PMI ORANGE COUNTY CHAPTER

Milestones

March 2012
No. 3, Volume 24

www.pmi-oc.org | www.pmi.org

March 13 Dinner Meeting Presentation

Strategy to Execution (S2E) Gap:

9 Indisputable Reasons for Project Failures

Strategy, planning, and execution must be aligned, integrated, and lean in our new environment. Some of the best ideas fail and talented innovative teams struggle to compensate during the entire life cycle.

The S2E gap results in decreased productivity, missed delivery dates, increased cost, and loss of damage control with customers.

Learn what project managers and business analysts must focus on in the future to contribute to business sustainability and project success.

Mike Beard, PMP, CLP, CLOP, ITIL, CSM is the author of two new books and has over 30 years experience in tactical, management, and leadership positions in Fortune 100 corporations, including McDonnell Douglas.

Mike is the founder and managing partner of VBPM, a management consulting firm that builds corporate sustainability through sound principles and team development. Mike is a past president of the PMI Inland Empire Chapter.

Click here for more information and registration.

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Click here to view this issue of **Milestones** online.

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Adam Khamseh, PMP
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Stephen June, PMP
Past President

What a Ride!

My friends, this is my last president's message.

Next month, the new chapter president, Greg Scott, will take over. It has been both a privilege and an honor to serve as your president for the last two years, capping over a decade of service to the chapter.

Yes, of course, there have been some rough and unpleasant spots. But, I have grown and matured as a leader. I have had the opportunity to meet and work with some truly outstanding project managers during my tenure. I have been to national PMI® conferences in Washington DC, Orlando, and Dallas, where I had the great pleasure of meeting and speaking with other chapter leaders, many of whom run chapters much larger than ours.

I have attended regional conferences where I met the presidents of chapters in California, Nevada and Arizona, and exchanged lessons learned from running chapters.

But, most of all, I have the honor of talking to so many of our 1,700 chapter members at dinner meetings, at networking events, at advanced topics seminars, and at our annual conferences and career fairs.

So, what I have learned? What have I been able to glean from all of the time that I have invested in the chapter?

Well, first, the time spent is truly an investment in my career. I have built contacts that enabled me to find at least two employment opportunities. I have learned to be a better business analyst by working with a variety of different people, each with a different perspective than my own. I have learned to be a better project manager by better utilizing my time and the time of others in executing a project. I have learned to be a better person by becoming more tolerant, more diplomatic, more open to different ideas, and more willing to get out of my comfort zone.

Second, you get something out of the chapter only if you put something into the chapter. Many of our members appear to send in their money just to receive a card indicating their membership in PMI and to get the monthly newsletters.

However, other members have gone to our events, have become

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President's Message

engaged with the chapter and have received networking opportunities, educational opportunities, and public service opportunities (such as the Spark of Love campaigns).

My final piece of advice to the members is simply to get more involved in the chapter. You don't have to become a future president. There are numerous positions on the board of governors and the board of directors. There are committee chairs and deputy director positions available. There are entry level volunteer positions that require only a couple of hours a month.

It isn't even necessary to be an active volunteer. Attend a dinner meeting once in a while when the speaker topic appeals to your. Go to one our networking events and meet some of the other chapter members. Show up at our annual conference and career fair and improve your project management skills.

But, don't just sit home with your PMI card. Participation in the chapter offers so much more.

Until we meet again, take care.

Stephen June
2011 President

Volunteer Opportunities

Membership

Volunteer Coordinators
Solicit new volunteers and collect volunteer information at dinner meetings, ATS, etc. Work with volunteer chair and board of directors. Opportunity to present volunteer of the month awards at dinner meetings.

Communications

Marketing Materials Brand Manager
Monitor and maintain the PMI® brand standards on all marketing materials and logowear.

Internal Marketing

Milestones Photographers
Need experienced and creative photographers for chapter events. **URGENT**!

Milestones Contributors
Write reviews of attended chapter events: dinner meetings, ATS, etc. Contact milestones@pmi-oc.org for submission guidelines. **URGENT!**

Programs

Dinner Meeting Chair
Plan and coordinate dinner meetings. Work closely with the hotel and PMI-OC speaker coordinator. Responsible for all aspects of the dinner meetings.

Dinner Meeting Coordinator
Print and deliver name badges for dinner meetings.

Finance

Events Registration
Attend monthly dinner meetings and assist with attendee check-in.

External Collaboration

Advertising and Sponsorship Volunteers
Contact corporations and educational institutions for sponsorship of PMI-OC events and advertising on website and PMI-OC publications.

Marketing Coordinator
Liaison between internal marketing and external advertisers and sponsors.

Advertising and Sponsorship Business Development Specialist
Contact corporations and educational institutions for sponsorship of PMI-OC events and advertising on website and PMI-OC publications.

Career Opportunity Coordinator

Attend monthly dinner meetings and connect attendees with active recruiters.

Administration

Deputy Dir. of Administration
Manage operations, including repository, board meetings, etc.

Speaker Coordinator for ATS
Find speakers for the four hour monthly ATS.

Click here for details.

At the February Meeting

In case anyone noticed, the February meeting took place on Valentine's Day.

To honor those who make our lives richer, attendees were encouraged to bring someone special at a reduced rate of $10 per person.

Both spouse and parents attended, giving them a better idea of what we do at our monthly meetings, which is mostly stand around and talk (a.k.a. networking) and watch entertaining and informative magic shows.

The night was also special for our ambassador volunteers Mandy Clark, Javad Rahimzadeh, and Mark Collier. This was their initial venture as PMI-OC ambassadors helping new members feel welcome and spreading awareness of PMI-OC's mission to other organizations.

Above, top to bottom

Fiona Young, PMP and her parents

New ambassadors **Mandy Clark** and **Javad Rahimzadeh, PMP**

COLOR COORDINATED

Above, top to bottom

Kevin Reilly, PMP and his wife

Susan Thompson, PMP and **Kristine Hayes Munson, PMP**

Suzanne Montz and **Lisa Hazelton**

THE ROLE OF INTERNAL CONTROLS IN THE FIGHT AGAINST

Fraud

Who would ever think this could be a magical topic? Then again, someone who knows that making a million dollars disappear is as easy as making a ketchup bottle disappear may say something interesting.

John Tonsick, CPA, Certified Fraud Examiner and founder of Fraud Solutions, mixed magic and humor while

speaking about internal controls and fraud prevention. Enlivening an otherwise dry topic, John's discussion covered both discovering and preventing fraud.

Someone reporting fraud has discovered 40 percent of the loss, while internal controls uncover only five percent, so recognizing fraud warning signs and establishing a reporting process go a long way to both discovering and preventing fraud.

John asked one of the representatives from our dinner meeting sponsor, Platinum Edge, to hold a sealed envelope.

He then asked several people to specify a three digit number as a mock bid on a job. Adding the bids together resulted in the value of $1,120. Upon opening the sealed envelope, a piece of paper in it contained the number $1,119. He commented that it is just that easy to rig a bid.

One action that leads to fraud is a "slavish adherence to unrealistic budgets." The best way to prevent fraud is management attention. Don't let trusted people bypass controls, and make sure that controls are actually followed, not just rubber stamped.

Meeting review and photograpy by
Jack Roth, PMP
www.seesthemoments.com

Next PMI-OC Orientation Meeting
March 21, 2012

Welcome

to the 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.

When:
Wednesday
March 21, 2012
6:00 p.m. to 8:30 p.m.
Registration will begin, and food will be served at 6:00 p.m.
Program starts at 6:30 p.m.

Where:
Brandman University
16355 Laguna Canyon Road
Irvine, CA 92618

Cost:
None. Parking is free.

Questions:
membership@pmi-oc.org

Click here for more information and to register.

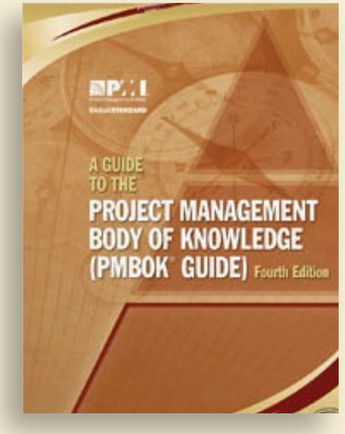
New Members

Hassan Abdallah
D. Acharya
Arnetra Arrington
T. Basubramaniyam
Ivan Ban
Michael Berry
A.Bhattacharya
Chris Budnik
Nikita Chen
Gloria Chen
Christopher Clarke
Nora Connors
Dwight Cook
Tamara Cornett
Jonathan Daclison
Kevin Dang
Steve Dempsen
William Eap
Sharon Fraser
Manish Gandhi
R. Giovinazzo
Manaseh Gnanadoss
Caron Gomes
Joel Graboff
Kevin Grant
Lynn Greene
Sripathy Guniganti
Douglas Harrington
Brent Held
Yashar Hooshvar
Nina Huynh
Lee Lim
Robert Liu
William Majorossy
Babu M. Manoharan
Marianne Mantler
Debra Massey
Davion Mays
Deepak Mehtani
Michael Mills
Raquel Mireles
Eric Mock
Lester Oestreich
Steve Ong
Nebojsa Petrovacki
Jay Price
Ramesh Purohit
Emad Rizkallah
Tom Rodgers
Richard Rodriguez
Dan Ross
Iden Sadeghieh
Nina Schnell
Heather Serrano
Gregory Sewell
James Silveira
Edye Snodgrass
Nellai Subramaniam
Ted Suekawa
Patricia Uy
Vahid Vaziri
Yi-Wen Wang
Virginia Whatley
Tonia Williams-Osborne

New PMPs

Jean-Claude Boursiquot
Mahmoud Elsayess
Sripathy Guniganti
Diana Johnson
Vahid Vaziri
Srinivas Venneti

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.

Before the first day of class: *We recommend that each participant purchase a copy of the PMBOK Guide–Fourth Edition®. Cost is around $40 on any online bookstore, like Amazon.com. We also recommend that you read the first three chapters and be prepared to discuss them in class.*

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.*

PMI-OC Announces Its

Spring 2012 PMP Exam Prep Workshop

Seven Saturdays Beginning April 28

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

The first class on April 28 will be a half day orientation session.

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

April 28	May 05	May 19	June 09
Half Day Orientation	May 12	June 02	June 16

Where: Vanguard University
55 Fair Drive
Costa Mesa, CA 92626

PMI-OC Member Referral Program

Refer a friend to our PMP Exam Prep classes, and receive either a free dinner meeting or advanced topic seminar registration. That's a cost savings of up to $45 and as many as four PDUs.

Click here to download a flyer to share with a friend or colleague.

Cost: The workshop fee is per participant, payable at the time of registration.

In Advance:

PMI-OC Members	$ 750
Non Members	$ 850
Group Rate*	$ 600 per person

At the Door:

PMI-OC Members	$ 850
Non Members	$ 950
No Group Rate Available	

**Register three of more people from the same organization for only $600 each. That's a savings of $150 each. Contact finance@pmi-oc.org to register your group and take advantage of the discount.*

Click here to register

Facing Conflict with Flexibility

As a follow-up to her October ATS presentation on conflict resolution, **MARGARET MELONI** returned this month with more conflict resolution tools and techniques. For those who missed the October seminar, Margaret quickly reviewed the five conflict styles:

1. **Competing**
2. **Avoidance**
3. **Accommodating**
4. **Compromising**
5. **Collaborating**

Competing is a win/lose style with a zero sum mindset. This style is successfully used when the relationship is of low value, and you have more power. It is highly assertive and has low cooperation.

Avoidance neither addresses nor resolves the conflict. Avoidance demonstrates both low assertiveness and little cooperation. Avoidance is best used on higher priority tasks or when you wish to allow more time for the conflict to mature.

Accommodating is used when you let the other person have their way. Its characteristics are high cooperation and low assertiveness. Accommodation is used when the relationship is more important than the issue causing the conflict or when you have little or no power.

Compromising is a race to the bottom, where each party gives up something of value until a minimally acceptable solution is found. Compromising maintains the relationship at the cost of a lower quality resolution.

Collaborating is when both parties work together to craft a solution that benefits both. Often the solution is not one considered from the start and contains a blend of ideas from both parties. Collaboration requires trust and a sharing of power.

After the review, the topics moved forward, and we discussed the following:

- The physical/chemical response to anger lasts 90 seconds, thus any emotional reaction longer than 90 seconds is a choice to hold the anger.
- All healthy relationships have conflict; the key is how you resolve the conflict. Successful teams manage their conflicts.
- Use time to your advantage, wait too long and decisions are made without you, and you are no longer a leader. Given enough time, emotions and positions may soften, hopefully for the better and new solutions will arise. Experience is knowing how much time to give and when.
- Successful project managers learn to work with each conflict style, weaving a cohesive team of diverse personalities. Taking the time to meld individuals into a team pays off in increased performance and a smoother running team.

All five conflict resolution techniques are appropriate in the correct situation. It is our responsibility to learn the circumstances to use each technique and to increase our flexibility and awareness to switch between styles. An utterance or body language twitch can change the conflict's milieu. Style selection is a constantly repeating process.

- Knowing your current style
- Identifying the type of conflict
- Identifying the best new style
- Using the new style
- Observing the situation and revising your style as appropriate.

Jack Roth, PMP

Margaret Meloni is a speaker, writer, and instructor who specializes in the human side of project management. When she is not teaching, Margaret helps project managers and other professionals resolve work related conflict and strengthen their soft skills.

Self-Paced Online Course

PMI-OC has partnered with Core Performance Concepts to bring you this self-paced online project management course.

This course can be taken anytime and anywhere: your couch, the beach, your lunch hour, etc.

The program is intended for anyone who wants to understand the fundamentals of project management and may be thinking about becoming a PMP® or PMPs who want a refresher on fundamental concepts.

There are eight modules in the series for three PDUs per module; that's a total of 24 PDUs.

1. Project Management Overview
2. Starting the Project
3. Project Planning Basics
4. Project Estimating and Risk
5. Developing Project Schedules
6. Project Communications
7. Leading the Project
8. Monitoring, Controlling, and Closing the Project

Registration with be available through June 1, 2012.

Click here for more information and to register.

ORANGE COUNTY CHAPTER

2012 PMI-OC Project of the Year
Value Proposition

We want to herald your success!

The 2012 Project of the Year selects the first, second, and third best projects completed in 2011 through a simple nomination process.

If you are a leader responsible for successful projects in your organization, this is a great opportunity to be honored and recognized for the hard work of your team. Your team will see you as a hero for acknowledging their efforts.

The 2012 POY value proposition is created to highlight your achievements. It begins by telling more than 22,000 Orange County business leaders that you and your company did the best project management project in 2011.

Next, a dinner event is held in your honor, and your friends along with a few hundred guests are invited to honor your success. At the event, you get to share the secret sauce and best practices used to win the 2012 POY Award.

We follow this by highlighting your success on our website, in the *Milestones* publication, and through our social media channels.

But wait, there's more . . . The first, second, and third best projects receive $1,650, $1,400, and $900 respectively in new knowledge services from PMI-OC.

With that said, be "The Best Darn OC Project" and win the 2012 POY Award by visiting www.pmi-oc.org and nominating your project and team.

Remember, you can't win if you don't apply. I am cheering for you because you are valuable!

Dave Cornelius, PMP
Director of External Collaboration and Marketing

Recent PMI-OC Project of the Year Awards

2009: Behr Paint

2010: The Boeing Co.

2011: So Cal Edison

Nominations are Open

ORANGE COUNTY CHAPTER

2012 Project of the Year

The PMI-OC 2012 Project of the Year (POY) Award will recognize the best project management projects in Orange County.

The top three projects will be selected based on the greastest benefit to stakeholders and the quality of project management best practices. **Participation is free!**

Prizes

- First place: Three free PMI-OC professional development products, a $1,650 value.
- Second place: Two free PMI-OC professional development products, a $1,400 value
- Third place: One free PMI-OC professional development products, a $900 value.

Deadline for Nominations

Preliminary chapter level nominations are due no later than **March 31, 2012**. They are to be submitted to PMI-Orange County Chapter.

Who Should Participate

Projects from throughout the world are encouraged to participate, regardless of size, industry type, or location. PMI® affiliation is not necessary.

Who Can Nominate

Anyone. Self nominations are welcome. Nominations should be made to PMI-OC.

Click here to download a flyer.

Key Dates

- **January 2, 2012**: Nominations open
- **March 31, 2012:** Nominations close
- **April 9, 2012**: Finalist determined
- **May 14, 2012:** Finalist announced
- **June 12, 2012** Presentation and recognition at PMI-OC dinner meeting

Recognition

- Presentation and recognition dinner to honor first, second, and third place winners
- Article in *Milestones* for the first place winner
- Winners listed on the PMI-OC website
- Banner ad on the PMI-OC website for the first place winner
- Ad in the *Orange County Business Journal* announcing the first place winner
- Video presentation of the first place winner's interview, available on the PMI-OC website and *YouTube*.

PDF Downloads

Read Me First
Nomination Guidelines
Eligibility Form
General Information Form
Nomination Checklist

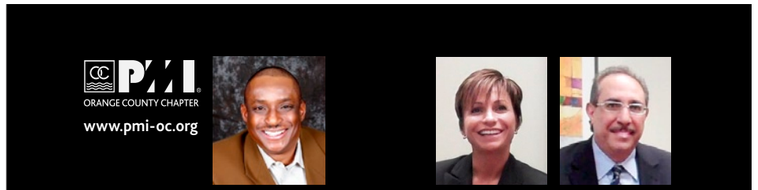
For more information

Create an account, sign in
E-mail: POY@pmi-oc.org

2011 Project of the Year

For more than six years, the Project Management Institute-Orange County Chapter has heralded organizations and businesses using project management to deliver success. The PMI-OC Project of the Year Award represents the best projects in Southern California.

Recently, I spoke with **Paula Campbell**, director of business planning and operational excellence, and **Marc Guirguis**, program controls manager for Southern California Edison's smart metering program, Edison SmartConnect, to discover the value of project management in their organization.



An Interview with Paula Campbell and Marc Guirguis of Southern California Edison

Conducted by Dave Cornelius, PMP
PMI-OC Director of External Collaboration and Marketing

SCE has won the PMI-OC Project of the Year several times. What is your secret sauce?

Paula: *First, we appreciate and are humbled to have won the award several times, and I think our secret sauce is a commitment to excellence in everything we do. SCE's smart metering program, which we call Edison SmartConnect is a multifaceted project. It's a project that includes many emerging technologies, as well as numerous back office system implementations that require project management controls for successful execution. We have won awards for technology and systems implementation, and were happy to see our commitment to excellence evident in our approach to project management and how we administer the program over time.*

Marc: *Part of our success is a foundation that has been in place from the beginning. We created the infrastructure, processes, and procedures, and enforced them throughout the program.*

Have the standards set by the Project Management Office been seen as a driver for the success of the organization?

Paula: *Standards are viewed as a key factor in executing over time. This is a project with emerging technologies and many unknowns. The tight project management controls set in place at Edison SmartConnect have been a key factor since day one, allowing us to meet deadlines and deliver for customers. We wouldn't be here if those controls weren't in place. We would be over budget and missing deadlines.*

Marc: I agree. Edison SmartConnect has been recognized as one of the most important projects in the company and as one that is well managed from the project management prospective.

Have you arrived at the point where the project value can be ascertained?

Paula*: Yes. We have more than 3.9 million smart meters installed out of nearly 5 million meters we plan to finish installing by the end of 2012. Due to that progress, today already more than 1.5 million customers have access to their electricity usage information, as well as online tools to help them understand their usage so they can save energy and money. This is key as the project's ultimate objective is to empower customers by providing access to usage information so they can reduce their energy consumption and costs.*

What role has project management played in helping SCE remain a business-focused decision-making entity that is enacting strategic goals set by management?

Marc: *Many key decisions are made using project management outcome or reporting tools, helping to drive goals outlined by the executive and senior management level.*

Paula*: Project management definitely continues to be a key component of SCE's commitment to building a workplace environment focused on making informed decisions that have a positive impact on the bottom line. Using these principles as our guide, the company plans to continue improving and cementing our commitment to strong financial discipline and operational excellence, as well as innovation in the years ahead.*

Any last thoughts you would like to share?

Paula: *I would just like to close by saying thank you to Project Management Institute —Orange County Chapter. It has been a great opportunity for us to highlight and share with others the good things that are going on at SCE, as well as demonstrate our commitment to excellence. And of course, we couldn't have accomplished any of this without the dedicated employees who work diligently day in and day out, and have clearly raised the bar to the next level.*

Click here to watch the video.

The 12 Most Popular

PMP Exam Preparation Tools

By Cornelius Fichtner, PMP

If you are about to start studying for your Project Management Professional (PMP®) exam, you'll want to make sure your toolkit is bursting with things to help you on the journey to becoming a PMP. There are so many options to consider when looking at the study materials on the market that it can be difficult to know where to start.

First, don't be overwhelmed by the choices. The tools that your colleagues and classmates are using may not be the right ones for you.

How do you know which is best? Choose study materials that will help you prepare for PMP certification in a way that best suits your learning style.

You'll also want to consider your budget. Don't feel that you have to buy expensive exam preparation tools. There are products on the market that are both efficient and cost effective. Learning what other students have to say can also be helpful: check out independent review sites.

Still stuck for where to start? Here's my guide to the top 12 most popular PMP exam preparation tools.

1. PMI Guide to the Project Management Body of Knowledge *(PMBOK®)*

The *PMBOK Guide* is the workbench of PMP exam preparation tools. It's the foundation that everything else is built on. This is the most "popular" study material simply because everybody has to read it for the exam! Remember that PMI members get a PDF copy for free.

2. PMP Exam Study Guides

These are also known as PMP exam prep books. They cover the same materials as the *PMBOK Guide*, but in more accessible language. They often explain the concepts in ways that are easier to understand and to learn.

3. PMP Exam Courses

Training courses come in many varieties. You could attend a course online or in a classroom. You could study at your own pace or with an instructor. You could choose a boot camp or study over many weeks. Look for a course that will give you the required 35 contact hours.

4. Exam Simulators and Free Questions

These are the torches in your toolkit, helping you shine a light on your weaker areas. Taking sample exams via an exam simulator will help you assess your readiness for the real thing. You can find free questions online, but these only go so far, so be sure to sign up for a professionally created simulator from a PMI® Registered Education provider. Some PMP exam study guides also come with a CD or DVD which contain questions.

5. Podcasts

Podcasts can be in audio or video format. A PMP podcast is very easy to carry around with you, and you can listen to or watch it wherever you are. Some of these are so elaborate that they actually fall into PMI's Category F (distance learning) for PMP exam preparation courses and even offer 35 contact hours.

6. Flash Cards

Flash cards allow you to study and memorize the concepts that you need to know for the exam. You can make your own and carry them with you at all times, so you can test yourself in spare moments. Another alternative is electronic cards that you can use on your phone.

7. Apps

Apps are becoming more and more popular, and there are lots to choose from. For example, there are games that teach you the ITTOs; there are apps that teach concepts with mnemonics; and others that test you with questions. Check out the *iTunes* app store for additional ideas.

8. Formula Study Guides

Study guides for PMP formulas are precision tools. They will help you review and learn the formulas required for the exam in a way that makes it easier to recall them under pressure.

9. Lessons Learned

Don't underestimate what you can learn from others. Talking to colleagues who already have their PMP certification can be an invaluable resource. If you can't talk to anyone, read what others have to say about how they studied, what they studied, and what their experience was like. You could also get a mentor to help you prepare, and learn from his or her experiences too.

10. PMI Chapter

This is the spirit level of the toolkit, helping you stay centered and motivated. Tap into your colleagues at your local PMI chapter. They may have a study group that you could join. At a minimum, you'll be able to talk to PMPs about how they managed their journey to PMP certification.

11. Brain Dump Sheets

A brain dump sheet is a way to recall information under exam conditions. It's a personal study tool that you can shape to fit the way you study best, and it's becoming more popular. Create a sheet of paper with all the key information on and then practice writing it out until it's second nature. Then you simply have to do that in the exam and all the key information will be at your fingertips!

12. Internet Forums

There is lots of information on internet forums, and many of them are free. Chat with other students about how their exam preparation is going, or ask advice from seasoned PMPs.

Whatever tools you choose, it is important to study regularly. Try to spend some time on your PMP studies every day.

The study materials you buy should reflect the fact that you'll be using them on a daily basis, so that might influence what you invest in.

Tools like electronic versions of flash cards, books ,and guides are very portable and can be used whenever you have a spare moment.

Finally, studying for your PMP is a difficult job, so choose PMP materials that you enjoy using and find fun! That will make your revision more enjoyable and the PMP credential an achievable target.

There are many PMP exam preparation tools on the market that aim to help you pass the PMP exam. This article looked at the 12 most popular types of PMP study materials.

About the Author

***Cornelius Fichtner, PMP** is a noted PMP expert. He has helped over 16,000 students prepare for the PMP exam with The Project Management PrepCast and offers one of the best PMP exam simulators on the market.*

Cornelius is a PMI-OC Fellow and a past president of the chapter.

The Agilista

Donna A. Reed

Your PMI® Agile Community of Practice Rep

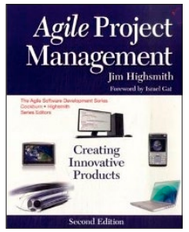
Reference Materials for the PMI Agile Certified Practitioner Exam

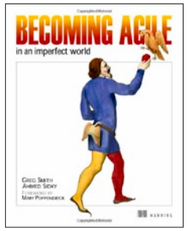
PMI has provided a list of publications they recommend to help you prepare for the PMI-ACP exam.

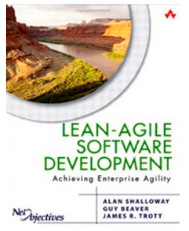
Even if you are not ready to take the exam, these books should be top on your list to read to learn about Agile-Lean project management.

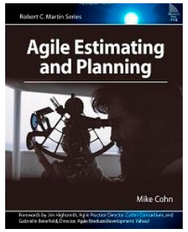
To get the FULL list of books, go to **www.AgilistaPM.com/ref-materials-pmi-agile-cert**

A few of the books are shown below. Click on them to go right to Amazon to read sample chapters.









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What's the Next Generation of Project Management?

Toward A New Strategic Leadership Perspective

Dr. Aaron Shenhar, PMP

In spite of rapid changes in science and technology, the project management (PM) discipline is generally following the concepts that were established in the mid 60s. While the *PMBOK® Guide* and PMI's PMP® certification are important and necessary building blocks for the profession, it seems they are no longer enough for the needs of today's dynamic and competitive projects. The question is, what's next?

Projects today are complex, changing, and uncertain; they are highly impacted by the dynamics in the business environment, and "one size does not fit all." Few of these realities are being addressed by the traditional project management approach.

The next generation of PM will transform project practitioners into leaders who must deal with the strategic and business aspects of their projects, build a vision to inspire and motivate their project teams, and know how to adapt their style to the project's context and environment. The following figure illustrates the new world of project management, built around the existing traditional approach.

The Strategic Project Leadership (SPL) approach was developed on the foundation of traditional project management during 20 years of research and work with corporations. SPL helps organizations deal with their projects in a flexible and adaptive way and focus their projects on business results by creating value, competitive advantage, and winning in the marketplace. SPL enables project teams to integrate Strategic Project Leadership into their current practices by building new skills on top of the existing *PMBOK* knowledge areas.

***Dr. Aaron Shenhar,** the developer of SPL, is a professor of project management and the CEO of the SPL Group. He was the first recipient of the Project Management Institute (PMI®) Research Achievement Award and is the holder of five academic degrees in engineering and management. He is author of the recent book, Reinventing Project Management, which was selected among the top five best business books of the year.*

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Dr. Aaron Shenhar
Professor of Project and Technology Management

March 21-24, 2012
8:30 am to 5:30 pm
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http://www.lbmarriott.com

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Why is Strategic Project Leadership (SPL) the next generation of PM?

The goal of Strategic Project Leadership® is to transform project practitioners into leaders who must deal with the strategic and business aspects of their projects, build a vision to inspire and motivate their project team, and know how to adapt their style to the project's context and environment. SPL is an industry-proven, PMI® award-winning integrated approach, which was developed during 20 years of research and work with corporations.

Who should attend?

This program is designed for project practitioners and managers wishing to expand their project strategic and leadership skills and obtain a Strategic Project Leader® Certificate.

By attending this advanced and interactive workshop, you will:

- Become a Certified Strategic Project Leader (SPL®)
- Advance to the next level of project management knowledge and skills
- Build a strategic approach for leading business-focused, highly profitable projects
- Develop a dynamic and flexible project management approach and learn how to adapt your PM style to context for better meeting time and budget goals
- Focus on your role as an inspiring leader, not just manager of activities
- Acquire a formal strategic tool-kit and new skills, which you could immediately apply on top of your existing practices and traditional knowledge areas
- Earn 26 PDUs by The SPL Group, a PMI Registered Education Provider®
- Receive Dr. Shenhar's ground breaking book: "Reinventing Project Management"
- Receive the full "SPL Experience Handbook," with all the documentation needed to implement the SPL approach in your project. This includes, outline, slides, exercises, case studies, sample plans, and planning guidelines
- Become a member of the SPL Network, and receive research updates and access to on-line publications, discussion groups, and consultation.

Dr. Aaron Shenhar

Professor of Project and Technology Management

Dr. Shenhar is widely regarded as one of the world's leading experts in project management, innovation, and execution leadership. He was the first recipient of the PMI® Achievement Award, and is the holder of five academic degrees in engineering and management.

After a career as practitioner and executive in the defense industry, Dr. Shenhar served for 20 years as professor at several universities where he built new academic programs, including the project management programs at Stevens Institute of Technology and Rutgers University.

He is one of the most published and cited authors in project management, and his work has influenced project and technology management research and education throughout the world.

He also served as consultant to major corporations such as 3M, Honeywell, Intel, NASA, Dow Jones & Co., U.S. Army, and Tata. He is co-author of the recent book, "Reinventing Project Management," published by Harvard Business School Press. The book was selected among the top five best business books of year. Read more at **www.splwin.com**

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PMP® Bootcamp: Ideal for those seeking a more formalized approach to PM or PMP® exam preparation. This one-week course begins April 9.

PM Master's Forum: Take your skills to the next level, even if you already hold a PMI® credential. Apply best practices, share lessons learned, and serve as the project review authority all on real-world projects. Half-day monthly meetings beginning Saturday, April 14.

For more information, go to
www.ccpe.csulb.edu/ProjectManagement.

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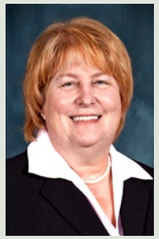

April 7, 2012

Crossover Lessons from Construction and IT Projects

Presented by Linda Shields

Linda Shields is PMP and LEED AP certified with 30 years experience in construction project management. Linda has been a construction project manager at Clark Construction Group for over 20 years.

By the end of this presentation, the attendees will be able to (1) explain how construction project and IT risks differ, (2) explain how construction and IT estimating and planning differ, (3) describe how some of the IT tools and techniques are used in construction project management, and more.

May 5, 2012

Project Financial Management and Earned Value Method

Presented by June Xu

June is a senior consultant at Ernst and Young. Her topics will include the planning phase, design of financial management processes, and project cost monitoring and reporting

Saturday, Apr 7, 2012 and Saturday May 5, 2012
800 a.m. to 12.00 p.m.

Vanguard University, 55 Fair Drive, Costa Mesa 92626

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

Click here for April 7 details and registration.
Click here for May 5 details and registration.

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Carrows Restaurant
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Huntington Beach 92647

Click here for map.

Meeting Schedule
March 12
March 26
April 02

Learn more at:
www.ocprojectmasters.org

Coming Events

Mar 12 OC Project Masters Mtg.
Weekly meetings: Mondays, 7:00 pm at Carrows, Huntington Beach.
No meetings on third Monday of the month.
See page 20

Mar 13 Dinner Meeting
Mike Beard
"Strategy to Execution (S2E) Gap: 9 indisputable Reasons for Project Failures"
At The Wyndham Orange County
See page 1
Click here to register

Mar 16-18 PMI Region 7
Leadership Summit, Honolulu, HI

Mar 21 Member Orientation
At Brandman University
See page 7..
Click here to register.

Mar 31 POY Nominations Close
Hurry, this is your last chance to submit your project. Win prizes and recognition for project excellence.
See page 11.

Apr 7 ATS
Linda Shields
"Crossover Lessons Learned from Construction and IT Projects"
At Vanguard University
See page 20.
Click here to register.

Apr 10 Dinner Meeting
Dr. Don Saracco, Ed.D
"Organization 3.0"
At The Wyndham Orange County
Click here to register

Apr 28 PMP Exam Prep Workshop
Orientation, at Vanguard University
See page 8.
Click here to register.

May 5 ATS
Qiong (June) Xu
"Project Financial Management and Earned Value Method"
At Vanguard University
See page 20.
Click here to register.

May 8 Dinner Meeting
Jason Scott
"Communication as a Leadership Tool"
At The Wyndham Orange County
Click here to register

May 16 Member Orientation
At Brandman University

June 10 ATS
Dave Cornelius
"The Seven Factors to Leading Global Teams Successfully""
At Vanguard University

June 12 Dinner Meeting
2012 PMI-OC Project of the Year Award
At The Wyndham Orange County

Events may be subject to change.

Project Management Institute
Orange County Chapter, Inc.
P. O. Box 15743, Irvine, CA 92623-5743

PMI Orange County MILESTONES
March 2012, Vol. 24, No. 3

MILESTONES is published monthly for the members of the Orange County Chapter of the Project Management Institute. Advertising is welcome. However, its publication does not constitute endorsement by the chapter or the Project Management Institute.
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