

# Milestones

August 2010

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



Presented by **BOB WHITE**

*Bob White is Senior Director, Global Supplies Management, at Ingram Micro Inc., the world's largest distributor of technology and services, based in Santa Ana. During his 11 years with Ingram, Bob has led major program initiatives in business intelligence, process re-engineering, IT outsourcing, mergers and acquisitions, and global ERP deployment.*

*Bob has led and managed hundreds of projects, and many multi-million dollar and multi-year programs. His philosophy for success is "Clearly understand your mission; spend the time on effective planning; constantly communicate; have a sense of humor; and execute, execute, and execute, leading your team from the front."*

**AUGUST 10  
DINNER MEETING  
PRESENTATION**

## **VALUE DRIVEN LEADERSHIP USING YOUR CORE VALUES TO SUCCESSFULLY LEAD**

**W**ITHIN EACH OF US LIES A VALUE SYSTEM that we have developed throughout our human experience. As leaders, we choose, call forth, or pick values to apply in our leadership style to influence those around us for a positive end result. **Bob White** will ask each attendee to join in and reflect on their own core values, and those they pick to apply in their leadership style.

Using a battlefield metaphor and presenting examples of leadership techniques, Bob will walk through his views on key values that he, as an individual, picks to lead, and how his values help lead the members of his team, those who will live with the program outcomes, and other members of the company he serves.

The ability to pick core values for any given situation is the first key step in effective leadership. Effective and consistent application of those values in one's leadership style will determine one's ability to be successful.

[Click here to register.](#)

## 2010 Board of Governors

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Past President

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# PRESIDENT'S COLUMN

THERE ARE MANY BOOKS CURRENTLY ON THE MARKET talking about organizational change. Perhaps you have read one or more of them. I recently finished one called "Leading Change," by John Kotter. I thoroughly enjoyed it and found it very appropriate to what we, as chapter leaders, are attempting to do. Kotter talks about an eight stage process. Other authors have different stages. However, the bottom line for all of these authors is that

change is necessary, change is inevitable, and when properly managed, change moves an organization forward. If an organization does not change, its message becomes stale, its operations become out of touch with current conditions, and its members lose interest.

The governors, in conjunction with the newly empowered directors of the chapter, are managing change. Change is taking place on several different fronts. There have been multiple comments that the chapter's message announcing the dinner meetings is getting stale. It has no zip, no energy, and no excitement that would compel someone to attend the dinner presentations. The communications team is looking at various ways to improve. The chapter has an advisory board comprised of members of SCORE, an organization of retired business people. One of their members met with the volunteers. He agreed that our approach needs to be updated, to become more energized, more focused. Additional planning meetings are scheduled to work on this area. I hope to have a status for you in the very near future.

As I write this column, a new sister organization, the Orange County Project Management Toastmasters, is being formed. The director of operations has been heavily involved in this new entity. It has been noted that while many of us, who have been involved in project management for several years, have no problems talking before large groups of people, including senior management committees. Some newer members of the chapter lack that experience and are looking for ways to improve themselves. The toastmasters organization is one such avenue.

The administration team is hard at work on an operations manual. I grant you, that an operations manual is hardly a sexy or fun project. However, it is vitally needed. As the board of governors becomes more focused on strategic issues, the directors are being tasked to handle the day-to-day operations of the chapter. It is very hard to handle that responsibility when the processes have not been recorded. Some of our processes have been documented. Many have not, or are seriously out of date. For example, the finance procedures are obsolete. I should know, I wrote them four years ago. A basic operations manual is due to be completed this fall.

Finance is looking at outsourcing most of our bookkeeping activity. We are, after all, project managers; we are not accountants. While this activity is absolutely crucial to successfully running the chapter, it is not an activity in which we excel (no pun intended). Further, it is difficult to find a volunteer who wants to spend several evenings of his or her time working within QuickBooks. We can put our volunteers to work in other areas which have greater appeal.

To track all of these activities, a new scorecard is being devised. The scorecard will list the six to ten primary strategic projects of the governors and the status of these projects. I hope to have this scorecard posted on the website within a month. Posting the score serves two basic functions. First, it keeps the membership informed about what the leadership is doing. Second, it tracks our progress, or lack thereof.

I have Sylvan Finestone, our past president, to give me a well-deserved kick when I have been slacking off. This scorecard should provide a similar "incentive" to the rest of the board to remain on point and to carry out the plans we discussed at the start of the year. Should we fall behind, the scorecard will show it, and you, the members, will know who to encourage.

**Stephen June, PMP**  
President



# Volunteer Opportunities

## Milestones Contributors

The *Milestones* team is seeking writers (or copy editors) to write articles about dinner meetings, advanced topic seminars, and other chapter news. Clear and concise writing styles are required.

## Milestones Photographers

The *Milestones* team is looking for individuals with an eye for style to take pictures at chapter events for *Milestones*. Must have a digital camera and flash unit for photos in indoor and outdoor venues. Upload photos to Qtask or other specified site.

## Dinner Meeting Name Badges

The events team is looking for a creative and reliable individual to prepare and print attendee name badges for various PMI-OC events. Requires up to four hours per month. Start immediately.

## Finance: Events Registration

The finance team needs assistance from individuals who will be able to attend the monthly dinner meetings and assist with attendee check-ins. Duties may include money handling, head count tracking, and follow-up reporting.

## External Marketing:

### Advertising and Sponsorships

Help define and manage sponsorship options. Solicit, obtain, and organize sponsors for chapter events and initiatives as needed. Solicit corporate and other paid advertising for PMI-OC publications and events.

## Internal Marketing:

### Deputy Assistant

Administrative duties include scheduling meetings, preparing agenda/minutes, maintaining calendar and IM folders in Qtask, handling inventory and service requests. May include event attendance and projects.

## Administration:

### Business Process Management Analyst 1

Document and publish chapter operations manual to support new organization structure.

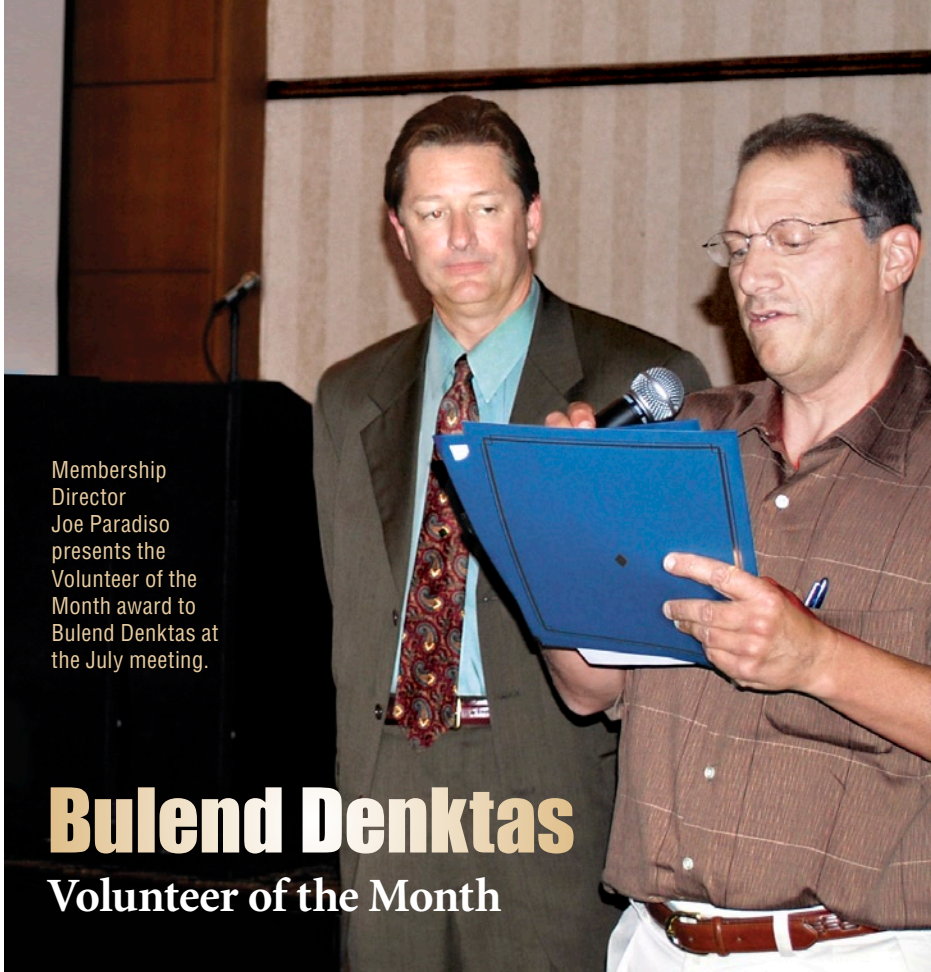
## Administration:

### Business Process Management Analyst 2

Define, document, and publish job roles and organization charts.

Interested in volunteering for any listed or other opportunities?

Contact volunteer coordinator at [volunteers@pmi-oc.org](mailto:volunteers@pmi-oc.org) or [click here](#) to visit the current volunteer opportunities page at [www.pmi-oc.org](http://www.pmi-oc.org).



Membership Director Joe Paradiso presents the Volunteer of the Month award to Bulend Denktas at the July meeting.

## Bulend Denktas Volunteer of the Month

**CONGRATULATIONS** to Bulend Denktas, PMP, CSM, Volunteer of the Month for July 2010. The PMI-OC Board of Governors is proud to recognize Bulend for his contributions and dedicated service to the organization.

Bulend has been active with the Project Management Institute for over a decade now; he started as a member of the PMI-Los Angeles chapter in 1999. During his tenure with the LA chapter, he served as the academic liaison and instructor for the PMP® preparatory course. In February 2000, Denktas earned his PMP credential; he is also a Certified ScrumMaster (CSM).

Denktas began attending PMI-OC dinner meetings in January 2009. He started assisting as a volunteer with the audio/video equipment. He then took over the role of dinner meeting committee chairperson in March 2010.

“Being a volunteer for PMI-OC gives anyone the opportunity to get to know the other volunteers within the chapter and a chance to work closely with individuals who have a passion for project management,” Bulend stated.

“Another benefit of volunteering for the chapter is earning PDUs...we all need those!”

Bulend currently works as a senior project manager for the UCI Medical Center, where he manages both clinical and non-clinical application projects for the health affairs information services department. His primary initiative in this role is to establish a project management office (PMO) for the information services department, where he can help improve the project management process for a growing organization in the health care industry.

He did mention that his decision to pursue a career in project management was not only “timely,” but “a great career move, and I’ve had no regrets about my decision...yet.”

Bulend enjoys time with his wife and two teenage boys, whether at home or traveling. “As long as we are together, that’s all that matters.”

We appreciate and thank Bulend Denktas for his outstanding contributions and efforts toward making this organization a success! Thank you, Bulend! We couldn’t do it without you!

Brandy Davis

## PMI-OC Orientation Meeting September 1, 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, September 1, 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.

*Note: This will be the last PMI-OC Orientation Meeting held in calendar year 2010.*

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

## Sample PMP® Exam Questions

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

1. You have just been invited to present your product to a Japanese company's senior executives in Japan for two days. On initial meeting, the first thing you should do is
  - a. introduce yourself and discuss the agenda for the meetings.
  - b. hug each participant in the meeting.
  - c. be passive in your presentation.
  - d. spend time with the participants and get to know them personally.
2. When submitting your application for the PMP exam, you should do all of the following EXCEPT
  - a. document all experiences truthfully.
  - b. ask a friend to be your reference as a supervisor since you are not sure where your previous supervisor works.
  - c. keep records of all project management training attended.
  - d. so your best to obtain appropriate contacts who can verify your background.
3. You are the project manager of an improvement project for a strategic business process. The CEO of the company has asked a key resource on your project to work on another project for the next two weeks. This resource is scheduled to start work on key deliverables in two weeks. Your response to this request should be
  - a. communicate to the CEO that they key resource is critical to the success of the project and that he cannot have the resource for the two weeks.
  - b. manage project team
  - c. perform integrated change control
  - d. administrative procurements
4. A work package is a (an)
  - a. deliverable at the lowest level of the work breakdown structure.
  - b. activity with a unique identifier that describes action steps.
  - c. required level of reporting for earned value management.
  - d. activity that can be assigned to one or more organizational units.

Answers are on page 18.

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

# Transition

## IT Director



**Cindy Pham**

U

nder the new leadership structure effective April 1st, and under the direction of Vice President of Communications Nora Goto, information technology works in collaboration with the membership and internal marketing to serve the PMI-OC community.

My primary role as information technology director is to serve the needs of our members by publishing all PMI-OC activities through our website ([www.pmi-oc.org](http://www.pmi-oc.org)), integrating any new technology successfully into our community, streamlining processes whenever possible, and ensuring that our volunteers have the tools and the training necessary to achieve their goals.

Our team works diligently every day to ensure smooth operations of the website and timely resolution of all the technical issues. The plans for this year are to partner with the membership area to capture the information online from our volunteers, provide easier reporting, partner with the programs area to ensure timely updates of all the PMI-OC events using Qtask, our collaboration tool, and explore the possibility of streamlining the membership database update from PMI Global.

Let me thank Tariq Shaikh, my predecessor, for his services as the IT director in 2009. The transition has been seamless with Tariq's expert guidance and current support as the vice president of finance in 2010.

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

**Cindy Pham, PMP**  
PMI-OC IT Director

# New

## Members and PMPs

### NEW MEMBERS

Jorge Batalla  
Barry Beckham  
Anita Beukman  
Leiana Brito  
Elizabeth Brown  
Ginell Butler  
Laura Carver  
Gregory Catanzano  
Rajendra Chauhan  
Da-Yong Chen  
Davieph Chung  
Kathryn Coggan  
Sameer Diddee  
Manuel Espino  
Wanda Fahrenholz  
Bryan Forte  
Derek Gess  
Gary Gilde  
Bret Green  
Irene Huisman  
John James  
Shannon Karasoulas  
Abid Karim  
Graham Lambert  
Trung Le  
Linda Leafstedt  
William Millard  
Jeffrey Owen  
Clifford Perea  
Ann Porter  
Ajay Punjabi  
Gianina Secco  
Anu Seth  
Jeremiah Sherwood  
Carolyn Wong  
Shuli Xu  
George Yessaian  
Calvin Yoon  
Robin Ziegler

### NEW PMPs

Elizabeth Brown  
Pallab Halder  
Zeina Hawkinson  
Matthew Howard  
Marylou Navidad  
Sathya Ramanujam  
Jeremiah Sherwood  
Benjamin Winegar  
Tim Wong  
George Yessaian



# INNOVATION WITHOUT REINVENTION



## Presented by Jason Scott

**H**ave you ever had to manage a seemingly impossible project? Have you ever been assigned to a project that is so bold or outrageous that it requires a minor miracle simply to make it succeed?

**DURING OUR JULY DINNER MEETING, JASON SCOTT, CEO AND FOUNDER OF 120° VENTURE CONSTRUCTION,** spoke about his firm's proprietary project management methodology that is specifically designed to help project managers successfully implement these kinds of "seemingly impossible" projects. Jason's methodology closely parallels the framework of the Project Management Institute (PMI®). Yet, even though the methodologies are similar, Jason has added a number of unique and innovative techniques to the mix. Jason shared five of these critical, innovative techniques with us. He calls them the **FIVE REAL WORLD PROJECT MANAGEMENT TOOLS.**

# 1

### **Executive Communication**

Be fearless and relevant when dealing with executives, and never deliver bad news without also describing your solution.

To accomplish this, use Jason's secret formula: (1) inform management that everything is under control, (2) briefly describe the issue, and then (3) describe the **solution.**

In other words, never ask an executive how to perform your job!

In summary, when notifying management of an issue, be prepared with a resolution to the problem, and then remember the **three Bs:** be brief, be brilliant, and be gone.



# REAL WORLD PROJECT MANAGEMENT TOOLS

## 2

### **An Effective Work Plan**

Many project managers are so enamored with their software that they lose sight of the fundamentals, like creating an effective work plan.

Your work plan begins with the charter, scope, or statement of work, not your software.

Use your *rich dialogue* with the client and the client's language to describe the goal, objectives, and scope.

You can then define the tasks needed to build the work breakdown structure (WBS).

To complete the WBS, (1) keep the work plan simple and credible, (2) state tasks succinctly in complete sentences, (3) don't use fixed start dates; the project is about predecessors and successors, (4) break the tasks down to single person assignments, and (5) set up predecessor and successor relationships at the highest relevant level.

## 3

### **Identifying Risks**

A project risk is anything that could impact the completion of a task on the critical path, the end date of a project, or the final cost of a project. Constraints, on the other hand, are potentially limiting conditions that cannot change.

You should identify the risks and constraints during the planning stage. Embrace the constraints and develop a work plan around them.

Build mitigation strategies for each risk, and then integrate them into the work plan.

## 4

### **Identifying Issues**

Issues are anything that impacts the completion of a task in the work plan. Issues are currently active matters, and are not just for special occasions.

All issues have risk, but the degree of risk is relative to when the issue will begin to impact the project end date or cost.

Not all issues require a 911 response. Determine the right response by calculating the critical project impact (CPI) date. If the task has passed its CPI date, the issue is an emergency. If the CPI date is in the future, you have time to resolve the issue.

First, make sure the work plan is based on predecessor/successor dependencies. Then identify the first task that will be impacted. Next, increase the duration until the project finish date increases by one day. Then decrease the task duration by 11. **Now the task's new end date is your CPI date.**

## 5

### **Identifying Project Health**

Regular reporting on the general health of your project will keep senior management aware of your progress. There are also two other important reasons to report on your project's health.

The first is that it helps keep things "on track" toward your project goals and shows senior management that positive improvement has been made.

The second is that it allows busy senior executives to prioritize their time and resources.

Evaluating project health should be simple, easy, and straightforward. You can use a simple color coding system: green equals good; yellow equals at risk; and red equals late.

Keep in mind that the overall project health is a mirror of the **least healthy critical path task**. Only one task on the critical path can make a project late or push it over budget.

Jason concluded his presentation with an interactive demonstration of a work plan and a "Q and A" session. In the end, he claimed he was very confident that his presentation will help project managers be more innovative and successful.

Rosie Coleman, PMP



# AT THE PMI-OC DINNER MEETING

# July







*Left:*  
PMI-OC Marketing Director Lisa Saldana greets July dinner meeting attendees at the registration desk.

*Below, left to right:*  
Dinner at the Wyndham  
Michael Tang and Robert Ruscito enjoy dinner.

New PMP Vrushali Joshi  
*Milestones* Editor Colby Riggs was chosen as VOM for June. Colby was unable to attend the June meeting and received her certificate from Joe Paradiso at the July meeting.



*Left:*  
PMI-OC President Stephen June makes an announcement.

*Right:*  
Rosie Coleman takes notes for her review of Jason Scott's presentation.

*Below:*  
Raffle drawing after the meeting.



Photos on pages 3, 6, 7, 8, and 9 by Diana Wei

# Special Event

## Professionals in Career Transition

**ON JUNE 30th**, a special event was held for PMI-OC members in career transition. The event was held at the UCI Learning Center in Orange. Seventeen members in transition and four board members were in attendance. Member registration and dinner began at 6:00 p.m. Announcements and introductions were made at 6:30 p.m. with the main presentation immediately following. Prior to the announcements and presentation, the attendees mingled and chatted over dinner.

**Grace Wu** greeted the members and introduced **Melanie McCarthy**, CEO of ResourceXperts, the featured presenter of the evening.

Melanie provided an engaging and dynamic presentation, covering several critical areas for professionals in career transition. She educated the group on self-branding, creating compelling resumes and business cards, networking, and other pertinent topics.

Melanie began by explaining that even if you are in career transition, you have a critical job to fulfill, that of chief marketing officer (CMO) of yourself. She clarified that as a CMO, it is important to brand yourself (using the famous Nike “swoosh” as an example) by developing a 30 second commercial or ad that highlights your significant experience by industry, discipline, and project type.

Melanie gave an example of what a potentially effective commercial

might begin to sound like ...”Hello, my name is Jane Doe, and I have 15 years of experience in the financial services industry, managing large and complex infrastructure projects. I have been PMP® certified since 2007 ...” Several attendees followed by presenting their own 30 second commercials on the fly.



Melanie also offered insight into developing a productive resume strategy. Some of the more notable tips shared with the group included:

- Tailor your resume to each position for which you are applying.
- Create a “template” resume, and brainstorm a list of all past accomplishments; both can be used to facilitate tailoring resumes.
- Adapt the “professional profile” section to the position at hand.

- Send proactive resumes and cover letters to organizations for which you would like to work.

Melanie then shared best practices for building and maintaining a network of professional contacts. Along with several other excellent ideas, she suggested finding contacts by regularly attending discipline-specific meetings (such as the PMI-OC chapter meetings) and industry-specific meetings that are in your field.

Overall, Melanie’s energy and knowledge contributed to a very entertaining and informative evening.

To register for the next PMI-C Orientation event, see page 4. To learn more about other events, and to receive PMI-OC’s *E-Mail Blast*, please visit [www.pmi-oc.org](http://www.pmi-oc.org).

**Jim Spallino, PMP**  
Membership Volunteer



PMI-OC 5th ANNUAL

# Career Fair & Special Speaker

**ROBERT S. TIPTON**

Innovative Change Author, Facilitator, Speaker, Consultant



Scene from last year's (2009) career fair.



## **JUMP!** Get Unstuck

**Maximizing Your Competitive Edge Through Innovative Change**

The “status quo bias” is a deadly condition. Do you or your organization suffer from it? There’s no question that today’s business and project/program related climates are fraught with peril, and the status quo is infecting groups in epidemic proportions.

**TUESDAY**  
**SEPTEMBER 14, 2010**  
**Wyndham Orange County**  
3:00 p.m. to 9:00 p.m.

Meet recruiters from top Orange County companies and learn from three leading HR experts, **Melanie McCarthy, Jack Molisani, and Tim Tyrell-Smith**, in value-packed breakout sessions.

For more information and registration go to [www.pmi-oc.org](http://www.pmi-oc.org).

### Gold Level Sponsor:

**Career fair sponsorship and vendor opportunities are still available.**

For information, contact **Career Fair Chair Nathan Condie** at [condienat@gmail.com](mailto:condienat@gmail.com).

Worse yet, fear is rampant and judgment is skewed. Is an event a crisis or an opportunity? Answering this question depends completely on your point of view and state of mind; after all, we see what we’re ready to see.

Based upon Robert Tipton’s new book, “JUMP! Get Unstuck,” this timely and powerful presentation unlocks the extraordinary power of innovative change. Robert will give you immediate takeaways related to driving higher levels of relevance and sustainability for you and your organization, and will arm you with the details of the JUMP! Innovative Change Model™ toolkit so you’ll be ready to begin creating your own breakthroughs and accelerated performance. Thrive, don’t just survive!

**Robert S. Tipton, CSP, CCP, CDP**  
(That’s a bunch of Cs.)

Over the past 30 plus years (wow, that must be a typo), I’ve been:

- CEO of my own innovative change consulting firm,
- CEO of my own IT strategies consulting firm,
- CIO of a \$1B plus distribution company,
- VP/managing director for the integrated marketing group for a major online agency,
- VP of corporate capabilities and communications for a significant professional services firm,

- SVP of a major technology, strategy and creative company,
- Global vice president of Industry Technology, a major technology consulting firm, and
- CTO of a significant IT consulting company.

“They” also say I’m a popular and entertaining speaker. Each year, I speak to business groups, seminars, conventions, conferences and computer user groups around the world. Not trying to brag (really, but some of you like to know things like this), my style has earned me numerous best speaker awards.

# Presenting to B&C Level



## D'Shone Swiney and Trish Beaulieu

**AT THE JULY ADVANCED TOPIC SEMINAR**, PMI-OC hosted another information packed, engaging session.

**D'Shone Swiney and Trish Beaulieu** gave a very pragmatic and well organized presentation. D'Shone is CEO of her own company, DS Consulting Services, Inc., which offers expertise in project management, human performance improvement, policy and procedure development, and business systems analysis. Trish works at an advertising agency, DeziignMatters Creative Group, Inc.

Public speaking is the number one fear of many people. D'Shone and Trish gave us a very valuable tip: remember that the people in the audience are just like you. If you feel



## Audiences

fear, look at the “horizon,” or at the tops of the heads of people in the audience, with an occasional eye level glance.

Presenting can be fun; audience members gave examples: being in charge, being helpful, selling an idea, or telling a story.

D'Shone and Trish conveyed many key messages to us. Of utmost importance is to know your material. If someone asks you a question you cannot answer, one approach is to use the Socratic method; ask the question back to the audience. You can also use the “parking lot” technique; capture the question, and let the audience know you will get an answer.

Another factor to keep in mind is that people have different learning styles. For example, some can learn best visually; others learn through hearing, and some learn by reading. Make sure your presentation engages all learning styles. One tip that D'Shone and Trish gave us was to avoid passing out handouts early since it might distract people from the presentation.

It may be stating the obvious, but be prepared! Get to the presentation room early. Check equipment, and bring backup materials such as laptops, handouts, and possibly even an overhead projector, in case there are equipment problems. Rearrange the room if necessary to make your presentation more compelling or inviting.





Practice your presentation. Pace yourself, and make sure your voice is clear and can be heard. Be ready to speak louder if a microphone goes out. Also, make sure you face the audience; do not talk to a screen. Hand gestures can have different meanings across cultures, and can be distracting, so do not overuse them. Remove everything from your pockets, don't end up being the "jingler;" most of us can think of someone who had this bad habit. If there are multiple presenters, make sure to "pass the baton" smoothly. Initially, you want to give your full name, but after introductions, use first names.

D'Shone and Trish reminded us that presenter attitude is critical to gaining audience attention. It is important for a presenter be likeable, or people will be more likely not to listen; so don't come across as negative, defensive, or unprepared. Try not to intimidate your audience.

When you present information, be prepared to support your data. You may need to field questions and take feedback. Be concise, prepared, persuasive, and confident, and be yourself.

When talking to C-level executives (CEOs, CFOs, etc.), get to the point. Deliver bad news first; don't let them figure it out themselves while you are talking. Also, don't be afraid to veer away from your slides if the discussion warrants it. Remember, slides are a guide. Every presenter should remember the **five Ps: proper preparation prevents poor performance.**

Another key point that D'Shone and Trish made was to be sure you know your audience. Understand their backgrounds, interests, and goals. You would convey a new concept to an audience much differently than if the audience is very familiar with the concept. If you misjudge their experience level, you risk losing audience interest. You would often convey a message differently to a CEO than to a peer, so it is important you understand the experience level, expectations, and time constraints of your audience.

D'Shone and Trish asked the question, "What makes an effective presentation?" Tone is important; tell a story, using a conversational tone. Be brief, and use the KISS principle (keep it simple, Stupid). Also, remember that a picture is worth a thousand words. This was illustrated with examples of pictures that needed no title or text; the picture itself conveyed the message.

Trish and D'Shone gave us some great tips about developing a good PowerPoint presentation; use pictures and graphics when you can; use short words and phrases; and have no more than seven bullets, and seven words per bullet (but preferably less). Audience friendly fonts, such as Arial, Verdana, and Futura are recommended. Stay away from harder to read fonts, such as Times New Roman or Courier. Also, remember charts and graphs are more about depicting relationships than numbers.

Most of us can think of many advantages of PowerPoints; they can enhance clarity and retention; they can illustrate complicated statistical or conceptual material; and they can reinforce a message. But there are also some potential negatives as well. D'Shone and Trish reminded us to be aware of the cons and try to minimize them. For example, bullet points can break up a message, and a rigid structure can alienate audiences.

The class broke up into teams to practice giving presentations. Each team developed an agenda and chose a speaker, who then gave a short presentation to their group. The group provided feedback to the speaker. It allowed us to practice some of the tips that D'Shone and Trish had given us.

The first handout gave information on different types of presentations (e.g. informative, instructional, arousing, persuasive, and decision making). The second handout was full of useful information on giving effective presentations.

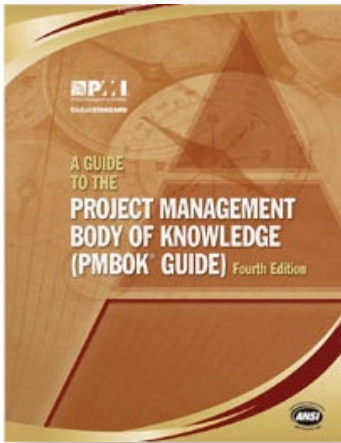
For more information, contact D'Shone Swiney at DS Consulting, Inc., P. O. Box 155, Yorba Linda, CA, 866-376-1582, e-mail D'Shone at [dls@dsconsultingservices.com](mailto:dls@dsconsultingservices.com), or visit her [website](#).

To contact Trish, call 949-636-6113, or e-mail her at [trish@dezinmatters.biz](mailto:trish@dezinmatters.biz).

**Patty Tutor, PMP**  
Photos by Kevin Cole, PMP

# 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.

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](http://www.pmi-oc.org), the *eNewsletter Blast*, and *Milestones* for updates.

**Where:** To be announced.

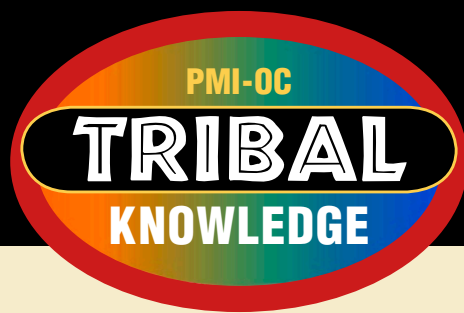
Watch [www.pmi-oc.org](http://www.pmi-oc.org), the *eNewsletter Blast*, and *Milestones* for updates.

**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.*





## GETTING IN THE DOOR

In the course of my career, I have submitted over a hundred resumes through job boards with no success! Only a handful of those got any further than an automated acknowledgment. Perhaps you've had the same experience. I have hired some people from job boards, so I know it happens, but every one of my jobs has come through knowing someone. I've learned some specific lessons that I want to share with you.

When I was in college, I was a courier. Every morning, I would pick up mail from a data processing center. I was on a tight schedule, so whenever they were running late, I would help them finish. When a job opening came up there, they asked me if I wanted it. After all, I had demonstrated my willingness to help and also showed I could do the job. As it turns out, I had just lost one of my courier accounts, so my hours were going to be reduced. The timing could not have been more perfect, and it seemed like a very lucky coincidence.

I can look back on several key times in my career where I can tie those lucky "coincidences" directly back to my efforts to help people and had offered kindness, expertise, and friendship. This may seem obvious, but sometimes it is good to step back and evaluate how well you are maintaining those business relationships.

I used the same approach to earn two promotions. I learned skills on my own time to earn my first promotion. I taught a class, which got me another promotion. Granted, it was early in

my career, and the promotions don't come so easily now, but the value of maintaining relationships still pays off in other ways.

When that company decided to move their data processing center to the San Fernando Valley, I had to decide whether to move with them, or look for another job in the Orange County area. A colleague and friend helped me make my decision by getting me into an interview, which turned into a 17 year job.

I would probably still be at that company, except a downturn in business led to several years of layoffs, and I was impacted by one of them. I had kept in contact with a consulting firm I did business with there, so I called them to find out if they had any openings. Again, another lucky coincidence got me a consulting job at that company that I never would have been able to get if I had not kept up with the relationship.

I learned a key lesson: maintain vendor relationships, not only because you might need their services again, but because they may also end up being your employer.

While at that company, I formed a strong relationship with some of the company's clients. As a result, when the consulting firm had layoffs caused partly by the downturn after 9/11, I was able to get a job with that client almost immediately. Meanwhile, not one of the companies I had sent my resume to through job boards ever responded. I was again fortunate, thanks to my contacts!

Eventually that company's IT department was outsourced. I saw the writing on the wall and again started submitting my resume through the job boards. I was surprised when I never heard back about a position that seemed like a perfect match for my skills. Five months later, a friend who was consulting at that company walked **that same resume** in to the hiring manager, and I got a call within days. I've been at that company now for eight years now!

Don't underestimate the value of maintaining contacts. Don't expect people to help you if you never contact them until you need help. And offer help when they need it! Keep in contact with vendors, clients, people you meet at conferences, and fellow volunteers. Maintain a healthy contact list on LinkedIn or local networking groups. It is a very painless and rewarding way to secure your future, even in this insecure world.

**Patty Tutor, PMP**



# The Agilista

**Donna A. Reed**

Your PMI® Agile Community of Practice Rep

## Holistic Agility

If you want to scale Agile to the enterprise, then let's take a look at a few great points that Forrester presented from their Q2-2010 survey results that verified the need to scale Agile beyond a single team.

## Agile is Going Mainstream

It was interesting to see Forrester acknowledge a few things. (1) Agile is going mainstream and most certainly crossing the proverbial business chasm that Geoffrey Moore talks about in his book, "Crossing the Chasm." (2) Changes to the Agile Manifesto suggested . . . (3) Lean is the future.

[Read more.](#)

## Agile Development Management Tools Report (Forrester Q2 2010)

In Forrester's evaluation of agile development management tool vendors, we found that IBM and MKS led the pack with the best overall current feature sets. Atlassian, CollabNet, and Microsoft are also leaders with capable products and aggressive strategies that will result in significant product improvements in 2010 and beyond. Rally Software Development is also a category leader; it offers the best current balance of product capability and strategic outlook. HP, Serena Software, and VersionOne are strong performers offering competitive options.

[Read more.](#)

## Upcoming Webinars

July 16: [Acceptance Test Driven Development \(TDD\)](#)

July 20: [Why Agile?](#)

July 21: [Necessary Conditions for Enterprise Agile Success: The Subtle Stuff You Are Probably Getting Wrong](#)

July 23: [Scrum for PMPs: PM Responsibilities and the Scrum Roles](#)

[More webinars](#)

## Knowledgebase

[Agile Manifesto](#)

[Practices and Methods](#)

[PMI® Community of Practice Website](#)

[More knowledge.](#)

For more Agile information and events, visit: [www.agilistapm.com](http://www.agilistapm.com) or e-mail: [agile@pmi-oc.org](mailto:agile@pmi-oc.org)

# SoTeC 2010

## "Scare Up" Some PDUs

Friday, October 29 and Saturday, October 30

PMI-OC MEMBERS, did you know that your chapter co-sponsors this outstanding conference?

This successful collaboration of several professional and technical groups in Southern California is again offering its members and other professionals a great venue for professional development and networking.

Returning to the Long Beach Hilton at the World Trade Center this year, nationally and regionally recognized speakers and industry leaders will inspire and educate attendees on the theme:

### *We've Done With Less, Learn What's Next*

In addition to keynote speakers and networking sessions for all attendees, breakout topics will be presented throughout both days covering:

- **Quality Management**
- **Project Management**
- **Personal Development**
- **Technology Trends and Best Practices**

Displays by vendor sponsors throughout the conference also give you the opportunity to stay in touch with their current products and services. By visiting each vendor, you become eligible for a special raffle at the end of the conference.

Volunteers from all the sponsoring organizations are hard at work finalizing the speakers and preparing the 2010 website.

As a member of PMI-OC, you can attend both days and earn 11.5 PDUs for as low as \$199 if you register by October 10. A special rate of \$115 is available for those persons who are in transition.

**Greg Scott**

PMI® SoTeC Representative





# Save the Date!

OCT 29TH & 30TH, 2010  
AT THE LONG BEACH HILTON

*We've Done With Less, Learn What's Next!*

## 2010 Southland Technology Conference

*Presentations and  
breakout sessions include:*

- DIRECTV
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[www.sotecconference.com](http://www.sotecconference.com)



The **Southland Technology Conference** is the premier technology event in Southern California and is celebrating its 11th anniversary.

Discover the value of SoTeC that has been keeping IT professionals well connected and informed. Sponsored, planned and executed by a coalition of practitioner associations, this conference will provide a cost-effective opportunity to expand your network while simultaneously leaving you with a wealth of knowledge.

Be the value add that is so vital in today's market, and learn the skills and techniques that will enable you to excel to new levels. Join a large, diversified group of individuals who are committed to achieving their goals by attending the best event in Southern California.

This conference will include

- Top Industry Speakers
- Vendor Showcases
- Structured Networking
- Amazing Door Prizes
- Cost-effective PDU's/CPE's/CDU's
- SoTeC Inspiration Award

### 2010 Keynote Speakers

#### Susan Cramm

*Executive Coach and President of Valuedance®, will present "How IT-Smart is Your Organization? (aka The Case of the Enthusiastic Amateur)."*



#### Rich Hoffman

*Vice President and CIO of Avery Dennison, will present "A CIO Perspective: From My Desk to Yours."*



#### Peter Coffee

*Director of Platform Research at Salesforce.com, will present "Moving Beyond Migration: Re-inventing Process in the Cloud."*



*Secure your reservation early for the event of the year!*

*Southland Technology Conference is a collaboration between PMI-OC, AITP, SCQAA-OC, SCQAA-SF, SCQAA-IE, IIBA-OC, and QAI.*

## Answers to PMP® Exam Questions

From page 4

- 1. d. Professional Responsibility**  
Planning, Brake, Walker, and Walker, page 97. In a Japanese cultural context, project managers would do best to focus on personal contact and relationship building before getting down to business.
- 2. b. Framework**  
PMP® Code of Professional Conduct, Professional Responsibility
- 3. d. Chapter 6, Section 6.6.2, Monitoring and Controlling**  
Choice (a) may be a career limiting move. Choice (b) may be a career limiting move for the resource. Choice (c): identification as a risk is a good thing, but at this time, there may not be any need to add schedule contingency. You may want to look at some resource contingency. Choice (d): it appears that the schedule won't have to be impacted, but you'll want to keep an eye on the progress.
- 4. a. Section 5.3, Planning.** A work package can be scheduled, monitored, and controlled.



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Oct 30 & Nov 6 – 13 PDUs  
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August 25 – 1 PDU

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**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.



**September 11, 2010**

## Complex Program Management

Presented by **Jay Smedley, PMP**

This presentation will enable attendees to (1) identify the key elements of projects and programs under duress and (2) identify the actions required to get the projects or programs back on track.

Presentation topics will include (1) statistics associated with successful and failed IT projects and programs, (2) understanding the key indicators of failing projects and program, (3) developing points of view, and (4) developing finds and recommendations.

**Jay Smedley** is a senior manager with Ernst & Young and specializes in program management of large, complex engagements in business and technology. Jay is a PMP® and a Stanford Certified Program manager (SCPM).

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

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

**When:** Saturday, August 7, 2010, 8:00 a.m. to 12:00 p.m. [Click here to register.](#)  
Saturday, September 11, 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

### August 7 Advanced Topic

**Robert Pettis**, The Business of Project Management  
See column at left.

[Click here to register.](#)

### August 10 Dinner Meeting

**Bob White:** Value Driven Leadership  
See pages 1 and 22.

[Click here to register.](#)

### Sept 1 PMI-OC Orientation

See page 4.

[Click here to register.](#)

### Beginning in September

**PMI-OC Exam Prep Workshop**

See page 14.

Watch [www.pmi-oc.org](http://www.pmi-oc.org) for details.

### Sept 11 Advanced Topic

**Jay Smedley:**

Complex Program Management  
See column at left.

### Sept 14 SPECIAL EVENT

**5th Annual PMI-OC Career Fair and Special Guest Speaker**

Wyndham Orange County  
See page 11.

### 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  
See pages 16 and 17.

**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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Editor: **Colby Riggs, PMP**  
milestones@pmi-oc.org

Advertising: advertising@pmi-oc.org

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

Inquiries: milestones@pmi-oc.org

Volunteers: volunteer@pmi-oc.org

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# PMI-OC Dinner Meeting

## Tuesday, August 10, 2010

Program: **Value Driven Leadership  
Using Your Core Values to Successfully Lead**  
Presented by Bob White  
[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](http://www.pmi-oc.org) or [click here to register..](#)

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

Make your reservation by 10:00 p.m. on Monday, August 9, for the “in advance” price. Reservations made after this time will be charged the “at the door” price.

If you are unable to attend, please cancel your reservation two days before the event at [www.pmi-oc.org](http://www.pmi-oc.org). Anyone who cancels their reservation after 10:00 p.m. on Sunday, August 8, or anyone who makes a reservation and does not attend, will not receive any refunds.



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