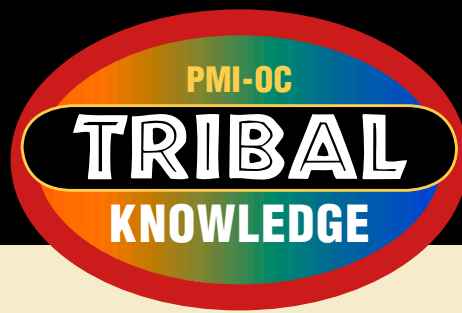
Register:

Please register early. Space is limited. [Click here to register.](#)

Questions:

membership@pmi-oc.org

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



YOU ARE IRRATIONAL.

In fact, you are very irrational. Now, don't feel too bad; we all are. It is part and parcel of the human condition. The thing is that if you are a good project manager, you understand this about yourself. You also understand it about everyone around you; after all, they are human too.

Don't believe me? Read "Sway."

In the book, "Sway," Ori and Rom Brafman explore common situations that give rise to irrational behavior.

The book presents three general categories of irrational behavior. The first category is that of loss aversion. "Sway" provides several examples of the lengths to which people will go to avoid a loss.

In one situation, an investor refuses to sell a plummeting stock in the hopes that it will return to the original purchase price. Unfortunately, the stock continues to fall, ultimately becoming worthless.

How often do project managers demonstrate loss avoidance? We commit to a course of action simply to avoid a loss. I have seen many organizations struggle with outdated "home grown" software that could easily be replaced by packaged applications, but they can't let go of the old software, not because it was better, but because they had spent so much on past development.

As project managers, we need to realize that when we are on a path that does not lead to success, we must change paths without abandoning the goal.

The second category is value attribution, where we assign a quality or value to something or someone based on a first impression.

The most interesting example of value attribution is the Piltdown Man hoax. Charles Dawson presented a fake fossil to the scientific community as the missing link. Anyone who examined the find would have clearly seen it was a skull dipped in tar, but Piltdown Man was the discovery of Charles Dawson, a prominent British scientist.

At the time, evolution was thought to be a continuous process; the Piltdown Man fit neatly into this process. How could it be wrong? Interestingly, at the same time, a little known Dutch archeologist found an actual fossil of early man that was rejected because the archeologist was not known, and the fossil did not fit into the neat scientific thinking of the time.

Once we assign a value to a person or thing, we will see all subsequent information from that perspective, often blinding us to the truth of the situation. As a project manager, have you ever taken the word of a consultant over a staff member simply because the consultant was the supposed "expert?"

Diagnosis bias is the third irrational behavior, where individuals are blind to all evidence that contradicts initial assessments of a person or situation.

In one of the examples for this category, Israeli army training officers were given test scores measuring command potential for soldiers they

were to train. What they did not know was that the scores were randomly assigned to the soldiers. At the end of the training period when the soldiers were tested on command abilities, their test scores were correlated to the randomly assigned command potential scores. The trainers' treatment of the soldiers was biased by what they were told. What preconceived notions affect your decision making?

In the mid 1980s, the PC was seen as a professional environment, while the Mac was for students and artists. Forget the fact that the Mac was superior; if you were serious about technology, you used a PC.

In reading "Sway," one becomes aware of not only one's own tendency toward irrational behavior, but the irrational behavior of co-workers. As the old expression goes, forewarned is forearmed. Through this awareness, we can become more effective project managers by not only avoiding this behavior in ourselves, but also in understanding when others are acting irrationally and reacting accordingly.

William Giovinazzo, PMP

This column is created by and for all of our PMI-OC members and fellows. If you would like to share an "aha" moment, a book review, or lessons learned for a future "Tribal Knowledge" column, or if you have questions or suggestions, please write to editor@pmi-oc.org.

We look forward to hearing from you!

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Answers to PMP® Exam Questions

From page 12

1. **a. Defect procedures**
Chapter 4, Section 4.1.1.5, Initiating
2. **a. Subproject**
Chapter 3, Section 3.2, Framework
Choice (b), a program is not a subset of a project. Choices (c) and (d), outsourcing is not necessarily a risk event or a critical path.
3. **b. Impact on both schedule and quality**
Chapter 11, Section 11.2, Planning
Technical expertise can have an impact on quality, and any time you have resource issues, there will most likely be an impact on the schedule.
4. **a. Build trust**
Chapter 9, Section 9.4.2, Executing
Building trust with constant communication will bring “earned power.” Choice (b), establish a reward and recognition system, is the next best answer.

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 1, 2010 is the application deadline for this scholarship.

For more information, go to:

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



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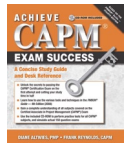
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ADVANCED TOPIC SEMINARS

Coming Events



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



June 5, 2010

Career Principles and Applied Methods of Neuro-Linguistic Programming

Presented by Don Martinez

Presentation topics will include: principles for success, the unconscious mind, pre-suppositions of NLP, the NLP communication model, sensory acuity calibration (observing other people), rapport and representational systems, and representational system profiling.

Don Martinez is chairman and founder of the Domar Group, Inc., a retained executive search firm. Don has been recognized by Univision, CNet News, and Azteca America as one of the leading executive search consultants in Los Angeles.


The Domar Group has placed top level Hispanic executives and board members in the entertainment, big four consulting, insurance, and health care industries. Don Martinez has a long history of matching career opportunities with exceptionally talented people.

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

PDU: There are four PDUs for this event.

When: Saturday, May 8, 2010, 8:00 a.m. to 12:00 p.m. [Click here to register.](#)
Saturday, June 5, 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

 May 8 Advanced Topic


Mike Graupner
See column at left.
[Click here to register.](#)

 May 11 Dinner Meeting

PMI-OC 2010 Project of the Year
Presented by Bill Epstein
The Boeing Company
My Learning Program
See page 1. [Click here to register.](#)

 May 19 Orientation Meeting

See page 12.

 June 5 Advanced Topic

Don Martinez
See column at left

 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.

 August 7 Advanced Topic

George Meier
Topic to be announced

 Sept 11 Advanced Topic

John Stenbeck, PMI San Diego
Topic to be announced

 October 2 Advanced Topic

Brigitte Fleming, PMI San Diego
Topic to be announced

 October 9-12

PMI Global Congress
2010-North America
Washington, D.C.

Keynote Speaker:
President Bill Clinton



[Click here for information and registration.](#)

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 2010 PMI-OC, Inc.

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PMI-OC Dinner Meeting

Tuesday, May 11, 2010

Program: **2010 PMI-OC Project of the Year**
The Boeing Company, My Leaning Program
Presented by Bill Epstein
[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:**

Members \$30.00 Members \$40.00

Non-Members \$35.00 Non-Members \$40.00

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In Advance: \$15.00 *At the Door :* \$15.00

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

You can pay by credit or bank card in advance or by cash, check, or credit card (Visa, MasterCard, American Express) at the door.

Make your reservation by 10:00 p.m. on Monday, May 10, 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, May 9, or anyone who makes a reservation and does not attend, will not receive any refunds.



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