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**Use Internet Explorer or Firefox

Volume 26, Issue 9



Thought for the Month

If you take time to be thankful for the good things, maybe the bad things will seem less painful. Look around and help someone who needs a hand—surprising how helping someone helps the helper.



Stay Competitive!

If you attended the October Chapter Dinner meeting, you probably couldn't help noticing a fanatical guy approaching everyone and anyone who would listen. He seemed crazed, or, at least darned passionate about something.

I recently attended PMI's Leadership Institute meeting in Denver. Greg Balestrero, President & CEO of Project Management Institute, gave the opening talk. He reminded us of how we, as project managers, have to demonstrate and communicate the value that we bring to our organizations - especially as our economy slides into recession. Companies are hunkering down - delaying or cancelling projects, downsizing, tightening their belts in any way possible. And, I heard several stories of chapter membership numbers already beginning to decline, as companies stop paying for PMI memberships, and as PMI members fail to renew.

**BUT ISN'T THIS THE VERY TIME
THAT MEMBERSHIP IN OUR CHAPTER
CAN PROVIDE THE MOST VALUE?**

So how can you get the most value from your membership? How can PMI-Portland help you to weather these hard economic times? How can our chapter help you to become- or
(Continued on page 11)

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Chapter Meeting

November 11, 2008

Keynote Presentation: The Value of Project Management, by Dr Janice Thomas

Sponsored by:

Educational Presentation: The Value of Creative Leadership – A Practical Model that Works! by Bob Lieberman, MS, PMP

Register online by Sun. 11/09/2008

[Click here for details](#)



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Don't forget to invite your boss and get a \$20 Starbucks card at the meeting!

The President's Corner

As I was trying to figure out what to write about this month, I decided to go back to read what past presidents wrote about for the November newsletter. In 2007, George Walker talked about the PMI Leadership Conference in Atlanta and some of the upcoming reporting requirements for the Chapter. In 2006, Cynthia Miller talked about the upcoming holiday season and the PMI Leadership Conference in Seattle. In 2005, Alan Strong talked about the upcoming holidays and provided a status of current Chapter initiatives.

After reading the previous few years, I decided I would stay with the trend and talk about the upcoming holiday season, the PMI North American Leadership Conference in Denver and a Chapter initiative we are considering.

The holiday season is coming—in fact, it will be here before you know it if your time moves like mine in triple fast forward. With everything going on with our economy, this holiday season could be less than cheerful for many of our colleagues and neighbors. We will be offering an opportunity for helping the Oregon Food Bank at our December meeting. Our Director of Community Outreach, Rita Jenks is going to organize a raffle so come to the December meeting with a few dollars and you may win a nice prize and help a good local cause.

Several of your board members participated in the Denver PMI North American Leadership Conference with me this year. Jeff Oltmann, VP At Large not only attended the conference but also presented a paper at the Congress immediately following. The North American Leadership Conference this year had over 700 attendees representing 33 countries; the Congress following had over 4,000 attendees—both record years for PMI. PMI Portland contributed to the record attendance by sending seven board members to the conference this year.

The benefits of attending the Leadership Conference include networking, re-energizing your volunteer efforts, and getting good ideas from fellow leaders. One of the good ideas Joseph Marietta your VP of Membership is proposing to implement is a

monthly Newcomer's Orientation as part of the Dinner Meeting activities. The orientation would be 5:30 – 6:00 PM and open to all new members (or those who just want more information on what PMI offers). We will be discussing the proposal at the board meeting November 4—look for details soon. If you have any feedback or ideas about a newcomer's orientation send Joseph email at vp_membership@pmi-portland.org before the November 4 board meeting.

Stay tuned for more good ideas and plans from other board members who attended the conference. Rachel Paulson, President Elect; Brian Bauske, VP Outreach; Jimmy Godard, VP Operations; Pam Banning VP Professional Development all came back with good ideas to share with the remainder of the board members and the Chapter.

Take care and I hope to see you at our November Dinner Meeting. Don't forget the date is Nov. 11 and if you bring your boss and introduce him or her to Joseph Marietta, VP Membership, you will receive a \$20 Starbucks Gift Card so you can then take your boss out for coffee.

Thank You,

Dianne Johnson, PMP

Did you know?

Chapter Meeting pre-registration is preferred, but you can register the night of the event. There is an additional \$5 fee for walk-in registration.

Our Meeting Sponsor




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

ProjectCorps™ is a strategic project and portfolio management company delivering integrated solutions that empower our business and IT clients to solve their most complex business problems. We view strategic, performance, portfolio, financial, demand, capacity and project management and the systems that support them as interdependent elements of the total IT project portfolio management (PPM) solution. We provide specific insights combined with best practice for IT demand and portfolio management while identifying practical alternative best fit solutions that align with your specific and unique business challenges and culture.

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Events Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
					November 1 2
3	4 PDX Board Meeting 	5 PMP/CAPM Exam Prep	6	7 SOUTH Roundtable	8 9 Online reg. closes for Chapter Mtg.
10	11 PDX Chapter Meeting PMF Educational Sem.	12 PMP/CAPM Exam Prep	13 Central OR Rdtable PMF Luncheon	14 NW Roundtable	15 PMP/CAPM Exam Prep 16
17	18 NE Roundtable—NEW!!	19 Salem Lunch Meeting	20 Eugene Meeting SAO Agile SW Development event	21 WEST Roundtable Corvallis Lunch Meeting	22 23
24	25	26 DOWNTOWN Roundtable CANCELLED	27 	28 NORTH Roundtable CANCELLED	29 30
December 1	2 PDX Board Meeting	3	4	5 SOUTH Roundtable NORTH Roundtable	6 7

For details, click here for the [PMI PDX Web Calendar](#)

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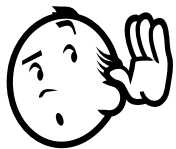
September* Membership News

Welcome New Members



Dario Benavidez	Terence J Jones
John F Clemson, P.E., PMP	Chris Kish, PMP
Martin Coogan, PMP	Douglas E Kline
Kevin Draggoo	Steve Larsen
Melvin E Fincher, PMP	Kay M Larson
James R Fox	Guangyuan Lu, Ph.D.
Janice Grammer	Gerri L Orr
Jon Gruett	Chrystalbelle Palmer
Janet K Hummel	Sharon Perot
Diane F Johnston, PMP	Patrick Roach
	Sharon A Smith
	Matthew P Updenkelder
	James Ure, PMP
	Edgar L Wales, PMP
	Suzanne Walker
	Eric Ward

* 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.



Have You Heard?

Jeff Oltmann has been invited to present at two conferences this fall: "Project Portfolio Management: How to Do the Right Projects at the Right Time" at PMI Global Congress 2008 - North America in October 2008, and "Risk Management for Fast-Changing Projects" and "Stakeholder Management" at LavaCon 2008 in Honolulu in November 2008.

Jeff Oltmann was quoted prominently in the magazine article "Going Global", featured in the July / August issue of Engineering, Inc magazine.

Welcome and thank you to three new volunteers:

- Sujitha Seevaratnam is our new Director of Volunteers.
 - Joanne Alai is our new Director of Brand Management.
 - Chakravarthy Susarla is our new Director of Technology.
- See [page 10](#) for more information about these hardworking PMI Portland members.

Congrats New PMPs

Michael Donald Beck, PMP
 Steven C Benjamin, PMP
 Jennifer P Buttolph, PMP
 Gregg T Conner, PMP
 Kristine M Koneck, PMP
 Justin C.E. Lacche, PMP
 Peggy A Lingen, PMP
 Srividya Sankaran, PMP
 Jerry Schlesinger, PMP
 Teresa A Wurschmidt, PMP



Thanks Chapter Renewals

John J Albrecht, PMP	Thomas C. Leonard, PMP
Norman C Alexander	Mark Madison
Kathy R Baker, PMP	Jacqueline C. Malone
Mandeep S Bawa, PMP	Lance Joseph Marietta, PMP
Elisa A Binette, PMP	Thomas Maxwell, PMP
Bradley G Burdge	James P Molay, PMP
Terri L Carbone, PMP	Tom Moore, PMP
Jeffrey D Carpenter, PMP	Tanya Mulholland, PMP
Gladys Chin	Kevin R Nichols, PMP
Michelle Chiu, PMP	Jeffrey David Oltmann, PMP
Gregg T Conner, PMP	Joyce E O'Neill, PMP
Selene R Connolly, PMP	Jana M Quinlan, PMP
David M Cox, PMP	Rahul K Ravel, PMP
Robert W Cyrus, PMP	Norma J Ribich, PMP
Andrew R De Veux, PMP	Fredric B Robinson, PMP
Lynette I Duggan, PMP	Srividya Sankaran, PMP
Donald L Erickson, P.E., PMP	Mel Sears, P.E., PMP
James S Galbraith	Kim K Shaffer
Julie B Graham	Joe Shapiro
Venitta L Green, PMP	Greg O Sievers, PMP
John L Gugel, PMP	Janice M Smith
James C Haldors, PMP	Rolland L Toevs, PMP
Peri Halliwell, PMP	Daniel J Warren, PMP
Deborah Harman, PMP	Rhonda M Williams
Christine M. Herb, PMP	Stephen Wong, P.E., PMP
Michael P Hoffman, PMP	Jodi E Wright, PMP
Dayna V Kirk	
Joseph M Lagerstrom, PMP	

Keynote Presentation

Chapter Meeting

The Value of Project Management

Dr. Janice Thomas will present her research 'The Value of Project Management' to the Portland Chapter on November 11th. Dr. Thomas and Mark Mullaly, PMP began this research topic 4 years ago and presented their findings to the biennial PMI Research Conference in Warsaw Poland earlier this year. The August and September issues of PMI Today have more information about this ground breaking study.

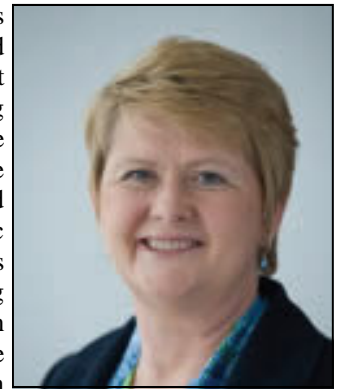
17 teams around the world conducted case studies with 65 organizations over 18 months. Specific attention was focused on what organizations do when they decide to invest in project management and what variables influence their decisions. They explored the relationships between what is implemented as project management, where is it implemented and how it is used.

The research project was initiated to provide practical guidelines for measuring the value of project management to practitioners, consultants and executives.

The Presenter:

Dr. Janice Thomas is Program Director for the Executive MBA in Project Management at the Centre for Innovative Management at Athabasca University. She has almost 25 years in the project management field. Prior to becoming an

academic, she spent 10 years as an Information Technology and Organizational Change project manager. She has been studying project management since 1992. Janice is an active researcher, presenting and publishing research for academic and practitioner audiences around the world and supervising Masters and PhD students. In 2006 she was recognized as one of the 50 most influential women in project management by PMNetwork.



Janice's recent research projects include: Path to Professionalization for Project Management; the Role of Personality in Project Manager Competency; Impact of Differing Sensemaking Approaches on Communication; Nature of Assumptions underlying Project Management; Relationship between Certification and Professionalism; Selling Project Management to Senior Executives. Ultimately, all of her research is aimed at improving the practice of project management. She currently co leads a major research initiative aimed at Defining and Measuring the Value Project Management Contributes to Organizations.

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Dec 2-4, San Jose, CA
Dec 9-11, Portland, OR

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Educational Presentation

Chapter Meeting

The Value Of Creative Leadership - A Practical Model that Works!

Creativity comes naturally to all of us when we let it. As a project manager, creativity is an essential key to innovating, collaborating, producing, and problem-solving. Each of these activities requires us to discover and embrace something new. Learn how to use a simple model of the creative process to identify and remove obstacles to creative thinking in project management and other business leadership disciplines. The model is based on the premise that creativity flows freely only when we are able to balance our impulse to produce with our impulse to explore. At the end of this session, you will be able to recognize the creative process operating in your project world, business world, and personal world—all in one session!. Reconnect with it on a personal level, and see how it can be relied upon it to make the right things happen—in projects, in business, in life. Music, video, and lively exchange make the presentation compelling. You don't want to miss it!

The Presenter:



Bob Lieberman, MS, PMP, leads a creativity coaching and consulting practice in Portland. He is an articulate and strategically-minded catalyst equally at ease with ideas, technology, business, projects, and people. He has over 40 years of experience in virtually all aspects of the software business, from management and sales to engineering and education. He also teaches and performs music professionally. Bob has had substantial hands-on success building, managing, and mentoring self-directed teams. He has made key creative contributions to ground-breaking commercial products from McDonnell-Douglas, Sybase, and Avalon Software. He is an engaging educator, a trained mediator, and a guest speaker at PSU's Managing Projects and Programs Conference. Bob achieved his PMP certification in 2003, and holds an MS degree in computer science from Carnegie-Mellon.

Introduce Your Boss!

At the November dinner meeting, introduce your boss to **Joseph Marietta, VP Membership**, and receive a \$20 Starbucks gift card!

Treat your boss to coffee on PMI Portland

Chapter Meeting Logistics

- 4:00 Registration Table Opens
- 4:30 [Educational Presentation](#)
- 5:30 Networking
- 6:30 Dinner and Announcements
- 7:00 [Keynote Presentation](#)

[Map](#)

Doubletree Hotel—Lloyd Center

1000 NE Multnomah

Portland, OR 97232

(503) 281-6111

Free Parking

- **PMI Members** - Keynote Presentation \$25, Educational presentation \$10, Both for \$35
- **Non-Members** - Keynote Presentation:\$30, Educational presentation \$10, Both for \$40
- **Student Members** - Keynote Presentation \$10
- **Student Non-Members**—Keynote Presentation \$15
- **Keynote 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.

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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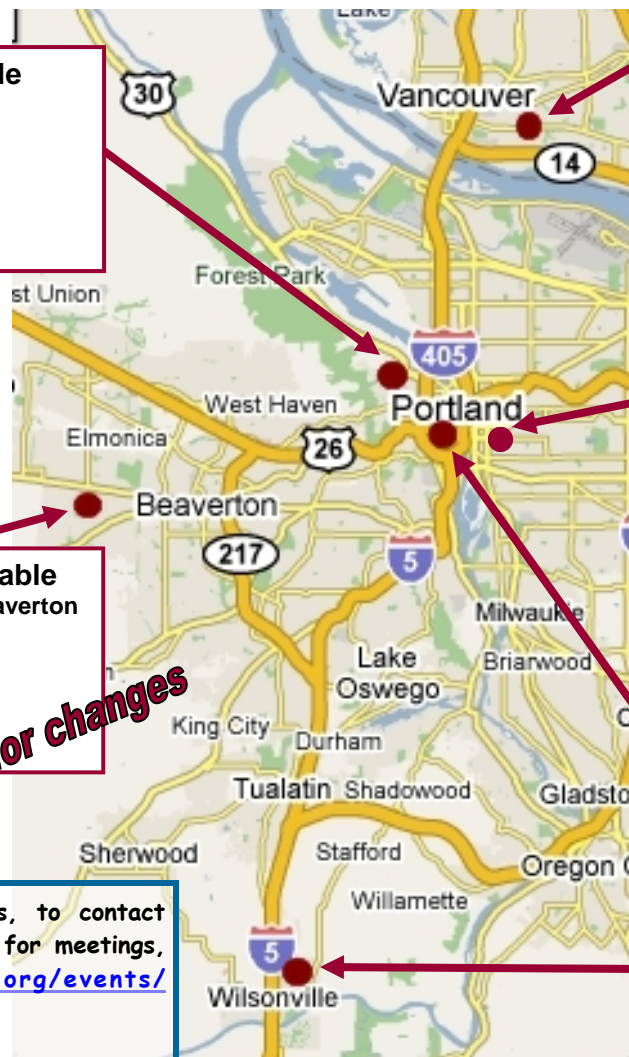
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NW Breakfast Roundtable
Con-Way
 2055 NW Savier, Portland
 Ask at desk for room
2nd Friday 7:15-8:45 am

NORTH Breakfast Roundtable
Clark Public Utilities
 1200 Fort Vancouver Way, Vancouver
 Community Room
4th Friday 7:15-8:45 am
 November—**CANCELLED**
 December—**moved to 12/05**

NE Breakfast Roundtable
The Portland State Office Building
 800 NE Oregon Street, Portland
 Room 1C-30
3rd Tuesday *New!* 7:30-8:30 am

WEST Breakfast Roundtable
Nike World Headquarters, Beaverton
 Nolan Ryan Bldg,
 Air Huarache, 1st floor
3rd Friday 7:30-9:00 am

MID-DAY MID-WEEK PDX Roundtable
Harland Financial Solutions
 400 S.W. 6th Avenue, Portland
 Ground Floor
4th Wednesday Noon-1:00 pm

For more information, maps, to contact the moderator, or to RSVP for meetings, see www.pmi-portland.org/events/meetings/roundtables.htm

Watch for changes

SOUTH Breakfast Roundtable
Mentor Graphics Campus
 8005 SW Boeckman Rd., Wilsonville
 Commons Bldg., Big Muddy Conf. Rm.
1st Friday 7:15-8:45 am

November Roundtable Updates

The original format continues to mature, as members bring project strategies to the roundtable.

Analyzing the effect of political energies on project success, one of the recent morning discussions, focused on strategies to influence intended outcomes in the course of managing teams, customers, and sponsors.

Working at the team level, we develop relationships around alliances and resisters. With customers, we discover that time spent on customer definitions of requirements can defuse interpretation issues. Power struggles are more open and help to move project forward. Power Plays are background and tend to be destructive. Clearing the air early in the planning phases provides quicker team cohesion and commitment. Leadership has to be aware of power-plays in the background and root it out to air it out. Negotiate, dialogue, communicate.

It's usually easier to see the thread in someone else's project.

"Science of Power and Influence," by Kevin Hogan, covers more

details on the subject.

Using a wiki to gather requirements can be a training tool for customers and developers alike. Providing a vehicle for requirements tracking, priority, test cases, and completion criteria can lead to 20% fewer emails, clear status tracking, and a sense of shared purpose as the process evolves. This is working among remote teams as well as those in the same building.

Agile and Lean strategies have infected the discussions, and October's presentation from the recent Nike Roundtable, Lean Awareness, was described as "absolutely invaluable."

Regarding the **Nike Roundtable**, another morning will be chosen for the Nike Roundtable, to include more of the Nike employees. Look for the details on the Chapter Website and the West Roundtable email list.

Come for the free breakfast and PDUs, and you might find something else to take with you. See you there.

Bruce Rosenblatt, Director of Roundtables

PMI Credentials Update

Having the privilege of attending PMI's Leadership Institute in October in Denver, Colorado; I was one of seven delegates from the PMI-Portland chapter. This particular credential session was presented by Betsy Redden, PMI Certification Dept. and Eric Norman, Certification Governance Council (CGC).

Volunteering at the Development level

When PMI asks for volunteers to specific committees, don't overlook the "Other Committees" checkbox. There are five boards underneath this checkbox.

- AQS – Appointee Qualification – feeds the other four boards listed below.
- ERS – Ethics Review Committee
- EAC – Ethnic Appeals Committee
- NOMCOM – Nominating Committee for PMI Board of Directors
- CGC – Certification Governance Council. ****Manages all credentials.** Mark Dixon, from Sydney, is the current chair of the CGC. The CGC offers governance and ensures quality in development, maintenance and operations and support of ISO 17024 standards. The ISO integration supplies a large portion of the CREDIBILITY that our credentials hold.

Certification Development process

Eric Norman, PgMP identified several key processes of certification development:

- Analyze needs, rather than wants
- Meet market needs
- Proactive
- Responsive to changing markets out to 2020

A steering committee provides development and research on need, until a credential becomes real – then the steering committee migrates to a credential committee. Each credential committee contains four members plus one chair, each holding the credentials of the subject committee.

PMI-SP / RMP / PgMP tips

The newest "kids" on the block are the Risk Management Professional and the Schedule Management Professional. Schedule Management Professional credential has gone live; while the Risk Management credential is piloting. Mr. Norman points out that the exams are based on the role delineation study (RDS), not the standard. The standard is the document referenced

There are currently 99 Schedule Management Professional holders, with 5,000 applications under consideration. 262 have been approved, and are in the pipeline. While in the pilot phase, 3,033 individuals are considering the Risk Management credential, and 79 have completed the application. Sixty six have paid to sit for it. (One side note: a perk to applying early when they announce a new credential is a partial discount on price). Both

the handbook and examination specifications are available online. If you already have your PMP, PDU's can count for both PMP + SP or RMP (up to 30 PDUs / 3 year cycle).

For those considering the PgMP, RMP or SP, Mr. Norman suggested finding colleagues in the social networking links LinkedIn or Plaxo. He mentioned there's a roundtable of PgMP's in Toronto with those interested. One hundred fourteen PgMP's were credentialed in the past year. His application took six months to prepare for submission. This credential is unique in that it is not solely examination based:

1. Review of candidates work experience - eight essay questions.
2. Multiple choice exam – scenario based
3. Multi-rater assessment – 12 people, 360 review by your managers and subordinates

His application took six months to prepare for submission.

PMP / CAPM changes with 4th edition release of PMBoK®

Fourth edition of the PMBoK release date is December 31, 2008. While the onsite Leadership bookstore was accepting pre-orders of the book, shipping won't take place until the first week in January 2009.

Mr. Norman reiterated that the Project Management Body of Knowledge is one reference used in the credential examination. Chapter members might recall the third edition release in 2005, which was tied to a change in scoring. He acknowledged that in 2005 there was a change to the role as well, so it will be remembered as more of an "overhaul", than the 2008 release. He anticipates minimal question changes, a few process changes but mainly formatting noun/verb changes. Be sure to look in the appendix for the changes. Errata is published regularly under www.pmi.org; simply type "errata" in the search window on main page. There were two publications for the third edition.

Examination Update Schedule

PMP	6/30/09
CAPM	7/31/09
PMI-SP	8/31/09
PMI- RMP	8/31/09
PgMP	8/31/09

If you have any additional questions, check out the Education link at www.pmi-portland.org, the REP page at www.pmi.org for other education opportunities, or email either certification@pmi-portland.org or vp_prof_devel@pmi-portland.org and we'll do our best to get you going in the right direction.

Pamela Banning, PMP, VP of Professional Development

PMI Portland News

Volunteer News

A special announcement! We have a new Director of Volunteers, Sujitha Seevaratnam. Please welcome her to the chapter.

A heartfelt thank you to all the dedicated volunteers for your contributions to the success of PMI Portland Chapter. Special thanks to this month's registration and photo volunteers: Kevin Nichols, Sujitha Seevaratnam, Erik Odegard, Saby Waraich, Amy Deters-Long, Kim Schaeffer and Brian Addington.

To all members, it has been my honor and privilege to have had the opportunity to serve as your Director of Volunteers.

Take the time to volunteer. Volunteering for me has been a rewarding and great experience. Why not check out our website www.pmi-portland.org under Volunteering for all open positions.

Volunteer Opportunities:

Membership/Inquiry Response Program Manager - Get to know chapter leaders and learn how the chapter works from the inside out. Demonstrate your ability to form a member communication and response solution to address phone inquiries. Work

closely with chapter leadership to address member inquiries. Email volunteer@pmi-portland.org or vp_membership@pmi-portland.org to discuss.

Writer – Do you have ideas that others want to hear? We would like to hear them. Earn up to 3 PDUs by writing articles for the PMI Portland newsletter. Visit www.pmi-portland.org to view requirements.

Outreach – Are you interested in volunteering in the Academic or Community Outreach areas? There will be an organizational meeting plan projects for the 2008 – 2009 calendar year at the Doubletree beginning at 5:15, immediately prior to the October 21st Chapter Dinner Meeting. All PMI Members are invited. For more information, please contact the Director of Outreach at comm_outreach@pmi-portland.org.

Mentors – Are you interested in acting as mentor for this year's Mentorship Program? Take the first step by visiting www.pmi-portland.org under Volunteering to view requirements.

If you are interested in any positions listed, please contact Sujitha at volunteer@pmi-portland.org.

Elisa Mene, Past Director of Volunteers

A Helping Hand

Last month I went on vacation with a good friend. Just over 15 years ago that friend was my mentor, the person who taught me how to deal with difficult situations and difficult people. The same person, who today will help me think through a situation and help me distinguish between the problem and the symptoms.

Because of that experience I have been working on setting up a Mentoring program for Portland PMI Chapter. It has been a long journey but we are ready to put the program in place and are looking for those special people who are willing to put their best foot forward and make a difference.

Not everyone can be as fortunate as I have been but there are many reasons why one might consider becoming a mentor:

- It's a great way to exchange information. As a mentor not only do you give back to your professions but it is also a great way to keep in touch with the new ideas the up and coming bring to the partnership.

- When information is shared your legacy carry's on for years after you move on.
- Pay it forward - those who are fortunate to have a good mentor are more likely to become a mentor themselves.
- Provides the chance to connect to a network of giving professionals.
- Not every mentoring opportunity will result in a lifelong friendship but every mentoring experience will result in both parties being a little better prepared to move ahead.
- It is a privilege to be able to make a difference in someone's life. It's amazing how an hour or two a month of your expertise can help a person who is learning a new career.

Think you don't have the skill set to become a mentor? Or you don't have enough time? Or is it because you just don't know where to begin? Whatever your concern, set aside your reservations and contact me at mentoring@pmi-portland.org

Join the mentoring program where everyone goes home a winner.

Kay Pexa, Director of Mentoring

WRITE AN ARTICLE and EARN PDUS!

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

Contact newsletter@pmi-portland.org

Meet the New Volunteers

I am very pleased to announce that **Joanne Alai PMP** has accepted a new position as **Director of Brand Management** for the Portland Chapter of PMI. In this role, she will be working closely with our Newsletter Editor and Webmaster to plan, develop and acquire content for our chapter newsletter and web site. A key component of her work will be to ensure that we have a consistent brand and messaging for the PMI Portland Chapter in all electronic and print media.



Joanne Alai is a Program Management Consultant with over 25 years experience in the software industry. Ms. Alai has lived in Portland for 27 years working in the Information Technology field including 6 years as a product and program manager at Intel. She recently started her own consulting company, Metro Mid-Columbia Consulting, and is working with PacifiCorp managing the delivery of a new Energy Efficiency Management product.

Joanne recently extended her program management expertise into event planning and the non-profit arena to launch a fundraising event. The PDX for Women Auction and Fundraiser directly supports Women for Women International, a non-profit that provides women survivors of war with direct aid, rights awareness, leadership education, vocational skills and business training to help them become active participants in rebuilding their communities. Over 100 people enjoyed a night of music, dancing, food and silent auctions that raised enough funds to sponsor 40 women.

Please join me in welcoming Joanne to the Marketing Team and to our chapter. Joanne can be reached at brand@pmi-portland.org

Jeff Brummel, VP Marketing

Please join me in welcoming **Chakravarthy Susarla PMP** to our Operations Team as the new **Director of Technology**. Chakravarthy is joining us with a breadth of knowledge of technology and project Management. We count on Chakravarthy strong leadership across the industry and his knowledge, to continue providing excellent customer service and serve our team and our members well in this critical role.

Most recently, Chakravarthy served as a Sr Project Manager for ACS-Inc, Boeing Company, and others where he defined release, engagement processes for government agencies. In addition, he has held the responsibility of defining strategies, program roadmap, and led consulting engagements focusing on project delivery success factors: profitability, resources utilization, on-time, on-budget, and client satisfaction.

Chakravarthy is a graduate of the University of Oregon with an Oregon Executive MBA. He has a MS in Computer Science from INDIA. Chakravarthy is also a certified Project Management Professional.

Welcome aboard Chakravarthy. We are delighted to have you on our team. We also would like to thank Linda Ryden for the reference. Chakravarthy can be reached at technology@pmi-portland.org.

Jimmy Godard, VP Operations



Please welcome **Sujitha Seevaratnam PMP** to our chapter Membership Team as the new **Director of Volunteering**. Sujitha brings energy and enthusiasm, as well as powerful team-building, organization, and process development expertise to this vital chapter position. But most importantly, Sujitha is just great to work with! Sujitha has already embarked on a campaign of refocusing our volunteering organization to bring efficiency, emphasis, and chapter member benefit into our volunteer program.

Expect to see the volunteering process and website content evolve as Sujitha develops our volunteering program to better serve you. Previously, Sujitha assisted Carol Taylor, our Director of Quality - Thanks for letting Sujitha go, Carol!

Sujitha recently relocated to the Portland area after serving as a Project Manager at Butterfield Bank, Bermuda. Previously, she worked in Toronto, Canada in the banking and high-tech industries where she managed projects and led teams through new initiatives. Her work also involved project governance and business process re-engineering.

Sujitha is a graduate of the University of Toronto, Canada with a B.Sc in Computer Science., and she has a B.Sc in Mathematics from University of Madras, India. She is a certified Project Management Professional.

In her spare time, Sujitha has taken up hiking and paddling with the local dragon boat teams. I'm delighted that Sujitha is on the Membership team in this high-profile, critical position. Sujitha can be reached at volunteer@pmi-portland.org. Welcome, Sujitha!

Joseph Marietta, VP Membership

Stay Competitive (continued)

(Continued from page 1)

to stay competitive as a project manager, to differentiate yourself, to convey your dedication to professional growth, ethics, and project management excellence? Simply put - even in these difficult times, how can your membership in the chapter help you to keep your job or land a new one?

The answer is VOLUNTEERING. I think of it as *membership on steroids*.

I'll share a little secret with you – the entire management team of our chapter (and every PMI chapter) is made up of volunteers—members just like you. From the Board of Directors, to the Directors, to your colleagues who man the registration tables, send thank you emails to new members, and work on project or functional committees - not one of us receives a single dollar for dedicating our time to serve the chapter. And you'll notice that you often see the same faces in volunteer roles year after year. Hmmm...

As you chat with your fellow chapter members who have discovered the secret benefits of volunteering, you'll likely hear some of the same reasons for volunteering – ask yourself if these reasons might benefit you:

Volunteering shifts networking into turbo-boost mode.

Our surveys tell us that the #1 reason for joining our chapter is our networking opportunities – chapter dinner meetings, Roundtables, education seminars, not only provide valuable project management knowledge, they also put you in direct contact the fellow professionals who could well refer you to your next job. But if you're like me, talking with people – especially people that I've never met – can be difficult.

As a volunteer, I meet and work with the best and brightest members. They get to see me shine at the things I do well, and I get to work with them while honing skills that give me more confidence. In a safe environment, I get to foster relationships that are not only very enjoyable, but could provide assist me on other endeavors. These relationships and the confidence I derive from them turbo-boost my networking in all situations.

How do I know this? While volunteering as VP of Marketing and Outreach, a fellow board member recommended me for my present job. The turbo-boosted professional relationship we had established through these volunteer positions made this recommendation a no-brainer.

My boss loves it! And what's not to love? I get free on-the-job training as a volunteer. I have first dibs at the latest project management methodology, tools and techniques that will surely benefit his organization. I don't just belong to a professional organization – ho-hum. Through volunteering, I'm immersed in the best practices, methodology, strategy and ethics associated with PMI. My boss can take my dedication and loyalty to project management to the bank. This is an invaluable benefit that he/she doesn't pay a dime for.

Jump-start your resume. Our newer volunteers can work on projects, committees or initiatives that clearly illustrate their

desire to better themselves. They gain valuable experience from seasoned professionals and establish themselves in the profession.

If you're between jobs, what can look better on your resume than the self improvement or the 'giving back' associated with your active involvement in your professional organization?

Our retired members find it extremely gratifying to pass their skills and invaluable experience on to less experienced project managers. And, they finally have the time to do it! At the same time, they learn new skills and keep their existing skills sharp. After all, we're never too old to learn, right?

It's hard to predict when one might need to supplement retirement income with an excellent paying job again – or maybe you just want to buy that new Lexus! Likewise, we never know when that golden opportunity to get back into the profession might present itself – paying or not. Staying closely linked to the profession allows our volunteer retirees to stay vital and competitive.

Volunteering lets me multiply my skills. It's easy to get complacent in any profession. Same job, same team, same role, same commute.... How can we stay vital and competitive? How can we keep adding to our quiver of skills, and continue to sharpen existing skills?

Nothing gets done in our chapter without the help and initiative of a volunteer. And each volunteer opportunity provides an opportunity to add new skills to your quiver.

So when our website needs to be replaced (like right now!) – volunteer. When events need to be facilitated – volunteer. If you have an idea that will benefit the chapter – volunteer. Want to learn more about finance and accounting, marketing, or training? – volunteer. Want to learn to think more strategically? – volunteer to assist a chapter board member or Director. Want to hone your leadership and strategic-thinking skills – get yourself elected to a board position. Want to give something back to the profession? – Volunteer!

Each role, each project, each volunteer opportunity is your opportunity to grow professionally, and to be noticed by the very professionals that will support your career. **Stay competitive – Volunteer!**

Job Hunting?

Sign up for the PMI Portland Jobs Program—members receive emails direct from employers looking to hire!

http://www.pmi-portland.org/resources/job_postings.htm

Upcoming Chapter Meetings!

DECEMBER 16, 2008

JANUARY 20, 2009

This Project Needs a Leader – Now!

What Matters Most?

Technical competency is not the most important skill for a project manager. First and foremost, project managers must be effective leaders.

In 1998, Zimmer and Yasin studied the characteristics of effective senior project managers.¹ Eight of the top nine characteristics are aspects of managing relationships or leading (see table 1).

Rank	Characteristic
1	Leads by example
2	Visionary
3	Technically competent
4	Decisive
5	Good communicator
6	Good motivator
7	Stands up to upper management when necessary
8	Supportive of team members
9	Encourages new ideas

Table 1: Characteristics of Effective Senior Project Managers

Zimmer and Yasin identify poor leadership as a cause of project failure, and they conclude that project managers must combine technical competency with the ability to lead.

What Is Leadership, Anyway?

In *Fast Forward MBA in Project Management*, Eric Verzuh says, “Leadership is difficult to define but critical to project success.”² So what is leadership?

Daniel Goleman defines it as inspiring and guiding, which includes these four aspects:

1. Articulating and arousing enthusiasm for a shared mission and vision
2. Stepping forward to lead as needed, regardless of position
3. Guiding the performance of others while holding them accountable
4. Leading by example³

Leadership vs. Management

Management expert Peter Drucker said, “Management is doing things right; leadership is doing the right things.” Effective project managers must be good at both managing and leading. Below, I’ve listed important aspects of each to show how they complement each other.

Leadership Skills on a Project

- Build enthusiasm for a project vision
- Empower and guide the project team
- Communicate, motivate, and influence
- Create a positive team environment that helps the team navigate change, take prudent risks, and work together.

Management Skills on a Project

- Keep the project aligned with business strategy, and with customers and users
- Acquire and coordinate people and resources needed by project

- Use appropriate project management tools and processes
- Plan, monitor, and steer the project work, including schedule and budget
- Manage risks

Take Action

Harold S. Geneen, former CEO of ITT, said, “Leadership is practiced not so much in words as in attitude and in actions.” Take action now by trying one of the following ideas.

1 Get healthy. A leader is nothing without a team. Creating a healthy team environment should be near the top of your priority list. Take the time out of your busy schedule to attend to the health of the team.

2 Cast a vision. Maintain a constant and clear focus on the desired outcome of the project and the path to get there. Seeing the vision allows the project team to focus on day-to-day activities, knowing that they are in alignment and that their individual work will come together to make something great.

3 Walk the talk. Demonstrate follow-through yourself. Then give team members the support they need to deliver on their responsibilities, and hold them accountable.

4 Empower others. Accomplish results through the project team rather than doing everything yourself. Leaders learn to discern when to lead the charge personally and when to delegate and then get out of the way.

5 Show enthusiasm! Even during those times when your personal energy has ebbed, keep the team focused and moving forward. Verzuh says, “The energy, attitude, and commitment of the team rarely rise above those of the leader.”⁴

Endpoint

Project managers face a high standard – being both a good leader and a skillful manager. Even very experienced project managers have room to grow better. Therefore, I challenge you to pick just one aspect of your project leadership to improve now. When you’ve made progress on that aspect, advance to another. That first small step will start you on a rewarding, career-long journey of continuous improvement as a leader.

For Further Reference

1 Zimmerer, TW, Yasin, MM (1998), “A leadership profile of American project managers,” *Project Management Journal*, Vol. 29 pp. 31–8.

2, 4 Verzuh, Eric, *Fast Forward MBA in Project Management*, 3rd edition, Wiley, p. 260-263.

3 Goleman, Daniel, *Working with Emotional Intelligence*, NY, Random House, 1998; quoted in Anthony Mersino, *Emotional Intelligence for Project Managers*, p. 159.

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 Division of Management at 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.

October 2008 Chapter Meeting

Faces of PMI Portland



Jeff Busch and Tamra Busch-Johnson



Rachel Paulson, President Elect



Jan Foster, Speaker and Francesca Beddow, Director of Communications



Many thanks to Erik Odegard for the photos



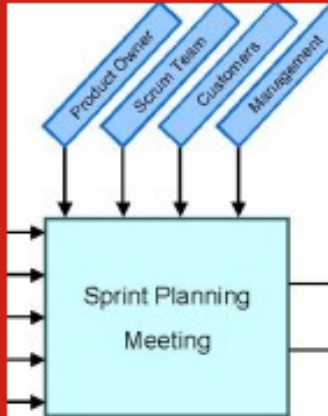
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About PMI Portland

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 [website](#) 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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