Project Management Institute
Portland Chapter

October 2010

Monthly Newsletter

Issue Highlights

www.pmi-portland.org

Volunteers of the Month
Congratulate April Sobetzki and Robert Bondaruk.

Agile Project Management Workshop
Early-bird registration closes 10/22 for this all-day workshop, which will be held November 6.

Volunteer Photo Database
Are you a PMI Portland Chapter volunteer? We want your face on file!

Academic Scholarship Winners
PMI Portland Chapter has awarded money for scholarships to two deserving PM students.

The "Five Challenges" for PMs
Read an article by the founder of the International Project Management Day program.

November 4th is International Project Management Day
You are invited to network during our Project Management Day event on November 4th.

Membership News
See a list of new members who joined in September, and congratulate new PMPs.

PMI GOC Has a New President
Mark A. Langley takes over in January 2011.

And More...

Next Chapter Meeting
October 19, 2010

Educational Presentation
Project Management – the art of getting people to do what they may not want to do, by Jerry Schlesinger

Keynote Presentation
Transforming the IT Professional with Passion, Courage, and Collaboration, by Steve Romeo

Register Now

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

The President's Letter

Joseph Marietta

"Thanks. I know this wasn't easy. I appreciate your dedication and hard work."

Just reading these words makes me feel good. But how often do we hear them? More importantly, how often do we say them?

Expressing appreciation can sooth an angry person. It can motivate the uninspired. It can re-energize the frustrated. Appreciation can keep us going when the going gets rough.

As a PMI Portland Board member over the past several years, I've been the recipient of appreciation, and have gone long periods with what feels like little thanks. As a volunteer, there's no paycheck at the end of the week. There's often very little direction on what exactly needs to be done or how to do it. Yet the demands of putting on meaningful events, providing sponsors, producing the newsletter, updating the website, producing email content, and forming and managing the teams and processes that get the jobs done is relentless.

In my job, I often encounter colleagues who have no idea what it really takes to develop the foundation of a successful project–from effectively framing what will be delivered and gaining consensus, to developing the team to accomplish the project. These colleagues see a cohesive team and monitor status reports that outline the accomplishments and issues facing the team, but they often have no idea what it takes to manage the team and the vendors who together deliver and test the project deliverables. They don't see the challenges we face in setting expectations, managing conflict and risk, reacting to changing resources, constrained budget and challenged scope. To many looking in, project management is a straightforward, simple endeavor. Anyone can do it. True, a large part of project management involves common-sense decision-making and communication, but by no means is it easy.

When appreciation significantly lags, the natural result is burnout, malaise, and eventually attrition. We shut down. We lose our motivation and our joy in the profession or the project. It's terrible to see this. But look around. Listen while you're at the coffee shop or waiting for your documents to print. You'll hear the signs of lack of appreciation.

This leads me to a special announcement for all Project Managers, managers, and leaders. November 4th is International Project Management Day. PMI Portland will honor Project Managers at an appreciation event on November 4th.

How can you appreciate the Project Managers you work with?

Project managers: Schedule a breakfast, coffee or lunch with fellow PMs. Share your experiences and lessons. Sign up for a PMI Portland Chapter dinner meeting, the upcoming International Project Management Day event, and a Portland Chapter Roundtable with your colleagues. Schedule regular outings to network with and befriend fellow PMs. This will pay huge dividends over time.

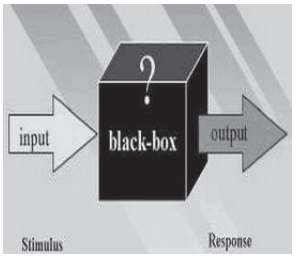
Managers: Make an effort to know and understand your PMs. Spend some quality time asking about the projects your PMs are managing. Get to know the folks that make you and your organization a success. Understand the challenges they overcome every day. Recognize your PMs at team, or company meeting. Bring your PMs to the upcoming PMI Portland Chapter dinner meeting or upcoming International Project Management Day event. You'll see the atmosphere elevate appreciably at work, and your PMs will have renewed energy.

Leaders: Make recognition of your PMs a regular event. Select a "Project of the Quarter" and recognize and reward outstanding PMs in your organization. Renew your commitment to institute project management best practices. Help your superiors understand the vital role that your PMs play in the success of your organization. You'll soon see that motivation is contagious.

International Project Management Day is November 4. Join us to celebrate this important day and network collegues and sponsors. This is an excellent opportunity to network with other PMs and to celebrate this day of appreciation. Page five has information and registration details or click here to register online. See you there!

Joseph Marietta, Chapter President
President@pmi-portland.org

Thought for the Month



Project management is not a black box into which one inputs a request, and effortlessly receives the desired result.

--Enlightened Leader

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

Upcoming Events

10/14	SolarWorld Roundtable
10/15	Corvallis Chapter Lunch Meeting
10/16	PMP prep course begins
10/19	Portland Chapter Meeting
10/20	Salem Chapter Lunch Meeting
10/21	West Roundtable
10/21	Eugene Chapter Dinner Meeting
10/22	North Roundtable
10/22	Early-bird deadline for Agile Workshop
10/26	NE Roundtable
10/27	North Roundtable
10/30	Last day to register for Agile Workshop
11/2	Eugene Chapter Roundtable Lunch
11/03	Port of Portland Roundtable
11/04	International Project Management Day
11/05	South Roundtable
11/06	Agile PM Workshop
11/11	SolarWorld Roundtable
11/12	NW Roundtable
11/16	Chapter Meeting
11/17	Salem Chapter Lunch Meeting
11/18	West Roundtable
11/18	Eugene Chapter Dinner Meeting
11/19	Corvallis Chapter Lunch Meeting

For details, see the calendar on the chapter website.

New Member Meeting

Held during the Chapter Dinner Meeting Networking hour.

We meet directly after the Educational Presentations at 5:35 pm in one of the Education rooms – listen for the announcements at the beginning and end of each session for the room. Join us to learn about who we are and what we offer, to answer your questions, and to meet other new members.

Join Us at a Roundtable

A roundtable is a meeting where Project Managers discuss issues that they face on a daily basis. The roundtable meetings are in various locations across the Portland-Vancouver area and each has a personality of its own.

The meetings start with introductions, followed by a solicitation for topics. The topics are selected based on the rules of the specific roundtable.

These meetings are worth 1 PDU, extremely valuable and always fun. There is a balance of Junior and Senior Project Managers from a variety of disciplines to provide an eclectic view of a subject.

Anyone can sign up to join one or more roundtables, receive roundtable notices and minutes. Click here for complete information.

Contact the Director of Roundtables at roundtable@pmi-portland.org.

1st Wednesday (4:30 - 6:00 pm)	**Port of Portland Roundtable** Port of Portland
1st Friday (7:15-8:45 am)	**South Roundtable** Mentor Graphics campus, Wilsonville
2nd Thursday (5:30-7:00 pm)	**SolarWorld Roundtable** SolarWorld USA, Hillsboro
2nd Friday (7:15-8:45 am)	**NW Roundtable** Con-way, Portland
3rd Thursday (7:30-9:00 am)	**West Roundtable** Nike World Headquarters, Beaverton
4th Tuesday (7:30-8:30 am)	**NE Roundtable** (changed from 3rd Tuesday) Portland State Office Building
4th Wednesday (7:30-8:45 am)	**Downtown Roundtable** Unitus Plaza, Portland
4th Friday (7:15-8:45 am)	**North Roundtable** (Nov/Dec meetings held 12/3) Clark Public Utilities, Vancouver

For details, maps, and moderators, see the chapter website.

Upcoming Chapter Meetings

October 19
November 16

Project Management Institute
Portland Chapter

Keynote Presentation, October 19 Dinner Meeting

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

Transforming the IT Professional with Passion, Courage, and Collaboration

As technology continues to transform business, it is also critical for the IT professional to evolve. In today's economy, a technologist is not only required to have the technical skills to achieve company goals, they must also have strong interpersonal skills and the ability to transform complex technical solutions to business opportunity for the entire organization.

This presentation will highlight three very important "soft skills" which will create tremendous opportunity for the IT professional looking to take their career to the next level. These skills are simple and can be applied to generate immediate results. This will not be your ordinary IT presentation as Steve demonstrates his passion for IT excellence in business and shares his tools for collaboration and growth in the industry. Benefits:

- Simple, repeatable tools to succeed as an IT Professional
- Understanding the importance of interpersonal skills in the workplace
- Creating passion for blending business and IT
- Changing your approach to achieve optimal results in communicating with business leaders and IT management

About the Presenter

Steve Romeo is an IT leader with a passion for blending technology with business opportunity to achieve exceptional results. Steve's experience ranges from IT manufacturing leadership to defense information systems management. In his current role, Steve is the Vice President of IT for BREG, a medical device manufacturer located in San Diego. Steve is involved with a number of professional organizations, including the CIO Roundtable of San Diego, the Oracle Application User Group, and the Association of IT Professionals. Steve was recognized as one of the first Oracle ACE Directors in 2007, a San Diego Technology Executive of the year in 2008, and a Computerworld Premier 100 IT Leader in 2009. As an Oracle ACE Director, Steve has led the deployment of Oracle ERP five times in North America and Europe and speaks frequently on the subject of large scale ERP implementations for user groups, industry panels, and Oracle's various conferences. Steve also contributes to the Board of Director's for the San Diego Data Processing Corporation and Cal State San Marcos MIS Department.

Chapter Meeting Logistics

4:00 Registration Table Opens
5:00 Educational Presentation
5:30 Networking
5:35 New Member Orientation & Q&A
6:30 Dinner and Announcements
7:00 Keynote Presentation

Free Parking!
Get a pass at the registration table.

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

PMI Portland Chapter Members - Keynote Presentation $25, Educational presentation $10, Both for $35
PMI Portland Chapter Student Members - Keynote Presentation $10
Non-Members - Keynote Presentation $30, Educational presentation $10, Both for $40
Keynote Presentation only (without meal) - $12

Price is $10 more after 10 am the Monday prior to the meeting, and at the door. (PMI members and student members must provide PMI number at the door to receive member pricing.)
No refunds within 24 hours of the meeting.

Contact the Director of Registration for registration questions.

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 meals for everyone. Register online now….

- You will be entered into a drawing for a free meeting
- Beginning at 10 am Monday the day before the meeting, online registration is an additional $10
- At the door registration is an additional $10

Register Now

Questions? Contact Director of Registration.

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

Educational Presentation, October 19 Dinner Meeting

Project Management – the art of getting people to do what they may not want to do

Project managers are often placed in the position where most, if not all of their project team members do not report to them directly. Project team members may have priorities that conflict with the project's goals and objectives, especially when it comes to time allocation. Project managers must look for and become aware of these situations. The projector manager may have to use all of the available methods in their project management tool kit to get these individuals to finish their assigned tasks on time and with the required quality. This presentation will use personal experience to underline what works and doesn't work when it comes to getting people to do what they don't necessarily want to do but that is critical for insuring a project's success.

About the Speaker

Jerry Schlesinger has been directly managing or responsible for both private and public (government) projects since the mid 1970's, but has concentrated on projects and systems related to public safety for the last 20 years. The life critical aspects of 9-1-1, law enforcement, fire, and EMS systems result in projects that are complex, highly visible, stressful, and prone to failure. During his presentation, Mr. Schlesinger will draw upon his direct project experience to discuss lessons learned from successful and failed projects. Currently, Mr. Schlesinger is a project manager for the City of Portland and is managing the installation of a large multi-agency, multi-state law enforcement records management system for the City. Before joining the City, Mr. Schlesinger was a managing consultant with RCC Consultants, Inc., where he managed a variety of small and large public safety system projects including projects with Los Angeles County, California and Harris County, Texas. Prior to his consulting he was president and co-founder of a Montana-based company specializing in public safety systems, where he guided the company from a startup venture to a successful company employing about 75 people with over 100 installed systems throughout the US and Canada.

You are invited to celebrate

International Project Management Day!

Network with fellow project managers and celebrate the profession

Join us November 4th at Ernesto's

8544 S.W. Apple Way. Portland, Oregon

5:30 to 8:00 p.m.

Free appetizers and non-alcoholic drinks plus a no-host bar

$8 online registration
$10 at the door

Register Now

Sponsors include
Keller Graduate School of Management
and other local recruiting agencies and professional education institutions

Online registration closes 11/1/2010 at 10:00 a.m.

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

Agile Project Management Workshop

One-day Seminar • 12 PDUs • Concentrated-value Learning

- Has someone recently asked you about Agile or Scrum project management?
- Are you looking to handle projects with dynamic, changing scopes but with fixed dates and costs?
- Has the launch of PMI's new Agile Community-of-Practice (COP) piqued your interest?

Agile Project Management is a skill set that is in high demand among employers today. The most respected and best recognized Agile certification is the "ScrumMaster" from the Scrum Alliance, Inc. The Scrum Alliance has created a standard body of Scrum knowledge (equivalent to a PMBOK) and PMI has responded by launching its first new COP in many years for practitioners of this discipline.

Seminar participants will experience highly interactive, hands-on training in how to apply Scrum in a variety of project situations. Exercises, case studies, and examples provide mastery through an immersion experience. After successfully completing this class, participants will be well equipped to manage projects using Agile best practices and will have the tool kit necessary to lead its adoption at work.

This one-day class is suitable for anyone using, or wanting to use, Agile methods. The program is for people who are familiar with basic Agile concepts but students are not required to be PMPs. Many ScrumMasters learn how to apply the theory they learned in their certification class to the real world.

In this powerful seminar, you will learn how Agile became entrenched at companies like Qualcomm and the European giant Tele Atlas.

- This program is designed for people who are familiar with basic project management concepts.
- Students are not required to be PMPs.
- PMPs receive 12 PDUs if they complete the five-hour homework assignment before the seminar begins.
- To obtain a certificate of completion, all students must attend a minimum of seven class hours and participate in all class activities.

Saturday, Nov. 6, 2010

8:30 am – 5:30 pm

World Trade Center
121 SW Salmon St., Portland, Oregon

	PMI Portland Members	Non-members
Early-bird Ends 10/22 at 5 pm	$269 Save $30	$369 Save $30
From 10/22 to 11/3 at 5 pm	$299	$399

Registration closes 10/30/10 at 5 p.m. Register today!

SAVE MONEY:
To become a PMI Portland Chapter member click here.

Details: http://www.pmi-portland.org or workshop@pmi-portland.org

VANTAGE POINT CONSULTING

Vantage Point Consulting provides project leadership, software development life cycle (SDLC), and training solutions to higher education and government.

Within Higher Education, Vantage Point helps colleges and universities improve student retention and in assisting colleges and universities with building successful military/veteran friendly education programs support service members receiving Tuition Assistance and GI benefits.

Within Government, Vantage Point supports government agencies with systems requirements definition and use cases development. Vantage Point also provides online and custom instructor-led training to employees on project management, change management, SDLC methodology, and IT certifications.Visit us as www.vantagepoint-inc.com to learn more.

Project Management Institute
Portland Chapter

Membership News—September

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

Welcome New Members

Aakre, Joseph
Ansbro, Padraic
Bahr, Debbie
Beary, Katherine
Campbell, Aidhean
Clem, Bette
Cook, Bonnie
Coverdale, Nancy
Ferrin, Richard
Fisher, Brett
Fisher, Michael
Fladstol, FNU
Hansen, Janice
Harrah, Robert
Higgins, Matthew
Hinck, Peter
Johnson, Martha
La Mont, Lisa
Lenchitsky, Allison
McCreery, Stacy
Meuser, Craig
Mohnen, Mark
Mulder, Jack
Ngo, Trinh
Ostby, Lloyd
Paries, Katherine
Parkes, Edward
Pickett, Kathleen
Rogero, Diana
Schweitzer, Stephen
Shapiro, Joe
Sirchuk, Michael
Steen, Kathy
Van Zyl, Catherine
Watkins-Keskin, Sharon
Yothers, Jack

Congrats New PMPs

Ansbro, Padraic PMP
Baird, Patricia PMP
Ban, Francis PMP
Buzo, Christopher PMP
Mugge, Christopher PMP
Promitas, Jeffrey PMP
Watkins-Keskin, Sharon PMP
Wild, Noah PMP
Windom, Starr PMP
Woodhull, Cheri 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.

MERIDIAN
TECHNOLOGY GROUP

Committed to your Success

We Need PM's

providing the best and the brightest Advanced Technology talent to organizations for over 20 years

Call Karen at
(503) 697-1600

3 weeks PTO per year
Fully paid health insurance
Certification reimbursement
Paid holidays

Karen@MeridianGroup.com
www.meridiangroup.com 503-697-1600
12909 SW 68th Parkway Suite 340 Portland, OR 97223

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

April Sobetzki and Robert Bondaruk Volunteers of the Month

April Sobetzki (Director of Web Content and Programs Roundtable) and Robert Bondaruk (Programs Roundtable) have brought together the various disciplines within the Port of Portland to launch an intriguing new venue for the Roundtable events.

Combining aviation with construction, marine, and property management, the Port's span of projects reaches far beyond Information Technology. Organizing the new venue, and launching an afternoon event, has shown their enthusiasm and determination to bring these various disciplines together.

Volunteers: Putting Your Best Face Forward

The Volunteer group invites you to have your photograph included in the volunteer database. We use these photos for volunteer recognition in the newsletter and on the website. Volunteers include eveyone volunteering for the Chapter, including Board members, Directors, Managers and all others who serve the Portland Chapter.

If you have a professional photo of yourself you like, please send it to the Volunteer group at daituar@aol.com.

If you do not have a professional photo of yourself you are pleased with, our Chapter photographer, Erik Odegard, will have a backdrop and special lighting at our monthly Chapter dinner meetings beginning in November. He will make you look your very best. We can provide you with a digital copy at your request.

Christi Loya, Volunteer Recognition

Would you like to volunteer?

Grow your network and your skill set! There are still several volunteer opportunities available for this year at PMI Portland. Some of these include:

- Director of Communications
- Director of Technology
- Director of Assets
- Database Administrator
- Professional Development Day Program Manager
- Instructor, PMP Prep Course

For more information, go to the Volunteering webpage, or contact our Director of Volunteers at volunteer@pmi-portland.org.

Welcome Kathy Stentz

Kathy Stentz has joined the PMI Portland Chapter Professional Development team as the new Director of Workshops.

Kathy received her PMP certification in 2005. She is Northwest native and brings with her 15+ years' experience in system software implementation and conversion, and NPI product development in a manufacturing environment. Kathy is a highly skilled program manager adapt at delivering multiple, large scale programs with participants both on and off shore.

Please help me welcome Kathy to the Portland Chapter Professional Development team.

Job Hunting?

Chapter Members—sign up for the PMI Portland Job Posting Service.

Members receive job openings direct from employers looking to hire!

See the PMI Portland website for details.

October Dinner Meeting Menu

Lemon and Chive Glazed Salmon with Pacific Shrimp and Wild Rice Pilaf
or
Vegetable Wellington: Basil Marinated Tofu, Grilled Zucchini, Yellow Squash, Sweet Carrots, Red Onion, Eggplant and Shiitake Mushrooms Wrapped in Tender Brick Dough and Blended Wild Rice and Roasted Tomato Coulis

Project Management Institute
Portland Chapter

PMI Portland Chapter Academic Scholarship Winners

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

Congratulations to Aviad Stein and Megan Marshall, recipients of this year's PMI Portland Academic Scholarships. PMI Portland scholarships help students realize their dreams through education, and provide an opportunity for the chapter and its members to engage with local academic institutions. Aviad and Megan will each receive $1,250 toward their Project Management education.

Aviad Stein is pursuing an undergraduate degree in Global Business with a concentration in Operations and Technology Management from the University of Portland.

On hearing news of his scholarship, Aviad was ecstatic. "This scholarship will help me lighten my financial burden and allow me to focus on developing my knowledge and experience in the field of project management. It also filled me with joy to receive the recognition from a higher institute on my abilities and potential of becoming a successful project manager. I hope one day I will be able to help students achieve their goals just as the PMI Portland has helped me."

In the future, Aviad hopes to work for international firms like Nike, Adidas, Microsoft, Boeing, or Intel. As a recipient of the 2010 PMI Portland Student Scholarship, he is on his way to an exciting career!

Megan Marshall also attends Oregon State University, and will graduate in June 2011 with a degree in Construction Engineering. She plans to apply to graduate school to complete a Master's Degree in Business and Engineering. Megan pays for college herself, with the help of summer internships, part time employment and this scholarship.

Megan works as an intern for Western Federal Lands Highway Division (WFLHD), which is a branch of the United States Department of Transportation. The internship has taken her to Bonners Ferry, Idaho; Coffman Cove, Alaska; Sunriver, Oregon; and Yellowstone National Park. She has advanced from observing the construction operations as an intern, to acting as the assistant project engineer in managing the road construction projects overseen by WFLHD.

Megan says, "Each year I have been exposed to different components of the road construction industry and have expanded my knowledge in these areas through hands-on experience. I have worked with bridge demolition and reconstruction and roadway realignments, thus seeing a roadway being constructed from the notice to proceed to substantial completion. Upon completion of my Master's degree, I hope to obtain full time employment with WFLHD and work as a project manager, administering the construction contract in the field. I would like to work up to becoming the construction operations engineer, overseeing multiple projects in the Western Division and strive to become the Division Engineer."

PMI Portland Chapter Student Outreach Benefit

Student Chapter Members

In an ongoing effort to reach out students of project management, PMI Portland offers student members discount prices to chapter dinner meetings. Students who have a valid PMI Student membership and are members of PMI Portland Chapter can attend the monthly dinner meetings for only $10.

Instructors

PMI Portland Chapter also encourages Project Management instructors to bring their students to dinner meetings. A maximum of 60 seats are available each calendar year and you can request to have your class attend a PMI Portland Chapter dinner meeting for only $10 each. The class gets a reserved table, a yummy dinner and enjoys the entire meeting.

If you are an instructor and interested in bringing your class to a dinner meeting, please contact Balbinder K. Banga, Director of Academic Outreach at acad_outreach@pmi-portland.org.

Write an Article & Earn PDUs!

Write an article or book review for the newsletter.

Click here for details or contact newsletter@pmi-portland.org

Project Management Institute
Portland Chapter

Faces of PMI Portland—September 2010

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

Popular Hangout #1

Douglas Tischler

Keynote speaker William Romesburg

President Joseph Marietta, Diane Brady, Volunteer of the month

Many thanks to Erik Odegard for the photos.

Jim Yan, VP Operations, Saby Waraich, Dir of volunteers

Gay Lynn Calonge & colleagues

Gary Evans, PMP

Popular Hangout #2

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

Agile Isn't Just for Software

Not Directly Applicable

Agile isn't just for software developers, but applying it to other types of projects requires extra creativity.

Software developers are making revolutionary changes to the way they run their projects. A set of development techniques collectively known as Agile has swept software development companies, unleashing productivity gains, improving schedules, and leaving satisfied customers in its wake.

Agile techniques are especially useful when projects face challenges such as these:

- Changes inevitably happen at the most unwelcome times
- Unstable requirements are never complete
- Customers don't know what they want until they see it

These challenges are not limited to software development projects. Most non-software projects face them. Can Agile be applied to those projects, too?

Unfortunately, Agile depends on several unique characteristics that make software easier to create, test, and change. Most non-software projects don't have the benefit of these characteristics, so Agile techniques can't be translated directly to them.

Seven Principles

However, by using Agile insights, we can creatively adapt the seven Agile principles to non-software projects.

1. Plan to iterate
2. Put people and the team first
3. Buy options to increase flexibility
4. Delay decisions until the last responsible moment
5. Accommodate unstable product requirements
6. Plan the project to be friendly to change
7. Manage project risk continually

In the rest of this article, I'll explore the first item on the list – plan to iterate.

Sprints Increase Flexibility

Traditional methods of managing a project make a single long pass through a set of standardized steps. First, requirements are thoroughly defined, then the entire project is planned, and finally the plan is executed. This one-pass method is very efficient for projects that are well-understood from their beginning, but it stumbles when change is rampant.

In contrast, Agile software teams divide long projects into many tight loops, often called sprints. Each sprint is two to four weeks long and contains all of the definition, planning, execution and testing needed to deliver a small, useful, and complete increment of the product, such as adding a shopping cart to an existing web site. The sum total of all increments, available at the end of the project, is the final product.

How to Plan to Iterate

These short iterations keep software projects flexible and allow them to change direction quickly in response to new information and frequent customer feedback.

Unfortunately, short iterations are harder to apply outside of software projects. Suppose your project is to design a new automobile. How do you divide this into small increments that can be developed, tested and demonstrated to the customer within a few short weeks?

Nevertheless, software projects get so much advantage from using sprints that it is worth finding ways to adapt the idea of short iterations. Here are some approaches that my clients or project teams have used successfully on hardware projects.

Build mockups frequently. For example, automobile designers sculpt scale models of a new body style and variations on it before building a full body.

Use longer cycles. If a new iteration every four weeks is impractical, consider a three or six month cycle. An electronic design team I managed used a cycle of about six months for some critical printed circuit assemblies.

Make rapid prototypes. Mechanical designers can now buy a "3-D printer" from HP for about $15,000 that will create working plastic parts overnight. Electronics engineers can update a digital system in a day rather than months using field programmable gate arrays (FPGAs).

Create in cyberspace. Sikorsky is designing a new helicopter that can fly as fast as a plane, yet still hover like a traditional helicopter. The engineering team quickly and inexpensively iterated on the design, including getting feedback from pilots, by spending hundreds of flight hours in a simulator before the first prototype ever left the ground.

(continued)

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

Endpoint

Agile techniques are not a panacea, but they have proven very effective in software development. The rest of us ignore their success at our peril.

How can you adapt the seven Agile ideas I've listed above to benefit your non-software project? Send me your ideas and experiences to include in future articles.

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. You can contact Jeff at jeff@spspro.com or read previous articles at www.spspro.com/resources.htm. *© 2010 Synergy Professional Services, LLC*

Speak Freely to Build a Better Workplace

By Tom Cox

Without trust, project teams can accomplish almost nothing. One of the ways we build trust as a Project Manager is by making the effort to have truly open and honest communication.

How? According to Elizabeth A. Sears, PhD (Workplace Communication, Inc.), start by being direct. Address the trust issues directly. We see this all through the modern literature of management, in talk about "crucial conversations" and the like.

One great trust-builder for us as leaders Project Managers is to publicly and immediately thank people who point out our inconsistencies. When I say I want meetings to start on time and then I am late to a meeting, when someone calls me on it, thank them on the spot, sincerely. "You're absolutely right to call me on this. I said I want our meetings to start on time, and that means we have to call each other on it when we're late and delay meetings, and that includes me. Thank you for supporting our values." Reward people for their honest and open communication.

So if I have a trust problem with a project team, at the next meeting I should bring up my worry about trust. "Where do you see our team now," I might ask, "and how do you think we should move forward?"

Project Managers who show vulnerability can build strong bonds with their people very quickly.

In her interviews of people at Fortune Magazine's list of excellent places to work, Elizabeth finds across the board that the best places all actively encourage open and honest communication.

What if I'm not good at that? What I think I'm good at it, and I'm not? Elizabeth reassures me that, if we do have a culture of open and honest communication, I'm going to be aware of my problem, because my people will tell me. In an organization with a high level of trust–which is the number one thing in making a workplace a great place to work and a project team a great team to be on–that trust is created through open and honest communication.

Where can I get started?

Start by noticing whether your verbal and non-verbal communication is synchronized–if I'm saying that I am open to hearing what you say, does my body language and tone of voice reinforce that? Do you feel safe talking to me? That sense of safety is an absolute precursor for open and honest communication.

Changing teams, and adding people to a team, can disrupt the bonds of trust. I need to be honest, and I need to feel safe being honest.

It would be valuable to assess people on how well they receive–and give–open and honest communication.

Elizabeth describes one major barrier as "observation inference confusion" -- our tendency to see an action, and infer a reason for it, and then act as if the reason we made up is in fact the true reason. We impute motives to other people that are often quite untrue. I like to call this "Intention Invention."

Elizabeth coached a young woman who had such a big problem with a coworker that she felt literally sick to her stomach at the thought of interacting with that person. Elizabeth encouraged her to approach this person and share her own internal state and her own desire to communicate better. The young woman tried it, and called Elizabeth back to say "you are absolutely right–it had nothing to do with me." It was a pure misunderstanding. The entire relationship changed.

Elizabeth says there are three deadly sins of communication:

- Assuming meaning
- Failing to listen
- Ignoring nonverbal communication

Add these to your Project Management tool box, and your project team will become unstoppable.

Tom Cox helps CEOs and business owners to build higher performance teams at all levels of their organizations.

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

The "Five Challenges" for Project Managers

Excerpt from an article by Frank Saladis, founder of International Project Management Day

The five challenges are:

First, do something positive for yourself to increase your sense of personal power.

Second, do something organizationally to recognize and appreciate those working on projects with you on the job.

Third, participate locally in project management events.

Fourth, consider taking steps regionally to enhance the public relations of the industry.

Fifth, take actions to build your international network.

Here are some ideas about what to do **personally**.

1. Recognize that everything you do, every sentence you write, every word you speak – or DON'T speak – counts. Every project matters. As an exercise, make a list of your projects over the past year and take a little time to recognize and appreciate your own work. Writing this list serves to help you see the breadth of your accomplishments and instill a renewed sense of excitement regarding your own personal power.
2. You should both get a project management mentor and be one to someone else. The concept of mentoring is a proven one. In order to truly excel in management, developing leaders must be mentored. Those being mentored must eventually also take part in mentoring others as well. When personal attention is given, from one professional to another, for the sole purpose of providing advice and helpful feedback it's usually a catalyst for significant growth. It works in virtually any environment in any culture.
3. Increase your project management knowledge and leadership abilities through education. Read project management books, take classes, and consider making a commitment to apply for a project management credential (whether it is the PMP, CAPM, Prince2, or one of the other project management certifications available). Project management is a fast-changing environment and you ought to be staying current and expanding your personal skill set.
4. You don't have to hop on every trend, but you should know where the industry is going. I want to encourage you to create a personal plan that emphasizes core values, project management competencies, and development of your leadership abilities.
5. Believe in yourself. You're the first and most important part in the 5-part challenge.

The next part of the challenge is to do something **organizationally**.

1. If you've got a project management office, recognize them for their contributions to the organization. Those who work above AND below us in our organizations deserve to hear that their positive influence is valued by others.
2. Take the time to celebrate the team's wins. It's important to morale to communicate and celebrate your organization's project successes.
3. Acknowledge other project managers and team members working for, with, and around you. Ideally we would do this every day, many times if possible, but today pay special attention to be generous with this appreciation.

Voltaire said, "Appreciation is a wonderful thing: It makes what is excellent in others belong to us as well." Gandhi said, "Be the change you want to see in the world." I agree and say you should be a driver of your own organization's improvement.

The third challenge is **local participation**. What kind of local community involvement might you have with project management?

1. Locally, attend a professional association meeting such as a project management institute chapter meeting.
2. Schedule a recognition event for project managers in your community. Everyone can appreciate the new building projects, road projects, events and business start-ups in your area.
3. You can increase the power of the profession locally by publishing an article in a local newspaper or newsletter. Perhaps a group of project managers can form a team to participate in a community improvement or fund raising event. Anyone can criticize, condemn, and complain about the bad things where they live. Instead of being that fool (person), you can be the one making the positive changes and drawing attention and support to the good local projects.

Regionally be an ambassador and help promote your industries public relations.

1. Work with your state, province or territory governing body to get them to recognize and declare the fourth Thursday in November as International Project Management Day. For example, the mayor of New York City annually declares the International Project Management Day as a formal day of recognition, and

(continued)

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

you might be able to get a similar proclamation in your city, state, province, or territory.

2. Follow Teddy Roosevelt's timeless advice, "Do what you can, with what you have, where you are."

Broaden your influence to include the project management community outside of your country and continent to the **international** level. Sometimes we are uncomfortable trying to form relationships with foreigners and we build unnecessary barriers. The genesis for change is awareness. We cannot change what we don't acknowledge. If you are resistant to this, become aware of it and begin that process of change. Beliefs have the power to create and the power to destroy.

Most people aren't aware of the power of our international connections.

1. Observe and learn about international projects that have impacted history, or the quality of life of people far and wide.
2. I encourage you to learn another language and look for opportunities that allow you exposure to more internationally diverse teams. When possible, travel. Mark Twain said, "Travel is fatal to prejudice, bigotry, and narrow-mindedness." Look back in history at the significant international projects that the world admires and appreciates. Through making an effort to reach out internationally, we will better understand and appreciate different cultures.
3. Make a point to reach out to project managers in other countries that potentially work in the same industry you do. Use social networking to find these international connections, contribute to their information needs, and learn from them. Taking a global perspective can tap you into a world full of subject matter experts on every topic.

Some of my favorite, inspiring international projects through time are these:

- The Louvre in Paris
- The pyramids of Giza.
- The Taj Mahal in India
- Piazza del Duomo of Milan
- The Great Wall of China.
- The Opera House in Sydney, Australia

I've challenged you to take actions on personal, organizational, regional, and international levels. To continue on this mission, leadership is required, and that leadership IS IN YOU.

***Frank Saladis**, founder of International Project Management Day*

GROW THE BUSINESS OF YOU
in Project Management

DeVry University's Keller Graduate School of Management is one of a select group of institutions accredited by the PMI® Global Accreditation Center. Our high quality degree programs are on course with today's business challenges and your career ambitions.

Convenient Portland location
To learn more visit keller.edu/portland

Keller Graduate School of Management

PMI and GAC are registered marks of the Project Management Institute, Inc.
DeVry University is accredited by The Higher Learning Commission of the North Central Association, www.ncahlc.org. Keller Graduate School of Management is included in this accreditation. Program availability varies by location.
©2010 DeVry Educational Development Corp. All rights reserved.

Project Management Institute
Portland Chapter

News from PMI GOC

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

New President and CEO for PMI

Mark A. Langley has been selected as the next president and CEO of the Project Management Institute. The Board enthusiastically approved his appointment after an extensive global search led by recruiting firm Korn/Ferry. Mark will succeed Gregory Balestrero who announced his retirement from PMI in April of this year. Mark and Greg will work closely to ensure a smooth transition no later than January 1, 2011.

During the nearly nine years he served as PMI's executive vice president and COO, Mark has established an impressive record of accomplishment. He has helped advance the profession by managing the complex operations within PMI seamlessly. He has spent countless hours on the road visiting chapters, collaborating with volunteer leaders, and working with communities. He has been a tireless global advocate for project management and PMI.

It was keenly apparent to the Board that Mark's record of success, as demonstrated by PMI's growth and increasing global influence, prepared him to move to the next level of responsibility within the organization.

In addition, Mark brought a rich history of professional experience when he joined PMI nearly nine years ago. He has demonstrated expertise in organization strategy, operations, and financial management, in addition to possessing deep knowledge of international business, strategic planning, mergers and acquisitions, shareholder and investor relations, and IT management.

I know our shared organization will benefit greatly from Mark's vision and leadership. Please join my fellow Board members and me in welcoming Mark to his new role within PMI.

Sincerely,

Eugene C. Bounds, PMP

Chairman of the Board

Portland State
UNIVERSITY

School of Extended Studies

Home of Portland's Leading Project Management and Advanced Project Management Programs

Learn more.
Click here.

Project Management Institute
Portland Chapter

President's Letter
- Joseph Marietta

Chapter Events
- Upcoming events
- Roundtables
- Keynote presentation
- Chapter meeting logistics
- Educational presentation
- International PM Day

Professional Development
- Agile PM workshop

People
- Membership news
- Put your best face forward
- April Sobetzki & Robert Bondaruk - Volunteers of the month
- Academic scholarship winners
- Faces of PMI Portland

Articles
- Agile isn't just for software
- Speak freely to build a better workplace
- Five challenges for PMs

PMI
- New PMI GOC President
- 2010-11 Board Members
- About PMI Portland

www.pmi-portland.org

2010-2011 Board Members

Joseph Marietta

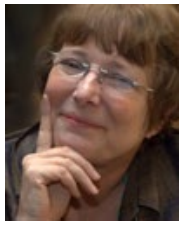
Steve Thornton

Rachel Paulson

Carol Haertlein

Shancy Saban

Terri Hagmann


Suzan Reed

Jeremy Black

Jim Yan

Jeff Brummel

Diane Brady

Steve Heck

About PMI Portland

Chapter Mission	To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.
Chapter Meetings	Third Tuesday of every month except July and August. Check chapter website to confirm meeting dates.
Chapter Web Site	www.pmi-portland.org
Newsletter Editor	newsletter@pmi-portland.org
More Contact Information	See the "Contact Us" page and the "FAQ" page on the PMI Portland website.
Mailing Address	P.O. Box 5966, Portland OR 97228-5966
Voice Mail	(503) 243-6657
PMI GOC (Global Operations Center)	www.pmi.org
President	Joseph Marietta PMP
President Elect	Steve Thornton
Past President	Rachel Paulson PMP
Secretary	Carol Haertlein PMP
VP Finance	Shancy Saban
VP At Large	Terri Hagmann PMP
VP Marketing	Suzan Reed, MBA
VP Membership	Jeremy Black, PMP
VP Operations	Jim Yan PMP
VP Outreach	Jeff Brummel PMP
VP Professional Development	Diane Brady CSM
VP Programs	Steve Heck