Thought for the Month

The New Year is Here – Make 2009 your year for getting involved with the PMI Portland Chapter. We need your talents.

In This Issue...

Hardship Waivers Available

PMI Portland leadership recognizes the hard economic times we are experiencing and is committed to doing whatever is possible to provide relief to our members. We know that membership in both Project Management Institute (PMI) and PMI Portland provides the best opportunities for project management professionals become and stay competitive in today's economy. To that end, we have confirmed that PMI has a hardship program to assist members in renewing their global and chapter memberships.

From PMI Customer Care:

The PMI Membership Hardship Provision is available to any PMI member whose financial condition has changed drastically and sufficiently so that a member would have difficulty renewing his or her membership. A member must be in good standing for at least three previous years to qualify for the hardship provision. Under this provision, a member is granted a waiver for one year of PMI Membership dues and one year of dues for membership in any two PMI Components of which the applicant was a member the previous year. The Hardship Provision may be granted for a maximum of 2 years for each member.

To apply for consideration, send a letter explaining the nature of the hardship to the attention of the Manager, Membership Services prior to your membership expiration date. Please remember that any incorrect or untrue statements made by a member are in violation of the Project Management Institute Code of Ethics and Professional Conduct and may lead to the initiation of an ethics complaint in accordance with the PMI Ethic Case Procedures.

If you qualify for this provision, send your letter of explanation to:

Chapter Meeting

January 20, 2009

Keynote Presentation: Development of a Project Management Methodology, by Sheila Bennett, PMP, Bonneville Power Administration

Educational Presentation: Balance at Work: Can You Achieve It? by Alan Cabelly, Professor, HRM, PSU

Register online by Mon. 01/19/2009

Click here for meeting logistics

Sponsored by:

ADVISICON

FEBRUARY meeting moved to 02/24/2009

The President's Corner

The holidays are now behind us – and what a holiday it was. While the white Christmas was beautiful – it took me back to my childhood in northern Idaho – the record snow and ice caused serious disruptions to our lives. Now we are fighting rain and floods. I hope all our members weathered the storms with no lasting damage.

The New Year is toasted, the Christmas decorations are put away, and now it is time to get back to our responsibilities and plans for this year – if the weather cooperates, that is.

2009 is already shaping up to be a very busy year. Like all businesses, we have the year-end accounting and budgeting tasks to complete. Like the government, we are running a bit behind on the 2009 budget, but we will complete a budget soon. We are also working on several new initiatives for 2009:

- Membership is starting the New Member Orientation at the Dinner Meetings
- Marketing is investigating a job fair event and how to improve our online Job Board
- Professional Development will be announcing a pilot for on-line education opportunities
- The Excellence in Project Management Award (EPMA) team is kicking off the awards cycle for this year with a redesigned format
- Outreach is looking at a couple of efforts to improve our visibility in the Portland corporate arena

Of course, we also continue to offer and improve our existing services. The January Dinner Meeting in planning and coordination is in the final stages and planning is begun for February and March. A PMP Prep course begins Feb. 9. The Roundtables are back in full swing. Be sure to check out the Roundtable schedule on the website as there are changes such as the Nike Roundtable moving to the third Thursday of the month. We will continue to improve our website. Please visit the website at www.pmi-portland.org and let us know how it works for you using the Feedback Forms. We are also starting the planning and recruiting for the 2009/2010 board elections that will be held in May. Rachel Paulson our President Elect will be heading that effort. Like I said – 2009 is shaping up to be a very busy year.

Take care and I hope to see you at our Dinner Meeting on January 20th. Alan Cabelly from PSU will provide us with insights about personal ownership of our work life at the pre-dinner Education presentation. Sheila Bennett from BPA will talk to us about creating a link between process standardization, project maturity, and project results as the Keynote Dinner address.

New members (and anyone else who is interested) are invited to a new members welcome at 5:35 immediately following the Education presentation. The orientation is planned for approximately half an hour and will give you a chance to meet some of the PMI Portland leaders and ask questions about things that may puzzle you about the organization.

Don't forget the February Dinner Meeting date is moved to the 24th.

Happy 2009!

Thank You,

Dianne Johnson, PMP

Upcoming Chapter Meetings!

FEBRUARY 24, 2009 (CHANGE!)
MARCH 17, 2009

Our Meeting Sponsor

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

Advisicon helps clients manage projects, programs, and portfolios, applying best practices and appropriate technologies – from simple turn-key solutions to advanced EPM systems. Contact us to discuss how we can help you develop your personnel, processes, tools, and cultures to manage your projects more effectively.

- Turn-key SharePoint solutions and training
- Project, program and portfolio management assessments, training, tools and templates
- Microsoft Office Project and Project Server implementations, training, and consulting
- Project management and project scheduling services
- PMI Global Registered Education Provider

Events Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
			Jan. 1	2	3 / 4
5	6 Board Meeting	7	8	9 NW Roundtable	10 / 11
12	13	14	15 WEST Roundtable—NEW PMF Luncheon Eugene Meeting	16 Corvallis Lunch Meeting	17 / 18
19 Online reg. closes for Chapter Mtg.	20 PDX Chapter Meeting NE Roundtable PMF 2-day Seminar: Risk Mgmt for Product Development	21 Salem Lunch Meeting	22 PMF Breakfast	23 NORTH Roundtable	24 / 25
26	27	28	29	30	31 / Feb 1
2	3 Board Meeting	4	5	6 SOUTH Roundtable	7 / 8

For details, click here for the *PMI PDX Web Calendar*
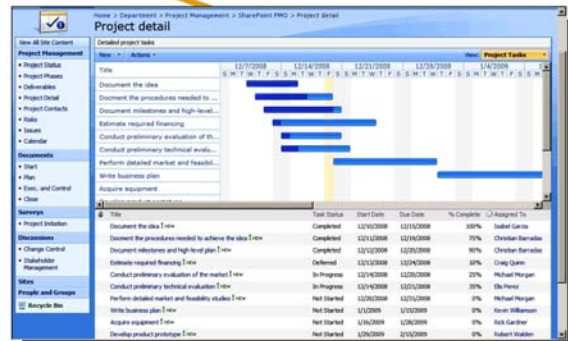
November* Membership News

Thanks Chapter Renewals

Wissam Issam Abu-Taha
Brian Gary Allen, PMP
Anna Anderson, PMP
Timothy S Anderson, PMP
Diane Arakaki
Amit Armstrong
Roxanne Bash, PMP
Nadine D. Bauthamy, PMP
William J Bayer, PMP
Sharmila Bose
Darin M Bowman, P.E., PMP
Paul Arthur Bramhall, PMP
Michael C Brewer, PMP
James J Burke
Julian P Cangelosi, Jr., PMP
Bruce L. Case, PMP
David G. Cassard
Dominic E Cavinaw, PMP
Neal A. Dickey
Stephen L. Eichen
Deborah J Ellmers, PMP
Edward J Feeley, PMP
Susan P Foley
James F. Foster, PMP
Keith W. Fraser, PMP
Greg K Gifford, PMP
Christopher Grant
Harley J. Grosvenor, P.E., PMP
Teresa Christine Hagmann, PMP
Richard F Hammontree, CPA, PMP
Kenneth O. Hartley, PMP
Kim Hefty, PMP
Cheryle James, PMP
Matthew W. Joerin, P.E.
Sardar Zubairullah Khan, PMP
John D. Klackner, PMP

Daniel L Knauer, PMP
Kay F. Korzun, PMP
Sue Ellen Kurtz
Justin C.E. Lacche, PMP
David James Lamb
Kelvin Con Lamb, PMP
Miss Deborah Lamberth, PMP
Laurie Levy, PMP
Maura E Mahon, PMP
Charles M McIntyre, Ph.D., PMP
Wanda L McKenzie
David L. Nollette, PMP
Karen A OGorman, PMP
Alpesh D Parikh, PMP
Kathy Phillips-Israel, PMP
Kathrine Alice Popovich, PMP
Howard A. Rectanus
Peter C Reverman, PMP
James F. Sandau, PMP
Thomas R. Schrimsher, PMP
Marcia Schultz, PMP
Sujitha Seevaratnam, PMP
Robert S Sherman, PMP
Bernadette Snow, PMP
Catherine Stark
Debbie Stoller
David J Swire, PMP
Corey K Taylor, PMP
Marc Thompson
Gregory A. Tucker, PMP
John P Unger
Melissa K Utz, PMP
Robert J Vandenberg, PMP
Kelly S. Williamson, PMP
Keith K Wong, P.E., PMP
Robert E Woods

* 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.

Congrats New PMPs

David G. Boal, PMP
Amy Elizabeth Dorsett, PMP
Sheila B Franzen, PMP
Eric D Jacobson, PMP
Ken Morrison, PMP
Steve Strudler, PMP
Hayssam Taha, PMP
Rebecca Jean VanderMalle, PMP
Rhonda Lei Warnack, PMP

Welcome New Members

Kelcie L Anderson
Jonathan E Barnard
Michael T. Cooper, PMP
Tricia Crismon
FNU Fleming
Preston Gabel
Ronald Lee Gamble
Rodney A. Gwinn
Travis John Hendricks
Eric D Jacobson, PMP
Jeremy Russel Knudson
Suzanne J. Malek, PMP
Sheri J Morgan
Athar Pasha
Sid Ramachandran
Terrie J. Ray

Winston Jose Sandino, PMP
William H Saphir, PMP
Kerry Kathleen Sharp
Tim Brutus Schreiner Sharp
Gidu Sriram
Susan F. Sugg
Frank Swanberg, III
Dana R Wilson
Jerry Young

Hardship...

Manager, Membership Services
PMI Global Operations Center
14 Campus Boulevard
Newtown Square, PA 19073-3299 USA

Be sure that your letter includes your email address, PMI member number and other contact information. PMI is dedicated to assisting members that need help and is committed to addressing requests promptly.

Joseph Marietta

VP of Membership

Keynote Presentation   *Chapter Meeting*

Development of a Project Management Methodology

The Project Management Methodology (PMM) for the Bonneville Power Administration   Technology Innovation Office is designed to create a link between process standardization, project maturity and project results. The challenge is to develop standards that create meaningful benefits without excessive organizational overhead, yet control project performance so that projects do not fail due to poor management. The goal of the PMM is to raise the level of project management maturity and guide project managers about project planning, organization and performance for the entire project life cycle. A gap analysis between BPA's current project management practices and industry best practices shows what is required to increase the level of project management maturity. The PMM integrates BPA's technical and cultural needs to develop a plan, which is organizationally acceptable and incrementally fills the gaps over a three year time period.

About our Presenter:

Sheila Bennett—PMI PMP Certified, M.S. Engineering Management, B.S. Mechanical Engineering.

Sheila Bennett is the Project Management Officer (PMO) for the

Technology Innovation (TI) Office of the Bonneville Power Administration (BPA). The TI Office manages a portfolio of research projects. As the PMO, one of Sheila's primary responsibilities has been to develop a Project Management Methodology to that each project is managed successfully.

Prior to her current position, Sheila worked 22 years with the BPA as a mechanical engineer. For numerous projects, she designed cable and hardware installations for the high voltage transmission lines and provided technical support to residential and commercial energy efficiency programs.

Sheila is 27 years married and the proud mother of two daughters ages 26 and 23. Her hobbies include horses, yoga, and organic cooking!

Educational Presentation   *Chapter Meeting*

Balance at Work: Can You Achieve It?

Do you go to work alone? Or do your heart and soul connect your passions and creativity to your paid experiences? Are you successfully balancing your life? Or have you lost the ability to align your needs with your organization's needs? How can you slow down, change direction, and increase your effectiveness? In this session you'll gain insight into what you can best do for the Captain of Your Ship. You'll learn more about yourself, achieving new ways of looking at your work, and discover a different conception of what you are doing, of what a career truly means to you, and walk away with a more personal ownership of your own work life.

About our Presenter:

Alan Cabelly, Ph. D., SPHR, has been a Human Resource Management faculty member at Portland State University since 1980, and has served as Area Director for the Management/HRM Area since 1997. He teaches in all aspects of HRM at the undergraduate, graduate, and executive levels, as well as to many diverse groups nationally and internationally. His doctoral degree is from the University of Washington. His diverse travel experiences (including Egypt, China, the Czech Republic, Serbia, Russia and Germany) allow him to bring unique approaches to his work.

Prof. Cabelly's prime focus is on Leadership Excellence, using the DiSC© system and other contemporary techniques for Executive and Leadership Coaching. He speaks extensively on *Work for the 21st Century; Authentic Leadership; The Generation Gap in the Workplace; and Using Whole Brain Thinking for Increased Effectiveness.* His personal mission is to help individuals increase their leadership skills while finding passion in their work life environment, leading to greater satisfaction and increased organization productivity.

Prof. Cabelly has been named SHRM *Advisor of the Year*, twice *Distinguished Member* of NHRMA, and earned the *Human Resources Award of Excellence* from the Portland Chapter of NHRMA/SHRM. He was President of NHRMA in 2000, and is currently Director of the Oregon State Council of SHRM. In his spare time he runs marathons.

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.

January Menu:

Pepper and Chive Seared Chicken With Dijon Cream, Served over Wild Yamhill Mushroom Risotto, with Chef's Fresh Vegetables

---

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 - request a pass at the Reg table

- **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.

Earn 1 PDU for attending! — *Portland Area Roundtables*
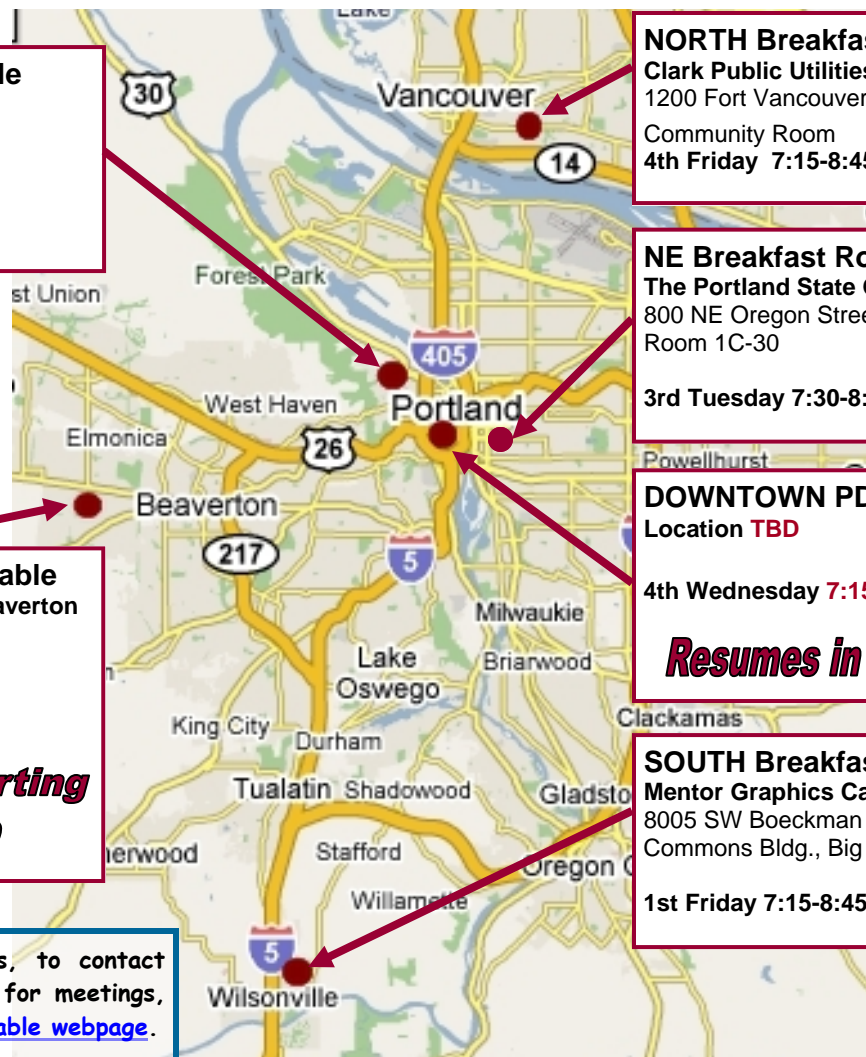
NW Breakfast Roundtable
Con-Way
2055 NW Savier, Portland
Ask at desk for room

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

NE Breakfast Roundtable
The Portland State Office Building
800 NE Oregon Street, Portland
Room 1C-30

3rd Tuesday 7:30-8:30 am

DOWNTOWN PDX Roundtable
Location TBD

4th Wednesday 7:15 am (NEW)

Resumes in February

WEST Breakfast Roundtable
Nike World Headquarters, Beaverton
Nolan Ryan Bldg,
Air Huarache, 1st floor

3rd Thursday 7:30-9:00 am

3rd Thursday starting January 2009

SOUTH Breakfast Roundtable
Mentor Graphics Campus
8005 SW Boeckman Rd., Wilsonville
Commons Bldg., Big Muddy Conf. Rm.

1st Friday 7:15-8:45 am

For more information, maps, to contact the moderator, or to RSVP for meetings, see the PMI Portland roundtable webpage.

New Roundtable Sign Up Process!

All current members must re-subscribe. It only takes 3 minutes—see our website for details.

Program Management Forum

Program Management Forum presents its monthly Luncheon
January 15 with Alisa Blum

"Building Bridges to the Generations"

- Doors open at 11:30
- Speaker at noon and
- Networking at 1:15-2pm

REGISTER NOW!
- Early online registration is $30
- Registration at the door or cash $35

www.programmanagementforum.org

PMI Portland News

Volunteer News

A big THANK YOU to all our volunteers who have been tirelessly contributing in every possible capacity to this Chapter. We value YOU very much!

At the December dinner, all who had volunteered since September 08 were recognized and appreciated with delicious Lindt Truffles. This included Roundtable hosts, PMP class instructors, Dinner registration desk greeters, Photographer, Speakers, Board members, Directors, Program managers and many others. If you missed this meeting we encourage to stop by the 'Membership table' at the January dinner meeting to collect your Lindt Truffles. Wish you a blessed 2009!

We have more new opportunities for you to get involved. Check our new webpage for full detail on current open volunteer opportunities:

- Director of Registration
- New Member Survey Program Manager
- Member Retention Program Manager
- Member Recruiting Program Manager
- School Liaison
- School Presenters & Facilitators

Welcome to our newest volunteers!

Brian Addington—Member Inquiry Response Program Manager   Please welcome Brian Addington to the Chapter's Membership leadership team. Brian has taken on the position of Program Manager for Member Inquiry Response. He is developing a sustainable program to effectively answer member telephone inquiries.

Working closely with the chapter answering service vendor and chapter leaders, common Q&As have been developed and implemented. Member inquiries will be regularly analyzed for effectiveness. Vendor relationship and inquiry response performance will be monitored, reported on, and improved upon.

After a successful career at Intel Corporation and a period of semi-retirement to pursue volunteer interests, Brian is restarting a career in Project Management. Brian started out at Intel as a System/Board Sustaining Engineer and quickly evolved into the role of coordinating projects. While at Intel's Custom System Integration group, he worked on several projects as both the Project Lead and Project Manager. Eventually, Brian became the Product Engineering Manager in Intel's Servers Business Unit, where his team sustained project deliverables in Production.   There, he coordinated engineering teams, and, working with management, vendors, and external customers, his teams increased Production up-time and quality while driving down costs.

Brian is a graduate of Oregon State University with a BS in Electrical Engineering and is a certified CAPM. Brian likes to camp, hike, hunt, and fish - when time allows. Please welcome Brian to this leadership position. We appreciate his talents and help.

Sarabjeet Waraich - Assistant Director of Volunteers

Please welcome Sarabjeet Waraich PMP (Saby for short) as the Assistant Director of Volunteers. Saby enjoys working with people and has been volunteering with the Chapter at the dinner registration desk. He brings enthusiasm and great customer service qualities to this role as he responds to the queries and needs of other member volunteers.

Saby is currently working for the City of Portland. Prior to moving to the US he was a software engineer and project manager in India for various projects while implementing Six Sigma quality initiatives.

Saby is a graduate of Portland State University with an MS in Engineering & Technology Management and also holds a BS in Computer Science & Engineering from Punjab Engineering College, India.

Saby is also a very active member of online Mentor Net community, where he has been mentoring individuals. He is also a member of committees such as; Rose City Spin, local Java users, .NET users and OMEGA Rho groups. In his spare time, Saby likes to watch action movies and play with his 5 year old son and 2 year old daughter.

Jerry Young—Director of Jobs

I am pleased to introduce Jerry Young as our new Director of Jobs who will be replacing Louesa Isett. Please join me in welcoming him to the Marketing Portfolio.

His primary role will be to manage our Jobs Board where employers can have their Project and Program Manager positions sent to our membership base who subscribe to this service. **He will also be helping with the Career Networking table at the monthly dinner meetings where we will be inviting local recruiters to meet job seekers. So be sure to bring your business cards and a resume if you are in the job market.**

Jerry has 15+ years of professional experience in new product development with experience in program and engineering management, product marketing and software implementation at large corporations and startups. He recently worked as a Program Manager at Tektronix in the Wireless Field Test Product line. Jerry received his BS in Electrical Engineering from Oregon State and his MS in Engineering Management from Cornell.

 He can be reached at jobs@pmi-portland.org

Sujitha Seevaratnam, Dir. of Volunteers

PMI Portland News

What is EPMA?

EXCELLENCE IN PROJECT MANAGEMENT AWARDS

The PMI-Portland Excellence in Project Management Awards (EPMA) Program acknowledges, honors, and widely publicizes a project team, an individual project manager and a senior high school student for their superior management of a recently completed project. The primary goals of the awards are to:

- Recognize and celebrate project excellence in the Portland community
- Increase awareness of project management principles and disciplines
- Encourage PMI-Portland member involvement
- Increase Portland metro business community awareness of PMI and the PMI mission

This year is an exciting year for the EPMA Program team. There are three awards, not just one, that focus on excellence in project management:

1. **Project of the Year Award** – typically honoring a corporation, non-profit or other company's efforts in its careful management of projects, previously known as the EPMA award.
2. **Project Manager of the Year Award** – honoring an individual Project Manager for his/ her consistently demonstrated leadership and focus on project management best practices.
3. **Student Project of the Year Award** – honoring a high school senior who has completed a project this year and can demonstrate an alignment or an understanding of how their project aligns with project management best practices.

The EPMA Program Team will begin accepting applications for the 2009 awards in February.

The PMI Portland Chapter website, www.pmi-portland.org will contain all of the necessary information needed to apply for the awards beginning February 2009. Look under Chapter Activities, EPMA.

Each award category has its own eligibility criteria, application, application process and guidelines; however, all projects completed between Jan. 1, 2008 and Dec. 31, 2008, regardless of size and industry, as well as project managers (nominated or self nominated) and high school seniors, are encouraged to participate.

 For more information, contact the EPMA team at awards@pmi-portland.org.

New Member Welcome Meetings

Did you recently join the chapter? Want to learn more about the chapter, what we offer and how best to take advantage of your membership?

A New Member Welcome meeting will be held during the January Chapter Dinner meeting. We'll meet in the room that the Education Presentation is held in, so attend it and stick around!

We'll chat about the chapter, the events we provide, ways you can take maximum advantage of your membership, and you'll meet some of your fellow members and chapter leaders. Finally, we'll answer your questions.

This is totally free, and should build your confidence to comfortably network at chapter events – like the chapter dinner meeting.

When: 5:35 – 6:00 pm on January 20th, (directly after the Education Presentation of the Chapter Dinner meeting)

Where: Doubletree Lloyd Center, in the same room as the Education Presentation

Reservations: None required for the New Member Welcome meeting, but you will want to register for the Chapter Dinner Meeting education and keynote presentations and dinner.

Career Networking!!

Bring your resume to the Career Networking table during the Networking portion of the Chapter meeting to meet recruiters and other company representatives.

Watch for a special Career Fair coming soon!

Click here for details about our Job Posting Service

News from PMI Headquarters

New PMI Standards are Available

As a PMI member, you are entitled to a digital copy of any PMI Standard. To access, log into www.pmi.org with your user name and password. Under the Resources link on the left margin, click on Standards. With acceptance of the PMI license agreement, you may download a .pdf of any of the published standards. There are five themes for the PMI standards:

PROJECTS
- A Guide to the Project Management Body of Knowledge PMBOK® Guide – 4th Edition
- A Guide to the Project Management Body of Knowledge PMBOK® Guide – 3rd Edition
- Construction Extension to the PMBOK® Guide Third Edition
- Government Extension to the PMBOK® Guide Third Edition
- Practice Standard for Earned Value Management
- Practice Standard for Project Configuration Management
- Practice Standard for Work Breakdown Structure – Second Edition
- Practice Standard for Scheduling

PROGRAMS
- The Standard for Program Management – Second Edition

PEOPLE
- Project Manager Competency Development Framework – Second Edition

ORGANIZATIONS
- Organizational Project Management Maturity Model (OPM3®) – Second Edition
- The Standard for Portfolio Management – Second Edition

PROFESSION
- Visit the PMI website for current standards projects list of professional standards in development.

---Excerpted from http://www.pmi.org/Resources/Pages/members/Library-of-PMI-Global-Standards.aspx

Advertise with PMI-Portland
Reach out to our over 1500 members!
Click here for details

Can You Help Verify Translations?

Dear Valued PMI Volunteer,

As you know, PMI adopted a revised Code of Ethics and Professional Conduct in January 2007. The PMI Board has established the Code of Ethics and Professional Conduct Implementation Advisory Committee (CIAC) to facilitate the implementation and communication of the Code of Ethics and Professional across the PMI organization. One of CIAC's focused efforts has been obtaining translations of the Code since this document is currently only available in English.

CIAC has worked with PMI's Publication Department to obtain translations in the official languages of the *PMBOK*ª *Guide*. Prior to making these translations available to PMI members, certificants, volunteers and project management practitioners, we need to have these translations verified. You are being contacted as an individual that could verify one of the translations.

To verify the translation, you would be provided with a WORD document. If you believe that some portion of the translation is incorrect, you will be required to use the "Track Changes" feature in WORD to make changes that you believe are appropriate. If you have questions about some portion of the translation, you will be required to note your question on an EXCEL spreadsheet that will be provided.

If you are interested in verifying a translation or have questions, please contact me at Herman.Walter@verizon.net.
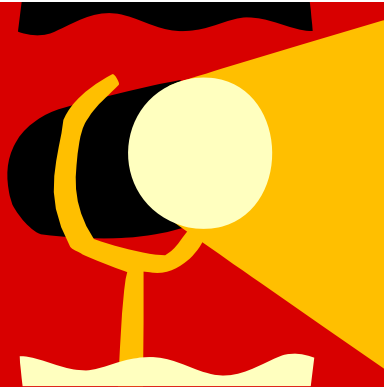
Best regards,

Herman Walter, PMP
2008 CIAC Chair

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

Portfolio Spotlight

Professional Development Portfolio

The Professional Development team is proud to announce 2009 kickoffs for two new services to chapter members: *eLearning online education modules and a mentoring pilot program.*

ONLINE CONTINUING EDUCATION 24/7 from a location of your choice!

The team has been researching for ways to increase professional development hours without asking for more time away from your family or work.

The PMI Portland chapter has partnered with Vantage Point Consulting and Corporate Education Solutions to provide an online SkillSoft® library of project management, leadership, and business skill courses available on your time and at your location! As a PMI Registered Education Provider, several hundred SkillSoft® courses are accredited for Professional Development Units (PDUs).

After registration for a particular course, you'll have access to a 1-800 phone line, online chat or email support Mondays-Fridays. There are hundreds of courses available for $74 each and you qualify for volume discounts when you take more than one title in a month. Courses average 2-5 PDUs each. Registrants have six months to complete each class.

Watch the Education webpage for the link and hear additional information at upcoming chapter dinners, or go to http://www.cesolutions.net/landingpage/pmi_portland/ today to start building skills while earning PDUs!

MENTORING – Giving Back to Others/ Paying it Forward

Two years ago, the spring membership survey revealed a significant portion of the chapter members felt that a mentoring program was a desired value added service. After deliberation with the Board, the project was assigned to the Professional Development portfolio.

PMI Chapter member Kay Pexa came forward as a key volunteer, who drafted the mentoring program planning details through research and additional interviews with professionals in the community. She accepted the Director of Mentoring position in 2008. This past spring and summer has been spent recruiting pilot members. She is very excited to see this pilot come to fruition! You can reach her at mentoring@pmi-portland.org.

Jean Richardson, another PMI Portland Chapter member, has agreed to join the mentoring pilot team as a facilitator and advisor. Jean has nearly 20 years experience in IT and high tech in consulting and management roles. She has been leading teams since 1994 and received her PMP and ITIL Foundation Practitioner certifications in 2006 and CSM in 2008. She led a formal mentoring program for technical professionals for five years, has participated in a corporate mentoring program, trained mentors, and presented on mentoring program development. Jean was quoted as a source for one-to-many mentoring strategies in the Harvard Management Communication Letter for June 2003. Jean brings passion, skill, and proven techniques for accelerated professional growth in a deep-dialogue context to the Portland PMI mentoring program.

For those patient chapter members who have volunteered to participate in the pilot, you will be contacted shortly with information and instructions on proceeding to establish the foundation.

While these two terms as VP Professional Development are rewarding in simply continuing the established education programs of PMP/CAPM classes and Workshops, it's a privilege and a pleasure to offer these two additions to our fellow chapter members. It is my hope that the chapter members embrace and support these new programs.

Best Regards,

Pam Banning, PMP

VP Professional Development

Mastering Projects

Get Your Team on the Bus

Ride the Bus

Even great leaders need help. On a project, leadership is more important than technical competence[1] or any other skill, but it's not enough. Project leaders also need an effective team.

Jim Collins underscores the importance of getting the right people on the team in his book *Good to Great*.[2] Collins and his research team looked at the question, "Can a good company become a great company, and if so, how?" After five years of gathering and analyzing data, they found eight common themes in companies that transformed themselves from merely good results to amazingly great results.

One of these themes is that great leaders first find the right people to put on their team, and only after that attend to other important issues, such as setting a strategy. In Collins's colorful terms, great leaders "first got the right people on the bus, the wrong people off the bus, and the right people in the right seats – and then they figured out where to drive it." [3]

> "The old adage 'People are your most important asset' is wrong. People are not your most important asset. The *right* people are. Whether someone is the "right person" has more to do with character traits and innate capabilities than with specific knowledge, background, or skills."
> Jim Collins, "Good to Great," p 64, HarperCollins, 2001

Find the Right People

> 1. **Great leaders put people *first***
> 1. Get the right people on the bus
> 2. Put them in the right seats
> 3. *Then* point the bus in the right direction

What Collins says about the executive leadership of a company also applies to project managers and teams. Whether your project is good or great depends significantly on the team you assemble. Collins offers three practical ways to implement his "First who, then what" finding:[4]

1. When in doubt, keep looking.
2. When you know you need to make a people change, act. (Corollary: First be sure you don't simply have someone in the wrong seat.)
3. Put your best people on your biggest opportunities, not your biggest problems.

If your choice of team members is limited, greatness may depend on how well you define their responsibilities to match their strengths, & how well you fill gaps with training and mentoring.

Support the Team

Once you have the right people in the right seats on the bus, how do you build an environment where they can be highly effective? Eric Verzuh uses the analogy of a bridge supported by an arch.[5] The project team is the platform that crosses the ravine, allowing the project to get from point A to point B. An arch supports the platform, holding it steady. This arch is composed of nine girders. They work together to make an effective support structure.

On the left side are four support girders that create a positive team environment:

- **Ground rules** describe the ways in which the team agrees to work together
- **A team identity** emerges from commitment to shared goals
- **Listening skills** enable the team to exchange ideas
- **Effective meetings** enable the team to accomplish work
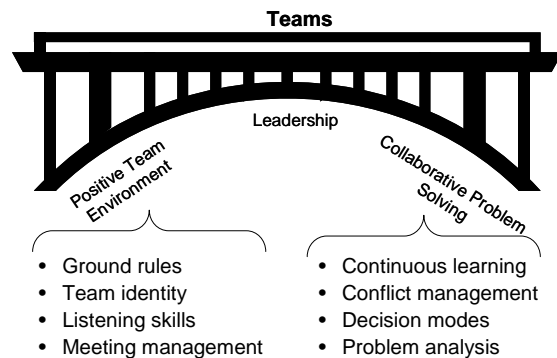
The support girders on the right enable the team to identify and solve problems together:

- **Continuous improvement**, where the team learns from both successes and failures
- **Conflict management skills** leverage healthy conflict to achieve creative solutions, make good decisions, and still maintain healthy relationships
- **Appropriate decision protocols** promote timely and effective decisions
- **Problem solving processes** leverage the diverse styles of team members

The capstone is the team leader, who ties it all together.

Endpoint

Great leaders realize that they depend completely on an effective team. Apply this on your projects in three ways:

1. Attend to people first. When leading your team, "first who, then what."
2. Invest in creating a positive team environment.
3. Build collaborative problem solving skills.

For Further Reading

1 Jeff Oltmann, "This Project Needs a Leader – Now!", November 2008, www.spspro.com/SPS_cases_papers.htm
2 Jim Collins, Good to Great, HarperCollins, 2001
3 Ibid, p. 13
4 Ibid, p. 63
5 Eric Verzuh, Fast Forward MBA in Project Management, 3rd edition, fig 10.1, p 257, John Wiley & Sons, 2008

About the Author

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

December 2008 Chapter Meeting

Faces of PMI Portland

Marketing Team—M. Strand, J. Brummel, J. Young, J. Alai

Bret Kadz

Marlon Gorden & Rachel Paulson

Many thanks to Erik Odegard for the photos

Ron Karsten & Pete Wright

Maile Potter

Membership Team—J. Marietta, S. Seevaratnam, C. Taylor, F. Beddow,

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.
Voice Mail	(503) 243-6657
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
Address & E-mail Changes	Notify PMI Headquarters at (610) 356- 4600, menu option 8, or www.pmi.org "PMI Members Area"
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 here.
For More Contact Information	See the "**Contact Us**" page and the "**FAQ**" page on the PMI Portland website

2008-09 Board of Directors

PRESIDENT
Dianne Johnson, PMP
(503) 657-0043
president@pmi-portland.org

PRESIDENT-ELECT
Rachel Paulson, PMP
(503) 504-5883
presidentelect@pmi-portland.org

SECRETARY
Alan John, PMP
(503) 704-1704
secretary@pmi-portland.org

VP FINANCE
Mark Molau, PMP
(503) 243-6657
vp_finance@pmi-portland.org

VP OPERATIONS
Jimmy Godard, PMP
(503) 243-6657
vp_operations@pmi-portland.org

VP AT-LARGE
Jeff Oltmann, PMP
(503) 644-6433
vp_atlarge@pmi-portland.org

VP MARKETING
Jeff Brummel, PMP
(503) 702-0977
vp_marketing@pmi-portland.org

VP OUTREACH
Brian Bauske, PMP
(503) 243-6657
vp_outreach@pmi-portland.org

VP PROFESSIONAL DEVELOPMENT
Pam Banning, PMP
(503) 534-3090
vp_prof_devel@pmi-portland.org

VP PROGRAMS
Terri Hagmann
(503) 243-6657
vp_programs@pmi-portland.org

VP MEMBERSHIP
Joseph Marietta, PMP
(503) 243-6657
vp_membership@pmi-portland.org

PAST PRESIDENT
George Walker, PE, PMP
(503) 699-1939
pastpresident@pmi-portland.org

PMI REGION 1 MENTOR
Pat Garrett
(425) 372-5119
patgarrett@comsys.com

For more contact information, see the "Contact Us" page and the "FAQ" page on the PMI Portland website .