



**Best Viewed in Acrobat 7.0 or above

**Use Internet Explorer or Firefox

Thought for the Month

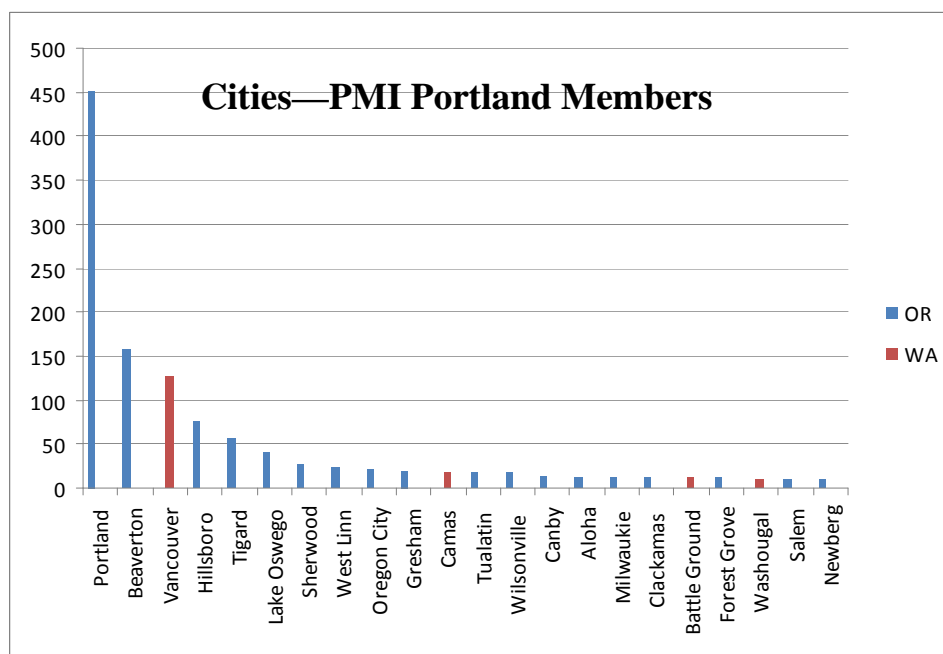


There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction.

—John F. Kennedy

Chapter Demographics

Velda May (Marketing team) has been doing some data mining in the chapter member database made available to us by PMI GOC. We thought you would be interested in some of our demographics.



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The information we get from PMI GOC also populates our chapter database. This information is only as good as YOU make it. Keep your member profile and contact information updated at PMI and PMI Portland by going to www.pmi.org.

For more demographics, go to pages 5 and 17.

Chapter Meeting

October 20, 2009

Keynote Presentation:

**Putting Brakes on a Rocket,
by Russ Martinelli**

Educational Presentation:

**If Your Project Could Talk: Using your project schedule to analyze risks and issues,
by Kevin Williamson, MCP, MCTS, PMP**

Register online: by **Mon. 10/19/2009** (10 am)

Sponsored by:



[Click here for meeting logistics](#)

The President's Corner

Risk management occurs naturally



Increasing value through connection.

What is risk? A risk is an uncertain event or condition that, if it occurs, has a positive or negative effect. Everyone manages risk on a daily and sometimes on a moment-by-moment basis. We assess risk in everything we do, from taking or not taking a jacket when we leave, choosing which freeway or back road we drive to get to work, to what investment will be best for retirement savings, what system to purchase and install at home or work, what health plan will provide the best care and so much more. Most people are unaware they are managing risk – they just make decisions. Risk management occurs naturally.

Risk management outside of a profession that requires its formal and documented use can be referred to as intuition, assessing the pros and cons, “having no choice,” etc. We do it so naturally that it does not feel like we have gone through an assessment of possibilities. We make decisions based on those possibilities that create the desired outcome or minimize an unavoidable negative outcome. It is done so naturally that little thought is given to how we arrived at that decision. How is this possible? We are trained by parents, other family, peers, educators and experience.

Project Managers have an incredible ability to see the world around them from so many different risk perspectives. We are trained to formally assess, plan and act where needed according to risk factors. For many of us this formal training now comes naturally and we apply it to our everyday lives, careers and the not-for-profit organizations where we volunteer.

At the September dinner meeting, I had the opportunity to talk to meeting participants about where the chapter has been, what our current status is and where we want to be in the future for this chapter and its members. I asked you for feedback to help assist us in validating if we were on the right track, brainstorming new ideas and concepts, and understanding why you are a part of this chapter.

We explored active board initiatives and discussed the risks associated with achieving them. The PMI Portland chapter routinely faces two primary risks with its programs and new initiatives:

- Volunteers – shortage and potential burnout, and
- Sustainability using the power of volunteers

We must constantly be looking ahead to keep programs interesting and valuable in our ever changing volunteer organization – risk management is essential for longevity and continued focus to provide member *value and connection*.

If you were at the dinner meeting, **Thank You!** And, thank you for your contributions to the actions this year's leadership team is taking. Have you had a chance to review the collective feedback? It is on the website under [Member Resources / Meeting Handouts/Keynote Presentation](#). We have reviewed it and will use it in our decisions as we go forward.

Our members and those who volunteer to serve them are our greatest assets. Thank you for every half hour to multiple hours of volunteerism you've spent reducing our primary risks and / or participating in the chapter and its activities. You are truly valued!!!

Rachel Paulson, PMP, President, PMI Portland chapter

Our Meeting Sponsor

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

The heart of **Apex** is our people. We go to great lengths to only hire the cream of the crop- we want people of the highest character, with high energy and a service mentality. Motivated, friendly, and capable. Folks who are interested in building lasting relationships, not simply trying to make a deal happen. We believe it's a difference-maker, and we're confident you'll feel the same way.

To speak with a local **Apex** representative, please call 503.293.2900. We are eager to hear from you.

www.apexsysteminc.com



Events Calendar

Mon	Tue	Wed	Thu	Fri	Sat / Sun
October 5	6 Board Meeting	7	8	9 NW Roundtable CORVALLIS Lunch Mtg.	10 11
12	13	14	15 WEST Roundtable EUGENE Dinner Mtg	16 <i>Career Networking Registration deadline</i>	17 18
19 <i>Online registration closes for Chapter Meeting.</i>	20 PDX Chapter Meeting NE Roundtable	21 SALEM Lunch Mtg.	22 Career Networking Event	23 NORTH Roundtable	24 25
26	27	28 DOWNTOWN Roundtable <i>Workshop Reg deadline</i>	29	30 Workshop—eXtreme Project Management	31 Nov 1
2	3	4	5	6 SOUTH Roundtable	7 8

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

CONNECTING PEOPLE WITH OPPORTUNITY



The heart of Apex is our people. We go to great lengths to only hire the cream of the crop- we want people of the highest character, with high energy and a service mentality. Motivated, friendly, and capable. Folks who are interested in building lasting relationships, not simply trying to make a deal happen. We believe it's a difference-maker, and we're confident you'll feel the same way.

To speak with a local Apex representative, please call 503.293.2900. We are eager to hear from you.

www.apexsysteminc.com

CONNECTING COMPANIES WITH THEIR MOST CRITICAL RESOURCE

Job Hunting?



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

[Click here for details](#)

Keynote Presentation

Chapter Meeting

Putting Brakes on a Rocket

“Managing a program at this company is like strapping roller skates to your feet and a rocket to your back. Once they are on, it’s ready, aim, launch.” That was the answer Russ Martinelli received when he asked what it was like to manage a program at Intel while he was interviewing for a job as a program manager with the company. Despite the warning, he took the job and was quickly fitted with his own set of roller skates and rocket boosters.

This is a common scenario that not only presides in the high-tech industry, but in any industry where time is a competitive advantage or a critical factor for meeting the goals of the company – once a program or project is approved; it becomes nearly impossible to stop. Fortunately, project and program managers have a very valuable resource in their toolbox for balancing the aggressive time-to-market, or time-to-go-live, pressures from their senior managers with the unknowns, uncertainties and complexities inherent in every program – risk management and risk-based decision making. If practiced properly and wisely, risk management can prevent a project or program from spiraling out of control if unexpected events destroy the business value intended.

In this presentation, Russ will describe a case study of how risk management practices were used throughout the development life cycle of a high-velocity product development program at Intel, and how they became the basis for stopping the program prior to product launch. In the process, Russ will describe a set of key learnings for effectively managing risk on projects and programs.

About the Speaker:



Russ Martinelli is a Senior Program Manager at Intel. He has many years of experience in developing products in both the aerospace and computing industries. Russ is the co-author of the book “Program Management for Improved Business Results” (Wiley, 2007), as well as the recently completed book “Leading Global Project Teams: The new leadership challenge” (Multi-media, early 2010).

Russ is also the co-founder of the Program Management Academy which offers a variety of services for both corporations and individuals (www.programmanagement-academy.com). He holds a Bachelor of Science degree in Electrical Engineering, Master of Business Administration degree, and an Engineering Management certification from Caltech.

INFOGROUP N O R T H W E S T

“The missing link in your IT Solution”

At InfoGroup Northwest, we talk about being “Your Missing Link.” What does this mean to you? It means that we offer a unique value to our technical consultants. A different relationship.

Too many times, your relationship with a staffing firm will have two touch points: the beginning and end of an engagement. Not at InfoGroup. We realize that our talented consultants are one half of our equation for success. And because we value you, we will do everything we can to enhance your success.

We work hard to offer our consultants the most rewarding career opportunities. With a client base ranging from start-ups to the Fortune 500, and from Oregon to Washington State and beyond, we have a variety of interesting and challenging projects to offer our consultants.

www.infogroupnw.com

August & September* Membership News



Welcome New Members

Adams, Patricia
 Alamein, David
 Amacher, Michael
 Armstrong, Auric
 Bailey, Jason
 Baird, Bryan
 Beckley, Dean
 Bocci, Cherri
 Bossio, Dominic
 Brown, Jann
 Buzo, Christopher
 Carlson, David

Casti, Bill
 Chang, Chiahao
 Cherkassova, Viktoriya
 Cole, Daniel
 Dalmau, Adela
 Daversa, Anthony
 DeLong, Ashley
 Devlin, Corkey
 Donaldson, Joel
 Dutton, William
 Ensley, Keith
 Erickson, Kenneth
 Ewing, Gerald
 Gipp, Dave
 Harding, Deborah
 Hartman, Todd
 Hernandez, Jon
 Hicks, Korrie
 Honc, Cynthia

Hootman, Joseph
 Jensen, William
 Kwee-Nguyen, Lina
 Legg, Allison
 Mandali, Prasanth
 Miller-Lackey, Susan
 Mittal, Jayesh
 Morrow, Stephen
 Myers, Denise
 Newman, Preston
 Oberholtzer, Carole
 O'Donovan, Thomas
 Olivas, Destiny
 Perry Borst, Linda
 Pierce, Doug
 Pompel, Jason
 RajBhandary, Bimal
 Renner, Martin
 Restad, Lyndee

Reynaga, Eduardo
 Ribas-Lopez, Carlota
 Robitaille, Ann
 Rogers, Toni
 Sage, Tina
 Sherman, Sean
 Smit, Philip
 Spens, Alison
 Stephenson, Karla
 Walts, Jennifer
 Wilder, Jeffrey
 Williams, Margaret
 Wilson, Clark
 Witkowski, Ann
 Wittwer, Steven
 Woodard, Charles
 Yan, Jim
 Yousten, Steven

Congrats New PMPs

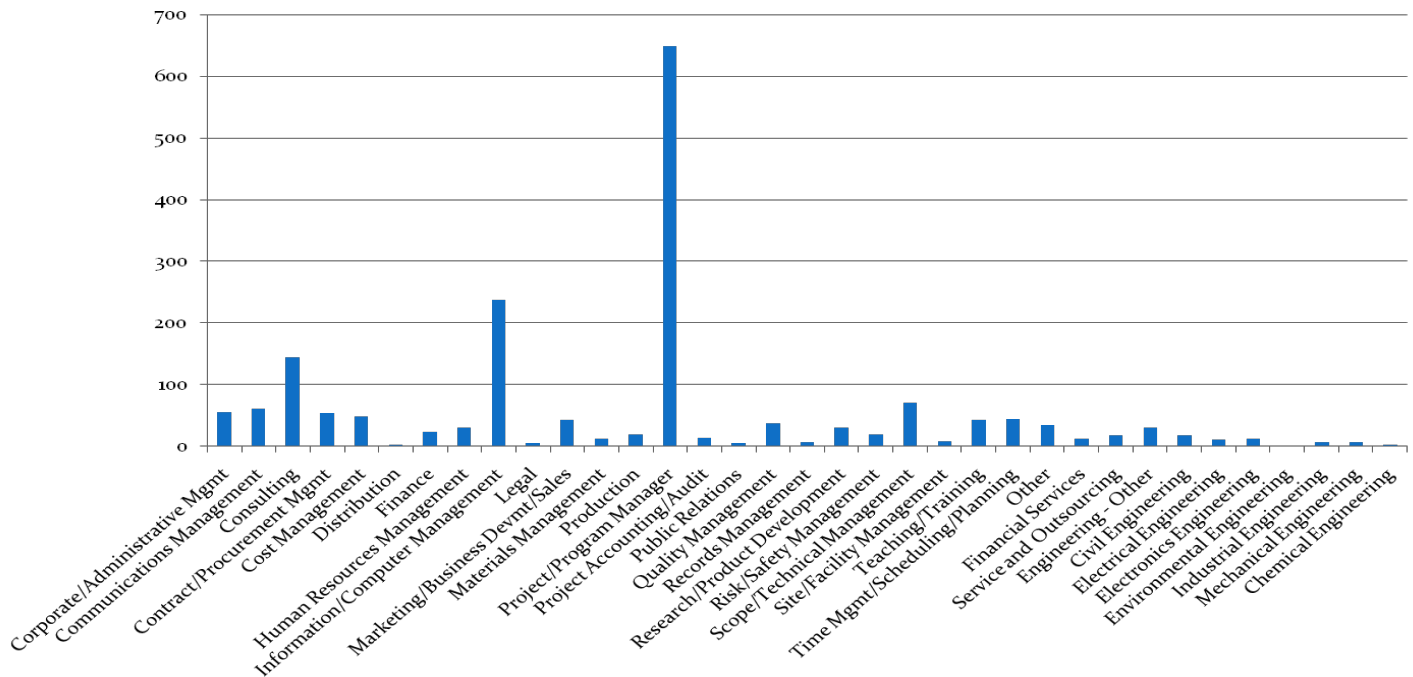


Chirdon, Paul PMP
 Law, Marco PMP
 Murphy, Maureen PMP
 Newman, Preston PMP
 Stein, Paul PMP
 Turner, Robert PMP

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

More Demographics

Occupations—PMI Portland Chapter Members



Educational Presentation

Chapter Meeting

If Your Project Schedule Could Talk:

Using your project schedule to analyze risks and issues

One of the most important project management activities is issue and risk management. Some assert that project management essentially IS risk management. Project managers need to identify and manage risks and issues systematically and proactively. How do you identify risks far enough in advance that you can effectively manage them? Do you know how to spot scope creep, resource constraints, schedule, cost, and quality risks and issues in your schedule? What would you hear if your schedule could talk? What would you like your schedule to tell you so you could proactively manage issues and risks?

Through this lively, interactive presentation, you will learn how to use your project schedule to help identify risks and issues and to develop effective issue and risk management plans. Kevin Williamson will present practical risk and issue management concepts, methods, and tools to help you be more effective in your project management practice.

About the Speaker:



Kevin Williamson, MCTS, PMP is a Senior Project Advisor with Advisicon, Inc. and delivers project, program, and portfolio management consulting services to clients throughout North America. He is also a Microsoft Certified Technology Specialist (MCTS) in Microsoft Office Project and Project Server technologies.

Kevin's diverse international experience in managing projects, programs, sales and operations in the business and non-profit sectors brings both depth and breadth to clients. He brings international project and program management experience from his work with humanitarian aid and development programs in the former Soviet Union and other parts of the world. Kevin has also worked with Xerox, and in the financial services and distribution industries.

Kevin's broad background and passion for teaching enable him to relate project and portfolio management methodologies and best practices to a wide range audiences and organizations. Kevin is a contributing author to seven books on project management topics.

New Member Meeting

Held during the Chapter Networking hour.

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

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
- **Keynote Presentation only** (without meal) \$12

Pre-register for best price! Price is \$10 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.

Upcoming Chapter Meetings

**NOVEMBER 10—CHANGE!
DECEMBER 15**

Why Pre-register?

Although you can register at the door for the Chapter dinner meeting, **pre-registration is preferred**. This helps us to assure there are enough tables, chairs and food for everyone. [Register online now....](#)

1. You will be entered into a drawing for a free meeting.
2. There is a \$10 fee for walk-in registration.
3. Online registration closes at 10 am Monday, 9/14.

Questions, contact registration@pmi-portland.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

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

NE Breakfast Roundtable
The Portland State Office Building
 800 NE Oregon Street, Portland
 Room 1C-30
4th Wednesday 7:30 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

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

Roundtable Sign Up Process!

PMI Portland Members

Log in to the PMI Portland website.
 Click on My Profile at the top.
 Click "Edit My Profile".
 Select one or more roundtables from the scrolling EList Subscriptions field. Use the CTRL key to make multiple selections.
 (Optional) Change the email address in the EList Email Address field. This defaults from your profile.
 Choose Save.
 View your selections to double check your changes.
 You will receive a confirmation email.

Non-Members WITH accounts (login/password)

Go to the PMI website.
 Click on the link for the Non-Member Subscription form on the home page.
 Log in.
 The form will populate with your profile information. Make any desired

changes.

Select one or more roundtables from the scrolling Elist Subscriptions field. Use the CTRL key to make multiple selections.
 You will receive a confirmation email.

NOTE: The admin must manually change your account, so this may take 48 hours to be completed.

Non-Members WITHOUT accounts (login/password)

You can register on the site, creating a login and password, and sign up for a roundtable at the same time.

Go to the PMI website.

Click on the link for the Non-Member Subscription form on the home page.

Enter your email address in the field provided.

Enter your information into the form.

Select one or more roundtables from the scrolling Elist Subscriptions field. Use the CTRL key to make multiple selections.

You will receive a confirmation email.

NOTE: The admin must manually change your account, so this may take 48 hours to be completed.

Fall Event
2009



Program
Management
Forum

Where Strategy Meets Execution



Taking the **Work** out of Networking

Oct 22nd 2009

Thursday
5:30-9:00p.m

Hayden's Lakefront Grill
8187 SW Tualatin-Sherwood Rd.
Tualatin, OR 97062



Bring your resume for a professional resume review



Meet PMI and Program Management Forum members and professionals



Learn and practice networking skills



Talk with a select group of staffing and industry experts

Sponsored by:



Mainz Brady Group
creating your future together



**Innovation
Frameworks**

Helping you Win
with
Innovation™



Registration information: To register by **October 16:**

Visit the PMI Portland website for registration information
www.pmi-portland.org

Presented by:

The PMI Portland and Willamette Valley Chapters (Eugene, Salem and Corvallis branches) and the Program Management Forum.

Volunteer News

Welcome New Volunteers!

Sarabjeet (Saby) Waraich, Director of Volunteering

Sarabjeet Waraich PMP (Saby) has been working as the Assistant Director of Volunteers since last October. Saby enjoys working with people and 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 as IT Project Manager 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 6 year old son and 3 year old daughter.

Saby can be reached at volunteer@pmi-portland.org.

John Gugel, VP of Membership

Volunteer of the Month— Shancy Saban!

Please join me in congratulating our October Volunteer of the Month, Shancy Saban. As the 2009-2010 elected VP of Finance, Shancy has invested countless hours getting up to speed on how our chapter's finances have been managed while working with the President and bookkeeper to bring current processes and supporting procedures up to date. She has also ensured the rest of the board is educated on the details necessary to manage our fiduciary responsibilities moving forward. Shancy has either met with in person or called each and every board member to understand their portfolio's processes and financial needs. She has worked one on one with the President to ensure her work is in alignment with our strategic objectives and any financial changes that may be needed. Additionally, she is been proactive in ensuring our board is ready to meet the financial obligations that this next year will bring as well as helping the board plan for better reserves with a 3-5 year focus. Shancy has not once complained about the amount of work we threw at her and has done an amazing job exceeding initial expectations. This board is set up for a successful 2009-2010 financial year because of Shancy – we are lucky to have her.



By Rachel Paulson, President

Joseph “J” Hootman, Director of Certification

A certified Project Management Professional (PMP) with extensive project management experience in both the military and commercial business. With over 10 years of project management experience and over 15 years experience in software/database development and information systems management, his experience covers a vast array of projects from unmanned aerial vehicle field tests to the development of custom web/software applications. J holds a bachelor of science in Marine Science from the University of South Carolina; a masters in Information Technology Management from the Naval Postgraduate School; and a masters in Project Management from Keller Graduate School of Business (a Global Education Provider). He has been an adjunct professor for DeVry University and Keller Graduate School of Business in the fields of project management and computer information systems for over 3 years. Before relocating to the Portland he was the VP of Project Management and Operations for an interactive agency specializing in database driven web sites and custom web applications. A retired naval reserve officer; J's final tour of duty was spent as the Director of Information Technology for the Joint Unmanned Aerial Vehicle Test and Evaluation Command in Fallon, NV. Other career highlights include serving as Chief Engineer, USS Moosebrugger, and Naval Liaison to the Office of the Governor of California. Professor Hootman is a highly decorated veteran who earned a Joint Service Commendation medal, a Joint Service Achievement medal and 5 Navy Achievement medals; among numerous other campaign medals and personal awards during his service. Currently, he operates a consulting firm specializing in project management and interactive web development and is the Director of PMP Certification for the Project Management Institute - Portland Chapter.



Write an Article & Earn PDUs!

Write an article or book review for the newsletter.

[Details](#)

Contact newsletter@pmi-portland.org

Looking for dinner meeting presentations?

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

Professional Development News

The eXtreme Project Management Workshop™

The Practical Agile Framework--Essential Tools & Leadership Practices October 30, 2009

Agility for Today's Most Demanding Projects

No sooner do you say "plan" when something else has changed. Extreme projects are characterized by high-speed, high-unpredictability and high-stress. They defy the prescriptive practices of traditional project management that work well on waterfall-like projects, but only serve to inhibit creativity and agility when applied to high-change projects.

The eXtreme Project Management Workshop consists of a set of proven agile leadership practices and essential tools for applying the 5 components of the Flexible Project Model.

The iterative Flexible Project Model is an agile, business-focused, change-tolerant and people-centric framework used for projects with a high-uncertainty factor.

If you are an experienced project manager ready to become a certified Project Management Professional PMP, or you are looking to establish your credibility in the application of project management processes as a Certified Associate in Project Man-

agement (CAPM), then this course is for you.

The eXtreme Project Management Workshop is based on Doug DeCarlo's widely acclaimed book: eXtreme Project Management: Using Leadership, Principles and Tools to Deliver Value in the Face of Volatility.

Workshop Leader: Doug DeCarlo (www.dougdecarlo.com)

For the last 18 years Doug has lived in the trenches with over 250 project teams from Bethlehem, Pennsylvania to Beijing, China. He is an internationally recognized workshop leader, keynote speaker, columnist, coach and consultant.

Logistics:

- World Trade Center, Flag Room, 121 SW Salmon, Portland, OR
- 8:30 - 4:30
- PMI Portland Chapter Members \$259
- Non-members \$279
- 8 PDUs
- Registration closes 10/28/2009 at 5 p.m.

For more information and to register, please visit the PMI Portland website, [Education webpage](#).



VANTAGE POINT
CONSULTING

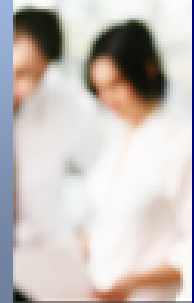


PMI®

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 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) is a Portland-based higher education, project management and learning solutions consultancy.

Creating Good Project Health: an Intro to Organization Development

Much as one might look at a human as a system of interconnecting and dependant parts, Organization Development (OD) is a discipline that treats organizations as living systems. Its genesis was in the 1940s. It considers the people, their interactions and internal and external influences on that organization to help the leaders determine better ways to run the group. The importance of OD grows as a business's pace increases, positions become more volatile and business goals rapidly change. The philosophy advocates standing back and looking at the group as a holistic unit rather than working with individual people, events or problems.

In most large companies, OD is part of the Human Resources (HR) group. It is a top-down, organization-wide effort that focuses on increasing the effectiveness and health of the organization. Practitioners trained in behavioral science use a variety of tools to achieve the organizations goals.

Although the responsibilities of OD practitioners differ depending on the situation, the following are the most common:

- Focusing the organization on their positive aspects and leveraging what they are doing correctly, referred to as *appreciative inquiry*.
- Creating an organizational mentality that thrives on and accommodates change.
- Working with individuals and groups to improve their ability to perceive, control and evaluate emotions, also called *emotional intelligence*. This stabilizes the group and promotes its health.
- Taking purposeful actions in areas of an organization (*large-scale interventions*), disrupting the status quo and feeding organizational learning through questioning the norm.
- Promoting on-line learning.
- Treating the organization as a system and rather than individual pieces (*systems thinking*).
- Coaching teams and individuals on OD techniques.
- Facilitating the creation of self-managed, self-directed and self-organizing teams.

Grounding an organization in these key principles creates a learning organization. As with any living system, the organization must care for its own health. Therefore, the practitioner's job is to support and nurture the group as opposed to fixing their problems.

The OD practitioner's typical interaction with an organization entails six steps:

1. Engaging and establishing the goals
2. Assessing the organization's needs
3. Providing feedback to the organization

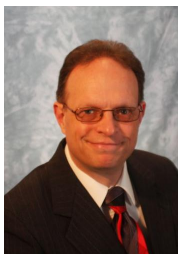
4. Creating an action plan
5. Performing interventions, implementing the results and evaluating the success
6. Closing the engagement

Normally done at an organization level, other groups can benefit from OD principles. A project is a good example. In this case, where a set of people come together for short periods to build a product, HR is rarely involved. To add to this, many projects are staffed with temporary contract labor, the project is remote to the HR team or both. This further inhibits HR effectiveness. A project being delivered in Asia by a team assembled from people throughout North America with a supplier headquartered in Portland, will have a difficult time getting OD resources placed on the project. For these reasons, the curriculum for leadership development of Project Managers should be steeped in OD techniques. These practices are far from the rigid processes that are common in the Project Manager's bag of tricks and are rarely taught in project management certification classes.

Since the goals of OD are long range, this training is crucial to Professional Services groups and Project Management Offices who coordinate the projects. Hence, efforts should be on Project Manager training and establishing a strong presence in the managing organizations. These resources are conspicuously absent in most organizations.

When one factors in the current economic situation with the added stress of layoffs, mergers, failures, acquisitions and businesses rebuilding themselves, OD is needed now more than ever. Help can be found supporting organizations. The Organizational Development Network (ODN) is a group that promotes OD. They have national and regional organizations with one in Portland. The Portland group can be found at <http://www.odnoregon.org/>. The Portland chapter has about one hundred practitioners in its ranks with skills that range the breadth of OD. Please feel free to contact them or the author for more information.

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Todd C. Williams is the President of eCameron, Inc. and specializes in recovering Red Projects. He has worked with numerous companies in Asia, Europe and North America auditing and recovering their projects. You may reach him in the following ways:

Blog: ecamin.com/index.php/blog

Email: todd.williams@ecamin.com

Twitter: [@BackFromRed](https://twitter.com/BackFromRed)

Which Came First? Risk Management or Innovation?

The age old question regarding chicken and egg presents an interesting framework for analyzing the correlation between Risk Management and Innovation as they relate to project success. These two areas of business culture may seem unrelated at first, but closer investigation reveals a deep connection between the two – in fact, a connection that can help lead to a higher probability of success for project managers.

In 2008, the Risk and Insurance Managers Society (RIMS) unveiled its *Risk Maturity Model* (RMM) that is intended to help organizations assess the effectiveness of their risk management systems. In 2009, the Construction Industry Institute (CII) released its *Innovation Maturity Model* (IMM) based on an industry study aimed at evaluating the innovation culture of construction and engineering firms. These two models employ a similar process of allowing respondents to answer questions that lead to rankings used for peer comparison and strategic planning.

Considering the correlation between these two models generates some interesting questions. Can a project manager working for a company that is not innovative manage risk effectively to achieve a favorable outcome? Can a project manager who works for a company that does not manage risk effectively achieve success by creating an innovative environment?

Poor innovation culture combined with strong risk management can yield positive results. Picture a big box retail construction project. There is little in the design or construction process that is particularly innovative but if the risks of the project (such as site conditions or equipment availability) are managed effectively, there is a high likelihood of success in terms of schedule and budget goals for the project.

Now picture a highly innovative company performing the same big box retail store construction project. They might come up with a new process for tilting panels that creates greater efficiency in a simple design. However, if there is an inherent risk to their innovative process that is poorly managed (such as

the impact of wind speed during the tilting phase), the likelihood for failure is greater.

The common elements in the RMM and the IMM are people, process and systems. In fact, the analysis shows that both risk management and innovation are more effective when people communicate openly, employ a consistent process and monitor results systematically. Project process and systems must be adjusted to account for risk management and innovation goals – in other words, there must be a targeted, specific goal for risk management and a targeted, specific goal for innovation that is measured through the course of the project.



Innovation flourishes when risk is managed but innovation can create new risks which require an effective process to achieve a managed outcome. Innovation creates risk; risk creates opportunity for success. Therefore, the highest probability for success is when risk and innovation management are combined by a pro-active project management team. The project can surely succeed with risk management or innovation alone but the likelihood of success is greater when both are planned and managed together by the project team.

Shon DeVries is the Founder and Managing Partner of RISQbridge LLC, a risk management consulting firm that connects Risk Management, Insurance, Safety and Quality systems for construction projects from conceptual design through construction and into operations. For more information, visit www.RISQbridge.com.



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October Dinner Meeting Menu

Dijon Crusted Pork Loin with Four-Cheese Polenta

Wild Mushroom Ravioli (vegetarian)

Chef's Choice Vegan

Carrot Cake for dessert

The 1-Hour Challenge

During the September dinner meeting our chapter president, Rachel Paulson, challenged us all to volunteer a single hour to the organization. It may seem insignificant to offer just a single hour of our time in a volunteer capacity, but such a simple contribution becomes meaningful when we look at our entire membership pool. As of October 2008, the PMI Portland Chapter had 1300+ members. If each local member donated just 1 hour to the organization, it would be equal to the number of hours covered by a full-time employee over a seven-month period.

Our chapter is a volunteer run organization, and we have been successful thus far thanks to our dedicated and talented volunteer contributors. More often than not, a bulk of the work required to keep the chapter running smoothly falls to a small minority of chapter members who generously offer their time in variety of roles. However, those that have chosen to contribute to the organization often find that the rewards more than offset the time invested. These benefits include an expanded professional network, added experience for your resume, PDUs earned through volunteer activities, gratification that comes from sharing your skills and knowledge with others, and the unique opportunity to learn from your peers across multiple industries.

Whatever your skills or schedule, we'll find a way to use your talents.

The main reason cited for not engaging with the chapter as a volunteer most often comes down to a lack of time or schedule stability. Most people assume that in order to volunteer, one must commit large

amounts of time on a regular basis. I know that the thought of adding one more thing to an already full plate can be overwhelming and uninviting to many. However, just because your schedule does not allow you to obligate yourself to a set number of hours each week or each month, don't think your contribution of time would not be meaningful. Volunteer opportunities range from one-time chapter event volunteers all the way up to year-long leadership roles on the Board of Directors. The PMI Portland chapter has many opportunities available. Whatever your skills or schedule, we'll find a way to use your talents.

If you are ready to accept the 1-hour challenge, or you just want to get more information on volunteering in the near future, I encourage you to sign-up today. You can register to join our volunteer pool anytime online. You can also go to the volunteer table at one of our monthly dinner meetings in order to fill-out a Volunteer Information Form in person. In order to sign-up online, simply go to the PMI Portland Chapter homepage, open up the *Chapter Activities* dropdown menu at the top of the page, then select [Volunteering](#). You will see a list of current position openings, and you will also find information on how to get started as a chapter volunteer.

By **Jeremy Black**,
Volunteer Recognition Program Manager

Tools aren't enough... but here's a good one!

The **Multi-Criteria Decision Model (MCDM)** has been used by many and for a number of good reasons. It helps you list and then prioritize risks or other factors. In this short article I'll show you how to create a MCDM and use it to assess risk on your projects. The tool shows you where you should focus your attention. For some it will validate their instincts. For others it helps take the dozens of things on the to-do list and show you which task you should act on first given its severity, the likelihood of its occurring, and your ability to tell if the risk occurs.

One caveat: A tool is only a tool. What is important here is paying a lot of attention to risk. Filling out forms and filing them away definitely is not enough! I don't want you for one moment to think that this tool, or any sheet of paper, fulfills the requirements of risk management alone. Projects are managed by over-burdened people, and risk needs attention! Attention from above, from below and frequently! However, a tool is helpful for organizing.

First, use good brainstorming techniques to come up with a list of project risks. Use a both insiders and outsiders. Don't let any idea go unanalyzed.

Next, assign three measurements to each risk:

- (1) How bad is it if it happens?
- (2) How likely is it to happen?
- (3) How likely are you to be able to tell if it happens?

For each question, use a simple 1-10 scale, 10 being the worst, (or not very likely for question 3). Multiply the numbers together for each risk.

That's it! You'll have a number assigned to each risk somewhere between 1 and 1,000. Put the highest numbered risk on the top of the list and start making a contingency plan to deal with that one. Do it again for the next one down. When you are half way done, that may be enough.

Risk Assessment is something that should be re-visited during periodic (bi-weekly?) meetings with the stakeholders, particularly when there are a lot of changes to the project. It is often difficult to continue to identify risks, much less planning for risk mitigation, in a project that changes frequently. Use this tool and others like it to keep your attention focused and your actions fruitful.

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



Manage Risks or They Will Manage You

As a PMP certified project manager you must learn to proactively manage risks in your project or they will reactively manage you. Whether you use a proactive or reactive approach, risks will become an important part of your project.

If you make the mistake of excluding risk management from your Project Management Plan because your sponsor does not understand the significance, several consequences will follow:

- The resources you and your team spend responding to known risks may prevent you from completing your project on schedule, at scope and within the budget baseline.
- Your decision to exclude risk management as a part of your project management plan will transfer the liability for “known” risks that occur from the sponsoring company to the project manager.
- When risks in your project become reality, the results that your project produces may be marginal at best and your reputation as a professional project manager will suffer.

Following some simple rules can help make the management of risks an integrated part of the project management plan and your team’s project activities.

Rule 1: The right stitch in time saves nine. This is an old saying my grandmother taught me about mending clothes and socks. It pertains to managing risks by recognizing that responding to the risk threat at the correct point in its life cycle with an appropriate amount of effort can dramatically control the overall cost of mitigating, avoiding, accepting or transferring the risk.

Rule 2: Serve no risk before its time. In the confusion and concern that often exists before a risk threat turns into a reality, it is possible for the project team to over compensate out of all proportion to the potential impact and priority. During the life of a risk there are appropriate and inappropriate levels of response that can be executed by the project team which, if not sized and timed properly, can result in significantly higher rework costs. The selection of the right risk response strategy and the identification of the correct risk event that triggers the response plan can dramatically alter the size of the contingency reserve spent on managing risks.

Rule 3: Keep your head when all about you are losing theirs. The Project’s requirements are represented very persuasively by important stake holders who, although well meaning, can often create confusion by expressing, over emphasizing or even overlooking one deliverable at the expense of another. Allowing adequate time for other stakeholders to express their different perspectives about requirements/deliverables can provide a leveling influence before rushing to set the priority and define the impact of the risk. The careful creation of the risk response strategy and the assignment of the risk owner can clearly

identify who is empowered to apply which resources to resolve the threat or opportunity.

Rule 4: Managing risks is a company-wide not a project responsibility. The risk management plan and its monitoring and control is a company-wide responsibility that requires the best efforts of each risk owner and the project team members to anticipate and prevent rework and scope creep. Risk owners do not need to be members of the project team, and in fact when risk owners are assigned outside of the project team the change tends to be more readily accepted.

Rule 5: Identify risks by using a structured approach. Use a risk breakdown structure (RBS) to help your stakeholders and team members develop the initial list of risks. The list breakdown structure should include categories like technology changes, business process changes, resource changes and external (regulatory, environmental, market demand shifts) changes. Lists of risks from similar projects should also be reviewed to build a relatively complete list. Software tools that produce mind maps and work breakdown structures can also assist in providing a more robust list.

Rule 6: Measure thrice and cut once. I remember the lesson learned in my high school shop class about measuring the cut three times before actually cutting the wood plank. Defining and maintaining the risk plan is the first priority of the project team. When properly reviewed at each project status meeting, there are many opportunities for the project team to progressively elaborate the risk plan to enhance adequate contingency and fallback options that resolve the “known unknowns” when they become a reality. Remember, when risk turns into reality there is only one opportunity to cut the plank correctly.

Rule 7: Escalate the “unknown unknown” risk. Inexperienced project managers often try to bury the costs of responding to “unknown unknown” type risks by covering the rework within the project’s contingency budget. Experienced project managers quickly learn to manage the “unknown unknown” costs by escalating these risks along with the recommended response strategy and recommended risk owners to the senior management team for discussion and disposition.

If you have a rule that you would like to share with the local PMI chapter, forward them to Paul who can be reached at pchirdon@comcast.net and he will summarize your suggestions and ideas for future newsletters.

by Paul Chirdon MBA, PMP

Paul Chirdon is a Senior Information Technology Project Manager with PMP certification who is working with senior management teams to develop effective risk management processes. Paul has completed four full life cycle ERP implementations for the manufacturing, engineering, finance, marketing/sales, operations and logistics function. Paul is also FDA and HIPAA trained and has experience implementing enterprise level applications for global manufacturing and distribution companies ranging in size from \$250M to \$6 B in revenue.

News from PMI GOC

New Continuing Certification Requirements System (CCRS)

PMI has replaced the system that manages data and processes for the Continuing Certification Requirements (CCR) and the R.E.P. programs with a new solution developed and maintained by PMI. The new CCR System is expected to deliver a more seamless customer experience for credential holders, and strengthen PMI relationships with its education providers – both PMI communities and R.E.P.s.

The CCR System will provide the following benefits:

- Credential holders will find it simpler and more efficient to:
- Select activities (courses/events)
- Report PDUs
- View transcripts
- Maintain multiple credentials

Education providers will have new and improved online abilities to:

- Add and edit activities (courses/events)
- Register activities for PDU eligibility
- Change activity dates and descriptions

The new CCR System provides an easy-to-use graphical interface as the entry point for credential holders and education providers. Locating and entering information is intuitive, and can be done quickly and easily, and transactions will be easier to accomplish.

Please make sure that all component events for which members can claim PDUs are entered into the system as soon as possible. This will help alleviate members trying to claim PDUs for an event that is not in the system.

Access to the system will be available through <http://www.pmi.org> by using a registered PMI username and password. If you plan to use the CCR System and are not registered on PMI.org, please log in to <http://www.pmi.org> and create a registered user account.

A list of additional Frequently Asked Questions about the new Continuing Certification Requirements System can be found on the Announcement section of the [Community Leadership Online Community](#).

Tips to Help You Claim 1-2 PDUs in the CCRS

Attending PMI local community events is an excellent way for credential holders to maintain their PMI certifications. We are providing these tips so you can make it easier for attendees at your events to claim 1-2 PDUs in the CCR System.

- For 1-2 PDU activities, PMI communities are not required to register the activities in the CCR System.
- Because credential holders may not find these activities in the CCR System when claiming PDUs for these events, it is important that the communities hosting the events provide attendees with the Component ID Number and Event Title during the event.

With this information in hand, the process to claim PDUs for activities that offer 1-2 PDUs is quick and easy. Please share the process below with attendees at your events.

Here's how to claim 1-2 PDUs:

- Log-in to the [CCR System](#). A detailed "[Certificant User Guide](#)" is available at the top of the right navigation bar under the "[Additional Resources](#)" heading.
- Use your registered PMI.org username and password. If you are **not registered** on PMI.org, you will need to create a registered user account.

- Select "[Report Professional Development Units \(PDUs\)](#)" near the top of the left navigation bar.
- In "[Step 1](#)" from the "[PDU category](#)" drop-down menu, select "[Cat 3: Registered Education Provider program / PMI Component Event](#)."
- Then, in "[Step 1](#)" from the "[Activity type](#)" menu, select "[Report a Component 1-2 PDU Event](#)." Click "[Next](#)."
- Follow "[Step 2](#)" through "[Step 6](#)" on the website to input the information requested to claim your PDUs.

NOTE: To claim PDUs for activities (courses and events) offering three or more PDUs, review the "[Certificant User Guide](#)" at the top of the right navigation bar under the "[Additional Resources](#)" heading when you log-in to the [CCR System](#).

If you have questions or would like additional information, please contact PMI Customer Care at CustomerCare@pmi.org.

September 2009 Chapter Meeting

Faces of PMI Portland



Jerry Young, Dir. of Jobs



Jeff Brummel, VP Marketing & Pam Melton, Dir of Career Networking-Volunteer of the Month

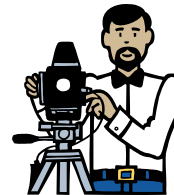


Kevin Nichols, Dir Speaker Bureau



Patrick Schmeckpepper

Many thanks to Erik Odegard for the photos



Beth Sparks, Michael Fisher



Networking at the Chapter Meeting



Rachel Paulson, President

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Date: December 11, 2009
 Instructor: Joe Tejadilla, PMP®
 Hot Breakfast: 7:30am-8:30am
 Class Hours: 8:30am – 12:30pm
 Location: 15525 NW Gateway Ct, Beaverton, OR, 97006
 Price: \$150 / person
 PDUs: 4, GGTPLAN1
 Register: glaciargrouptraining.com

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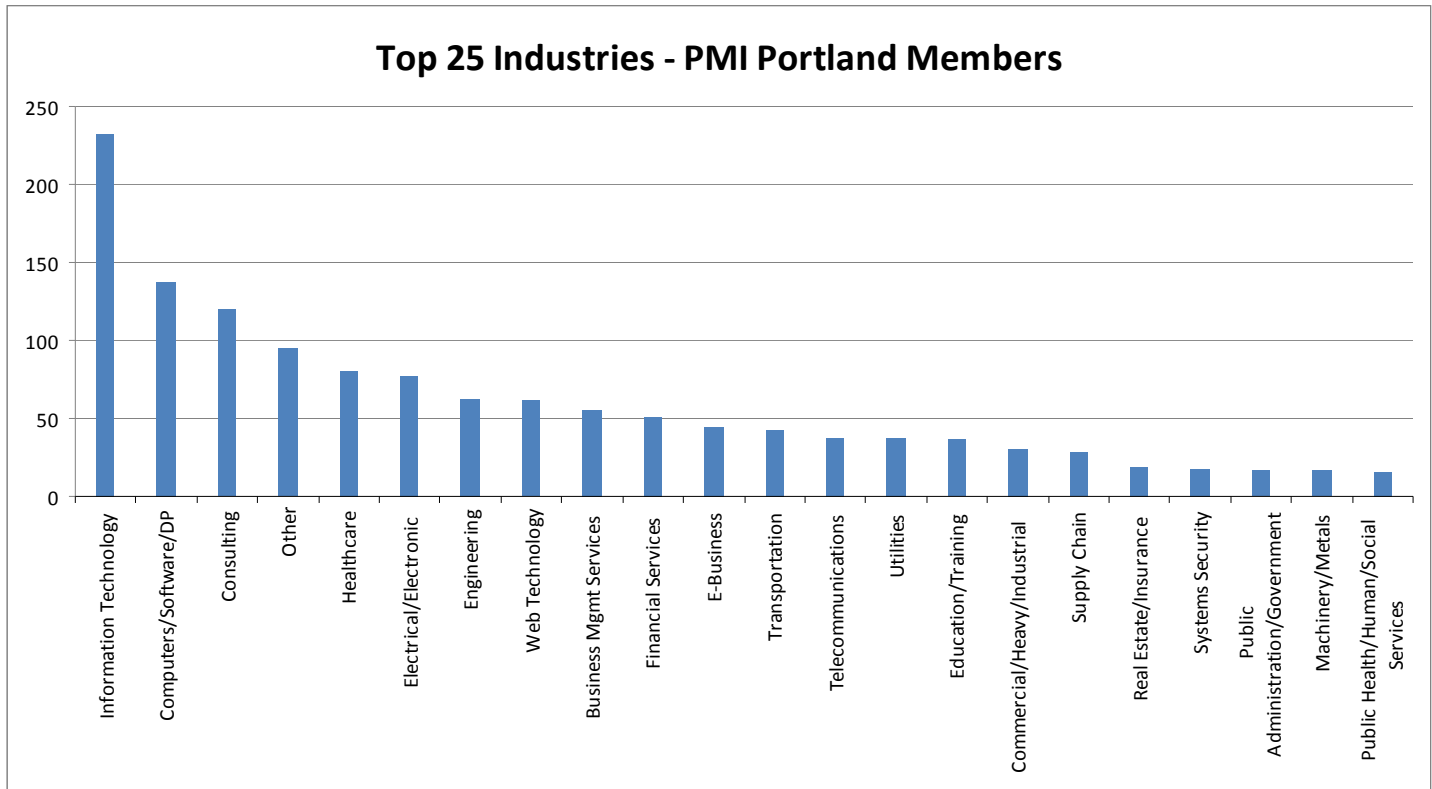
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www.InnovationFrameworks.com

More Demographics

Top 25 Industries - PMI Portland Members



About PMI Portland

Charter	The Project Management Institute chartered the Portland Chapter in January 1983. The Portland Chapter of PMI is a not-for-profit professional organization dedicated to the project management profession.
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	Third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
Board Meetings	First Tuesday of each month.
Voice Mail	(503) 243-6657
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
<u>Address & E-mail Changes</u>	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 Editor	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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For more contact information, see the "[Contact Us](#)" page and the "[FAQ](#)" page on the PMI Portland website .