



# Milestones

September 2010

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

**Greetings:**

After much thought, we have decided to change the name of our annual event from “Career Fair” to “An Evening of Transition: Dimensions in Managing Your Career.” The event committee has struggled to attract a large number of companies and agencies with available positions. There may be limited job opportunities for you to review, and we absolutely do not want to mislead any of our chapter members.

You will get information pertinent to the current job market on creating momentum and confidence, developing a marketing plan and job search strategy, and how to avoid the top ten mistakes PMs make in a job search.

In addition, the keynote speaker, **Robert Tipton**, will give you immediate takeaways for higher relevance and sustainability for you, your next position, and your organization.

We firmly believe this event will still provide valuable information that, if fully embraced, will support you in being competitive in this current job market and positioning yourself for the future. Please let us know about your successes, as we are tracking the outcome of our educational efforts. You can also receive up to four PDUs for attending.

We sincerely apologize for any confusion this change might cause. We welcome any comments you might have, and we promise to respond to any of your concerns.

Sincerely,  
**Stephen June**, President and the PMI-OC Board of Governors

TUESDAY, SEPTEMBER 14, 2010, WYNDHAM ORANGE COUNTY

## An Evening of Transition

### Dimensions in Managing Your Career



**Tim Tyrell-Smith**  
“Successful Job Search: It’s All in Your Head”



**Jack Molisani**  
“Top Ten Mistakes PMs Make Looking for Work”



**Melanie McCarthy**  
“From Layoff to Payoff: Job Search Secrets”



**Robert S. Tipton**  
Keynote Speaker  
“JUMP! Get Unstuck”

Learn about the current job market; find out how to create momentum and confidence; develop a marketing plan; establish a job search strategy; and **EARN FOUR PDUs**.

Our four guest speakers will have relevant and timely information for you, regardless of your career path.

See complete story, schedule, and details on pages 4 and 5.

[Click here to register](#)

Thank you to our event sponsors:



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## 2010 Board of Governors

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**Sylvan Finestone, PMP**  
Past President

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# PRESIDENT'S COLUMN

## Upcoming Chapter Elections

In the past, I have asked, pleaded, begged for the membership to get involved in the chapter. And, you have responded. Most of the committees are staffed. We are moving forward on a variety of projects and activities. For example, the fall PMP workshop is finalized.

The initial draft of the long-awaited chapter operations manual will be released shortly. The Toastmasters group has been formed. There are numerous volunteers assisting the September "An Evening of Transition" event. There are volunteers working to increase the chapter's exposure to social networking. I want to congratulate you on your willingness to get involved.

Now, I have another request. The chapter has begun the preparation work for the next chapter elections. I know that I have been president for only five months, and elections are several months away, but we must start recruiting candidates for your next board of governors. This next board will be the first board that will truly have the option to determine who is going to perform which role. Three new board members will be elected. According to our revised bylaws, the board will then determine who will be president and who will handle the other board positions.

It is my plan to have multiple candidates for each of the three board vacancies. In the past, the chapter leadership has labored to get just one person to fill each designated position, such as finance, programs, or marketing. We have reduced the size of the board to six positions, with three positions being open every year. I strongly believe that the chapter will be better off if we can truly have an election of the best possible set of candidates, instead of merely rubber-stamping a pre-determined slate.

Therefore, I am asking each of you to consider running for a board position. It is entirely possible that the next president is not currently on the board. As I just said, the board members will decide the division of labor among themselves for the next year. But, in order to perform this task well, the board needs to be composed of the best possible candidates.

I have asked Sylvan Finestone, our past president, to head up the nominations committee. This committee is specifically charged with the task of seeking out the best possible candidates for election. Change is good. New blood is good. Energetic, involved volunteers are good for the chapter. Perhaps you would lead the chapter differently than the current board. Perhaps you have a vision to move the chapter forward. If so, I implore you to contact Sylvan and express your interest in running for the board.

The new board is going to strive to be strategic, not tactical. If you decide to run for the board, we do not expect you to actually execute the detailed tasks. This has been the difficulty in the past. We have asked board members to think strategically for the chapter, yet also deal with the more mundane tactical issues of running the chapter. Most of the time spent by previous boards was consumed by tactical decisions and activities. Precious little time was even available to think about a new five-year plan, or how would should be marketing ourselves for the next three years, or which administrative functions should be outsourced. We are specifically looking for people to become strategic leaders. We have spent the last six months building up the second tier to handle the tactical duties. Directors are in place. Committees are in place. What we need now are six governors to provide strategic direction. The current governors are working toward this goal. It is my hope that the next board will achieve it.

If you have what it takes, know how to delegate and follow-up with subordinates, and are willing to commit the next two years to being a member of the board of governors, I urge you to contact Sylvan or me to start the process.

**Stephen June, PMP**  
President



Membership Director Joe Paradiso presents the Volunteer of the Month award to Raymond Wah at the August meeting.



## Raymond Wah Volunteer of the Month

**THE PMI-OC BOARD OF GOVERNORS** is pleased to recognize **Raymond Wah, PMP** as our Volunteer of the Month for August 2010! Raymond supported the chapter in the selection for 2010 Project of the Year.

Raymond has been a member of the chapter for only a year and has already made an impact with his contribution of time to the project of the year selection. "It is easy to give here when so many people have welcomed me," he commented. Take note committee chairpersons: Raymond wants to contribute on other initiatives this year. He is a long time PMP®, earning his credential in 2000.

Raymond commented, "Volunteer work supports my core value to give to the community, which allows stronger connections with friends. My main influence was my father, who was a political and community leader in a small poor town in Arkansas. He once helped a small boy reach his dreams of the Air Force Academy. This person is now a pilot for a major airline and lives a very happy life with his family. Networking is also ingrained in my daily life. Job search advice, posting of jobs, words of encouragement, introductions to contacts in corporations, and general advice are some examples of my networking activities. I am always willing to help others as best I can. However I do prefer to meet people before accepting any LinkedIn invitations."

To honor the passing of a close friend from leukemia, Raymond proudly serves as a board member of the Leukemia and Lymphoma Society of Orange County and Inland Empire

In his day job, Raymond is a senior information technology project manager with over 20 years of experiences. His specialties incorporate innovative technology solutions for complex business needs and the turnaround of failing IT projects into successes. Throughout his career, Raymond has saved over \$50 million in potential lost investments through successful turnarounds. He recently published a white paper on techniques to save projects.

Hearty congratulations and many thanks, Raymond, for your contributions to our chapter!

**Ron Puksza, PMP**

# 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.

## 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).

# An Evening of Transition

## Dimensions in Managing Your Career

**JOIN US ON SEPTEMBER 14TH AT THE WYNDHAM ORANGE COUNTY** and learn how to remain competitive in this current job market. Three seasoned career experts and an innovative change author and speaker will share their expertise and real world experience, **EARN FOUR PDU**s for the event.



**Tim  
Tyrell-Smith**  
Tim's Strategy

### Successful Job Search: It's All In Your Head

Whether you're a job search veteran or someone experiencing your first transition, being out of work can be a difficult and challenging time. Your ability to maintain confidence and momentum is critical to a successful search. This presentation will provide practical advice and tools to help you build a smart and positive attitude toward your job search effort.

A former consumer packaged goods marketing executive, **Tim Tyrell-Smith** began his career with Nestle USA and has since worked in product management on premium brands including Nestle Quik, Tree Top Apple Juice, and Meguiar's Car Wax. He was most recently vice president of marketing for a private equity owned food company in Southern California.

Tim began **Tim's Strategy** in September 2008 as a way to give back to the community that supported him during his own 2007 job search. Tim writes and creates from the perspective of a hiring manager and a former job seeker focusing on the strategy and psychology of successful job search, as well as on the larger topic of career and its impact on life.

Tim's Strategy: Ideas for Job Search, Career and Life has blossomed into a fast-growing blog, website, and LinkedIn group. In a very crowded field, Tim's Strategy is steadily moving up on the list of top career-related blogs.



**Jack  
Molisani**  
ProSpring

### The Top Ten Mistakes PMs Make When Looking for Work

Have you ever submitted a resume for a position but weren't called for an interview? Or interviewed for a position you wanted but didn't get?

Chances are you made one or more mistakes that scuttled your chance of landing the job.

In this session, professional recruiter **Jack Molisani** will discuss the top ten mistakes project managers make when looking for work (whether contract, permanent or outsource), with proactive tips on how to avoid these pitfalls and increase your chances of landing that next job or contract.

Want, or need, a new job? Don't miss this breakout session!

Jack Molisani started his career as project officer in the space division of the U.S. Air Force managing \$100M contracts and is currently the president of **ProSpring Technical Staffing**, an employment agency specializing in engineers and project managers.

Jack also produces LavaCon 2.0: The Conference on Digital Media and Content Strategies. The eighth annual LavaCon will be held the first weekend in October in San Diego. Earn up to 30 PDUs over four days of sessions and hands-on workshops. Info at: <http://lavacon.org>

Jack will raffle off a free entrance to LavaCon at the end of the session, so bring your business cards for the raffle.



**Melanie  
McCarthy**  
ResourceXperts

### From Layoff to Payoff: Job Search Secrets Revealed

Undertaking a new job search campaign with its own lifecycle and milestones can be overwhelming. To find the job you **want**, rather than accept the first job that's offered, you must develop and execute **two** key components, a **marketing plan** and a **job search strategy**.

You tailor your resume, respond to job postings, introduce yourself at networking events, follow up on leads, meet with recruiters, and target hiring companies. And yet, the staffing agency never calls back, and HR is AWOL!

Using conventional ways to find a job, like surfing the web, posting your resume, and applying online yields only a four percent success rate. Is your strategy weighted accordingly? Have you identified the other avenues you must pursue to increase your visibility? What is the best way to get on the hiring manager's radar?

You must define "YOU, the product." This session will be crammed with pointers, approaches, and methods that will you get noticed and hired.

**Melanie McCarthy** is the principal of ResourceXperts, a professional staffing firm specializing in recruitment, selection, and placement of IT resources.

Melanie is a frequent presenter at PMI-OC and other professional association events and was named PMI-OC Volunteer of the Year in 2005.





# An Evening of Transition



## Keynote Speaker

# Robert S. Tipton

## JUMP! Get Unstuck

Are you unemployed, under-employed, or unhappily employed? Many project management professionals have been commoditized, outsourced, offshored, or are fearful it will happen to them in the near future. Further, the lack of results in traditional approaches to job finding causes many desperate, depressed job seekers to simply tune out and give up.

Turning traditional models upside down is one of Innovative Change Expert **Robert S. Tipton's** missions in life, and using the tools and approaches in his book, "JUMP! Get Unstuck: Extraordinary Life Breakthroughs Through Innovative Change," his JUMP keynote presentations are helping to drive rapid and satisfying results for otherwise frustrated, weary job seekers.

The "status quo bias" is a deadly condition. Do you or your organization suffer from it? 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. 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. He'll 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!

Over the past 30 years, Robert Tipton has been CEO of his current innovative change and IT consulting firms, and held C-level and VP positions with several other major, significant firms.

Robert Tipton is a popular and entertaining speaker, and each year addresses several international business groups, seminars, conventions, conferences, and computer user groups around the world. Robert's style has earned him numerous best speaker awards.

Robert is the author of two books, including "JUMP! Get Unstuck," and "Untangling IT," as well as over 300 articles for various business and IT publications.

## Schedule

- 3:00 p.m. **Arrival/Networking**
- 3:30 p.m. **Guest Speaker 1**  
(1 PDU)  
**Tim Tyrell-Smith**  
from Tim's Strategy,  
"Successful Job Search:  
It's All In Your Head"
- 4:15 p.m. **Break**
- 4:30 p.m. **Guest Speaker 2**  
(1 PDU)  
**Jack Molisani**  
from ProSpring  
Technical Staffing  
"The Top Ten Mistakes  
PMs Make When Looking  
for Work"
- 5:15 p.m. **Break**
- 5:30 p.m. **Guest Speaker 3**  
(1 PDU)  
**Melanie McCarthy**  
from ResourceXperts,  
"From Layoff to Payoff:  
Job Search Secrets  
Revealed"
- 6:15 p.m. **Networking/Break**
- 6:30 p.m. **Dinner**
- 7:30 p.m. **Keynote Address**  
**Robert S. Tipton**  
JUMP! Get Unstuck  
(1 PDU)
- 8:45 p.m. **Raffle and Wrap up**

## Cost

### Early Bird

Before

Sept 10 PMI-OC Members: \$50  
Non-Members: \$55

After

Sept 10 Members and  
Non-Members \$65  
Parking included

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

**Thank you to our event  
sponsor and participants:**



**120° Venture Construction**  
**The Carrera Agency**  
**IIBA-OC**  
**Prosum**  
**UC Irvine Extension**  
**Volt Workforce Solutions**

## Sample PMP® Exam Questions

These questions are based on the  
*PMBOK® Guide—Fourth Edition*.  
Answers are on page 19.

1. At contract closure, who informs the seller with formal written notice that the contact has been complete?
  - a. The project manager
  - b. The project sponsor
  - c. The administrative assistant
  - d. The person or organization responsible for contract administration
2. The project charter includes information about those who may be \_\_\_\_\_ in the project.
  - a. disinterested in
  - b. affected by
  - c. financial invested in
  - d. working on
3. A step recommended to bring expected future project performance in line with the project management plan is a \_\_\_\_\_.
  - a. requested change
  - b. recommended corrective action
  - c. contingency allowance
  - d. management contingency reserve
4. All of the following are the processes within the integration knowledge area, except:
  - a. monitor and control project work.
  - b. close project or phase.
  - c. perform integrated change control.
  - d. develop project scope statement.

---

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

## 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)

# New Members and PMPs

#### NEW MEMBERS

Brian Alexander  
Sundaraman  
Chellappa  
Vijayakumar  
Chidambaram  
Nathalie Cordry  
Mike Dering  
Haimy Dessalegn  
Susan Dexter  
Kathleen Driscoll  
Toby Fender  
Michele Foley  
Anup Goswami  
Sapna Gulati  
James Higgins  
Darcy Kubichka  
Teara Le Blanc  
Ruth Lehmann  
Florence Mansfield  
Brandon Migge  
Heather Murrell  
Neil Nayar  
Michael Ortiz  
Albert Perez  
Kenneth Pinnegar  
Barbara Pouliot  
Soumia Pourzand  
Victor Prebyl  
David Pulliam  
Steven Reille  
Maria Ricca  
Anuja Shah  
Lena Sripitisawad  
Mark Stanley  
Michael Steward  
Richard Tan  
Joan Tateyama  
Junyu Wang

#### NEW PMPs

Jack Baumann  
Bryan Forte  
Anup Goswami  
Sapna Gulati  
Pallab Halder  
Michael Harris  
Joey Oposa  
Junyu Wang  
Mark Woodyard  
Calvin Yoon



## PMI-OC CHAPTER IS NOW AFFILIATED WITH THE OC PROJECT MASTERS

# Toastmasters Club



How often are project managers required to be not only leaders, but effective speakers? All the time!

Last March, one of the PMI-OC members, **David Shostak**, approached the chapter leadership on the possibility of PMI-OC helping to form a Toastmasters Club. David, an active Toastmaster himself, realized that there were many benefits to project managers utilizing their program.

Toastmasters International was started in 1924 at the YMCA in Santa Ana, California. Toastmasters has grown to become a leading organization for helping people become more competent and comfortable speaking publicly, in both large and small group settings. This non-profit organization now has over 260,000 members in over 12,500 clubs in 113 countries. The group gives its members both leadership opportunities and tools and techniques to improve their public speaking skills.

On July 19, 2010, the Orange County Project Masters Club (OCPM) was officially chartered by the Toastmasters International. The club had a big celebration that was attended by both Toastmasters International dignitaries, as well as by **Stephen June**, the PMI-OC president. And, on August 2, 2010, PMI-OC became an official affiliate of the OCPM Toastmasters Club by donating \$1,000 to help the club obtain equipment needed to run the meetings.

The OCPM focuses on project management related topics. There are 28 members who are given the opportunity to lead, speak, and volunteer for various meeting

duties in a comfortable setting. And, as an added benefit, club members who are also PMPs may earn PDUs (varying depending on the activities the member is involved in).

If you are interested in learning more about the OCPM group, feel free to be a guest at a future meeting. Meetings are held on Mondays, 7:00 to 8:30 p.m., at Carrows Restaurant, 16931 Magnolia Avenue in Huntington Beach. Meetings are open to all. There is a nominal semi-annual fee to become a member of the club.

*Submitted by **Lori Shapiro, PMP**. Lori a member of both PMI-OC and also the newly formed OC Project Masters Toastmasters Club.*



Stephen June presents check to David Shostak



OCPM Charter Members





# VALUE DRIVEN LEADERSHIP

USING YOUR CORE VALUES TO SUCESSFULLY LEAD





Our Speaker

**BOB WHITE**

Senior Director,  
Global Supplier  
Management, Global  
Information Systems,  
Ingram Micro, Inc.

## THE TOPIC FOR THE AUGUST PMI-OC DINNER MEETING

was “Values Driven Leadership: Using Your Core Values to Successfully Lead.”

I must admit that the phrase, “values driven leadership,” caught my attention, and I was more than just a little curious about how the guest speaker was going to handle this potentially controversial subject.

Our speaker, **Bob White**, was relaxed and at ease in front of the dinner crowd. He stated that his goal for the talk was to allow time for the audience to have a few minutes of self-reflection about their leadership style.

So, to engage the audience, he asked if anyone could tell him what leadership was all about, and if anyone could define it. There were a number of responses. However, there are four formal dictionary definitions. They are (1) the position or function of a leader, (2) the period during which a person occupies the position of leader, (3) the ability to lead, and (4) the leaders as a group, such as a party, union, etc.

After the formal dictionary definition, Bob gave us his “personal” definition of leadership, which was based on his 16 years as an officer in the Marine Corps and his career as a senior director at Ingram Micro. His definition went like this:

“Leadership is the ability to influence one or more people to a positive end result.”

He made it clear that this was simply his opinion, and that by no means did he claim to have all the answers. However, he was willing to share some of the lessons that he had learned along the way.

Then Bob went on to talk about values. He defined values as the core set of rules that govern everything that we do.

For Bob, the values that he strives to use when he leads are **professionalism** and **proficiency**, **integrity**, **courage**, **knowledge** and **experience**. As you can see, these values are easy to remember because their first letters form the acronym **PICK**.

In fact, values are so important, that Bob uses the word **values** as an acronym to remind him of other important characteristics that are needed in a good leader. Here is what he uses the acronym **VALUES** to represent:

- V:** Vision
- A:** Accountability
- L:** Looking forward
- U:** Understanding yourself and those you serve
- E:** Enforcing excellence in all things.
- S:** Setting the example; lead from the front.



## VALUE DRIVEN LEADERSHIP *Continued*

Bob then went on to discuss each of these characteristics in more detail, and he described why the successful leader must embody and embrace each one of them.

**V:** The first one is **vision**. Vision is setting and keeping the context of the mission. It is crucial that the vision be clearly communicated to the team. The communication needs to be clear and unambiguous because any confusion in the vision will dilute the context of the mission. Some of the tools and techniques that can be used to communicate the vision are (1) the project launch meetings, (2) project town hall meetings, and (3) meetings in a box, or blogs.

**A:** The next characteristic of good leadership is **accountability**. Roles and responsibilities must be assigned and owned at all levels. Frequently, projects and programs get into trouble because of confusion over who is doing what and when. Some of the tools and techniques to communicate responsibility and to hold people accountable are (1) an RACI matrix, (2) unit of work status level reporting, and (3) executive level governance and oversight.

**L:** Another key characteristic of good leadership is the ability to **look ahead**. A good leader always needs to be anticipating the future. The challenge to leadership is that sometimes the battles can rage on for long periods of time, and the leader can get caught up in the details of the battle and lose sight of the vision to move forward and accomplish the mission. Some of the tools and techniques that can be used to **look ahead** are (1) advanced planning sessions, (2) project gates, and (3) leveraging your consulting partners.

**U:** A good leader must also be able to **understand himself and those he serves**. Remember, leaders exist to ensure that the mission is accomplished through the talents of others. His job is to serve and lift those around him. In this context, fear becomes the true enemy. Tools and techniques that can be used to accomplish this level of understanding are (1) gathering information and data by walking around, (2) providing facilitation that generates understanding and collaboration, and (3) relieving stress through the care and feeding of your team.

**E:** In addition, a good leader must **enforce excellence in all things**. He knows that everyone on the team will grow professionally if the bar is set high. A leader's job is to push, motivate, and drive people out of their comfort zones so they can achieve excellence. Some tools and techniques for enforcing excellence are (1) peer reviews of work product, (2) team awards, and (3) banking wins and calling them out to the larger group.

A second important leadership characteristic that begins with “**E**” is that a leader must set the **example** for all others to follow. He must lead from the front. Leading from the front will bring the team through the toughest of times. The leader must talk the talk and walk the walk. If he does this, he will win the hearts and minds of his team, and they will follow him anywhere. The tools and techniques of leading by example are (1) mentoring, engaging, covering, and facilitating, (2) demonstrating that failures can lead to success, and (3) demonstrating that he is the **master change agent** and that he knows what he is doing.

In closing, Bob highlighted three things that he wanted the audience to “take away” from this talk. First, he reminded us of the acronym **PICK**, which stands for his personal leadership values of: **professionalism and proficiency, integrity, courage, and knowledge**.

Second, he reminded us that the word **VALUES** is also an acronym, which stands for **vision, accountability, looking forward, understanding** those you serve, **enforcing excellence** in all things, and **setting an example** and leading from the front.

Third, he asked each of us to review our own leadership style and to think about the values that we can use to be a more effective leader.

**Bill Georges, PMP**





# August

## AT THE PMI-OC DINNER MEETING



Photos on pages 3, 8, 9, 10, and 11 by Mary Fasang

*Above:*  
Mary Kopinski and Catherine Ford  
at the registration desk.  
Roxi Ozolins from Big Visible,  
August sponsor

*Center:*  
Lisa Saldana, Cindy Pham,  
New PMPs Stacy Hutzler, Sapna  
Gulati, and Jack Baumann

*Above:*  
Nora Goto with lucky raffle winner



# The Business OF PROJECT MANAGEMENT

**AT THE AUGUST ATS**, PMI-OC hosted a practical guide for project managers on how to measure the value and risk associated with proposed and existing projects in a corporate portfolio. It covered how to perform analyses for review and comparison to optimize scarce company capital and resources, and how to ascertain which projects will best support both personal career growth and job security. Lastly, it covered how to manage project risk throughout the life of the project.

**Robert (Bob) Pettis** and **Judith (Judy) Berman**, each with over 30 years of management experience, augmented their monthly volunteer work by providing a “tag-team” style presentation which included many individual and group exercises to allow the class to personalize the subject matter and maximize the sharing of pertinent examples across industries.

Bob and Judy asked the class, “Why do your projects fail?” The answers were definitely a proof statement of the fact that the PMBOK® triple constraint of time, cost, and scope is no longer the main concern. No. The root cause for project failure, with its resulting loss of senior management support, is either the lack of financial viability at inception, or failure to retain financial viability during the life of the project.

Several times, Bob made the point that presentations regarding project financial viability may be made to company stakeholders to lead them to either commit cash or to kill a project. In any case, Bob said, “Even if only for job security, make sure that YOU are always working on projects that add financial value.”

Bob asked “Why is any business in business?” First, a company completes its IPO and raises capital. Next they generate assets, which in turn must generate cash. In other words, the more an asset provides positive cash flow, the more economic “value add” may be allotted to it. The same is true for projects.

In order to analyze and compare projects within a corporate portfolio, one must find a consistent analysis method which measures the return on the cash invested in the project.

There are many types of projects, and portfolios may be broken down into special categories to segregate and compare them. The class volunteered many examples which were dictated by governmental regulations such as Sarbanes Oxley (SOX) driven projects. Bob made clear that in each of these cases, a complete summary of the costs of NOT investing in the project must be gathered for the consistent analysis. As an example, if a company was audited and found in violation, it could be completely shut down for some number of months, executives could be tried and imprisoned, or fines could result and negative press could lead to loss of customers. In any case, the avoidance of these costs may be considered positive cash flows for analysis purposes.

Corporations always have two types of financial reports, and systems that support them. The first is financial accounting to the shareholders, investors, and general public which must follow generally accepted accounting practices (GAAP), and must

remain consistent over several years to satisfy the SEC. The second is managerial accounting which is used to run the business, and is the focus of this ATS discussion.

Bob walked the class through a primer on the “time value of money,” which states that a dollar in hand today is worth more than a future dollar, because if you had that future dollar today, you could invest it, and by the future date have more than one dollar. The concept of “discounted cash flows” is the cornerstone of all modern day financial analysis. It entails taking each year’s future net cash inflows and discounting them into current day dollars, then adding them together along with the discounted cash outflows associated with the project itself. If the net present value for a project is positive, it means that the project is financially viable.

Bob and the class agreed that most corporations compare projects by using a net present value index calculated by dividing the net present value by the capital investment amount. Other key concepts and metrics necessary to fully understand, analyze, and present to senior management are payback period, payback point, maximum exposure and internal rate of return compared to the firm’s weighted average cost of capital.

After Bob and Judy reminded the class that one must always view projects as “cash flow maximization opportunities,” Judy walked the class through ways to organize and evaluate projects within portfolios, and to present the findings to management. Evaluation methods were at the both the strategic and tactical levels. Operational evaluation techniques, strengths, weaknesses, opportunities, and threats, were covered.

Bob emphasized that the values in the asset life cycle cash flow chart used to calculate the net present value might be “wishful thinking” or “smoke and mirrors,” and that nothing is more effective than committing resources (for however many years necessary) to the after project lessons learned exercise to measure the actual returns compared to those used to approve the project. In this way, continual improvement of the project evaluation processes itself may be gained.

Judy demonstrated how to use influence diagrams to explore the underlying factors which contributed to each project’s cash flow chart. In other words, if revenues were forecasted based on future price and volume, what is the upside and downside risk of each? Several other “sensitivity analysis” methods were discussed along with the ways to present them in tornado diagrams and decision trees which visually display the areas of influence and associated probabilities of risk. Other good ways to minimize risks of large projects are prototypes, trials and pilots, and to get constant input from subject matter experts throughout the project.

By the end of the class, each participant had all the tools necessary to analyze projects, and present compelling business cases for them; powerful tools indeed.

■ James L. Morin, PMP



# WHAT'S THE DIFFERENCE BETWEEN CONTACT HOURS AND PDUs?

By Cornelius Fichtner, PMP



If you are working toward a Project Management Professional (PMP®) certification, you may have wondered, “What is the difference between contact hours and professional development units (PDUs)?”

The main difference between contact hours and PDUs is that contact hours are accumulated prior to and PDUs after your PMP exam. Before the exam, you need 35 contact hours, and after you become a certified PMP, you will need to accumulate 60 professional development units (PDUs) every three years to keep your certification current. However, the content of the training can be identical.

## The Contact Hours Requirement

Only 35 contact hours are a required to apply for the **PMP certificate**. One contact hour is equivalent to 60 minutes of relevant project management instruction. You must complete all 35 hours prior to submitting your PMP certification application. In order to be “relevant,” the training must cover one or more of the following:

- Project Quality
- Project Scope
- Project Schedule
- Project Budget
- Project Communications
- Project Risk
- Project Procurement
- Project Integration Management

## Accumulating and Tracking Your Contact Hours

Contact hours are earned by attending project management relevant instruction. Unlike the project management experience hours, there is no specified time period prior to your PMP application to complete your 35 contact hours. Any class you took at any stage could be counted as contact hours as long as it had some project management practices .

For example, if your company provided training to use their project management software such as MS Project, Primavera, Qtask, or Prolog, you could claim contact hours.

Ideally, it is easier to track contact hours accumulated from “project management” focused instruction. However, any course that includes some project management instruction, the time spent specifically on project management concepts and practices, is eligible, even if it was not the main theme of the course.

Remember that anything on your PMP exam application is subject to audit. So, it is a good practice to include only training for which you are prepared to submit proof. As you accumulate training, document the training’s relevance by retaining copies of the course syllabus, class catalog page, and other materials. For each course claimed, also document your successful completion by retaining copies of certificates, exam results, and/or class transcripts.

## Contact Hours Education Providers

Training is available in many formats. The course work might be presented in live classes, workshops, or webinars. They might also include prerecorded podcasts or video.

In the *PMP Handbook*, the Project Management Institute (PMI®) suggests that contact hours be obtained from one of the following types of education providers:

- PMI Registered Education Providers (R.E.P.s)\*
- PMI component organizations\*
- Employer/company sponsored programs
- Training companies or consultants (e.g., training schools)
- Distance learning companies which include end of course assessments
- University/college academic and continuing education programs

## Preapproved Sources

\*Contact hour eligible training courses are preapproved when they are provided by PMI R.E.P.s, PMI components organizations (e.g. local PMI chapters, specific interest groups), or PMI itself.

However, there are caveats. For example, PMI chapter meetings are not contact hours. Only the portion of the meeting that conducts a learning activity can be counted toward contact hours.

Basically, any resource offering relevant subject matter qualifies as long as it’s not “self-directed learning.” For example, reading books, watching instructional videos, or sessions with coaches or mentors are not eligible as contact ours.

## Contact Hour Programs

PMP prep workshops are offered in a mix of timelines, media, and sources. Most PMI chapters and many training companies offer instructor led PMP exam workshops. There is a variety of self study programs which are delivered via the internet, DVD, and Podcast. What most of these courses have in common is that they are specifically designed to give you the best preparation for your PMP exam as well as your 35 contact hours in one offering.

## Online PMP Exam Prep Classes with Contact Hours

Here is probably the most important tip for you when it comes to earning your pre-exam contact hours online. If you take an online class, live or prerecorded, the provider must give you an “end of course assessment” exam before they give you the certificate for the hours. If they don’t test you, then any certificate or other proof of completion is worthless for your PMP exam.

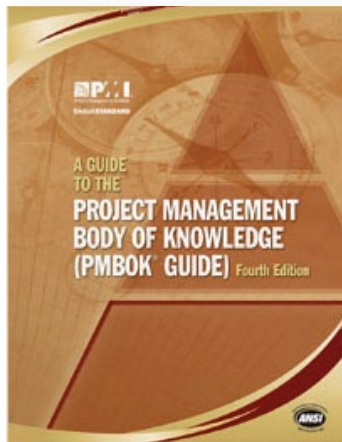
## About the Aauthor

Cornelius Fichtner, PMP is a noted PMP expert. He has helped over 10,000 students prepare for the PMP exam with [The Project Management PrepCast](#), and he guides PMI credential holders on earning PDUs with [The PDU Insider](#).

*Blue text indicates active link.*

# 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*.

■ We recommend that each student purchase a copy of the *PMBOK Guide—Fourth Edition*. Cost is about \$40.00 on Amazon.com.

[Click here to purchase.](#)

**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.

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

PMI Orange County Chapter announces its  
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The first class on September 25 will be an orientation session.

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

|   |                                      |  |  |
|---|--------------------------------------|--|--|
| <b>September 25</b><br><i>Orientation</i> | <b>October 2</b><br><b>October 9</b> | <b>October 16</b><br><b>October 23</b> | <b>October 30</b><br><b>November 6</b> |
|---|--------------------------------------|--|--|

**Where:** Vanguard University  
55 Fair Drive  
Costa Mesa, CA 92626-6597  
(714) 966-0397

**Cost:** The workshop fee is per participant, payable at the time of registration. [Click here to register.](#)

- **PMI-OC Member: \$800**
- **Non Member: \$900**
- **Group Rate:\* \$750 each student**

\*The group rate is applied to three or more students coming from the same organization. So, if a prospective student convinces at least two co-workers to take the class with him, each person will pay only \$750 for the workshop.

To sign up under the group rate, please contact Finance Director Patti Morales Cruz at [controller@pmi-oc.org](mailto:controller@pmi-oc.org)





## **I HAVE BEEN A PROFESSIONAL PROJECT MANAGER**

for the past eight years and have, during most of that time, enjoyed a bit of success. I have been blessed with numerous people skills and an ability to listen to what is really being said in group discussions and more private conversations.

I am driven to exceed the expectations of my stakeholders, and most of the time this serves me well in my professional capacity as a project manager. The one thing I don't do well is play politics, and this has cost me dearly on a few occasions when I should have paid better attention.

Because these lessons came at a high price, I do not wish to repeat them. I know I am not the only one who has stepped on this particular land mine, so I would like to share some of my insights if only to save another the pain of repeating my mistakes.

## **STAY HUMBLE.**

Most of the people on your project team really do want to succeed. And, though they are frequently overworked, a little appreciation and recognition will spur them to great efforts. The trick is, the appreciation must be genuine, which requires humility from you.

On the other hand, when you are able to work with a team of experts who do not answer directly to you and lead them to achieve amazing results in their "extra" time, it is only natural for you to expect appreciation and respect for the expertise you brought to the project. Don't! Give others the credit, and I don't mean just those on the project team. Be lavish in your praise for the support you received from other project managers, your boss, your boss's boss, anyone who is in a position to help you or hurt you. Give them the credit, and mean it. That takes great humility.

## **STAY FOCUSED.**

Learn and remember the purpose of your project and the purpose of your job. I say "learn" because the stated purpose and the real purpose may be two different things. Ignorance of this fact can be a quick and painful job-ending move. Can you tell that I learned this one the hard way? And it was my fault; I took my focus off of my real purpose because I was working so diligently to produce a desired outcome.

## **STAY AWARE OF YOUR SURROUNDINGS.**

I am not a big fan of horror movies, you know, the kind where the murdering fiend is hiding in the closet with a meat cleaver. One of the staples of this type of movie (and one that drives me crazy) is for a poor sap to enter a room unaware of the presence of the psychotic killer just a few feet away.

Sometimes project management feels like that. We blissfully navigate the treacherous waters of corporate politics and think we have already identified all avenues of potential resistance or trouble. Do not be fooled! There are always fresh opportunities for trouble.

As project managers, we face a multitude of opportunities for people to point accusatory fingers at us and, for this, we are often well prepared because we document **everything**.

We are also professional change agents, and, as such, are often seen as the source of (unnecessary) work and (fear inducing) uncertainty by some of the corporate bureaucrats with whom we interact. It will serve you well to remain constantly diligent because a disruption from this source can come at any time and from any direction.

It is much harder to clean this up too, because accusations tend to be vague and intangible. Far better to spend some additional time minding the "grapevine" and building relationships in all directions than to have to clean up this kind of mess.

Project management can be the most satisfying of jobs because, if you're good, you can make amazing things happen. But it is dangerous.

Just like any good Boy Scout, you must always

**BE PREPARED.**

**Norman Naylor, PMP**



# The Agilista

**Donna A. Reed**

Your PMI® Agile Community of Practice Rep

## The Agile Project Manager: To Facilitate, Serve, and Protect

Some agile teams build and maintain their project's rhythm, happily developing the system. Sure, they may encounter issues, but they can manage those problems and they successfully release the product. No one works overtime; the product owner is happy; and the users are happy with the system.

Then there are the other teams. I meet many agile team members who say, "We really need someone full time to help us. We can't do the technical work and do all the other stuff we need to do for the organization. Maybe if everyone else was agile, we wouldn't need someone, but we do right now."

Those teams need agile project managers. Not a directing and controlling project manager, but a facilitative, serving and protective project manager.

[Read more.](#)

## Webinars (Earn PDUs)

If you missed a webinar, click link to access recording

**Aug 4:** [Creating Effect Maps](#)

**Aug 18:** [The Role of Management in Lean-Agile Transformations](#)

**Aug 23:** [Continuous Integration](#)

**Aug 25:** • [Agile Analysis in Action: Incorporating Agile in Your BA Work](#)

- [Transitioning to Agility \(webinar series\)](#)
- [User Story Mapping for Managing Requirements](#)
- [Effective Specifications for Agile Projects](#)
- [Through the Looking Glass: To Scrum or Not](#)
- [Getting Ready for Iteration 1](#)
- [Applying Agile to Multiple Team Projects](#)

## Agile PM Websites

[PMI Agile Knowledge Wiki](#)

[PMI Agile Community of Practice](#)

Subscribe to *The Agilista PM* weekly newsletter

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

*Blue text indicates active link.*

# 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:

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

- **Quality Management**
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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





# 2010 Southland Technology Conference

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

## 2010 Keynote Speakers



### 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."



### Susan Cramm

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



# July PMI-OC Orientation Meeting Review

The July Orientation Meeting was held at the University of California Irvine Learning Center in Orange. Over 30 new members attended the event. While attendees enjoyed the dinner before the meeting, they talked with each other, taking advantage of a great networking opportunity.

After a brief welcome to the new members, there were introductions. Membership Director **Joe Paradiso** presented an overview of PMI® and the Orange County Chapter. There was some discussion about the fact that PMI and the chapter are volunteer organizations. Joe stated that, as of July 20, 2010, the Orange County Chapter had 1,638 members, and that 1,047 of them hold the PMP® credential.

There was some discussion about the qualifications and exams for the CAPM®, PMP®, and PgMP® certifications.

The benefits of membership and events were discussed, including monthly dinner meetings, advanced topic seminars, professional development, networking, and the chapter website. Joe Paradiso showed the chapter website and discussed the *Milestones* monthly publication and the job board.

**Elsie Mustaller** discussed the ambassador program and the colored dots on name tags that help identify people looking for new employment, people recruiting, new members, etc. The colored dots provide an excellent way of identifying people's situations at the chapter's social events.

Joe emphasized the importance of having active volunteers in the Orange County Chapter. He discussed the way to become a volunteer.

**Diane Altwies**, CEO of Core Performance Concepts Inc., conducted a terrific "Networking 101" session. Diane is a long time member of PMI-OC. Her tips were a highlight of the evening, and everyone received very valuable information about networking.

The meeting concluded with questions and answers with ample opportunity for members to speak one-on-one with each other, directors, and membership staff.

The next PMI-OC Orientation Meeting will be on Wednesday, September 1, at 6:00 pm at the UCI Learning Center in Orange. Free food and soft drinks will be served. The parking will be free in front of the building.

To register and find the address of the meeting, see page 6 and/or go to the PMI-OC event calendar at [www.pmi-oc.org/calendar.cfm](http://www.pmi-oc.org/calendar.cfm).

**Kevin Gates, PMP**





## Answers to PMP® Exam Questions

From page 6

1. **d. An authorized procurement administrator is responsible for formal notification.**

Section 12.4.3.1, Close Procurements, Closing

2. **b. Affected by**

Chapter 10, Section 10.1.1.1, Initiating. Although both choices (a) and (d) could be correct answers, the project charter may not be detailed enough to identify those who would be working on the project; however, the charter should **always** include those stakeholders who will be affected by the project.

3. **b. Recommended corrective action**

Chapter 10, Section 10.5.3.3, Monitoring and Controlling. Choice (a), requested changes are usually the result of project control scope; they don't necessarily affect future performance. Choice (c), contingency allowances are a type of reserve available to be used by the project manager on schedule activities. Choice (d) management contingency reserves are budgets reserved for unplanned, but potentially required, changes to the project scope and cost.

4. **d. Develop project scope statement,**  
Chapter 4, Framework



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**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 programs, (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).

## October 2, 2010: Panel Discussion

### The People Side of Project Management



**David Bartholomew**



**Adrienne Escoe**



**Mariette Keshishian**



**Mike Sanders**

- How to Drop an Egg Without Breaking It
- Five Simple But Essential Rules to Successful Collaboration
- Successful Communication: Much More Than Tasks on a Gantt Chart

**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, September 11, 2010, 8:00 a.m. to 12:00 p.m.  
Saturday, October 2, 2010, 8:00 a.m. to 12:00 p.m. [Click here to register.](#)

**Cost:** In advance: \$45 members, \$50 non-members  
At the door: \$60 for both members and non-members

### Sept 1 PMI-OC Orientation

See page 6.  
[Click here to register..](#)

### Sept 11 Advanced Topic

**Jay Smedley:**  
Complex Program Management  
See column at left.  
[Click here to register.](#)

### Sept 14 SPECIAL EVENT

**An Evening of Transition**  
Dimensions in Managing Your Career  
Wyndham Orange County  
See pages 1, 4, and 5.  
[Click here to register.](#)

### Beginning September 25

**PMI-OC Exam Prep Workshop**  
See page 14.  
[Click here to register.](#)

### October 2 Advanced Topic

**David Bartholomew, Adrienne Escoe, Mariette Keshishian, Mike Sanders:** The People Side of Project Management. See column at left.  
[Click here to register.](#)

### 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

**George Schlitz:**  
Business Transformation: How Agile Hits the Ground in the Enterprise  
[Click here to register.](#)

### 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.  
[Click here to register.](#)

*Coming events may be subject to change.*

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

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# PMI-OC Special Event

## Tuesday, September 14, 2010

Program: **An Evening of Transition**  
Dimensions in Managing Your Career  
See pages 1, 4, and 5  
[Click here to register.](#)

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

Schedule: See page 5.

Cost: See page 5.

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, September 13, 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, September 12, or anyone who makes a reservation and does not attend, will not receive any refunds.



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