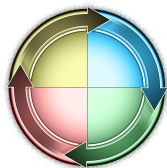




\*\*Best Viewed in Acrobat 7.0 or above  
\*\*Use Internet Explorer or Firefox

Volume 27, Issue 6

### Thought for the Month



**In the never ending circle, one ending is just another beginning. It is only with the ending that the opportunities for beginnings become apparent.**

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## Welcome 2009-2010 PMI –Portland Chapter Board Members!

Congratulations to the individuals who have committed and were elected to lead the chapter for the 2009-2010 board year! The new board will take office on July 1, with transitions beginning June 20<sup>th</sup>.

Thank you to the many members who took the time to vote – your votes count! We are excited to report that we met our goal of more than 10% membership participation in the voting process. If you did not vote, we would like to understand why and encourage you to send a quick note to [presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org) so that we can continue to improve our processes going forward.

As the new board sets its strategy and tactical plans for the upcoming year, we will be looking to fill the volunteer roster for the year. If you are interested in serving the chapter once or in a recurring role, please contact [volunteers@pmi-portland.org](mailto:volunteers@pmi-portland.org).

#### 2009-2010 Elected Board of Directors:

- |                               |                      |
|-------------------------------|----------------------|
| • President                   | Rachel Paulson, PMP  |
| • President Elect             | Joseph Marietta, PMP |
| • Immediate Past President    | Dianne Johnson, PMP  |
| • Secretary                   | Kathy Pemberton      |
| • VP Finance                  | Shancy Saban         |
| • VP At Large                 | Jeff Oltmann, PMP    |
| • VP Membership               | John Gugel           |
| • VP Programs                 | Terri Hagmann, PMP   |
| • VP Professional Development | Darin Goble, PMP     |
| • VP Marketing                | Jeff Brummel, PMP    |
| • VP Outreach                 | Eldon delaCruz, PMP  |
| • VP Operations               | Jimmy Goddard, PMP   |

## Chapter Meeting

June 9, 2009

[Keynote Presentation:](#)

**EPMA Awards**

[Educational Presentation:](#)

**Be a Catalyst for Team Productivity: Tips for Standing Out by Getting Decisions Made, by Monica Enand**

[Register online:](#) by Mon. 06/08/2009 (10 am)

[Sponsored by:](#)



**VANTAGE POINT  
CONSULTING**

[Click here for meeting logistics](#)

## The Presidents' Corners

### Dianne Johnson 2008-09



The time has come to say good-bye. As I was preparing to write my last president's message, I pulled the newsletter from a year ago when I wrote my first message as the president elect ready to move into the president role. In June 2008, I said I was excited and a bit overwhelmed at the challenge before me. I am still excited about the chapter, about project

management, about PMI. I am also amazed and honored—amazed at the dedication of the volunteers who make this chapter a valuable resource for the members or our profession and honored that I was chosen to lead them for the last year—and I am still a bit overwhelmed too.

It has been a productive and highly energetic year. Our team of dedicated volunteers provided the base for many accomplishments as reported at the business meeting last month:

⇒ Provided educational opportunities

- 6 workshops
- 2 PMP prep courses
- 10 dinner and pre-dinner presentations
- 6 monthly roundtables

⇒ Transitioned to new website

⇒ Updated PMP prep curriculum for PMBOK 4th Ed

⇒ Executed our first networking event

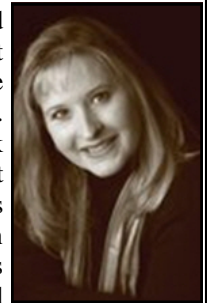
⇒ Enhanced the Excellence in Project Management Award (EPMA) program

- Added project manager of the year
- Added student award with two scholarships
- Simplified application process

⇒ Increased networking opportunities at dinner meetings

*(Continued on page 4)*

### Rachel Paulson 2009-10



I've thought all year long about what I wanted to say to the chapter membership in my first newsletter article. Surprisingly, now that the time has come, I am somewhat speechless. So let me start by saying, thank you. Thank you to Dianne, President, and George, Past President, who have mentored me as President-Elect this past year – it's been an honor serving with you. Thank you to this year's board members who have dedicated many hours to ensure that quality programs and services were provided. Thank you to the incoming board for saying "yes" and committing to serving the PMI-Portland Chapter members and community. Thank you to the many Directors and volunteers who have taken the time, and will again this next year, to serve this chapter's members. We could not do what we do for the membership and community without your time and commitment!

Each year we conduct a transition meeting that allows existing board members to renew their focus for the next year or begin transitioning their roles to the newly elected board member taking their place. Additionally, it provides the incoming President the opportunity to share their vision for the next year and begin alignment of chapter activities in support of that vision. In order to set the vision for the next year it is important to take a look back at what some of the previous chapter President's focused on during their leadership:

- Dianne Johnson – Visibility and Customer Service
- George Walker – Change, setting up for the future
- Cynthia Miller – Strategy and Tactical, repeatable operations
- Alan Strong – Member Value, touching the member
- Connie Plowman – Sustainability and Quality

*(Continued on page 7)*

## Our Meeting Sponsor

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




**Vantage Point Consulting** is a Portland-based **higher education, project management, and learning solutions** consultancy. We work with higher education to improve student services and student retention. We work with government organizations and businesses to provide project management, customer service and human capital development training and delivery solutions.

Vantage Point Consulting is also an authorized reseller of SkillSoft e-learning content. We work with colleges and businesses to supplement SkillSoft content and certification programs with their organization's curriculum.

For more information, contact us at [info@vantagepoint-inc.com](mailto:info@vantagepoint-inc.com).



## Events Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
1	2 Board Meeting	3 <b>ELECTIONS -</b> Results Announced	4	5 SOUTH Roundtable	6 / 7
8 <i>Online reg. closes for Chapter Mtg.</i>	9 <a href="#">PDX Chapter Meeting</a>	10 <b>Volunteer !!!</b>	11	12 NW Roundtable	13 / 14
15	16 NE Roundtable	17 Salem Lunch Meeting	18 WEST Roundtable PMF Luncheon	19 Corvallis Meeting	20 / 21
22 		24 DOWNTOWN Roundtable	25 PMF Breakfast	26 NORTH Roundtable	27 / 28
29 	<b>ENJOY THE SUMMER—SEE YOU IN SEPTEMBER!</b>			3 NO SOUTH Roundtable in July / August	4 / 5 

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



**VANTAGE POINT  
CONSULTING**

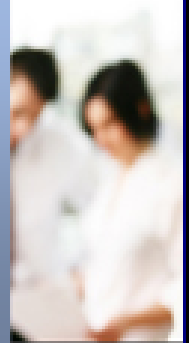


**PMI**

Building professionalism in project management.®

**Project Management Institute  
Portland Chapter**

E-Learning Resource Center



The Portland chapter of PMI partnered with Vantage Point Consulting and Corporate Education solutions (CES) to bring you hundreds of affordable, online courses that will enable you to earn Professional Development Units (PDUs) toward your annual PMP training requirements — anytime, anywhere. Course content is developed by SkillSoft corporation, a leading provider of skill-based training.

Go to [www.pmi-portland.org](http://www.pmi-portland.org) and select the Education link to browse thousands of affordable titles in subject areas such as Project Management, Leadership, HR, Business, and many more. All titles are \$74.00

Vantage Point Consulting ([www.vantagepoint-inc.com](http://www.vantagepoint-inc.com)) is a Portland-based higher education, project managements and learning solutions consultancy.

## Keynote Presentation

## Chapter Meeting



## EXCELLENCE IN PROJECT MANAGEMENT AWARDS

Excellence in project management is demonstrated every day by businesses, corporate and non-corporate, individuals as well as high school seniors. The EPM Awards honor those who have demonstrated excellence as a project team member, as leader of a project, or completing an individual project for academic credit. There are three awards being given this year:

- 1) Project of the Year which honors 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 which honors an individual Project Manager for his/ her consistently demonstrated leadership and focus on project management best practices, and

- 3) Student Project of the Year which honors 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 awards and brief presentations of the winners will be accompanied by music and community presenters in a red carpet, spotlighted event.

Awards will be presented by various PMI and Community Presenters.

### 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.**

Contact [registration@pmi-portland.org](mailto:registration@pmi-portland.org)

### June Menu

**Oven-roasted Salmon with Baby Potatoes and Peach Blackberry Chutney**

### Presidents' corners

*(Continued from page 2)*

- ⇒ Provided strong dinner and pre-dinner speakers
- ⇒ Began the volunteer of the month recognition program
- ⇒ Successfully piloted a mentoring program
- ⇒ Launched 24/7 elearning pilot
- ⇒ Launched the new member orientation sessions
- ⇒ Increased focus on career networking

We continue to keep the bar high with our recognition of Volunteer of the month for May. Jerry Young has done an outstanding job as our Director of Jobs this year. If you are looking for work, about to work for work, or just recently looked for work, give Jerry a big thank you for helping you out. He is responsible for making sure we get the project management job postings that come through the chapter and he successfully piloted a program to build relationships with local staffing agencies to attend the new Career Networking table at the monthly dinner meetings. Jerry was a key player in planning and executing our recent successful networking event also. Thank you Jerry for providing value to our members.

As my time as president comes to an end, I am a little sad and a little relieved to be winding down my time on the PMI Portland board of directors. It has been my privilege to have served on the board for six years and, while I will miss being directly involved

in making the chapter work, I am looking forward to my next year as immediate past president when I can relax and just offer a bit of advice here and there—that is the main duty of the past president. I am leaving the chapter in good hands with Rachel Paulson taking over the leadership reins and a professional and enthusiastic team in the new board to continue the work of the chapter.

Take care and I hope to see you at our June 9 Dinner Meeting. It promises to be a special event as we present the Excellence in Project Management (EPMA) awards. I think it will be especially interesting to hear about the student awards, a new category we added this year. Monica Enand will present the pre-dinner presentation: Be a Catalyst for Team Productivity: Tips for Standing Out by Getting Decisions Made. This is our last dinner meeting until September, so come on out and join us.

Check the website for more interesting information and details on the Dinner Meeting: [www.pmi-portland.org](http://www.pmi-portland.org). Don't forget to check the June schedule for roundtables in your area.

Happy Father's Day! Thank you for a very good year.



**Dianne Johnson, PMP**

**President**

## April\* Membership News

### Thanks Chapter Renewals

Adams, Arnold	Lingen, Peggy
Aulson, Zachary	Linnerud, Sandra
Beard, Chloe	Lipscomb, Mark
Bishop, Holly	Little, Karen
Blake, Kathleen	McArthur, Lewis
Blattmann, Danna	McCaffrey, Robin
Bloom, Robin	McEwan, Anne
Bordonaro, Deborah	Menon, Sudhir
Buttolph, Jennifer	Miller, Carol
Cakarnis, Marian	Mullen, Judith
Covington, Michelle	OConnor, Tim
Curry, Laurie	Olsen, Becky
Dalton, Bonnie	Parker, Maria
DeGallier, Chris	Parton, Ron
Dickerson, Jack	Pelton, Lloyd
Dirksen, Paul	Perkins, Helen
Docherty, John	Peterson, Matthew
Ehmann, Robert	Relyea, William
Folwell, Jennette	Rudawitz, David
Forman, Robert	Rudawitz, Linda
Francis, David	Rudd, Terry
Funk, Toby	Smith, Clay
Gorden, Damon	Stevens, Baz
Guthrie, Lisa	Surya, Kirti
Haskins, Kelly	Tabler, Timothy
Henry, Lydia	Townsend, Ian
Hix, Karen	Trepczyk, Aretina
Housley, Jens	Vanderwal, Kelly
Jackson, Alison	Vercammen, Catherine
Jacobs, Katherine	Wagner, Beverly
Jesus-Olhausen, A. Lynn	Walker, Ann
Johnson, Dianne	Weyrauch, Jodi
Kramer, Alma	Whitcombe, Bob
Kwong, Ying Ki	White, Charles
LaMar-Chamberlin, Michele	Wilén, Chris
Latto, Linda	Wilson, Troy
Lawson, David	Winfrey, Linda

### New Member Meeting

Held during the Chapter Dinner meeting.

**We meet directly after the Educational Presentation (5:35-same room) so attend it, stick around and meet some new folks!**

### Congrats New PMPs

DeMars, JoNell PMP  
Smith, Monty PMP  
Boone, Scott PMP  
Barnard, Jonathan PMP  
Hix, Karen PMP  
Carruthers, William PMP  
delaCruz, Eldon PMP  
Wooden, Gregg PMP  
Hodge, Dennis PMP  
Harrison, Nancy PMP  
Washington, Robin PMP  
Rouse, Allen PMP  
Rapp, Stacey PMP



Grosch, Scott PMP  
Shane, Terry PMP  
Ajarapu, Vivek PMP  
Spurling, Thomas PMP  
Xu, Jason PMP

### Welcome New Members

Bahmanyar, Barry	Peach, Hugh
Baird, Patricia	Preston, Jonathan
Bowman, Rory	Rotz, Julie
Cahill, Leigh	Rouse, Allen
Castaldi, Joseph	Runnells, Robert
Clark, Trevor	Saier, Kevin
Didner, Michael	Scott, Dion
Edlefsen, David	Skinner, Chris
Fisher, Michael	Smith, Ed
Fox, Christopher	Smith, Sengdaloune
Gillard, Shellie	Tamplen, Cheryl
Haas, Adrienne	Vasquez, Lisa
Haney, Peter	Weber, Joshua
Hutchison, Matthew	Woodbury, Scott
Lacey, Jason	Zellmer, Alan
Lin, Hsin-Yi	
Linville, Shannon	
Ludemann, Jennifer	
Macklin, Andrew	
Milhauser, Kathy	
Nock, Elaine	
ODonnell, Barry	



\* 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](http://www.pmi.org) to change or manage your membership information.

## Educational Presentation

## Chapter Meeting

## Be a Catalyst for Team Productivity: Tips for Standing Out by Getting Decisions Made

In today's climate people are looking for ways to stand out and be more effective at work. One of the most important skills for a team member is the ability to get decisions made within an organization. Driving decision-making is an art form, but mastering it can make you a hero among your colleagues and management.

The challenge for any worker is to avoid wasted effort in building consensus. This can be from decisions that aren't really agreed to, those that aren't communicated well, and the countless hours spent in meetings that don't get you what you are looking for. This presentation will focus on techniques on the fine art of getting decisions made in a work group.

### About the Presenter:



Monica Enand developed a passion for improving personal productivity through improved decision management after countless experiences where the stress and inefficiency of organizational decisions frustrated her. She has worked for more than 16 years in large corporations such as Intel and IBM as well as startups. She focuses on the issue as a speaker and has created an online decision management system called Zapproved ([www.zapproved.com](http://www.zapproved.com)) to help today's worker overcome this challenge. Monica is a contributor to GTD Times, the official blog of the David Allen Company.



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.

## Upcoming Chapter Meetings

SEPTEMBER 15

## Looking for dinner meeting presentations?

Go to our website and select *Member Resources* > *Meeting Handouts* from the menu bar.

## 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

- **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.

**Free Parking -  
request a pass at  
the Reg table**



**JUNE 18** Lunch with PSU's Dr. Antoine Jetter, Dept of Engineering & Technology Management

**The State of the Art: Making the "Fuzzy Front End" Less Fuzzy**

11:30 am to 1:30 pm Only \$30 if you register by 5pm, June 17. Standard Admission \$35.

**JUNE 25** Learning Breakfast with Mike Ryan, PMP, Nike

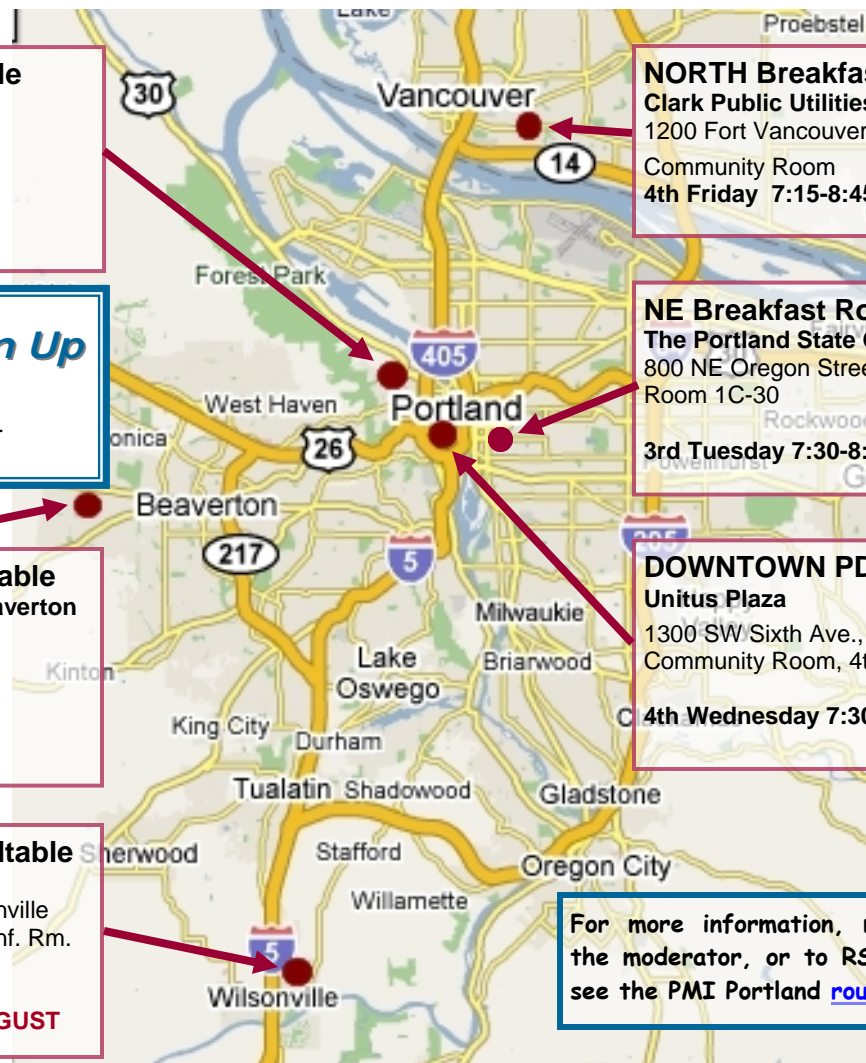
**Growing Program Management in a 'Just Do It' Culture: An Exchange of Ideas**

7:30 to 11:00 am Only \$89 if you register by June 18. Standard Admission \$99.

See Special Pricing for Early Birds, Students, and "In-Betweeners" at

[www.programmanagementforum.org](http://www.programmanagementforum.org)

**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**

**Roundtable Sign Up Process!**  
 It only takes 3 minutes—  
 see website for details.

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

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

**DOWNTOWN PDX Roundtable**  
**Unitus Plaza**  
 1300 SW Sixth Ave., Portland  
 Community Room, 4th floor  
**4th Wednesday 7:30 am**

**SOUTH Breakfast Roundtable**  
**Mentor Graphics Campus**  
 8005 SW Boeckman Rd., Wilsonville  
 Commons Bldg., Big Muddy Conf. Rm.  
**1st Friday 7:15-8:45 am**  
**NO MEETINGS JULY & AUGUST**

For more information, maps, to contact the moderator, or to RSVP for meetings, see the PMI Portland [roundtable webpage](#).

**Presidents' corners**

*(Continued from page 2)*

- Lee Hall – Ethics and Value to the Member

This chapter has had many strong leaders and is the reason for the growth and sustainability of the PMI-Portland Chapter. Their visions have set the stage for continued growth and new connections to our community. This next year will focus on 1) **Value**, always providing value to our member community by understanding what they want / need which in turn provides for retention of current members and chapter growth (new members), and, 2) **Connection** to, a) Local businesses, corporate and non-corporate, b) Community Associations where project management is used / taught, and c) Providers of education - those already providing project management fundamentals and those needing / wanting to.

The coming year should prove to be an exciting year with events and programs that inspire and challenge us as Project / Program Managers in all fields of expertise. I look forward to serving you as the 2009-2010 Chapter President and welcome your feedback on the vision now and as the year progresses.

**I want to extend a personal thank you to Dianne Johnson, our current chapter President, for her countless hours dedicated to our board and chapter membership.**

Her constant focus on customer service this year was unwavering. We will miss the many things, including the bike horn used to get our attention at dinner meetings, which are so uniquely Dianne. Thank you for your commitment for so many years including this next year as Past President.

Finally and most importantly, thank you, each and every member, for your continued membership and dedication to the profession of Project Management.

**Rachel Paulson, PMP**

**President-Elect**

[presidentelect@pmi-portland.org](mailto:presidentelect@pmi-portland.org)

## Volunteer News

### Welcome New Volunteers

Please welcome **Brett Travis** to the chapter's Membership team as Program Manager for Phone Inquiry Response. Early this year, we implemented a Q&A script for our phone answering service vendor to follow, including routing emails to individual chapter leaders, rather than distributing all emails to the a single distribution list. This has greatly improved the quality & timeliness of responses provided, and substantially cut down on the number of inappropriate emails that chapter leaders receive.

Brett will be managing the relationship with our vendor to ensure that the program is running smoothly - monitoring emails and following up on any incorrectly routed ones; monitoring Q&A usage metrics; ensuring that our Q&As and email routings are current; ensuring that the chapter website info and the Q&As are in sync; randomly testing answering service agent responses; and monitoring program budget.

### Steve Wollenburg, PMP — Volunteer of the Month



Please join me in congratulating our June Volunteer of the Month Winner, Steve Wollenburg, PMP. Steve has served as Dir. of Certification for the past three years, overseeing formal project management training in accordance with the PMBOK Guide for both CAPM and PMP-eligible candidates. The CAPM/PMP Exam Prep class is held twice a year, and is a major source of chapter revenue.

Steve's duties have included scheduling ten volunteer instructors, capturing/collating their presentations to create study binders for the class participants. Steve has kept tabs on cost per student, per class, thus affecting the bottom line benefit to the chapter. This last winter Steve also assisted the curriculum update team with the 4th edition of the PMBOK Guide.

Steve exhibits impeccable fairness in dealing with students and the public, and has kept in touch with some students and has made lifelong friends along his journey. While serving as the PMI certification director, he has also served as President for the local Air Force Sergeants' Association.

Steve obtained his PMP credential in 2005, and earned his MBA from Keller Graduate School of Management in 2008. He's recently accepted employment from the State of Oregon's Employment Department. Past experience includes Manager of Business Analysis and Testing and Executive Director for the Department of Defense Emergency Management Agency and Operations Center for the US Air Force.

Steve will be continuing his volunteerism with the chapter by remaining an instructor with the program.



A Michigan native, Brett moved to Portland in 2002 to pursue his dream of living in the Pacific Northwest. He has extensive knowledge in the Mortgage industry, of which he has 10 years experience. He got his start in finance with First National Acceptance Co. as an analyst, purchasing owner held private mortgages, and soon thereafter was promoted to Branch Manager. No stranger to volunteering, Brett served as President for 2 years for the Montarosa HOA in Beaverton. In 2004 Brett started going back to school part-time to earn a Bachelors degree. He will graduate this December from George Fox University with a BS in Project Management.

In his free Brett, time he enjoys Mountain biking, road biking, and playing guitar. In addition, Brett is an avid Seahawks fan, and one of the many positives moving to the region was the fact he can watch the Seahawks every Sunday during the season, or make the short trip to Seattle for a game.

Please help me to welcome Brett to this important role.

Brett can be reached at [brtrtv@yahoo.com](mailto:brtrtv@yahoo.com)

### GOOD NEWS!!!

Cheshire Learning has partnered with SpringBok Training to bring you 4-day PMP exam prep training with a **100% money back guarantee**. We'll even help you qualify for the class. Going one-step further, we help you maintain your PMP certification with free access to on-line courses. All for the same price of \$2495.

**Next class: October 19-22, 2009 8:00am–5:00pm.**



Is this you? Bored by traditional training?

Then we've got what you need: Project management classes designed to enhance learning and keep you engaged. On-site courses range from the 1-day *Project Management Quick-Start* to in-depth four day journeys covering a variety of topics. All classes include practical application of the tools and techniques that help make successful projects possible.

To schedule a class at your location or for more information, contact Jan Hilbi at 503.675.0400 or [jhilbi@cl-pm.com](mailto:jhilbi@cl-pm.com)



Cheshire Learning is a PMI Global Registered Education Provider



## Professional Development News

### PMP/CAPM Students Prepare to Take Credential Exams

The Spring 2009 PMP/CAPM Prep Class concluded last week. The 32 students were a combination of community and PMI chapter members. With 2009 being the spring of a Project Management Body of Knowledge (PMBok) version release, there was more variation in the goals; in addition to choosing between CAPM and PMP credentials. The students chose between taking the 3<sup>rd</sup> edition examinations, available until June 30<sup>th</sup>, or the 4<sup>th</sup> edition content after that.

Student comments at the conclusion included:

- *I thought the class was great. It has given me the structure I needed to get to the level required to pass the PMP. Now the rest is up to me. I will keep you posted on my progress.*
- *I was really impressed with the class, volunteers, and the time/effort put into it. Thank you very much.*

#### Classroom Space Available

Twice a year, the course is held at different locations. This spring venue was Portland State's Business Accelerator building at 2828 SW Corbett. The Portland State Business Accelerator is a university-sponsored business incubator for emerging technology companies. It helps companies get to market faster, cheaper and with more staying power by providing affordable space and a wide range of business development services. The PSBA serves primarily the green tech, information tech, and biotech/bioscience industry clusters.

The PSBA is five years old and has assisted 40 companies to date. Of those, 84% have been successful start-ups, compared to a typical success rate of about 20%. Up to 25 start-up companies are housed within the PSBA's 40,000 square foot building at any one time, with companies staying about three years until they achieve key success milestones and are "graduated." Chris Axtell, the program coordinator, was very accommodating to PMI Portland Certification staff needs.

#### Are you planning ahead for your credential?

There's no expiration of prior education towards the 23 hours in seat for the CAPM or 35 hours for the PMP eligibility. Approved sources include academic classes, corporate sponsored training, third party vendor training, PMI chapter education sessions (afternoon and workshops). See the PMP Handbook at [www.pmi.org](http://www.pmi.org) for requirements.

Once you've accounted for what education you already have, select what helps further you best. If you need more education, would you like it PMBoK based, or would you like a work-related topic that needs boosting for your skillset? Do you want in class training, or does online education work for you? Don't forget the thousands of eLearning modules available from the Education link at the [www.pmi-portland.org](http://www.pmi-portland.org) website. If in class training is wanted, there are about seven PMI Registered Education Providers in the Portland/Vancouver area. Find them at the national website, under the Get Certified link.

The Chapter's PMP/CAPM instructors will hold their next course starting September 9<sup>th</sup>, running Wednesday evenings through an All Day Saturday Review November 21<sup>st</sup>. The venue will be the ODOT facility on SE 92<sup>nd</sup> Avenue. Registrations will open at [www.pmi-portland.org](http://www.pmi-portland.org) later this summer. Contact [certification@pmi-portland.org](mailto:certification@pmi-portland.org) with any questions. Have you set your goal/timeline? You could have your credential before Thanksgiving! Envision it; plan for it!



**Pamela Banning, PMP**  
VP Professional Development

### Fall 2009 Workshop Schedule

We will be hosting 2-3 workshops in the fall of 2009. The first is scheduled for September 17<sup>th</sup>, entitled "Sixth Sense Buy-in" and will be presented by Roeder Consulting.

For project managers and others who facilitate change, gaining real buy-in from team members can be challenging. Getting team members emotionally committed and mentally focused on the initiative is critical to project success. Project leaders can use specific skills to ensure meaningful interactions with team members. Meaningful interactions are the foundation for developing team Buy-In. This seminar will help develop these skills and give participants the key "take away" skills to bring to your projects tomorrow.

In late October we will be hosting a software skills workshop with the local consultants at Advisicon: "Best Practices in Managing Projects with Microsoft Project?"

We are currently looking into a PM workshop oriented towards Agile Project Management for the month of November.

More details and registration information will follow in the next newsletter and on the PMI Portland website.

## Career Networking News

### PMI-Portland Career Networking Event a Success!

The PMI Portland chapter launched its first Career Networking Event, "Taking the Work out of Networking" on Tuesday, May 12, at Souk in downtown Portland. The PMI-Portland Marketing team created the event to provide project managers with a dedicated time to focus on peer-to-peer and recruiter networking.

Scheduled after work hours from 5:30pm – 7:30pm, attendees were able to meet fellow professionals, mingle with PMI members, and mix with recruiting companies. Sponsorships from professional staffing firms Apex, Meridian, Protingent, and VanderHouwen helped fund the event which was free for all registrants.

With a relaxed, casual atmosphere, the evening was designed to make networking easy and fun. Souk, providing creative and professional work space, was the perfect backdrop for networking, with high ceilings, exposed wood beams and brick walls. Music, appetizers, and a no-host wine and beer bar also contributed to the comfortable, laid-back environment.

To help attendees take the work out of networking, the PMI-Portland Marketing team prepared an entertaining "Networking Bingo" game. Conversations were sparked as players searched to find fellow event-goers that met criteria listed in each square of the bingo card. Competition was fierce with prizes awarded to the first three networkers who completed a row of squares and scored BINGO. Third prize, a \$10 gift card to Barnes & Noble was awarded to Terrie Ray. Second place finisher, Holly Howard, received a \$25 Barnes & Noble gift card, and first prize, a \$50 Barnes & Noble gift card, was captured by Vito Errico. Congratulations to all the winners, and thanks for playing

Networking Bingo!

The PMI chapter and sponsors also conducted raffles throughout the event. Apex raffle winner, Jose Ruiz-Osuna, received a golf windbreaker package. Chris Rupp was the lucky winner of the Meridian raffle, walking away with an amazing interviewing kit complete with leather briefcase, helpful books, and a USB drive. VanderHouwen awarded two prizes - Gift Cards from Stanford's - to winners Michael Braschayko and Saby Waraich. PMI-Portland presented two bottles of wine to raffle winner Kerry Sharp.

Over 17 volunteers were involved in making the self-catered evening a true success! Thanks to all of the volunteers who helped make this event possible: Hank Barnett, Jeff Brummel, Jeanine Brummel, Meagan Brummel, Eldon delaCruz, Darin Goble, Lin Johnson, Shannon Mahoney, Joseph Marietta, Kevin Nichols, Erik Odegard, Roger Parish, Katie Plowman, Terrie Ray, Sujitha Seeveratnam, Saby Waraich, and Jerry Young.

Based on anonymous survey results, the event received 92% satisfaction rating with over 75% of respondents planning to attend future events. One survey-taker said, "I appreciated the friendly, open environment of the event. I was able to meet many new people."

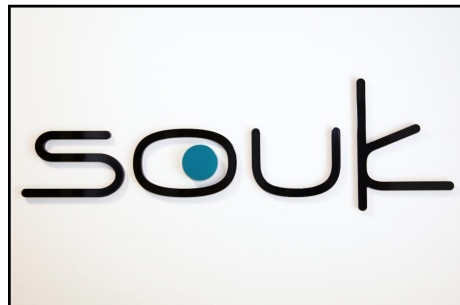
The next Career Networking event is being planned by the Marketing team for early fall of this year. If you have suggestions or comments please feel free to email them to me at [networking@pmi-portland.org](mailto:networking@pmi-portland.org).

*Pam Melton, Director of Career Networking*



Raffle winner Kerry Sharp with Jeff Brummel, VP Marketing

Taking the Work  
out of Networking



Our venue



Pam Melton, Director of Career Networking

# Career Networking News



Welcome!



Group



Sponsor—Protingent



Sponsor—Meridian



Sponsor—VanderHouwen



Sponsor—Apex



Volunteers Sujitha Seevaratnam, Eldon delaCruz, Pam Melton



Group



Raffle



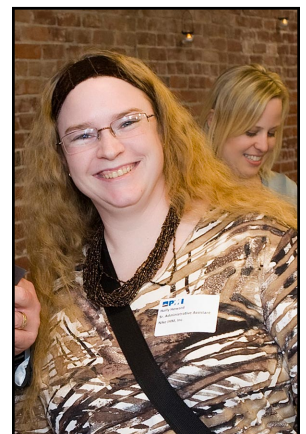
Winner Chris Rupp



Volunteer Shannon Mahoney



Volunteers Jeanine, Jeff & Meagan Brummel



Winner Holly Howard

## Mastering Projects

### 6 Steps to Better Delegation

#### Delegation Dilemma

John is the chief executive at one of my clients. He is visionary, smart, and articulate, but he doesn't delegate well. He gives vague directions to his teams, believing that he is empowering his people by giving plenty of freedom. When the results aren't what he wants, he swoops in to micro-manage. Team members feel whipsawed and confused, while John is frustrated at their slow progress toward realizing the vision that he sees so clearly.

#### Your Sanity is at Stake

Bad delegation like John's is rampant in project organizations. Even if you are not the chief executive, delegation is a crucial project leadership skill for your career.

- Good delegation is in your self-interest, because you can't do everything personally. You don't have enough time and energy to directly manage everything on the projects you lead. To save your own health and sanity, you must give your teams autonomy.
- Good delegation allows teams to self-manage and be more productive. Micromanagement decreases motivation, while self-management increases motivation. Both Frederick Herzberg<sup>1</sup> and Peter Drucker<sup>2</sup> have written extensively about this.

Delegating responsibility is difficult for many project and program managers, especially those who were recently individual contributors. As individual contributors, their successes were partly due to their attention to detail and how well they did the work themselves. When they become project leaders, their success depends on coordinating and leveraging the work of others instead.

#### Six Steps to Success

Figure 1 shows the six steps of good delegation, and how both parties must participate actively, passing the lead from one to the other at different times.

I'll describe the steps as if you, as the project manager, are delegating a responsibility to a delegatee.

- 1 Assess** the skills of the delegatee. Different people can handle different levels of autonomy, so tune your approach to the appropriate level.
- 2 Frame** the responsibility that you plan to delegate. Clearly describe the responsibilities you're delegating, the results that you expect, and how much authority you are transferring.
- 3 Discuss** the delegation with the person to whom you are delegating. Ask for suggestions and concerns, then respond to them.
- 4 Develop** a plan of action. Agree on how the delegated responsibilities will be carried out and how progress will be communicated. The delegatee should take the lead on this step according to his experience and skill.

**5 Implement** the plan. The delegatee does the delegated work, communicating and escalating to you as agreed.

**6 Support,** monitor, and follow up. You must monitor progress and provide enough support for the delegatee to succeed.

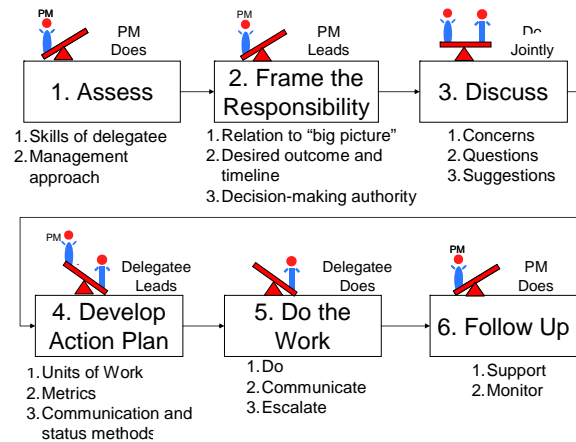


Figure 1: Delegation Steps

These six steps avoid common delegation problems:

- Too much involvement. The delegator stays too involved and doesn't let go of the delegated responsibilities. This happens so often that it has earned a special name – micro-managing.
- Not enough involvement. The delegator is too distant, often framing the delegated responsibilities in in fuzzy terms, then following up only sporadically.

Both of these problems lead to frustration and poor results, as well as lack of ownership and poor commitment on the part of the delegatee.

#### Endpoint

Good delegation increases the productivity and morale of your teams, extends your leverage as a leader, and may even save your sanity. Few of us naturally excel at the six steps of good delegation. Nevertheless, the results of good delegation are worth the hard practice that is needed to master it.

#### References

You can download a delegation planning worksheet from the resources section of [www.spspro.com](http://www.spspro.com). More Mastering Projects articles are at [http://www.spspro.com/SPS\\_cases\\_papers.htm](http://www.spspro.com/SPS_cases_papers.htm)

1. Frederick Herzberg, "One More Time: How Do You Motivate Employees?", Harvard Business Review, January 2003 (R0301F, reprint of 1968 article)
2. Peter Drucker, The Essential Drucker, "Management's New Paradigms", p. 80

#### About the Author

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon ([www.spspro.com](http://www.spspro.com)). He is also on the graduate 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](mailto:jeff@spspro.com) or read previous articles at [www.spspro.com/resources.htm](http://www.spspro.com/resources.htm).

## The Student-Teacher Continuum

What motivates members to volunteer within a professional organization such as the PMI Portland Chapter? The answer to this question varies from person to person. The answer also varies over time as one's needs change. However, we can often tie a volunteer's motivation to one of two general categories: 1) The need to learn, or 2) The desire to teach.

Many volunteers begin by taking on the role of student within the organization. They understand volunteering within the chapter provides a unique opportunity to work side by side with professionals who have honed their skills over many years through the practical application of project management practices. These "students" have placed themselves in the tactical position of being able draw upon their peers' experiences spanning multiple industries. The desire to explore these unique networking opportunities not only advances one's own understanding; it also ensures shared knowledge is promoted throughout the organization over time.

In contrast, you can also find many dedicated volunteers who selflessly step into the role of teacher because they find it extremely gratifying. They have the ability to pass on their skills, knowledge, and invaluable experience to new or less experienced project managers. Often times volunteers are surprised to find that the act of teaching others actually helps to further solidify their own understanding of various project management principles. Being able to effectively share your knowledge with others keeps your own skills sharp and maintains an active and meaningful dialog within this community of professionals. It is this dialog and juxtaposition of new ideas alongside the time-tested practices that keeps the organization healthy.

One of the outputs of this continued dialog is the PMBOK

Guide. The publication is essentially a continuously evolving collection of the collaborative knowledge we have amassed as a worldwide organization. Each PMI chapter, including the Portland PMI Chapter, plays a vital role in maintaining this professional body of knowledge. As an active member and volunteer, you have the distinct opportunity to shape and refine the fundamental principles that help define our profession.

Regardless of one's initial motivation to become a chapter volunteer, it quickly becomes evident that there is no firm boundary between the role of student and teacher within a collaborative professional organization such as ours. These roles simply serve to define a spectrum of opportunities along a continuum. As a volunteer, you become both a student and a teacher simultaneously. It is this inherent diversity and duality that keeps volunteers coming back year after year.

PMI credentials such as the PMP illustrate the importance of continued and consistent education throughout one's careers. What may not be as clear is that our obligation to share knowledge with one another can begin almost immediately. You don't have to wait until you have 25 years in the field to begin teaching others. The reality is that regardless of how limited your experience may be, there are always others behind you on the same path who will benefit from the knowledge you have gained along the way.

Wherever you fall along the student-teacher continuum, the PMI Portland Chapter can benefit from your engagement in the organization as a volunteer. We encourage you to go to the PMI Portland website for additional information on current volunteer opportunities within the chapter.

*Jeremy Black PMP, Program Manager, Volunteer Recognition*



## MANAGING PROJECTS & PROGRAMS

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Check the PMI Portland website for the latest news!

Questions? Contact Connie Plowman, PMP, Conference Project Manager  
[connie.plowman@cadencemc.com](mailto:connie.plowman@cadencemc.com)

## Articles

## The Distinction of Safety

The administrator of the Oregon Occupational Health and Safety Administration spoke at the Greater Portland Construction Partnership (GPCP) yesterday evening. The GPCP meets quarterly to "enhance the construction industry's performance" and has a foundation of in the domain of safety.

His talk set the context of safety in the construction industry in Oregon. Statistics were reported followed by three opportunities that he sees. I was intrigued by one; better planning. I asked for some examples and received responses of pre-task planning and pre-installation planning. Another fellow discussed reviewing safety prior to bidding so as to cover special costs.

These practices should significantly improve safety on most projects. Stretch and flex will also really help. However, I was hoping that someone moved the perfunctory practice of "safety first" at the beginning of planning meetings to the end where they could discuss upcoming hazards in context of the project.

If safety is something that we must bring in our attitudes (and it is in some companies), we need more than good intentions and good moods towards safety. We need to be doing the kinds of things that keep ourselves and each other safe. Here's an example: I was meeting with the head of operations of a 130-

person firm the other day. I arrived early. Outside the office I noticed two people using commercial weed whackers. Neither had Personal Protective Equipment (PPE)...no ear plugs or glasses. The manager of operations walked by the same two people. She hadn't noticed the lack of PPE. When I raised it she said, "Oh, that could cost us some real money if someone was hurt." Her view on the cost of un-safety is not unusual. Safety requires a level of acuity and concern for others that rarely shows up in the work setting. In my experience it is only the most dangerous situations (e.g., power line work) that we find acuity and concern. The rest are taken for granted. Erecting fencing, requiring trench boxes, etc. only serve to numb the senses rather than increase acuity. And I am not saying don't use fencing and trench boxes.

We require a new orientation towards safety that I can summarize this way: Construction is always hazardous and imminently dangerous. We need to be present to that. And we need to conduct ourselves in ways that we learn in groups to address hazards before we do the work.



*Matthew Horvat is a coach for Lean Project Consulting, Inc. He lives in Portland and consults to the AEC industry.*

## Your Passion Awaits You



If you attended the May PMI Portland Chapter dinner presentation, you discovered that a life filled with ease, joy and fulfillment is available to you right now. All you have to do is do things that make you smile and stop doing things that don't. You don't even have to quit your current job! There are a fortunate few who followed their passion from the beginning. Gates, Jobs, and Obama were a few celebrities we looked at as well as two fighter pilots, Faceshot and Slick. You can watch their stories for free by going to

this link: <http://www.hulu.com/videos/search?query=Speed+and+Angles>.

While there are a fortunate few who stay true to their passion and as a result obtain phenomenal success, what about the rest of us? Early in life we buy into the common story that we must "earn a living." This is just a story, but we believe it like it's real and in doing so we veer off course. Many years later we find we have a life that's nothing like what we expected.

But all is not lost. You can rediscover the joy, freedom and passion you felt before. All you have to do is do things that make you smile and stop doing things that don't make you smile. While you're doing those things, you must be vigilant. You're looking for signs indicating you're living your passion. Here's a real life, true example. After the dinner event last month, a gentleman from the audience came up to me and said he had always wanted to be a photographer. Not just a photographer, a special kind of photographer. He wants to take pictures for calendars. Recently this guy rented an expensive, special purpose lens and went up on a hill to shoot the sunset. This guy enjoys

photography. He was doing something that makes him smile. I can imagine renting that expensive, special purpose lens made him feel special as a photographer...the kind of photographer he wants to be. Now when he got to the top of the hill, there was a guy there shooting the same scene with a tripod. Our audience member started talking with this person and lo and behold, this guy was...wait for it... a calendar photographer!

Now, is it necessary to point out what the odds are that our audience member and a calendar photographer would end up on the same hill, shooting the same sunset? This is what happens when you choose to reconnect with your passion by doing what makes you smile.

One thing I didn't acknowledge during my speech was that some in the audience might see this talk about doing what makes you smile as a bunch of BS. I want to acknowledge that now. Perhaps you are one of the people feeling this way. If you are, I don't want to try to convince you that it's not BS. I'll only ask you to consider this: What if what I'm saying has merit? What might be possible if it were real instead of BS? How different might your life be if what I'm saying is possible?

There's one thing Faceshot says in Speed and Angles that struck me deeply. It's directly relevant to what we shared last month. He says: "Listen to what your heart wants to do, then use your brain to make it happen." Listening to what your heart wants to do is all about finding your passion. You can be one of those fortunate few living a life of joy, freedom, ease and wealth. It begins by taking time to smile.

Write me with questions at [perry@perrygruber.com](mailto:perry@perrygruber.com).

May 2009 Chapter Meeting

Faces of PMI Portland



Speaker Perry Gruber



Darcy Gallagher PMP & Chloe Beard

Many thanks to Erik Odegard for the photos



Speaker Pat Garrett, Region 1 Mentor



Linda Winfrey, Faith Abilay PMP & Jeff Brummel PMP



Jerry Young, Director of Jobs — Volunteer of the Month, & Dianne Johnson, President



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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.

**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](http://www.pmi.org) "PMI Members Area"

**Chapter Web Site** [www.pmi-portland.org](http://www.pmi-portland.org)

**Newsletter** Published monthly except July and August.

**Newsletter Editor** [newsletter@pmi-portland.org](mailto: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



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