PMI ORANGE COUNTY CHAPTER

Milestones

July 2010 | Monthly Publication of The Project Management Institute, Orange County Chapter, Inc.

July 13 Dinner Meeting Presentation

INNOVATION WITHOUT REINVENTION

FIVE REAL WORLD PROJECT MANAGEMENT TOOLS

***Jason Scott** is the CEO and founder of 120° Venture Construction, a boutique project management consultancy firm principally serving the needs of Fortune 100 companies.*

Jason has dedicated his career to the advancement of project management and recently patented a project management methodology that yields consistent, repeatable results and has ensured the success of hundreds of projects for the company's clients.

The demands on project management are greater than ever, and to succeed, you must innovate. But, who says you have to invent new tricks? Innovate by going back to the basics.

In this interactive session, **Jason Scott** will share five real world project management tools drawn from his practical experience in managing complex projects for large enterprises such as Universal, Sony, DirecTV, and the U. S. Navy.

The Five Tools

- Executive communication and status
- Building an effective work plan through forecasting and communication
- Identifying risks during planning
- Identifying, prioritizing, and appropriate responses to issues
- Project health: how to successfully leverage it as a tool

Click here to register.

2010 Board of Governors

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President's Column

Why not volunteer?

The PMI-OC Board of Governors is well on its way to becoming truly strategic. Most of the board members have established deputies to handle the more routine work. All of the members have created a series of committee chairs to handle the normal processes of running the chapter. A new chart of accounts has been implemented to better align and track costs of the new board structure. We have approved a series of strategic initiatives that are designed to carry the presidents's three objectives for this year: (1) improve the value proposition for members, (2) complete the movement toward a strategic board, and (3) encourage the younger chapter members to become active participants.

Now we need you!

In this emerging chapter structure, volunteers are needed to carry out the board's strategic objectives. Efforts are currently underway to establish a new toastmasters club which will be associated with the chapter. There is an upcoming SoTeC conference that always draws the interest of chapter members. Operations is looking for someone to handle the printing of name badges at the dinner meetings. Membership is working on a new volunteer tracking system. The *Milestones* team is looking for photographers and writers to document our events. Finance is strengthening controls to improve the chapter's financial security. Finance is also looking for help at the registration desk. All of these initiatives require people. However, we are seeking people who are not just interested in helping; we need people who are willing to take charge.

In past generations of the board of directors (now board of governors), the board members not only derived the goals, directions, and policies of the chapter, they also ran the projects to carry out the initiatives. Frequently, the board members ended up doing much of the detail work as well. The chapter is just too big now to continue this practice. We are doing too many different things. We will just burn through the governors, and nothing will get done if we follow the processes of the past. The governors have set up and empowered their deputies and committee chairs to run the strategic projects. But, the committee chairs need people to actually carry out the work.

This is where you, as volunteers, step in, or should I say, step up. We need you to step up, not only to perform the duties stated above, but also to take the initial steps in becoming the next generation of chapter leaders. Every chapter must continually attract and engage new volunteers, grooming them for eventual leadership positions. Without a steady flow of new volunteer leadership with fresh ideas and new energy, the chapter will decline. Some of our fellow chapters are already experiencing this situation. One of the positions mentioned above is for an events registration volunteer. This is where I started out several years ago. This position doesn't take a great deal of work. You get to meet the members. You learn how to deal with cash, with receipts, and occasionally with customer complaints. You gain exposure to how the chapter is organized and runs.

The chapter leadership will recognize that you can capably manage part of the organization and are ready to take on other assignments. I moved to finance director, professional development director (now part of operations), and IT director. But, perhaps your interests lie elsewhere. Perhaps you would like to be the *Milestones* editor, run the PMP workshop, or implement a more robust chapter website someday. But, you need to start somewhere. Here is your opportunity! Talk to the board members and the committee chairs and find your niche. I look forward to working with you!

Stephen June, PMP
President

Volunteer Of the Month

Colby Riggs

Congratulations to **Colby Riggs, PMP,** Volunteer of the Month for June 2010. The PMI-OC Board of Governors is pleased to recognize Colby for her contribution to the chapter by serving as the co- editor of *Milestones*.

You have been reading Colby's *Milestones* submissions for several years. Colby has been involved with PMI-OC since March 2006, working with Kristine Munson on the programs team and writing reviews of dinner meetings and advanced topic seminars for *Milestones*. She then joined the marketing team in 2007 and worked closely with Jennifer Murphy in 2008 to start up the corporate outreach program while continuing to contribute to *Milestones*. She is currently the *Milestones* editor.

"I enjoy volunteering in professional organizations, giving something back to the professional community I belong to by lending a helping hand to its success," Colby commented.

In her professional life outside PMI-OC, Colby works as a project coordinator for the Libraries Information Technology Department at University of California, Irvine. She has worked at UCI in the libraries for 21 years, serving in IT for about 19 years.

Colby has achieved a great deal of notoriety and accomplishment in her professional life. "I have been active in statewide (University of California) and national library committees and task forces. I am especially proud to have served as president of the Library and Information Technology Association with 4,000 members which is a division of the American Library Association with over 60,000 members."

Colby's project management accreditations are impressive. She not only has her PMP, which she earned four years ago, but also has a certificate in project management from UCI.

In her personal life, Colby says, "I enjoy spending time with my family, especially in Mexico, where I have been relaxing this past month."

Many thanks, Colby, for your contributions to *Milestones*, our chapter's outstanding publication!

Ron Pukszta, PMP

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

MEMBERSHIP
- Volunteer Coordinator
  Solicit new volunteers
  Know volunteer needs
  Match needs with volunteers
  Coordinate VOM and VOY

Click here for more information about these, or other, opportunities, or contact **volunteer@pmi-oc.org**.

IT Governance

LESSONS LEARNED AND

Presented by Fred DiLuzio

In the corporate world, we often inherit situations that illustrate the tenuous connections between business strategy and information technology (IT) management. There has been an evolution in portfolio management, and we must achieve a more controllable and measurable structure to enable IT to generate real business value.

Fred DiLuzio, Ph.D., PMP, is the assistant vice president of IT program management for Corinthian Colleges, Inc. (CCi), one of the largest providers of vocational education, with 125 campuses and 125,000 students in the U.S. and Canada.

Fred covered a variety of subjects, including the development (and perception) of IT as a business partner, the development of portfolio management, the engagement of business leadership into IT governance, and the drivers for this change.

Fred also recapped the Garner Maturity Model, which moves through five levels: (1) ad hoc, (2) repeatable, (3) defined, (4) quantitatively managed, and (5) optimized. The main part of Fred's presentation focused on the challenge he faced when moving from project management, to portfolio management and to IT governance.

Fred was given the task of creating an organization that included a consistent project intake procedure. This is essential, since what may be a high priority for marketing might not be perceived as such by IT managers. The main consideration must be the addition of business value.

Fred received this challenging assignment from the CIO, and his proposals for change had executive sponsorship, which he noted is crucial for transformational change in a

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large organization. He emphasized the importance of creating meaningful project and portfolio management metrics and stressed that it is no longer acceptable to rely on "dead reckoning" when it comes to reporting progress across the enterprise.

At the beginning of Fred's tenure with CCi, the company had four steering committees (IT, marketing, student systems, and HR/finance) meeting bi-weekly. These meetings focused on all projects within the scope of their areas, including items for review on each project, sometimes absorbing high-level attention for relatively low-level projects. A major problem was insufficient oversight across shared priorities and resources.

To achieve his goal, Fred consolidated the four steering committees into two. All IT initiatives were migrated under an IT steering committee, with remaining business endeavors consolidated into a central enterprise solution group, the Campus Operations Steering Committee. The consolidation of these groups enabled the business to set priorities, resolve cross-functional conflicts, and bring the focus up to full projects only.

Fred described how the best practices in IT governance come down to several key points.

Business executives must be engaged in setting and communicating IT priorities. To illustrate this point, Fred explained that in the previous structure, when projects were requested "from the bottom-up" or sourced randomly throughout the business, they had a tendency to create initiatives that gained momentum on their own, sometimes proportional to the push that sponsors gave them. In contrast, the steering committee now considers project sequencing and budgeting based on value and the contribution to the business strategy, which must come from executives of the company.

This macro-perspective allows business leadership to lay out initiatives and manage projects "from the top-down." While it will always be the case that regulatory changes and shifts in the business environment can spur last-minute projects or changes, this approach allows these risks to be considered by the business, making the IT governance process more predictable.

Monitor shared priorities and resources. For example, when departments, such as marketing or human resources, hire or contract "their own" IT resources for small projects, this is evidence that IT management may either not have a full view of business priorities, or that IT may be under\resourced to provide solutions for them.

Apply appropriate focus. The PMO reviews and steering committees should focus on total projects, not the nitty-gritty of each project. Only yellow and red status items need the attention at this level. The off-cycle approvals can be handled as needed. Future technology pathways must be considered, and a certain percentage of "high risk" initiatives should be in scope, to accommodate future architectures (such as Web 2.0, cloud computing, etc.).

Monitoring and communicating meaningful metrics. Continual monitoring of IT project metrics means more than highlighting overallocated resources. In a best case scenario, the utilization of a feature-rich collaborative reporting system can allow project managers to input changes to hours allocated and use

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BEST PRACTICES

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IT Governance

the information down to task and category levels, allowing integrated summary reports to a PMO in near real time. The key, though, is identifying the main drivers to project risk and business value.

In summary, IT portfolio governance is ultimately the connection between business focus and information technology. It ensures that IT is working "on the right thing" and dictates that the stakeholder, not IT, should own IT decisions management.

The primary goals of portfolio governance are that (1) IT investments create true business value, (2) creation of supporting documentation, such as COBIT (Control Objectives for Information Technology), and (3) establishment of guidelines for IT to measure IT processes and to align IT and the business.

Fred's presentation ended in a dynamic question and answer session that illustrated the tendency for other business areas to pull ideas into their own sections of responsibility.

His discussion put forth some of the best thoughts on modern IT governance, and the gains that can be made when IT is plainly laid out in terms of business value.

Rick Bellows, PMP

The Agilista

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

Think you are Agile? How do you know?

I was recently involved in an organization that wanted to transition their software development teams to Agile since two of the teams had been doing two week iterations for some time.

The problem was, that despite the manager saying they "were already Agile," they were not delivering valuable and potentially shippable increments frequently nor consistently (iteration after iteration), nor were they adapting to changing priorities and customer needs along the way.

The essence of Agile is not whether or not a team is doing TDD or pairing or automated regression testing; being Agile means delivering business value frequently and consistently while adapting to changing business needs. No matter what practices are being followed, if you are not doing this, then you are not Agile.
Read more.

The Illusive Definition of Agile

What is Agile? Is it a set of practices, a set of values, or a set of mind, or some combination of the three?

Is it "doing Agile" or "being Agile?" Is it a management style or a set of core values and principles?

We can compare **left** directed thinking to **right** directed thinking. Some are looking for a prescriptive, non-ambiguous definition of agile; some are looking for a set of rules to follow, and others are looking for a "state of mind, a style of management, a wisp of content and a whisper of context" as we look for purpose, meaning, and fun at work. And then there are a bunch of us in between.
Read more.

Upcoming Webinars

June 30: **Transitioning to Agility (Step 3): Implementing Agile with Kanban**

July 15: **Effective Specifications for Agile Projects**

New Webinar Recordings Available

Navigating Conflict on Agile Teams

Retrospectives: Make Good Teams Great!

Becoming Agile. How *PMBOK*® and Waterfall Organizations Are Doing It!

Transitioning to Agile: Webinar Series

Interlocking Roads to Agile: Three Key Leadership Roles

Agile PM Websites

Resources (white papers, books, websites etc.)

PMI Agile Knowledge Wiki

Join PMI Agile Community of Practice Group for Free

Subscribe to
The Agilista PM weekly newsletter

Questions: **agile@pmi-oc.org**

Blue text indicates active link.

AT THE JUNE DINNER MEETING

New PMPs:

Jeffrey Kessler
Howard Miyashiro
Jacinto Busquets

Orchids on ice

Photos on pages 4, 5, and 7 by Diana Wei

Sample PMP® Exam Questions

These questions are based on the *PMBOK® Guide–Fourth Edition*.
Answers are on page 18.

1. PMI® members adhere to:
   a. customer quality assurance policies.
   b. federal, state, and local laws.
   c. a "code of ethics.
   d. good business practices.
2. During the negotiation process, the project manager is usually not
   a. the lead negotiator.
   b. the hard-liner.
   c. at the negotiation table.
   d. interacting with the vendor.
3. Performing actions to execute the project management plan is part of the _____ process.
   a. direct and manage project execution
   b. manage project team
   c. perform integrated change control
   d. adminstrative procurements
4. A performance domain:
   a. describes the processes required to ensure that the various elements of the project are properly coordinated.
   b. is a category of a project that has common elements significant in a given project, but is not needed or present in all projects.
   c. is a broad category of performance.
   d. is important for competent performance by the project team.

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

Next PMI-OC Orientation Meeting **July 21, 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, July 21, 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.

Click here to register.

Questions:

membership@pmi-oc.org

New Members and PMPs

NEW MEMBERS

Abdulla Ahmed
Behdad Baseghi
Carlos Bernales
Steve Champion
Simon Chan
Jose Chavez
Stephanie Christopherson
Stephanie Como
Barry Draskovich
Sam Ekrami
Eduardo Ferrer
Joyce Fitzpatrick
Rod Fujii
Mary Funez
Deborah Gendreau
Mark Hanlon
Ahmad Hindiyeh
Mildred Honch
Aviva Jacobs
Vrushali Joshi
Jeffrey Kessler
Martie Lam
How Lau
Patricia Lilagan
Suresh Mallina
Jane Martin
Sudesh Mehru
Jeff Metcalf
Janet Ogle
Sathya Ramanujam
George Robinson
Matthew Ross
Imad Salha
Guruprasad Sayar
Dale Shim
Randhir Singh
Windy Sloniger
Michael Stock
Michael Taylor
Ramona Tucker
Michael Tutt
Jordan Twist
Craig Woods
Lei Yan

NEW PMPs

Darla Brown
Vinnie Dessecker
Ziad El Jack
Mark Hanlon
Stacey Hutzler
Anthony Joseph
Vishal Kanga
Victor Kao
Jeffrey Kessler
Eric Kruger
Deepak Lakhiani
Joselito Mendoza
Howard Miyashiro
Richard Ott
Daniel Rugg
Randhir Singh
Windy Sloniger
Kathy Zacherl

SEVEN STEPS TO SELECTING YOUR ONLINE PMP® EXAM PREP COURSE

By Cornelius Fichtner, PMP

The PMP certification represents a step up the corporate ladder. It gives you appreciation and visibility within your organization. The PMP enhances your professional growth and opens up new avenues. It not only validates your skills and enhances your earning potential, but it also gives you a competitive stand in the job market.

PMP certification confirms that you have the skills necessary to execute projects on time and within budget. It is one of the most globally recognized and respected certifications in project management and requires rigorous and comprehensive preparation for the exam. The closer the exam gets, the more stress you will feel. You will need to be well prepared through weeks, or even months, of studying.

The PMP exam contains questions from all the knowledge areas of the *PMBOK® Guide* and it can be difficult to work through all the material yourself. You need a PMP exam preparation course. Such a course will help you go through the material in a structured and planned way. It will also provide focused instruction on the most important topic areas and points of emphasis. This will help you face the exam confidently.

Here are the seven steps to go through as you select the course that best suits your needs:

Step 1: Decide if you want an online or in person course.

PMP exam preparation courses are available both ways. An in person workshop gives you the advantage of live interaction. You'll have a classroom teacher and other students to learn from.

On the other hand, online classes are convenient. You can stay home and access all the study materials and modules any time of the day or night. Some can even be downloaded to your iPod, Blackberry, or other player, to use as you drive to and from work every day.

Look for "PMP exam" in your favorite search engine to find the most popular courses.

Step 2: Compare the price to your budget.

Money matters to all of us, and your available budget limits your options. Compare prices carefully. Many factors go into the pricing of courses.

Online courses are generally less expensive than in person ones. But low price is not a reflection of quality. Complete, high quality online courses are available for as little as $100, while in person classes have a teacher whose salary must be paid. So expect to pay a lot more.

Step 3: Select PMI® Registered Education Providers only.

Make sure the course is offered by a PMI® Registered Education Provider (R.E.P.). Courses are available from other companies, but the R.E.P. certification and logo ensure that the course follows PMI established quality criteria.

Step 4: Make sure the principal instructor is a PMP.

The instructor's PMP certification insures the instructor has the experience of preparing for, and taking, the exam himself or herself. In this way, your instructor will be more able to help you clear all the road blocks in preparation for the exam.

Step 5: Confirm that the course is based on the latest edition of the *PMBOK® Guide*. The exam is based on the current version of this standard.

Step 6: Verify that you'll receive 35 contact hours at the end of the course.

One of the prerequisites of the PMI certification is that all applicants must show at least 35 contact hours of project management education. Without this, you will not be able to take the exam. Make sure that the courses you consider offer a certificate of completion that shows at least 35 contact hours.

PMI requires that all online course providers test your knowledge at the end of the course through an "end of course assessment." You must select an online class that tests you before you receive your certificate.

Step 7: Review these criteria for each course and provider.

Of the courses that you consider, take the following into consideration as well:

- What is the number of past students?
- Do you receive free sample questions with the course?
- Do you receive PMP exam tips and tricks?
- Does this provider offer any other PMP preparation materials that might be helpful to you?
- Is there an online forum where you can ask exam questions?
- What kind of technical support is available?
- And most importantly, read the testimonials from past students and see what they have to say about the course. A good provider will offer an unmonitored, public way for students to submit feedback on the materials.

By applying these seven steps to your selection process, you are selecting your PMP exam course in a structured manner, and you'll know that you purchased the online course that best suits your needs.

Once purchased, then the real work begins. Going through the materials and studying for about eight to 12 weeks until you are ready.

For more information, go to **PMP exam.**

Career Principles and Applied Methods of

Neuro-Linguistic Programming

Presented by Dan Vicario and Dennis Varnum

Dan Vicario *(right)* opened the June advanced topic seminar with a thought provoking quote.

"I am a world class leader. As a naval officer and civilian project manager, I have led highly successful teams, as large as 85 people, in some of the most difficult circumstances throughout the world. My teams have supported combat operations; disaster relief efforts, including Hurricane Katrina; and development, deployment, and support of products throughout the world. I have a rare combination of skills and qualifications coupled with world class leadership ability.

"I am a referent leader who is committed to not only the growth of the individual I have the honor of leading, but also to my own personal growth. As a leader, I believe in setting a positive environment that empowers my team and supports partnership, collaboration, and camaraderie. I believe in treating all with honesty, dignity, and respect. I only accept excellence from my team members and myself."

Dan Vicario then went on to say that this was *his* "30 second elevator speech," the attention grabbing, 30 second description of himself that he would give to a contact during a brief networking encounter. Now, as project managers, we all know that we should have a prepared elevator speech that can be used to succinctly describe our skills and experiences because you never can predict when an important networking opportunity may come your way. However, the real question then becomes, "How can you craft just the right elevator speech to create the correct first impression and maximize the effectiveness of your networking?"

Dan claims that you can do this by using neuro-linguistic programming (NLP). Dan called his elevator speech a tag line, and claimed that NLP involves developing such tag-lines and attention grabbing descriptions to gain the interest and buy-in of your audience.

What is NLP?

Neuro-linguistic programming was created from the integration of several different disciplines. "Neuro" is taken from the biological fact that much of our behavior is greatly influenced by the neurological processes associated with vision, hearing, and touch. "Linguistic" identifies the use of language as the primary means of ordering our thoughts and communication with others. "Programming" points out that we can organize our ideas and actions in ways to produce specific and desired outcomes.

NLP was founded at UC Santa Cruz in 1972 by John Grinder, a professor of linguistics and Richard Bandler, who, at the time, was a Ph.D. candidate in psychology. Both Bandler and Grinder developed NLP by studying the techniques of three leading therapists: Fritz Perls, Virginia Satir, and Milton Erikson. Fritz Perls was a well known psychotherapist. Virginia Satir was an expert in family therapy, and Milton Erikson was a world renowned hypnotherapist. By reviewing how each therapist became so successful in their field, Grinder and Bandler were able to develop the foundations of NLP.

Each of us has experienced a different and unique set of events throughout our life, and these events have helped to shape who we are, what we believe, and how we experience the world around us. This unique set of experiences has led us to develop a system of beliefs and values that guide us in our interaction with others as we move through our lives.

NLP is really a set of linguistic modeling tools that can be used to help one person understand the unique way that someone else perceives a particular situation, given their beliefs, values, and personal history. In technical terms, this is called "understanding the other person's model of reality." It is important because once you can do this, then you can consistently communicate more effectively with that other individual.

Dan Vicario, the speaker who opened the seminar, was later joined by **Dennis Varnum** *(left in photo)*. Dennis told us that he had many years of experience in using NLP.

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Photos by Rey Castillo

In addition, he shared a very personal story about getting hit by a car when he was a child. The accident was a serious one, and it required him to relearn a lot of his fundamental skills. However, Dennis later used his NLP "tools" to not only overcome any handicaps that he may have had, but to also identify the vision that he wanted for his life. Then, once this vision was in place, he went out and made it come true!

Dennis told the audience that by understanding our own personal values, each of us can better understand how to effectively live our lives so that we can accomplish our goals. The seminar included a number of exercises to help the participants get a first hand experience of this. For example, one exercise was to choose and list the top ten values in your life. Then, each person had to whittle down the list to the four most important ones, and then gradually continue to reduce it, until what was left was the single most important value in their life.

This exercise identified a key point; not everyone can easily identify their single most important value (even though it would make them happier if their behaviors and their values were in sync). So, by taking the time to actually document your values, you will find it much easier to measure your levels of success and happiness.

Once your values have been identified and documented, the next step is to form them into a vision. Then, by putting this vision into action, you can utilize specific communication skills (identified by NLP) to more effectively interact with others to reach your goals. As we all know, achieving your goals can be especially important in a project management environment.

In doing this, we need to first understand ourselves and how we are wired or programmed. Then, after we have a strong understanding of our own personal beliefs and values, along with a methodology to understand the differences in others, we can dramatically increase the effectiveness of our communication with others. NLP can be the set of tools to form the most effective type of communication possible. NLP gives us the ability to effectively respond to others and to respect their models of the world.

We were directed to take a self assessment quiz which categorized us into our top three out of six different categories: realistic, investigative, artistic, social, enterprising, and conventional.

By utilizing the knowledge of our values and vision paired with our method of communicating this to others, we can better understand how to become more effective. By understanding the values and visions of others through visual, auditory, and kinesthetic methods, we can get our points across and get more buy-in from them. Through working backwards from the end goal, being alert to the five senses triggered by others, and having the flexibility to change what you do to get what you want, you can reach your goals more easily and create an environment where you and your project team work toward one vision.

With a strong understanding of our own personal values and visions paired with an appreciation and methodology to capture the differences in others, we can form the most effective type of communication possible. NLP gives us the ability to effectively respond to others and respect their models of the world.

Influencing others toward your vision or goal is more easily attained if you establish a bridge through rapport and respect and then change your behavior to lead them toward your vision.

Lucy Stone, PMP

PMI-OC TRIBAL KNOWLEDGE

LESSONS FROM THE MAGIC KINGDOM

When I graduated from college I didn't do the cliché European trip. Instead, I did the next best thing. I worked at Disneyland.

Instead of carrying a guide book through foreign cities, I helped foreign guests navigate their brightly colored maps. Instead of donning shorts and a backpack, I fashioned a Victorian maid's outfit, humbly serving in the Haunted Mansion. I called little girls princesses and little boys knights.

While most of my friends and family questioned this career move, I'm grateful for the experience. It taught me some of my greatest work lessons.

It's not personal.
The reality is that for most people, a Disney job is their first corporate experience. Despite having a castle in the background, Disneyland is still very much a company gig. The majority of actions that were taken by management were often seen as unfair, illogical, or disregarding "the magic." But the reality was that their choices had to appease cast members (employees), stockholders, and unions. So while a lot of choices may have seemed like they were targeted to make us personally miserable, they were not. Even The Mouse works for The Man.

Social politics matter.
So stay out of them. While you shouldn't take most management choices personally, some of them are going to be personal, but nobody is going to tell you that. Individuals would be turned down for leadership roles because of petty gossip. And even if it's not management that's conscious of your personal business, why would you want your coworkers even remotely involved? Even at a fun workplace, it's a distraction. Just avoid it all together.

Know where to turn.
If you have a scheduling issue, don't go to costuming (work uniform). If you have a costuming issue, don't go to payroll. And if all else fails, turn to the union representative. It may seem like common sense, but understanding the inner workings takes time for each company you work for. It absolutely needs to be done.

Know the rules.
Simple things like how personal days or how overtime works are nobody's responsibility but your own. Reinforcing policies go both ways. My first week working for Disney, I was held after work for almost an hour. Little did I know that if I had asked to be paid for the extra time, it would have been given to me. In the end, you're responsible for making sure that even those reinforcing the rules are implementing them properly.

You have rights.
I will always be eternally grateful for the company's thoroughness and familiarity with labor laws. After working there, I now know how breaks, lunches, medical leave, worker's compensation, etc., work.

Just because you want your employers to follow labor laws does not mean that you are lazy. Even employees have certain rights, and I was stunned to find out how many employers did not understand this notion. When workplaces enforce these rules, it actually promotes productivity. It shows that the company cares, even if it's a legal obligation to care.

The little things matter.
Buttons need to be buttoned. Shoes need to be polished. And clothes need to be clean and pressed. You're not only representing your company and their mission and goals, but you're also representing yourself. Of course this would have meant I was aiming to be a servant. But if you can't take the care to button a button, how do you expect to do a job that requires attention?

Working at Disneyland really was my European trip, and like all vacations, it had to end. It wasn't because of a lack of fun or a lack of funds, but reality had settled in; the opportunity for growth was nonexistent.

As I took off my name tag for the last time, I took with me more than fun stories. I took these invaluable lessons that would prepare me for every workplace.

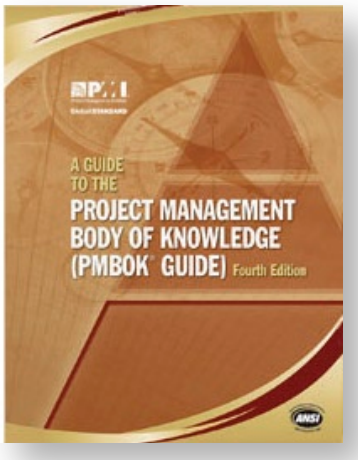
Christine Keh

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 ***milestones@pmi-oc.org****.*

We look forward to hearing from you!

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.*

Please note that the workshop referral program, which rewarded members with free passes to dinner meetings or advanced topic seminars for referrals to our highly successful PMP® exam prep workshops, ended on June 30.

The referral cards for this program will no longer be honored by the registration desks at events after June 30.

A new referral program, with better controls and a more refined process, will be rolled out in the fall.

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

PMI Orange County Chapter announces its 2010 Fall Course.

PMP EXAM PREPARATION WORKSHOP

SIX SATURDAYS BEGINNING IN SEPTEMBER

This workshop will help you prepare for exam success and will provide you with the eligibility requirement of 35 contact hours in project management education. Participants will receive a classroom discussion guide and a supplemental text that includes study questions on CD-ROM. Participants will also have access to additional study material.

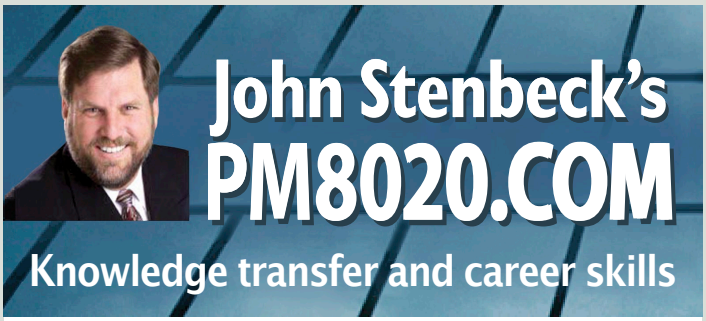
When: **Six Saturdays from 8 a.m. until 5 p.m.**
Dates to be announced.
Watch **www.pmi-oc.org**, the *eNewsletter Blast*, and *Milestones* for updates.

Where: **To be announced.**
Watch **www.pmi-oc.org**, the *eNewsletter Blast*, and *Milestones* for updates.

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**

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.*



Two Day ScrumMaster Certification Seminar

July 15-16, Holiday Inn, Santa Ana
Earn 14 PDUs

Agile Project Management is a skill set that is rapidly growing into high demand across many industries. The most respected and best recognized Agile certification is the "ScrumMaster" from the Scrum Alliance, Inc. The new certification assessment system from the Scrum Alliance requires PMs to (a) take a class from a Certified Scrum Trainer, (b) pass an exam to measure the knowledge and experience of individuals who wish to become Certified ScrumMasters, and (c) complete an application and pay the appropriate fees.

By taking this certification seminar, you will acquire all of the information needed to successfully complete the certification examination and application process! We hope you'll make it a priority to join us. This two day class is suitable for anyone using or wanting to use the art of the ScrumMaster. It is also very valuable for anyone involved in Scrum (managers, team members, product managers, etc.). This program is for people who are familiar with basic Agile concepts, but students are not required to be PMPs.

During this seminar, participants will experience highly interactive, hands on training in how to apply Scrum in many project situations. After successfully completing this class, participants will receive a one year prepaid membership in the Scrum Alliance and are eligible to take the Certified ScrumMaster exam.

About the Instructor

Jesse Fewell is an enterprise Agile coach with a broad array of experience in industries that include national security, aerospace, GIS, stock media, telecom, and hospitality. He was a founding force behind the PMI Agile Community of Practice, PMI's component dedicated to Agile project management.

Click here for more information and to register.

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STRATEGIC PROJECT PORTFOLIO AND PROGRAM MANAGEMENT

New Dates! *Achieving Organizational and Career Success by Taking Project Management to the Next Level.*

Oct 30 & Nov 6 – 13 PDUs

Class will be held in Newport Beach, CA

Free Webinars

PM 101: **Project Communications Management**

July 14 – 1 PDU

Advanced Topic: **Creating Use Cases**

July 28 – 1 PDU

Register at http://www.coreperformanceconcepts.com

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

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- *Features study, time management and exam tips*
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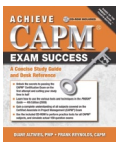

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ADVANCED TOPIC SEMINARS

July 24, 2010

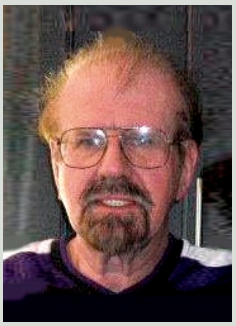
Presenting to B and C Level Audiences

Presented by D'Shone Swiney

Presentation topics will include developing effective PowerPoints and presenting to C level professionals and other businesses. Attendees will work in teams and separately to prepare presentations and conduct role playing sessions.

D'Shone Swiney is the CEO of DS Consulting Services, Inc. She established the consulting firm in 1998 in Springfield, Massachusetts and relocated to California in 2004.

D'Shone has over 12 years of experience in project and training management, and event planning and management. For the last five years, she has been consulting extensively in project management assignments, specializing in systems conversion/implementation and training development and delivery.



August 7, 2010

The Business of Project Management

Presented by Robert Pettis, PMP

By the end of this presentation, the attendees will be able to perform a project financial analysis by (1) building a cash flow chart, (2) determining net present value, payback period, maximum exposure, internal rate of return, and maximum justifiable project cost, and (3) dealing with the effects of risk and uncertainty.

Robert Pettis has over 30 years of industrial work history as a project manager in hardware product development and engineering operations for products and services in aerospace, computers, in-circuit test systems, electronic power supplies, uninterruptible power systems, and electronic instrumentation.

Throughout his experience in these areas, Robert has found a need for successful project managers to develop financial insight and analysis.

Where: Keller Graduate School of Management
3880 Kilroy Airport Way, Room 207, Long Beach, CA 90806

PDUs: There are four PDUs for this event.

When: Saturday, July 24, 2010, 8:00 a.m. to 12:00 p.m. **Click here to register.**
Saturday, August 7, 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

July 13 Dinner Meeting

Jason Scott: Innovation Without Reinvention. See pages 1 and 18. **Click here to register.**

July 15-16

ScrumMaster Certification Seminar See page 14. **Click here to register.**

July 21 PMI-OC Orientation

See page 8. **Click here to register.**

July 24 Advanced Topic

D'Shone Swiney, see column at left. **Click here to register.**

August 7 Advanced Topic

Robert Pettis, see column at left.

August 10 Dinner Meeting

Bob White: Value Driven Leadership **Click here to register.**

Sept 11 Advanced Topic

Jay Smedley: Getting a Project Under Duress Back on Track

Sept 14 SPECIAL EVENT

5th Annual PMI-OC Career Fair and Special Guest Speaker
Wyndham Orange County

October 2 Advanced Topic

Adrienne Escoe, Mike Sanders, Dave Bartholomew, Mariette Keshishian: Communications and the Human Side of PM

October 9-12

PMI Global Congress 2010-North America
Washington, D.C.
Keynote Speaker:
President Bill Clinton

Click here for information and registration.

October 12 Dinner Meeting

Sanjiv Augustine: The Agile Project Management Office

Oct 29-30 11th Annual SoTeC

Southland Technology Conference
We've Done With Less. Learn What's Next! At the Hilton Long Beach

Coming events may be subject to change.

PMI Orange County MILESTONES
July 2010, Volume 22, Number 7

MILESTONES is published monthly for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the chapter or the Project Management Institute.

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Answers to PMP® Exam Questions

From page 8

1. c. Chapter 1, Framework, Section 1.1

2. a. Chapter 12, Executing, Section 12.2.2.7,
Although the project manager may be involved in the negotiations, he/she is usually not responible for the negotiation process.

3. a. Chapter 4, Executing, Section 4.3

4. c. Page 31, Framework
Choice (a) is the definition of integration management. Choice (b) defines an application area.

PMI-OC Dinner Meeting

Tuesday, July 13, 2010

Program: **Innovation Without Reinvention**
Five Real World Project Management Tools
Presented by Jason Scott
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

**Although the hotel prepares additional meals over our committed attendee count, walk-ins are not guaranteed dinner.*

Featured Presentation Only (Members and Non-Members)
In Advance: $15.00 *At the Door :* $15.00

Parking: **FREE!**

Please register at www.pmi-oc.org or **click here to register.**

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

Make your reservation by 10:00 p.m. on Monday, July 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, July 11, or anyone who makes a reservation and does not attend, will not receive any refunds.

PMI® ORANGE COUNTY CHAPTER

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Orange County Chapter, Inc.
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