



****Best Viewed in Acrobat 7.0 or above****

March Keynote Speaker

Linda Vella, past president of PMI GOC is our keynote speaker this month. Don't miss it!



Chapter Memorabilia?

Do you have any old photos of chapter events? How about some old newsletters, awards, journals, etc.? Why? We intend to set up a table to display some of these old artifacts from the chapter history at a future chapter dinner meeting as part of our 25th Anniversary Year celebration. All items will be returned. If you have something to loan, please send a note to alan.strong@pmi-portland.org or volunteer@pmi-portland.org.

Celebration Planning

See the article on page 7 about future 25th Anniversary celebration plans.

CHAPTER DINNER MEETING

March 18, 2008

4:00 Registration Table Opens
4:30 **Educational Presentation:** Connie Plowman,
PMI Career Framework: Building Your Skills
5:30 for the Future
6:30 Networking
7:00 Dinner and Announcements
Keynote Presentation: Linda Vella, The Value
of Project Management

Doubletree Hotel—Lloyd Center
1000 NE Multnomah
Portland, OR 97232
(503) 281-6111

Free Parking

Register online by Sun. 03/16/08

Sponsored by:



A professional photographer will be on-site to document Chapter Meeting events and activities. Photos are the sole property of PMI Portland. By registering for or attending these events, attendees understand that all photos may be used for promotional purposes.

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The President's Corner

What would be the expectations for a professional athletic team that changed out the coach each year and replaced 50% of the starting line up? Should they expect a winning season? That would largely depend upon the new ideas and fresh energy that the newly elected players would bring to the table. Tolerance and the willingness to work hard are also key characteristics that can produce a winning team.

The annual Board of Director elections will be held in May. All positions will be up for election with the exception of the President. In accordance with the by-laws, the current president elect assumes the presidency July 1 each year. The by-laws also stipulate that no officer can hold the same position for more than two years. The officers that will be voted upon are: President Elect, Secretary, Vice president at large, Vice President of Finance, Vice President of Marketing and Outreach, VP of Professional Development, Vice President of Operations, Vice President of Programs, and Vice President of Membership. Complete job descriptions are available and will be posted in future newsletters, but are available anytime on the web site under the category of "contact us." Any member in good standing is eligible to run for any office.

If you are considering running for office, now would be an ideal time to explore the scope of the position, time requirements, desirable knowledge base and benefits of

holding an office. Holding an office in a PMI chapter will enhance your leadership skills and provide a better understanding of what makes PMI one of most successful non-profit associations in the world.

PMI has over 250,000 members in 171 countries worldwide, primarily managed by 6000 volunteers with limited experience in governing, limited time to serve, and imperfect knowledge about the organization they lead. It is a remarkable success story. All indications are that membership will continue to increase at an accelerated rate. Therein lies the primary benefit. Few people within their own organizations have the opportunity to serve in a top leadership capacity and contribute their talents to take the organization to greater levels. Another essential benefit is learning the critical skill of boardmanship, and operating as a successful team by every definition.

Does it take time? Yes. Is it easy? No. Can it be enjoyable? Yes. Is it an honor? Yes. What do you need to know? Basically, ensure decisions are consistent with the Chapter Vision and Mission.

Chapter Vision:

To be the innovative leader in the region for advancing project management, making individuals and organizations more successful. We are a responsive and collaborative center of excellence promoting ethics, quality, knowledge, skills, integrity and leadership.

(Continued on page 8)

Our Meeting Sponsor

PMI-Portland extends a heartfelt "Thank You" to **Cadence Management Corporation**. for its recognition of the importance of professional development for project managers and sponsorship of this month's chapter meeting.

Our Sponsor

In the last 25 years, Cadence Management Corporation has helped hundreds of organizations and thousands of project managers to reach success through project management. Today, organizations around the world count on Cadence training, in-depth consulting, and innovative supporting tools, to provide structure and discipline to projects, and to help them deliver more with less. From locomotives to PCs, financial services to medical equipment, spacecraft to coffee, Cadence is in the products and services that touch the world every day.

Cadence Management Corporation. Connecting people worldwide and transforming businesses through project management.





February 2008 Calendar

See **page 6** for Roundtable locations, and the [PMI Portland website](#) for event details.

Mon	Tue	Wed	Thu	Fri	Sat / Sun
3	4 Board Mtg	5	6	7 SOUTH Rdtble	8 9
10	11	12 Central Oregon Rdtble	13 AACE mtg	14 NW Rdtble	15 16 Online-reg. closes for Chapter Mtg.
17	18 PDX Chapter Mtg	19 Salem Mtg Downtown Rdtble	20 PMF Bkfst Eugene Mtg	21 WEST Rdtble Corvallis Mtg	22 23
24	25	26	27 PMI PDX Workshop	28 NORTH Rdtble	29 30
31	April 1 Board Mtg	2 PMI Elections— nominations open	3	4 SOUTH Rdtble EPMA award application deadline	5 6
7	8	9 Central Oregon Rdtble	10	11 NW Rdtble	12 13



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800.448.0173



February* Membership News

Welcome New Members



Ray Ames
Bruce Andrus-Hughes
Rebecca Atherton
Wade Au
Henry Augustus Barnett, III
Cathy Work Bolstad
Robert Field Bremmer
David Carmichael
Barry I Cohen
John Paul Coutu

David L. Hartmann
John Hill
Rhonda K Johnson, PMP
Gloria Killen
Robert E Kiningham
Maureen Mader
Patricia Mangelsdorf
Hector Manuel Marquez,
PMP
Tahseen Mohammad, PMP
Stephanie B. Solomon
Amy Walker
Scott H Weinstein
Teresa A. Wurschmidt

Congrats New PMPs

Anna Anderson, PMP
Steven K. Westmoreland, PMP
Ronald P Tuning, PMP
David Johnson, PMP
Brett W Scantlebury, PMP
Robert W Hoyt, PMP



Do you have an accomplishment to share?

Recently taken a new position? Begun a new project? Relocating? If so, please send submissions to newsletter@pmi-portland.com Items will included based on available space and editorial discretion.

Thanks Chapter Renewals

Darryl L. Adams, PMP
Abdulhadi M. Alajmi, PMP
Bruce C Alexander, PMP
Sue AuWerter
Timothy Joseph Banasek, PMP
Chloe Beard
Mrs. Mary L Betcher-Schwengel
James S Bond
Anna Bredahl
Joseph R Brisley, PMP
Robert E Brock
Richard F. Bronder
Lea A Carino, PMP
Cindy M. Christensen, PMP
John A. Clairmont
Lynn A. Coffin, PMP
Joshua Dereini, PMP
Stephen W. Douglas, CPA
Scott D Frazier, P.E., PMP
Bernard J Froidcoeur
Alicee Gearhart
Philip D. Glynn, PMP
Daniel W Gorton
Linda L. Greenwood, PMP
Carolyn Hakansson Johnston, PMP
Tim P Hallrud, PMP
Anthony Theodore Hansen, PMP
Henry M. Harding, III, PMP
Todd D Harrison, PMP
Sharon L. Helms, PMP
John J. Henri
Bradley C. Hermanson, PMP
Jan E. Hilbi, PMP
Iva M Holley
Rosinete M Hollnagel
Jiewei Hu, PMP
Michael D. Jackson
William E Jacobs, PMP
Jeff N Jarrett, PMP
Alan B John, PMP
David L Junk, PMP
Cynthia A Kahn, PMP

Mikael L Kempainen, PMP
Paula M Kennedy, PMP
Michele M LaMar-Chamberlin, PMP
Trevor J Larson, PMP
Jeff W Leeper
Erik R Lorenz
Janeen M Loughin, PMP
Brian S Maddox, PMP
Sarah Mammen, PMP
Jon M Marshall
Philip O Martinson, PMP
Robert G. McClellan, PMP
Pamela A Meyer, PMP
Michael M Millane, PMP
Clay Montano
Geraldine L Northey, PMP
Natasha N Nowack
Karen A O'Gorman, PMP
John R. Patton, PMP
Kay M. Pexa, PMP
Gregory B Pfeiffer, PMP
Harry Phelps, PMP
Steven J Reuter, PMP
Brian T Richey, PMP
Deborah L. Rose, PMP
Cynthia Louise Ruby-Meskel
Michael U Ryan, PMP
Jodine E. Sarkinen, PMP
Glenn Schulze, PMP
Stephen J Shannon, PMP
Robert S Sherman, PMP
Benjamin R Smith, PMP
James J Stagnone, PMP
Willem B. Stoeller, PMP
Suzanne Taylor
Todd A. Thomas, PMP
Kim L Thompson, PMP
David W. Toyer
Bret Walton
Russell D Weaver
Scott Allan White, PMP
Peggy A. Wiley, PMP
Steven K Wollenburg, PMP

* Membership information is provided to the chapter monthly by PMI Headquarters. There may be a 1 to 2 month delay due to newsletter publishing constraints. Contact PMI Headquarters at (610) 356-4600 or www.pmi.org to change or manage your membership information.

**Educational Presentation*****PMI Career Framework:
building your skills for the
future***

In today's emerging business and competitive environments, keeping your project management skill set sharp is a critical success factor. Individuals want to be the best. Organizations want to hire the best. But how do we know what is "best?" Do our skills need to be sharpened? How do we compare with other professionals in this field? What skills are needed for the future?

PMI's career framework can help answer these questions. It shows practitioners the path to career advancement. This single tool can help you assess your skill level and build a case for advancement or further training — better preparing you for the next step in your career.

In this presentation, we will look at the baseline components:

- Job definitions
- Project/Program/Portfolio management skills
- Leadership skills
- Interpersonal skills
- Project typology including attributes of complexity
- Levels of proficiency
- Job requirements for credentials
- Educational requirements (University degrees, etc.)

Consistently for the last 5 years of research performed by the American Society for Training & Development (ASTD), increased employee satisfactions and retention are most often attributed to career development programs, linking competencies to skill levels and more clearly developed roles.

The PMI career framework is available for PMI members and credential-holders. This session is a must-have for building your skills for the future – why not get started now?

CONNIE PLOWMAN, PMP, is Chief Operating Officer and Vice President for Cadence Management Corporation. Connie started with Cadence in 1988, after a successful career with IBM in employee, customer and executive education. At Cadence, Connie is a corporate officer responsible for management of day-to-day activities of the

corporation, reporting directly to the CEO. She is a member of the Cadence Leadership Team supporting the organization's mission and strategy, contributing to the planning, organizational development and direction of the business. Working with



Cadence's worldwide customers,

Connie has the opportunity of talking daily with global clients about their project management needs and challenges. She has over 20 years working in the project management profession.

Connie is a graduate from Portland State University. She is a certified Project Management Professional (PMP) by the Project Management Institute, and has held various volunteer leadership positions as an active member of PMI. She is a graduate of PMI Leadership Masters Class 2007, and has been selected to be a member of PMI's Leadership Institute Advisory Group starting January 2008.

Chapter Meeting Logistics

Doubletree Hotel—Lloyd Center

1000 NE Multnomah

Portland, OR 97232

(503) 281-6111



PMI Members - Dinner Presentation: \$25, Educational presentation: \$10, Both for \$35

Non-Members - Dinner Presentation: \$30, Educational presentation: \$10, Both for \$40

Student Members - Dinner Presentation: \$10

Student Non-Members—Dinner Presentation: \$15

Dinner Presentation only (without meal) - \$12

Pre-register for best price! Price is \$5 more at the door.

No refunds within 24 hours of the meeting.

Contact the [Director of Registration](#) for registration questions.



On the Lighter Side 😄

“If you were arrested for being a project leader, could they gather enough evidence to convict you?”

PMI Portland Area Roundtables Join the Discussion and Earn 1 PDU		
March 7 April 4 (7:15 am)	SOUTH BREAKFAST ROUNDTABLE Mentor Graphics Campus 8005 SW Boeckman Rd. Wilsonville <ul style="list-style-type: none"> • Commons Building, Big Muddy Conf. Rm. 	
March 14 April 11 (7:15 am)	NW BREAKFAST ROUNDTABLE Con-Way 2055 NW Savier Portland <ul style="list-style-type: none"> • 1st floor - Ross Island Room 	For more information, to contact the moderator, or to RSVP for meetings, see www.pmi-portland.org/events/meetings/roundtables.htm
March 19 April 16 (12:15)	MID-DAY MID-WEEK PDX ROUNDTABLE Harland Financial Solutions 400 S.W. 6th Avenue, Portland <ul style="list-style-type: none"> • Ground Floor For more information contact Bruce Rosenblatt, Director of Roundtables, at roundtable@pmi-portland.org .	
March 21 April 18 (7:15 am)	WEST BREAKFAST ROUNDTABLE Nike's World HQ Facility Beaverton <ul style="list-style-type: none"> • Lance Armstrong Fitness Center, Santa Barbara Conf. Room 	March topic — Project Management Learning and Development
March 28 April 25 (7:15 am)	NORTH BREAKFAST ROUNDTABLE Clark Public Utilities 1200 Fort Vancouver Way Vancouver <ul style="list-style-type: none"> • Community Room 	
TBD (4:00 pm)	ETHICS ROUNDTABLE Portland State University For more information contact Bruce Rosenblatt, Director of Roundtables, at roundtable@pmi-portland.org .	Meets quarterly



PMI PORTLAND NEWS



Volunteer News

The Chapter meeting continues to be successful and it's due to all the hard work of all our dedicated volunteers. I would especially like to thank Christopher Brill, Kevin Nichols, Kimberly Schaeffer, Georgia Bosse and Sarah Schneiderman for all their help with the registration table and photos.

For those looking at opportunities to volunteer, we have a few openings that may interest you. Take a look at these opportunities and contact me if any piques your interest.

Director of Corporate Jobs – Managing incoming request from employers and members seeking employment. Ensure that hiring organizations have a good experience when they use the Chapter's job matching services.

Director of Marketing – Responsible for managing the dinner meeting sponsor and newsletter advertisers to ensure that a positive relationship exists between them and PMI-Portland and that service is rendered per agreements.

Director of Assets—manages PMI-Portland's audio, visual, and computer assets. Schedules use at PMI Portland events, performs maintenance and updates.

Director of Technology - responsible for the underpinnings of the website, data and computing infrastructure of PMI-Portland. He also functions as backup webmaster.

Newsletter Editor—responsible for compiling, editing and distributing the PMI Portland newsletter, monthly, September – June. This position is not responsible for creating any of the content of the newsletter. Writing and Editing skills, facility with electronic publishing tools and graphics tools are recommended.

PMP class speakers and instructors – Experienced speakers and/or instructors to work with our Fall 2008 and Spring 2009 PMP Exam prep class.

Director of Newsletter Content Management – Works with Newsletter Editor (Operations) to generate the

monthly newsletter and work with the Board to set strategy for the future. Produce newsletters with high quality content that is applicable to our membership mix.

Registration Table – Register attendees at the PMI Portland Chapter monthly meeting. Two (2) 4:00-5:15, Two (2) 5:15-6:30. No commitment required. Volunteer only for the month you are available.

If you are interested, please contact Elisa Mene, Director of Volunteers at volunteer@pmi-portland.org.

PMP Exam Prep Education

The Chapter's Spring 2008 class started Feb. 27th out in Beaverton to a full house. Your next opportunity comes in June, with the Chapter partnering with Cheshire Learning on a week long session in the Tualatin area. Please see website for chapter member discount information and register! For more information please contact Jan Hilbi, PMP at jhilbi@cl-pm.com. The course runs June 16th through the 20th.

Secondly, the Chapter is seeking a classroom venue for a 11 week session between September and November. Venue must hold approximately 30-35 students. If your company has a possible location, please contact Pam Banning, PMP at vp_prof_devel@pmi-portland.org to make suitable arrangements.

Advertise with PMI-Portland

Reach out to our over 1200 members!

The Portland Chapter of PMI is offering space in this newsletter for paid advertisements related to project management. www.pmi-portland.org/business/advertise.htm

**President's Corner (cont.)***(Continued from page 2)***Chapter Mission:**

To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.

PMI National Envisioned Goal:

"Worldwide organizations will embrace value and utilize project management and attribute their success to it"

The policy that brings more new members into leadership roles each year has proven to be the right recipe. Twenty-five years ago, the Portland Chapter was chartered with 29 members. We are now over 1200 members and going strong.

Be sure to join us for the March 18 chapter dinner to celebrate our 25th Anniversary. We are particularly looking forward to recognizing the founders, past presidents and their spouses. Linda Vella, the immediate past Chair of PMI National, will speak to us on the Value of Project Management. Don't miss it. See you there.

George Walker, PE, PMP
President

president@pmi-portland.org

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is waiting for you this month in Portland
Cheetah Exam Prep® for the PMP



March 31–April 3
Hilton Garden Inn
Portland Airport
Register at
www.cheetahlearning.com

**Upcoming Chapter Meetings!****APRIL 15****MAY 20****JUNE 17**

**25TH ANNIVERSARY CELEBRATION—
TBD**

25th Anniversary Plans

The March dinner meeting will provide a past chair of PMI from Canada to speak on the value of project management. Bring a colleague and/or your boss for this interesting topic from a global expert. We expect several early officers and founders to be present. Share the special birthday cake to celebrate the anniversary.

The team is getting quotes and availability of the high vote getter venues that member submitted in an earlier dinner meeting. The target is to have the event in July. We expect it will be a fun event. The Board is expected to review the recommendation in March. Stay tuned!

WRITE AN ARTICLE and EARN PDUS!

**WRITE AN ARTICLE OR BOOK REVIEW
FOR THE NEWSLETTER! [Details.](#)**

Contact newsletter@pmi-portland.org



Keynote Presentation *The Value of Project Management*

The value of Project Management examines the meteoric growth of and growing complexity of projects and project management, a leading profession throughout the world. How PMI is growing to meet the changing needs of a growing profession, and why individuals and organizations should invest in project management practice and maturity, are also explored.

Using research conducted by PMI and the global market, trends in both business and government are examined. The global increase, rising prestige and greater visibility of professional project managers is discussed in detail, in addition to project managers' greater access to top decision-makers. Audience members will learn about the exponential growth in new projects, project budgets and project complexity around the globe, and how project management training and education programs are responding. They'll also learn about the growth in salaries for project managers, and those who hold project management certification, along with the growing need for experienced project managers both industry- and world-wide.

Linda Vella from Toronto, Canada is immediate past Chair of the PMI Board of Directors having filled the role of Vice Chair the previous year. During her time as a member of the board, Ms. Vella also worked on the Strategic Planning & Program Alignment (SPPA) committee, first as a team member and then as Committee Chair, leading an investigation and obtaining approval to implement Scenario Planning as a basis for future strategic dialogues.

Ms. Vella is an independent consultant specializing in project and portfolio management processes and strategic planning. Prior to becoming a consultant, she was an integral member of management teams in executive positions for companies such as TD Bank Financial Group, Household Financial and Merrill Lynch Canada, where she was vice president.

At TD Bank, she was accountable for the corporation's project management methodology, executive reporting on projects/programs/portfolios, assessing PM competencies and coaching project managers. At Merrill Lynch, she created the PMO and 'sold' key executives on the concept of project management and its value in delivering business objectives more effectively and efficiently. Ms Vella was an active member of the Southern

Ontario Chapter in Toronto, Canada, one of PMI's largest chapters with approximately 4400 members, where during her terms as President, she moved the chapter from an operational to a strategic focus.

Ms. Vella has been invited to speak internationally on project management and PMI and has covered diverse topics such as *The State of Project Management*; *PMI's Strategic Plan*; *The Value of Project*

Management; *Implementing a Project Management Office*. She has also been interviewed and quoted in the *National Post* and *IT World* in Canada, *International Business Daily* in China about the growth and acceptance of project management worldwide and was interviewed on 938 LIVE Radio in Singapore about how project management can help with quality control and supply chains.

She holds a Bachelor of Arts degree from the University of Toronto and obtained her PMP designation in 1995. She also teaches project management to university students and provides coaching and mentoring to associates and PMI members.



PMP Exam Prep

June 16 – 20, 2008



Become certified Project Management Professional!

Earn up to 40 professional education contact hours!

Taught from the project life-cycle perspective, this class helps participants relate the various processes to how projects are managed. It also addresses the project management areas not covered by the PMBoK Guide® but that are essential to passing the exam. This approach improves your ability to analyze and respond to the situational questions. The class is fast paced and complete; all you have to bring is your enthusiasm!

The Cheshire Learning PMP Exam Prep course includes a complete study set: PMP Exam Prep book, course notes, and the PMBOK guide®. These are great study aides for anyone serious about passing the PMP exam. The total Cost is \$1850.00.

Dates: June 16 – 20, 2008 from 8:00am – 5:00pm. Lunch will be provided.

Location: Tigard/Tualatin

For more information contact Jan Hilbi, PMP at jhilbi@cl-pm.com or call 503.675.0400.

Visit our web site at: www.cheshirelearning.com

Cheshire Learning is a PMI Global Registered Education Provider





Mastering Projects—Driving to Successful Completion

Reach for the Finish Line

A project faces many hazards on its journey toward completion. Think of the times when one of your projects began with great plans and excitement, but soon became hopelessly bogged down. Customers made late changes to requirements, the scope crept, or politics and poor communications caused massive confusion.

Close the Loop

Even with a solid foundation of good planning, the *execution and control* phase of a project can be very dangerous. To survive, manage the execution phase with *closed loop corrective action* (figure 1), along with the following seven tips. (For tips on planning, see the previous article “Is Planning Useless?”)

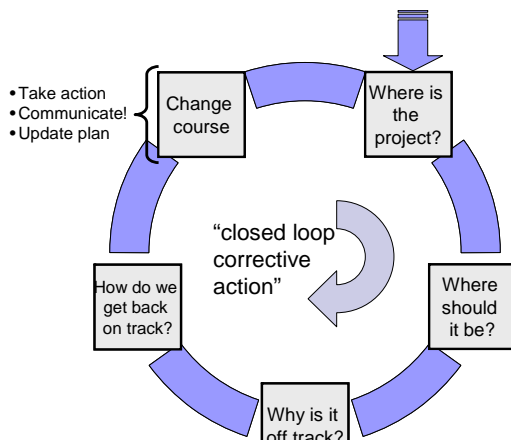


Figure 1

Seven Tips for Success

1. Measure Progress. Running the execution phase of a project is like sailing a schooner. Ancient mariners took navigation sightings frequently so they knew their location on the vast, featureless seas. Similarly, you must know where your projects are. Instead of using octants and star sightings, you can use progress measurement tools. Select from the many popular measurement tools, such as milestone charts, which vary in formality and complexity to fit the needs of your project.

2. Steer. Measuring progress is vital, but it isn't enough to keep mariners safe. They must compare their location to their project plan – in this case, the course they have laid out – and correct their ship's course to avoid sailing into dangerous regions.

Similarly, project leaders steer projects by applying corrective action tools to get their projects back onto a good course. Steering usually involves changing at least one element of the triple constraint – time, resources, or scope.

3. Communicate and Energize! My clients and students confirm that effective communication is a major factor in determining whether a project is successful. Spend a lot of your time facilitating communication during the execution phase. Here are some communication considerations:

- What key messages will you communicate?
- Who will you communicate it to and how will you reach them?
- When will you communicate? Say key messages until you're sick of them!

4. Build Commitment. Sea-going captains know that they must build and maintain the commitment of their crew during a voyage. Just like a smart captain invests in the crew to prevent mutiny, project leaders must invest in project stakeholders. Invest in key stakeholders using four simple steps.

- Identify stakeholders and prioritize.
- Understand what motivates them.
- Determine how to meet their needs.
- Get them aligned.

The previous article “Stakeholder Commitment” describes the complete commitment-building process.

5. Anticipate roadblocks. First, prevent fires. The most effective leaders constantly survey the horizon during project execution to detect potential obstacles long before they can derail the project. Second, mobilize sponsors and project team members to fight the fires you couldn't prevent. And after the fire is out, don't reward the arsonists!

For more information on using risk management to anticipate roadblocks, see the articles “Stuff Happens: Dealing with Risks” and “Advanced Risk Management.”

6. Maintain Forward Motion. Sometimes projects become becalmed, unable to move forward, just like the old schooners. Figure out what is causing your project to stall, whether it is lack of focus, ignoring tough issues, or procrastinating on difficult decisions. Then, as a VP I know says, “Grab the hot potato!” Design an appropriate solution and break through the roadblock.

7. Control what's in and what's out. Change can be valuable. Organizations that react rapidly to change have a competitive edge. However, uncontrolled change causes chaos that nourishes scope creep. Use a change control system to manage the value and cost of change. Be sure to make it simple and agile instead of a big bureaucratic framework.

Endpoint

Good planning is the foundation for a successful project, but effective execution is crucial, too. These seven tips will help you drive your projects successfully to the finish line, avoiding the many hazards that threaten it. Previous articles in this series give more detail on many of these tips. You can find an archive of these articles at http://www.spspro.com/SPS_cases_papers.htm

About the Author

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the faculty of the department of Management of Science and Technology at the OGI School of Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at jeff@spspro.com or read previous articles at www.spspro.com/resources.htm.



Portfolio Spotlight — What can a Membership in the PMI Portland Chapter do for YOU?

PMI is Portland's largest professional organization of Project Management Professionals with over 1,200 members in our chapter, representing many *local Portland* companies, with connections to as many as 250,000 PMI professionals worldwide. We are proud to announce that we have over 600 PMPs in our chapter. PMP (Project Management Professional) is the most distinguished and valued credential in the field of Project Management.

Membership in PMI opens up a world of opportunity! You are able to share ideas and experiences, access industry information, attend chapter meetings and roundtables on leading-edge topics, increasing your professional exposure through networking and volunteering participation, and gaining leadership experience. PMI's mission is to promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.

The PMI Portland Chapter Membership Team is hard at work each month providing several valuable features and

functions to our members. Our goal is to provide value by offering volunteering opportunities (earning those very valuable PDU's), monthly chapter dinner meetings, weekly roundtable meetings at various locations, a job posting web site and email service, annual membership survey and chapter event evaluations, and much, much, more.

Our Director of Communications, Pragnyaa Chakravarthy distributes emails to welcome our new members, congratulate new PMPs and many more. Pragnyaa works with several Directors in our chapter to ensure member satisfaction among many other valuable contributions to the chapter. For questions regarding the chapter, please feel free to contact Pragnyaa at communications@pmi-portland.org.

Jake McMichael, our Director of Quality conducts the annual membership survey and tabulates the results for the membership. In addition, he distributes and tabulates the results of the meeting evaluations at each monthly chapter meeting. Jake has been a member of the Portland Chapter for many years and we appreciate all of his efforts. You can contact Jake at quality@pmi-portland.org.

Elisa Mene, our Director of Volunteers, coordinates filling the volunteer positions for the entire chapter. Elisa also volunteers her smiling face to welcome everyone at the sign-in table for each month's chapter meeting. Please email Elisa Mene at volunteer@pmi-portland.org if you have any questions or are interested in volunteering for our chapter.

Need More Information?

Professional membership with PMI adds exceptional credibility and career opportunity. Discover the many reasons why joining the leading professional association in project management can be a smart career move. Simply go to the PMI Portland Chapter web site at www.pmi-portland.org or contact one of us if you have any questions.

**By Gary Coates, PMP
VP Membership**

Bring Glacier Group Training's 2 Day PMP Exam Prep Class to Your Site!

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- Presentation of Material in an Easy To Understand Manner
- Online Practice Tests
- Links to Free Resources
- Post Class Study Plan
- 15 PDUs (PMI Category 4)

Don't have enough people for an on-site class?
Register now for the next class at Portland State:
www.pdc.pdx.edu/projman

"Thanks for a great class - I couldn't have passed the exam without your class and your one pagers for each knowledge area!" Laura, October 2007, Portland State University
"I took the PMP exam today and passed with a 75% average. It was a great course and covered the information needed to pass the exam." Tim, November 2007, Boise State University

Ph: 503.577.0891 www.glaciergrouptesting.com info@glaciergrouptesting.com



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Academic and Community Outreach Project Update

Volunteering in the Academic and Community Outreach provides opportunities to server both our local professional organization and address a need in our community schools. Having been asked by my teenage children many times, "What is you do again mom?" and explaining the role of an IT project manager, it became apparent that careers in project management were not understood or discussed as a potential career path by teens approaching college. Further, by contacting a local high school career counseling office, I confirmed that they had no information available about careers in project management and in fact they commented...."project management that's a business degree, right"? It's time to change the information void and misperception!

The mission for the 2007 -2008 academic outreach project is to raise awareness amongst high school students to potential careers in project management.

There are two steps planned to accomplish this mission. First, is to provide project management career materials to the high school counseling offices in the large high schools in the area that our PMI Portland chapter serves. Our PMI organization's Educational Foundation division and website, revealed a wealth of materials on this topic, ready and waiting for distribution!



The PMI Education Foundation career package includes the following (all of which can be viewed and downloaded from their website <http://www.pmi.org/pmief/learningzone/PL-Primary&SecondarySchoolProg.asp>):

- PowerPoint slide presentation for use with school administrators and student groups,
- User's Guide describing how presentation leaders (this would be us!) can most effectively use the package,
- Careers in Project Management (CPM) booklet for student use, and
- CD with the PowerPoint Slides, CDM student booklet and Leader's User Guide

Spanish versions of all materials are also available.

By the end of this month all large high schools within the Portland metropolitan area will receive a careers in project management package courtesy of our PMI-Portland chapter.

So now for the second step in promoting the mission, Who better to present the above PowerPoint slide presentation on careers in project management than **you**...a professional in the field. The package sent to the schools includes a cover letter offering to have a project management professional (could it be you?) come into the school and present the PowerPoint to students at career fair events and present real life experiences as a project manager.

I am seeking volunteers who would be notified by email of a scheduled high school career event, and consider presenting the PMI careers in project management PowerPoint along with your professional experiences.

Launching this program is the major objective of Academic Outreach for this administrative year; however, sustaining it through future years is also a key goal. I hope to continue to build the list of PMI-Portland members who will consider going into the schools and present project management career information. If you would like to consider this volunteer opportunity or have other ideas to share about outreach projects, please contact me at comm_outreach@pmi-portland.org.

Rita M. Jenks, MBA, PMP
Director of Community Outreach

Letters to the Editor

I am in complete agreement with President Walker on the importance and appropriateness of requiring PDU's to maintain certification (Feb 2008). However, I do have a problem with the current categories of PDU's. I find them confusing and hard to use. A category exist for writing a textbook, which few of us will do, but more common activities like writing newsletter articles or teaching a web seminar on a project planning tool don't seem to fit naturally anywhere. I suggest PMI rework the PDU policies / categories with the average member in mind and write clear guidelines for their use. This will eliminate a great deal of frustration and make the PDU process more effective.

James E Archer PMP





Project Management with an Edge: A PM Book Review

Dear Reader:

Here's my first review of PM-oriented books for this newsletter. I've agreed to submit one per month for the next 3 months and see if I can continue at that rate. Please let me or [the editor](#) know what you like or dislike about this review. Your comments will help shape future reviews.

If you are inspired to write your own reviews, please let the editor know. The benefits of doing a review are many.

I thought I'd start the series with an edgy book, very different from your run-of-the-mill PM tome.

Scrappy Project Management: The 12 Predictable and Avoidable Pitfalls Every Project Faces

by Kimberly Wiefling

publisher: Happy About, Cupertino, CA (2007)

154 pages, \$19.95

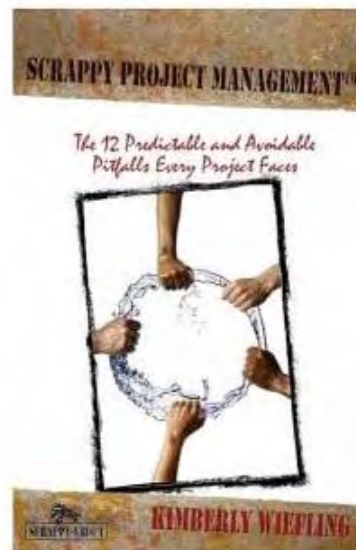
"Wave goodbye to the triple constraint" - this radical statement is followed by an explanation of how project success requires much more than managing "schedule, scope and cost". It's only one example of this book's real-world approach to many all-too-common project pitfalls. While acknowledging the value of plans, requirements, and other standard project tools, this book thoroughly explains how they are useless if the so many other conditions are met, including customers who aren't adequately involved, goals that aren't clear and agreed to, or projects, features or tasks that aren't prioritized.

The project pitfalls that this book explores range from sponsors who won't read the project charter if it's more than one page to "The Lying Game," which happens when sponsors and project teams each pretend that the project can actually meet an unreasonable and unjustified deadline. This small book manages to cover most of the project pitfalls that I've experienced or seen in over 30 years of managing projects.

I recommend this book for two types of project managers:

- Those who have gone through formal PM training and can't wait to start applying the methods they've learned
- Any project managers who have been frustrated by their failed attempts to introduce essential project management techniques into their organizations.

This book will give newly trained project managers a dose of reality, which is much more complex and fickle than their classroom scenarios. Frustrated, experienced project managers, on the other hand, should find solace and inspiration in this book. They will recognize their own experiences in the many situations in the



book. But, project managers cannot afford to wallow in disappointment. As Ms. Wiefling says, "Discouragement is the devil's sharpest tool."

All readers will find the writing to be bold, fresh and occasionally in-your-face. Ms. Wiefling applies her motto of "no BMW" (no b_tching, moaning, or whining) to all the challenges project managers face. One example of her blunt advice is to avoid being a project manager if you're "absolutely dependent

on your paycheck". Successful project management requires that you be able to put your job "on the line in pursuit of doing the right thing." Some readers might find this advice a bit edgy and may even find some statements abrasive, but Scrappy Project Management won't work as a sleep aid, unlike so many other project manager books.

My recommendation isn't without reservations however. It's a very good book, but could have been an excellent book, if it had told me a bit more about some of the pitfalls' remedies after exploring the pitfalls themselves so thoroughly. The advice to the project manager to "grow a backbone" may be a good start, but what to do next - other than stand up straight - is missing, in some places. The methods that this book does explain are all useful, yet simple. This book relies a bit too heavily on analogies and metaphors. A few more how-to details and examples in a few more places would have earned it a 5-star rating.

My rating: ☆ ☆ ☆ ☆ (4 stars out of 5)

Pros: Entertaining, realistic, helpful, insightful.

Cons: Sometimes abrasive, analogies in place of some specifics.

Audience: Beginning to Very Experienced PM

About the Author:

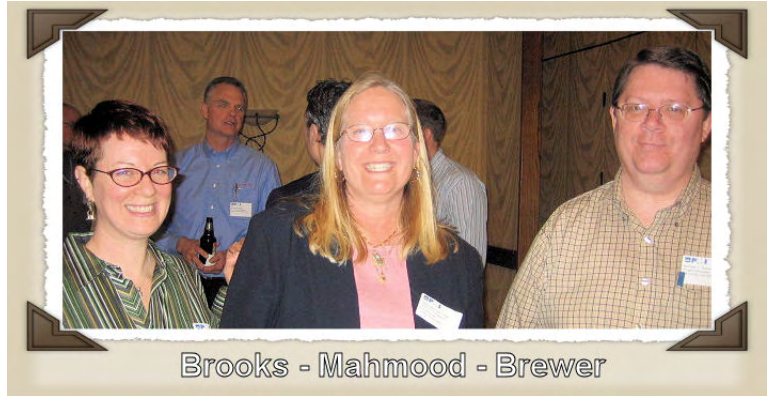
Diana Mekelburg, PMP, is a PMI Portland member.



Faces from the February Chapter Meeting



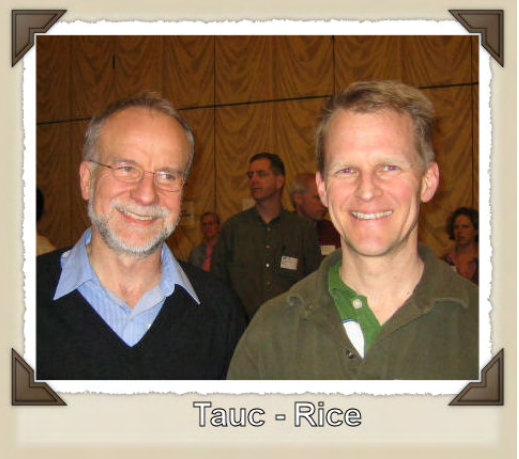
Koneck



Brooks - Mahmood - Brewer



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*Many thanks to
Kevin Nichols for
the photos*



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About PMI Portland

Charter	The Project Management Institute chartered the Portland Chapter in January 1983. The Portland Chapter of PMI is a non-profit professional organization dedicated to advancing the state-of-the-art of project management.
Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Monthly Chapter Meetings	Held on the third Tuesday of every month except July and August. Check chapter web-site to confirm meeting dates.
Board Meetings	Held on the first Tuesday of each month.
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Chapter Web Site	www.pmi-portland.org
Newsletter	Published monthly except July and August.
Newsletter E-mail	newsletter@pmi-portland.org
Past Issues	Archived newsletters can be seen at www.pmi-portland.org/news/newsletter.htm
For More Contact Information	See the "Contact Us" page on the PMI Portland website www.pmi-portland.org/contact.htm

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