PMI
PORTLAND CHAPTER

**Newsletter
November 2010**

Website: pmi-portland.org

PMI Portland
November Newsletter

Chapter Meeting
November 16, 2010

Meeting sponsor
GISI Marketing & Communications

Educational Presentation
Project Manage Your Way through the Job Search Jungle, by Barbara Barde

Keynote Presentation
Flexible Project Management: Extending Agile Techniques Beyond Software Projects, by Preston G. Smith and Jeff Oltmann

Register Now

Two Special Roundtables

Agile PM Mastery in 60 Minutes, Guaranteed! November 12

Leadership Skills and Political Savvy for IT Project Managers, December 3

Mentoring Program

Follow the red balloon to learn about mentoring.

Two New Workshops

Collaboration Skills Resolving Conflicts Resolving Options, January 5

Requirements--Definition, Acceptance & Traceability, February 9

Career Tips for Project Managers

Learn how to get assigned to the high-profile projects.

Welcome New Volunteers

Todd Merkel, Director of Business Outreach
Linda Read, Director of Community Outreach
Suzanne Malek, Director of EPMA

Volunteer of the Month

Congratulate Tara Backes, Director of Events

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President's Letter

Joseph Marietta

It certainly is a small world. In Portland you can go to Home Depot and run into a colleague or someone you worked with ten years ago, but in Washington D.C.?

Each year, PMI holds two major conferences in North America, the North American Leadership Institute Meeting (LIM) followed by the PMI Global Congress. This October they were both held in Washington D.C. at the prestigious Gaylord National Resort & Convention Center, overlooking the Potomac River.

The LIM is a premier training and networking event where Chapter Board members learn and hone leadership skills. The Global Congress has a general project management focus with a global viewpoint. The Global Congress keynote speaker this year was former President Bill Clinton.

The LIM was an exciting training ground and knowledge-sharing opportunity where PMI Portland Chapter Board members joined nearly a thousand other Chapter leaders from across North America. Each hour for two and a half days, we were able to choose among six session topics to attend. These ranged from "12 Technology Tips, Tricks, and Techniques" to "Going from Good to Great as a Volunteer Leader." Three outstanding and inspirational keynote presentations each drew a standing ovation. There were many networking and knowledge-sharing sessions, including meetings with the current and incoming PMI President & CEO, Gregory Balestrero and Mark Langley. We also met with our fellow PMI Region 1 Chapter colleagues, where the announcement was made our own Rachel Paulson, last year's Portland Chapter President, would become our Region 1 Mentor on January 1, 2011.

Members of our Board of Directors are eligible to attend, and each year we send as many Board members as our budget allows. Thanks to excellent planning by President Elect Steve Thornton, and by staying at the Comfort Inn nearby rather than at the prestigious Gaylord, we were able to send six Board members: Shancy Saban, VP Finance; Terri Hagmann, VP At

Large; Jeff Brummel, VP Outreach; Diane Brady, VP Professional Development. Rachel Paulson, Past President presented "Passive Aggressive Behavior–How to Deal with it."

We had a solid contingent representing PMI Portland. What we did not expect was meeting other Portlanders there.

Carol Taylor, our former Director of Quality, and Sujitha Seevaratnam, former Director of Volunteering were there representing the Quality Virtual Community of Practice (COP). Both plan to attend an early 2011 Chapter dinner meeting to tell us about this and other COPs.

Connie Plowman, former Chapter President, Chapter Fellow, and long-time PMI Portland supporter was there to present "Going from Good to Great as a Volunteer Leader."

Finally, Jeff Oltmann, last year's VP At Large and frequent Chapter dinner meeting speaker, presented "Flexible Project Management: Extending Agile Techniques Beyond Software Projects" at the Global Congress.

It is a small world. And PMI Portland has an excellent reputation throughout North America, thanks to all of these exceptional chapter leaders.

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

Thought for the Month

"Value is in what a member chooses to do with the benefits of membership."

*—Troy Hazard, Keynote Speaker at the
2010 North American Leadership Institute Meeting*

Introducing new branding for PMI Portland

The updated look to the newsletter is part of the new brand standards PMI introduced several months ago. Perhaps you have seen the new PMI web site and some of the branding applied to some Chapter materials.

Through the next months our new logo, colors and brand standards will be applied to Chapter materials as we roll out the branding. The newsletter is one of the first projects undertaken.

The newsletter was designed by Suzan Reed, VP of Marketing, who will be leading the branding effort as it expands to other Chapter assets.
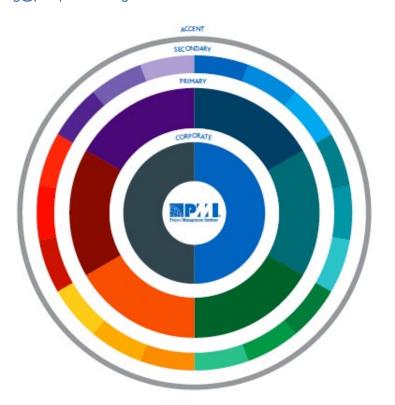
We hope you enjoy the newsletter's easier to read typography, and the expanded content we will be adding over the next months. Please send comments to vp_marketing@pmi-portland.org.

From The PMI Brand Standards Guidelines

PMI is the world's largest project management member association, representing more than half a million project managers in over 185 countries.

Our brand position is "Organized Adrenaline." This refers to the unique combination of skills and attributes that only those affiliated with PMI bring to an organization.

Project managers are not just disciplined; they're energetic and creative. Bringing a unique combination of deliberate skill and inspired productivity, they're able to help organizations complete a higher percentage of their projects.

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Upcoming Events

11/11	SolarWorld Roundtable
11/12	NW Roundtable
11/12	West Roundtable (change)
11/16	Chapter dinner meeting
11/17	Salem Chapter lunch meeting
11/18	Eugene Chapter dinner meeting
11/19	Corvallis Chapter lunch meeting
11/23	NE Roundtable
11/24	Downtown Roundtable
12/01	Port of Portland Roundtable
12/03	North Roundtable (change)
12/03	South Roundtable
12/03	West Roundtable (change)
12/09	SolarWorld Roundtable
12/10	NW Roundtable
12/14	Chapter dinner meeting

For details, see the calendar on the Chapter website.

Roundtable Meetings

Join other project managers to discuss issues that they are currently facing. Held in various locations across the Portland-Vancouver area, each has a personality of its own.

Meetings start with introductions followed by a solicitation for topics. The topics are selected based on the rules of the specific Roundtable. Roundtable meetings are worth 1 PDU, are 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. Contact the Director of Round-tables at roundtable@pmi-portland.org. For details, maps, and moderators, see the Chapter website.

1st Wednesday   **Port of Portland Roundtable**
4:30 - 6:00 p.m.   Port of Portland

1st Friday   **South Roundtable**
7:15-8:45 a.m.   Mentor Graphics campus, Wilsonville

2nd Thursday   **SolarWorld Roundtable**
5:30-7:00 p.m.   SolarWorld USA, Hillsboro

2nd Friday   **NW Roundtable**
7:15-8:45 a.m.   Con-way, Portland

~~**3rd Thursday**~~   **West Roundtable**
7:30-9:00 a.m.   Nike World Headquarters, Beaverton
November Meeting held Friday, 11/12.
December meeting held Friday, 12/03.
See pages 5-6 for details about these special events.

4th Tuesday   **NE Roundtable**
7:30-8:30 a.m.   Portland State Office Building

4th Wednesday   **Downtown Roundtable**
7:30-8:45 a.m.   Unitus Plaza, Portland

~~**4th**~~ **Friday**   **North Roundtable**
7:15-8:45 am   Clark Public Utilities, Vancouver
November and December meetings will be held 12/03

Special Roundtable Event

Agile PM Mastery in 60 Minutes, Guaranteed!

Speaker: John G. Stenbeck, PMP, CSM

Friday, November 12, 2010   7:30–8:45 a.m.

Nike World Headquarters, Beaverton

Pete Sampras Bldg, Courtster Conference Room

John Stenbeck recently presented to standing room only sessions at the PMI Global Congress in Washington DC. Through special arrangement with the PMI Portland Chapter, John has agreed to share his "Agile Mastery in 60 Minutes" presentation with us.

In addition to his passion for Agile, John currently serves as the president of the PMI San Diego Chapter and just completed an Agile Workshop in Portland.

This presentation will immerse you in an incredible depth of information provided in a way that is easy for you to understand and assimilate. Even better, it will give you the basic tools to implement the parts of Agile that are best suited to your environment. If you like high-impact, slingshot, rocket launch learning this Roundtable is for you!

Learning Objectives

• Define the differences between Agile and traditional project management.
• Analyze key variables to decide if, and when, Agile is right for projects and teams.
• Identify the keys to successfully execute projects using Agile in a non-Agile work environment.
• Have you been questioned recently about Agile or Scrum project management?
• Are you looking for a way to handle projects with dynamic, changing scopes but fixed dates and costs?
• Has the launch of PMI's new Agile Community-of-Practice (COP) piqued your interest?

In this powerful presentation you will learn how Agile has become entrenched at companies like Qualcomm and the European giant Tele Atlas.

Agile Project Management is a skill set that is rapidly growing into high demand among employers. The most respected and best recognized Agile certification is the ScrumMaster from the Scrum Alliance, Inc. PMI has responded by launching its first new COP in many years, even coining the new term "Agilists" to describe practioners of this discipline. That means Agile PM is the skill set you need to acquire in 2010.

More information can be found at John's website www.pm8020.com

PORTLAND CHAPTER

Special Roundtable Event

Leadership Skills and Political Savvy for IT Project Managers

Speaker: Bill Hagerup of Ouellette & Associates.

Friday, December 3, 2010   7:30–8:45 a.m.

Nike World Headquarters, Beaverton

Nolan Ryan Building, 2nd floor Air Raid Conference Room

Please join us on December 3rd for a compelling presentation and group discussion led by Bill Hagerup of Ouellette & Associates.

Successful leaders recognize that IT is not just a technical function. They understand IT must partner with, and establish strong relationships with, the business. IT project leaders need to expand their skill set beyond technology and process to include consulting and communication skills with project stake holders.

This session will cover critical aspects of successful IT project management including:

1. Why interactions with people are more important than process or tools.

2. How to handle project opposition and organizational politics.

3. How to build your Influence Quotient.

4. The importance of understanding your client's personal interests.

Be sure to invite your organizational leadership and project management team to these unique events. This is an excellent opportunity to demonstrate that IT Service Management can be a game changer for your organization.

Portland State
UNIVERSITY

School of Extended Studies

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

Learn more.
Click here.

Chapter Meeting Logistics

4:00 Registration table opens
5:00 Educational presentation
5:30 Networking
5:35 New member orientation
6:30 Dinner and announcements
7:00 Keynote presentation

Register online and save

Price is $10 more after 10 a.m. Monday, and at the door.

Meeting and dinner pricing

PMI Portland Chapter Members*
Keynote presentation and dinner $25
Educational presentation $10

PMI Portland Chapter Student Members*
Entire meeting $10

Non-Members
Keynote presentation and dinner $30
Educational presentation $10

Keynote Presentation only, without meal $12

Members and Student Members must provide PMI number at the door to receive member pricing. No refunds within 24 hours of the meeting.

New Member Welcome

Join us to learn about who we are and what we offer, and to meet other members.

Held during the Networking hour at the Chapter dinner meeting, we meet directly after the Educational Presentations at 5:35 p.m. in one of the Education rooms. Listen for the announcements at the beginning and end of each session for the room and join us!

• Chapter Members and Chapter Student Members are current members of PMI and the Portland chapter. Student Membership is defined by PMI GOC, and does not apply to non-members who may be students.
PMI Portland Chapter Student Outreach Benefit & Process

Upcoming Meeting Dates

November 16   Register today

Register Now

December 14   The 2nd Tuesday in December
January 18

Online registration opens the day after the prior Chapter dinner meeting.

Five Good Reasons to Register Online—Today!

1. **Register online before 10 a.m. Monday, November 15th and save $10.**

2. **You will be entered to win a free dinner meeting when you register online.**

3. **Online registration after 10 a.m. Monday is an additional $10.**

4. **Registration at the door is an additional $10.**

5. **You help dinner meeting volunteers reserve enough tables, chairs and meals for everyone.**

November Dinner Meeting Menu

Chicken Marsala: Pan-seared Boneless Chicken Breast and Sauteed Mushrooms finished with Marsala Sauce Served over Garlic Mashed Potatoes, Lemon Mousse Cake
or
Wild Mushroom Ravioli: Served over Grilled Asparagus and Roasted Tomatoes with a Smoky Rogue River Blue Cheese Cream Sauce, Lemon Mousse Cake

Doubletree Hotel—Lloyd Center

1000 NE Multnomah, Portland, OR 97232 (503) 281-6111
Free Parking

November 16th Dinner Meeting Sponsor
GISI Graphic Information Systems, Inc.

Please visit our meeting sponsor, GISI Graphic Information Systems, Inc. at the dinner meeting. They will have a table with information during networking from 5:30 to 6:30 p.m.

GISI provided all the materials for Professional Development Day held in August—from posters, to banners and the extensive program guide.

GISI is a one-stop marketing and graphic communications resource for business and organizations of all sizes. With six specialized "companies" under one roof-clients have single-point access to an unparalleled array of products and services:

• Marketing & Graphic Design Services
• Commercial Offset & Digital Printing
• Complete Bindery & Finishing Services
• Traditional Copying, Disc Duplication & Packaging
• Direct Mailing & Fulfilment Services
• Signs, Banners, Posters & Display Systems
• Customized Promotional Products & Apparel

www.gisicompanies.com | 503.598.0636 | info@gisicompanies.com

November 16th Dinner Meeting—Educational Presentation

Project Manage Your Way through the Job Search Jungle

Project Managers have a unique and valuable set of skills that can be used when searching for employment. Barbara Barde will explore techniques for job hunting specifically designed for the Project Management arena. Topics include:

• Current employment/career statistics
• Defining skills and abilities
• Identifying strengths and weaknesses
• Conducting the research
• Building the plan
• Effective networking for PMs
• The "right" resumé for PMs
• Interviewing – what to ask and how to answer

About the Presenter

Barbara Barde, *Owner and Founder of Barde Career Solutions, started her business in 2007 after realizing her passion involved helping career professionals discover their true career paths and connecting them to top organizations that would anchor and bridge their talents. For over 17 years Barbara has dedicated herself to the growth and development of career professionals and companies throughout the United States and abroad. She brings an exceptional range of skills in building personal and business relationships, identifying and recruiting top professional talent, directing and managing teams and organizations, and project management and implementation. Besides running her business, Barbara is also involved in her local community and volunteers her time with several local nonprofit organizations, active PTO board participant at Raleigh Hills Elementary, past board member for WEO-Women Entrepreneurs of Oregon, and is an accredited member of the Better Business Bureau. Barbara has a Bachelor of Arts degree in Psychology and Sociology from the University of Portland.*

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.

November 16th Dinner Meeting—Keynote Presentation

Flexible Project Management: Extending Agile Techniques beyond Software Projects

In the last decade, agile methods have revolutionized IT and software development projects, bringing impressive successes, especially in volatile or uncertain environments. However, software projects are only a small part of the project management world. Can the success of agile be translated to these other types of projects? Non-software projects share many of the same challenges that agile has solved for software projects:

• Turbulent environments where changes inevitably happen at the most unwelcome time

• Unstable requirements that are never complete

• Customers who don't know what they want and constantly change their minds

• Technology that moves faster than the project can react

• Nimble competitors that put the project manager in a continual catch-up mode

Despite the common challenges, agile techniques can't be translated directly to non-software projects. Agile depends on several unique characteristics of software, such as object technologies, automated testing, and the ability to make incremental changes quickly and at low cost. Non-software projects don't have the benefit of these characteristics. However, agile provides wonderful insight for understanding how to deal with chaos. Therefore, this presentation features a set of tools inspired by agile but built from the ground up specifically for non-software projects.

Based on research into flexible product development techniques and inspired by a decade of agile experience, these practical tools will help you make your non-software projects more flexible.

• Lead volatile projects in a chaotic world where change is inevitable.

• Accommodate emerging and changing requirements.

• Take advantage of change and reduce the disruptiveness of changes.

• Be more responsive–roll with the punches–or actually lead the change!

• Increase the potential for innovation and breakthroughs.

About the Presenters

Preston G. Smith *won the 2003 PMI David I. Cleland Project Management Literature Award for his book* Proactive Risk Management. *For the past 25 years, he has worked with companies to improve their product development, giving over 100 workshops on product development techniques in 26 countries. Preston's early work centered on time to market, and he coauthored the classic in the field,* Developing Products in Half the Time. *More recently, he has rebuilt agile software development techniques as tool kit of flexibility techniques for non-software projects, resulting in the book,* Flexible Product Development. *Prior to his consulting career, Preston spent 20 years in engineering and engineering management. He is a Certified Management Consultant and holds a PhD in engineering from Stanford University.*

Jeff Oltmann *is a project executive and portfolio manager with over 25 years of experience developing new products and managing successful programs. His specialties include strategy deployment, operational and project excellence, and project portfolio management. He is principal consultant at Synergy Professional Services (*www.spspro.com*) and previously ran the Program Management Office (PMO) and a $60M project portfolio for IBM's xSeries development facility in Oregon. Jeff is a frequent national speaker on project and program topics. He is on the graduate faculty of the Division of Management at Oregon Health & Science University. In addition to consulting with clients in a wide range of industries, Jeff teaches project management and portfolio management. He holds an M.Eng degree and is a certified Project Management Professional (PMP®).*

![PMI Portland Chapter logo]

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Excellence in Project Management Awards

The 2011 EPMA applications will be available soon.

There are three awards to apply for this year:

• **Student Project of the Year**
• **Project Manager of the Year**
• **Project of the Year**

Application deadline is April 15, 2011. Detailed information and application forms will be available on the PMI Portland website soon.

Program Manager for PDD Event Needed

Grow your network as you work with business leaders, local and national speakers, and the excellent Chapter leaders and volunteers. The Program Manager oversees all aspects of the Professional Development Day flagship event, summer 2011.

See details on the website, or contact Diane Brady at vp_prof_devel@pmi-portland.org.

Professional Development Workshops

Collaboration Skills Resolving Conflicts/Resolving Options

January 5, 2011

Collaboration can be so much more than just assembling as a team to do work. Done poorly, the results are half-baked ideas sort-of supported by some of the team's members. Done well, the results are decisions better than anyone expected supported enthusiastically by all of a team's members.

Productive collaboration includes the presentation of different points of view and substantiation with data when possible. There are both ordinary and not-so-ordinary techniques and approaches which generate a wide variety of alternatives while deliberately building support for those alternatives.

Effective techniques allow the team to physically place the issue out in front of the group, while minimizing distracting personality issues. Effective tools help teams build and support great decisions.

Effective techniques promote better alternatives, better support, and better results.

Collaboration is the key skill set that drives effective teams to improve business performance. Supporting skill sets includes idea generating, decision making, and implementing.

Learner Outcomes and Objectives

This new approach helps organizations to consider and reduce an eighth source of waste, possibly the most expensive source of waste – conflict. This new seminar helps you learn how to think and behave in ways that help you move past conflict and develop great decisions everyone supports.

Requirements–Definition, Acceptance & Traceability

February 9, 2011

Learn how to gather and manage project requirements successfully! This workshop teaches readers how to elicit, characterize, document, analyze, validate, verify and manage requirements for new projects, products, and services.

Attendees will learn how to define and document high-level business requirements, identify user classes and representatives, select elicitation techniques, differentiate and prioritize functional and non-functional requirements from users, identify business rules, and how to review and verify requirements with stakeholders.

For more information about these workshops

Please check the PMI Portland website, Education webpage for workshop details, deadlines, and links to registration.

PMP/CAPM Prep Course Instructors Needed

Join the Prep Course team and train future PMPs while building your network.

Orientation and support ensures your success.

See details on the website, or contact Denise Tischler at Certification@pmi-portland.org.

What's with the Red Balloon?

Pam Banning, PMP, Co-Director, Mentoring Program

Red is the warmest of all colors. It has strong symbolism for vitality in life, bringing focus to the essence of life and survival. It is associated with energy, strength, and determination. It is an accent color to stimulate people to make decisions ("buy now" or "click here"). There is also the interior decorator adage that no room is complete without a red accent piece.

The Mentoring program brings together mentees and mentors visually by having a red balloon on the table. With a Chapter membership nearing 1400 people, it is easy for new people to get lost. Our informal gatherings during October and November have been marked with a red balloon, and we will continue this into the Chapter meetings, while mentor/mentee pairings gain face recognition. A few of these pairs have been interacting on the telephone since September, without yet meeting in person.

Mentoring sessions start with setting the personal goals of the mentee. What areas of personal development or project management do they feel are hindering their progress? They work with the mentor to draw up tactics to address these issues and get to work. Communication is by telephone, Skype, WebEx, in person meetings…whatever means are available to that pairing.

The length of the pairing is determined by the mentor and mentee themselves. Once the goals are attained the commitment to the Chapter is over. However, some of the pairings have developed onto friendships. Distances due to remote site job duties have been overcome, and if unexpected job changes occur, the program strives to keep additional personnel available for mid-session changes. In most cases it has only been temporary and the member asks to participate again in the next session.

As one very experienced project manager noted, he could just as easily be a mentee or a mentor. So evaluate your situation and your aspirations, and figure out what it will take to get you where you want to be. Do you need assistance with personal skills or business strategies? Where are you not feeling "red", confident, energetic, strong? Where are you seeing "red", frustrated, baffled, stymied?

Look for our red balloon and say "Hi!"

One of the people you say "Hello" to at our table may be the helping hand you have been seeking. Or, if you feel a need to pay it forward with respect to the people who have helped you to become a successful project manager, also look for our red balloon. We are looking for you.

This 2010-2011 season, the Chapter is offering a second Spring Mentoring session that will run until May 2011. Applications for both mentors and mentees are being accepted by returning them to mentoring@pmi-portland.org. The application templates are available on the Chapter Activities > Mentoring Program page.

Those seeking PMP certification should contact certification@pmi-portland.org and download the certification handbook from www.pmi.org.

> "*Use the talents you possess, for the woods would be a very silent place if no birds sang except the best.*"
> –Henry Van Dyke

Personal Development Reading

Coaching and Mentoring: *Your Mentor and Guide to Doing Business Effectively*. Harvard Business Essentials. Harvard Business School Press 2004

Executing Strategy for Business Results. *The Results Driven Manager*. Harvard Business School Press 2007

TurboCoach: *A Powerful System for Achieving Breakthrough Career Success*. Brian Tracy and Campbell Fraser. American Management Association 2005

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Membership News

Welcome New Members!

Arion, Emily	Lich, Mark
Barrow, Jeff	McDonald, Ryan
Burnell, Elizabeth	Molinari, David
Cade, Erica	Myers, Wade
Cameron, Brad	Niec, John
Clouse, Taryn	Orth, Erich
Connelly, Brenda	Pacifico, Tonino
Davis, Dale	Pedersen, Betty
Devarajulu, Krishna Kumaran	Quan, Tracy
DiGenova, Jeffrey	Robertson, John
Doak, Laura	Rosener, Tim
Dover, George	Rubel, Scott
Downey, Misty	Sasser, Michael
Erwin, Kathy	Scheller, James
Evans, Michelle	Schlee, Joshua
Fox, Matthew	Seiffert, Ardna
Gardner, Kelly	Sims, Larry
Gilmour, Jeffrey	Sinha, Amit
Gonzales, Valerie	Sloan, James
Grant, Alan	Smith, Patricia
Havens, John	Steed, Timothy
Hewson, Kylie	Thoma, Larry
Hunziker, C	Tichy, T.
Jaramillo, Emmanuel	Tidmarsh, Pat
Johnson, Lee	Valentine, Don
Johnston, Heather	Weber, Kimberly
Kailasam, Suzanne	Whitlow, Connie
Keith, Nathan	Wingard, Teri
Kline, Sandra	Zelinsky, Benjamin
Kuhn, Shana	Zhang, Lulu

Membership information is provided to the Chapter monthly by PMI Headquarters. There may be a 1 to 2 month delay in seeing your name on this page due to newsletter publishing constraints. Contact PMI Headquarters at www.pmi.org to change or manage your membership information.

Volunteer of the Month
Tara Backes

Please join in congratulating our November Volunteer of the Month, Tara Backes.

As Director of Events, she is a key player in coordinating our Chapter dinner meetings and presentations, acting as a liaison to the Doubletree staff and vendors as well as setting up the computers and audio-visual equipment for the meetings. She has also volunteered several hours to the Registration and Membership groups, helping to make their job a little easier.

Tara has demonstrated outstanding professionalism. She is a tireless worker and highly reliable. When given a job she will see it through to the end and she will unfailingly produce quality results. She has the makings of an incredible project manager.

Would you like to volunteer?

Grow your network and your skill set! These are some of the volunteer opportunities currently available:

- **Director of Assets**
- **Professional Development Day Program Manager** details
- **Instructor, PMP Prep Course** details
- **Volunteer Database Manager**

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

You will be glad you did!

Please welcome Suzanne Malek, PMP, Director of EPMA (Excellence in Project Management Awards)

We are very pleased to welcome Suzanne Malek, PMP as our new Director of EPMA (Excellence in Project Management Awards). Suzanne will be leading a team to recognize the Project, Project Manager and Student of the Year in the Portland area during a special awards presentation next spring.

Suzanne graduated with a B.S. degree in Marketing and Management from Indiana University. After raising two sons she returned to school to earn an MBA in International Business from PSU where she also taught Finance and Management classes.

She has been employed as a Program Manager in the plastics industry (SPM), an Account Executive with Coca-Cola, a Sales Representative for surgical instrumentation, Portland Food Drive Executive Director, a Consultant and International Educator, an Instructional Designer/Technical Writer and a Global Product Manager at Intel Corporation.

Suzanne started an ecommerce business which specialized in resume and interview services. Suzanne has taught Global Business, Project Management, Corporate Finance, ecommerce, Statistics and other business classes at different universities in both on-campus and online environments.

Currently she is an adjunct and assistant Professor while pursuing her PhD at Capella University. She plans to earn her Doctorate in Business and Technology before the end of 2011. She has Polish and Russian language skills, and has earned her PMP certification.

Suzanne loves to travel and grew up in a small town outside of Chicago in Northern Indiana, called New Chicago. Suzanne has developed an appreciation for a multi-cultural environment and shares her home with a white Manx cat named Sherrie.

Please welcome Todd Merkel, Director of Business Outreach

Please extend Todd Merkel a warm welcome as our new Director of Business Outreach. In this role he will be creating meaningful connections between PMI Portland Chapter and our business community.

Todd is a proven leader in the field of Program/Project Management, with a career spanning almost 15 years of experience in a number of industries including Financial Services, Manufacturing, Software Development, Supply Chain Logistics, and Healthcare. Todd has an emphasis in project and systems life cycle process improvement, IT infrastructure, Portfolio Management, and mentoring.

Todd is currently Manager of IT Infrastructure Projects, in the Infrastructure and Operations Dept. at Kaiser Permanente Information Technology Northwest. In addition to obtaining his PMP certification in Sept 2001, Todd is a Lean Six Sigma Certified Yellow Belt and currently working (slowly) toward Black Belt Certification, with the intent of creating a sustainable process for marrying Project Management with Business Process Improvement methodologies.

In his personal life, Todd lives in Sellwood with his wife and 4 year old girl, and enjoys backpacking, mountain climbing, snowboarding, and just about any other activity that allows him to get out and enjoy the Pacific Northwest. He also appreciates Oregon pinot noir and the love of a wiener dog or two.

Please welcome Linda Read, PMP, Director of Community Outreach

We am very happy to announce that Linda Read, PMP has accepted the position as Director of Community Outreach. In this role she will be creating meaningful connections between PMI Portland Chapter and local community organizations. Linda will be leading a team to contribute to social and civic initiatives by providing volunteers and expertise to community groups in the Portland area.

Second generation in the electric utility industry, Linda has a Bachelor of Science Degree in Business Administration from Portland State University, and has further formal education in Human Resources Management, Marketing, and Project Management. She earned her PMP credential in 2009.

Since joining PGE in 1982, Linda has gained a diverse electrical utility experience with positions held within Human Resources, Information Technology, Telecommunication, and Economic Development, and currently works as a Business Unit Manager for Portland General Distribution Services. She has utilized her broad utility knowledge and project management experience to focus on delivering the highest quality distribution products and services with an objective of on-time and within-budget targets.

Linda offers and delivers cost-effective, comprehensive solutions to customers for all their electrical needs; services range from design and installation of preventive maintenance, construction, and outage restoration services. She is an enthusiastic resource for environmental issues relating to electrical equipment, ensuring that the environment is safeguarded and associated regulatory requirements are met. Linda has valuable experience and insights into economic vitality and works directly with business customers on a broad range of topics affecting their business operations.

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Jeremy Black
Vice President of Membership

Lynn Jesus-Olhausen PMP
and colleague

Have your photo taken at the next Chapter dinner meeting for our volunteer database by portrait photographer Erik Odegard.

Erik will provide you with a copy of this business portrait for your own use, too!

Thanks to Erik Odegard for these photos.

Calling All Talented PMs– Setting The Stage For a Lasting Impression

By Barbara Barde, Owner and President, Barde Career Solutions

All great Project Managers want to be assigned to the high profile projects. One way to ensure that you are selected for these projects is to be a "standout" and make a positive lasting impression. Below are several successful career tips for Project Managers:

1. **Know when and how to delegate**. Using over-eagerness to prove their skills, many project managers sometimes find themselves overwhelmed in the workplace, managing too many projects at once and not delegating enough to support project success. What is critical for PMs to consider is how to effectively communicate the project needs and goals to their team, and then be open to assigning certain tasks to other project team members using and relying upon their talents and expertise to help complete the project. By delegating in this way, the PM will help build confidence, respect, people and team skills, and support project motivation. By taking these necessary steps, the PM will ensure a successful project is achieved.

2. **Integrate clear communications**. As we all know, poor communication can impede a PM's ability to achieve project success. It is imperative to instill clear communication channels within every project and project stage–a skill all PMs must master very early on. Without these channels, project issues and challenges will arise and sabotage project success on all levels. Keep the communication lines simple, clear, and most of all, transparent.

3. **Rely on confidence to lead the way.** Knowing when to be assertive and under what circumstances is an integral piece for all PM's to know and feel comfortable with. Sometimes it is important for the project manager to be assertive and firm with their customers or clients, walking a fine line to accommodate their needs effective and proficiently. Experienced PMs will get to know their customers well, proactive analyze and assess their needs, and set the precedence on assertiveness when and if necessary to ensure that project schedule, goals, needs, demands, and costs are met and successfully achieved.

4. **Know your talents and strengths.** In order for a PM to gain and earn respect for their profession as well as their ability to successfully lead projects, they must obtain PM certification today and also achieve on the job training and experience. Talented PMs have a solid and essential understanding of project management terminology, tools, processes, and techniques. It is imperative for PMs to keep track of the projects they work on, document their work, role, outcomes, and achievements. Continuing to build and develop their craft, knowledge, expertise, and talents is not just a requirement for successful PMs–it is a necessity.

Barbara Barde *is the Educational Speaker at the November 2010 Dinner Meeting. Read her bio on page 6.*

Aligning Project and Corporate Risk Management

by Carl Pritchard, EVP, PMI-RMP, PMP

Which is worse: losing a team member on a critical project or losing $100,000 across your organization? It's really not a fair question. And the answer could be "either". The challenge comes in the definition of terms, and the understanding of projects in a greater organizational context.

A PMI Risk Management Professional (PMI-RMP)® credential holder recently posed the question to PMP Passport, asking for the distinction between project risk management and corporate risk management. The reality is that while they are happening at different levels (and thus with different levels of sensitivity), there is an inherent need for alignment between the two.

Those risks that concern management at an organizational level should also concern project managers at the individual project level.

Most discussions on corporate risk management tend to hinge around the financial aspects of risk. Tragically, many projects don't even have cost-tracking systems, and thus don't create risk visibility for one of management's greatest concerns.

Corporate risk managers also tend to focus on shareholder value. Project managers (often serving as the de facto project risk managers) in many cases cannot tie their projects back to the direct or indirect influence on shareholder value. These failures in alignment matter.

Reflect the Culture

While project risk management must, by its nature, focus on the threats and opportunities at the project level, the context for that information must be rooted back to what the organization is truly passionate about.

If the organization's image and reputation are paramount, project managers should be conducting their qualitative risk assessments at the project level with attention to those details. If cost is king, then project managers should be able to evaluate risks from a cost context. If customer satisfaction is the heart and soul of the organization, then project risks need to be assessed with that in mind.

Most of this alignment is addressed in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* Plan Risk Management and Perform Qualitative Risk Analysis sub-processes.

In these areas, there's an expectation that the project manager will set tolerances and thresholds and evaluate risks against them. Those tolerances and thresholds, while project-specific, need to be a reflection of organizational culture.

Make It Happen

In order to bridge the gap between the project and the organization, project managers can take a long, studied look at the escalation procedures (or if no procedures exist, at the escalation history) of their organization. When does management get involved? When do they take serious umbrage at risks realized? Those can serve as bellwethers for the thresholds at the project level.

For example, if management consistently raises red flags when customers threaten to take their business elsewhere, that should be a key concern for the project risk manager as well. Any action that might cause the customer to make such a threat becomes a high-impact risk. Thus, the organizational thresholds can become the determinants of high impact for a qualitative analysis.

Evaluated consistently and over time, the lines between project risk management and organizational risk management eventually begin to blur. That's a good thing. If it becomes harder to see the distinction, it means that project (risk) managers are serving as effective stewards of organizational resources within the organizational risk context.

Carl Pritchard, *EVP, PMP instructs the e-SeminarsWorld® course, Managing Multiple Projects. He is president of Pritchard Management Associates, a presentation, training and consulting firm that firmly believes that project management should be fun and memorable. Mr. Pritchard is also a PMI SeminarsWorld® leader and a chapter author for A Guide the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition. He has taught risk and project management around the world since 1993, and invites your questions or comments. © 2010 Project Management Institute. All rights reserved.*

Negotiating Schedule Changes with Sponsors

By James T. Brown, PhD, PE, PMP

Change requests are inevitable in project management. Often the project sponsor may not grasp the ramifications of the change's impact, especially when that impact delays the project's scheduled completion date.

For a change that significantly affects the baseline, the project manager must negotiate a suitable end date with the project sponsor.

Three tactics can enable the project manager to be successful in negotiating a new project completion date with the sponsor:

Leverage your trust. The degree of trust you have with the sponsor goes a long way toward successful negotiation of a new schedule end date.

Creation of this trust starts once the project begins. If your trust level with the sponsor is low, expect a more challenging negotiation.

A battle-scarred project manager told me he has learned to accept as many funded change requests at the beginning of the project as possible without an impact to the schedule. He said most of these early changes tend to be easy and his initial schedule has some buffer to accommodate these.

The project manager's acceptance of these early changes without any schedule impact provides clear evidence to the sponsor that he or she is a willing partner and has "taken one for the team." If and when the late, difficult, or major change request arises, it becomes the sponsor's turn to help.

Communicate to assure understanding. Well before the project is baselined, the project manager needs to assure that the sponsor understands how the change management process works. Make sure the sponsor knows that it is in his or her best interest, and let the sponsor know to expect schedule impacts for changes that occur after the baseline.

Once the project is baselined, communicate the change's effect by clearly sharing the ramifications of the proposed change and identifying the constraints that drive the new proposed end date. Often sponsors are unaware of the challenges of trying to meet a certain date based on the change request, and this must be made clear to them.

A Vice President of IT for a Fortune 100 company stated they have successfully used the "If you were building a house" analogy to get their sponsors to relate to the magnitude of proposed changes.

Sponsors can really feel the impact if they imagine they would not be able to move into their new home when they thought they would, or if their house might be unfinished at the original move-in date, so they see why a change might call for new schedule end dates.

Know the principles of successful negotiations. As a project manager, you should be skilled in the principles of negotiation. One of those principles is to make high initial demands. High initial demands enable you to have flexibility, and that facilitates successful outcomes.

High demands are not unreasonable, unrealistic or one-dimensional. They imply that you are prepared and have given thought to an assortment of alternatives that may help you and the sponsor come to agreement on a new date.

You as project manager will discuss these alternatives with the sponsor: Are there aspects or portions of the project that can be delayed? Can additional resources be provided? Can tolerances, specifications or constraints be relaxed?

Very few project sponsors are unreasonable. When you come across a sponsor being unreasonable, it is often due to a lack of understanding. Always ask yourself what you have done and can do to assure that the sponsor truly understands the circumstances. It is the project manager's role to create this understanding and gain sponsor acceptance of change impacts.

Dr. James T. Brown *is president of a project management training company, SEBA Solutions Inc, and of a web-based provider of professional development units (PDUs) for PMI credential holders, OnePdu.com.*

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