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Meeting Sponsor

DeVry University & Keller Graduate School of Management

Educational Presentation

Strangers in a Strange Land? Identifying and Managing the Personality Types on Your Project with Lynn Jesus-Olhausen

Keynote Presentation

Managing Agile: Transforming the Three Dysfunctions of Management with Diana Larsen

Register Now

PMI Portland December Newsletter

Note this month's dinner meeting is one week early.

Register by 10 a.m. Monday, December 13 and save $10

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President's Letter

Joseph Marietta

I hope each of you had a wonderfully long and enjoyable Thanksgiving weekend. It's one of the few opportunities for us to take extended time to reconnect with family and friends. It's also a rare and focused opportunity to reflect on what we are truly thankful for. Personally, I'm thankful for a wonderful wife. She understands the opportunity for personal and career growth that comes with being President of a large vibrant chapter of PMI, and she is patient when part of my family time is given up in that pursuit. Finally, I'm thankful for a Chapter Board of Directors made up of professional, enthusiastic, and innovative individuals. They do the heavy lifting that allows our Chapter to be known as one of the best in the nation.

As we near the close of 2010, let's look at what the board is doing and what our valued members have to look forward to.

The Chapter's budget runs on a calendar basis, even though the board-year is from July through June. Our goal is to complete 2011 budget planning by December 31st. For new board members, this is a first opportunity to truly understand the budget that their various programs operate under, and to plan next year's budget. Chapter budget forecasting and budget balancing is difficult, but we're on track to complete by year-end.

We are planning some innovative initiatives, which include a Chapter Partnering program, a Member Retention Calling program, and Transition Planning.

The Partnering model came to me as I observed that our contact with companies that support the Chapter were often reactive, fragmented and poorly documented. An example concerns our event sponsors. We sometimes neglected to explore long-term opportunities like providing speakers for workshops or dinner meetings, providing articles for the Chapter newsletter, or sponsoring other events with them. President Elect Steve Thornton has volunteered to implement our partnering model. It addresses long-term relationship-development with Chapter partners, focusing on coordinated contacting and tracking of potential partners, and development of long-term partner relationships.

Jeremy Black's Membership team is managing a program to contact members as they approach the expiration of their Chapter membership. They will ask one of two key questions: "If you plan to renew your membership – why? Or, "if you don't plan to renew your membership – why not?" These two simple questions will provide the board with invaluable insight into member likes, dislikes and experiences. We hope that personally reaching out to members will allow us to better communicate the benefits of membership and to address concerns head-on.

Finally, next year's President, Steve Thornton, is working on-on-one with Chapter leaders to document volunteer roles, responsibilities and processes, and to develop checklists to guide a smooth transition resulting from board elections this coming April. Our mantra this year is 'sustainability', and documenting what we do is fundamental to the stability of our Chapter and its volunteer structure.

What else is on the horizon? You'll soon notice some changes in the look and feel of the Chapter website as Suzan Reed's Marketing team and Jim Yan's Operations team collaborate to manage an upgrade to our infrastructure and implement the new 'branding' standards required by PMI Global. Diane Brady's Professional Development team has three Certification Prep courses planned as well as a new workshop each month of 2011. Don't forget our record-breaking Professional Development Day event in August. Chapter Board of Director Elections will be held in April, so you'll have an opportunity to develop and exhibit your strategic leadership skills. All Chapter volunteers will be honored at our annual Volunteer Appreciation event in May. Of course, this is above and beyond our monthly Chapter dinner meetings and monthly newsletters. Planning for the next year is well underway!

Joseph Marietta
Chapter President
President@pmi-portland.org

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Upcoming Events

12/09	SolarWorld Roundtable
12/10	NW Roundtable
12/14	Chapter dinner meeting
12/14	Collaboration Skills Workshop Early Bird deadline
12/15	Salem Chapter lunch meeting
12/16	Eugene Chapter dinner meeting
12/17	Corvallis Chapter lunch meeting
12/22	Downtown Roundtable
12/28	NE Roundtable
01/05	Collaboration Skills Workshop
01/05	Port of Portland Roundtable
01/07	South Roundtable
01/13	SolarWorld Roundtable
01/14	NW Roundtable
01/18	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 Roundtables at roundtable@pmi-portland.org. For details, maps, and moderators, see the Chapter website.

1st Wednesday 4:30 - 6:00 p.m.	**Port of Portland Roundtable** Port of Portland
1st Friday 7:15-8:45 a.m.	**South Roundtable** Mentor Graphics campus, Wilsonville
2nd Thursday 5:30-7:00 p.m.	**SolarWorld Roundtable** SolarWorld USA, Hillsboro
2nd Friday 7:15-8:45 a.m.	**NW Roundtable** Con-way, Portland
3rd Thursday 7:30-9:00 a.m.	**West Roundtable** Nike World Headquarters, Beaverton
4th Tuesday 7:30-8:30 a.m.	**NE Roundtable** Portland State Office Building
4th Wednesday 7:30-8:45 a.m.	**Downtown Roundtable** Unitus Plaza, Portland
4th Friday 7:15-8:45 am	**North Roundtable** Clark Public Utilities, Vancouver

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Thought for the Month

"The recipe for perpetual ignorance is:
be satisfied with your opinions and content with your knowledge."

—Elbert Hubbard

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Chapter Meeting Logistics

4:00 Registration table opens
5:00 Educational presentation
5:30 Networking
6:05 New member orientation
6:30 Dinner and announcements
7:00 Keynote presentation

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 Meeting

We meet directly after the Educational Presentation, in the same room. Join us to learn about who we are and what we offer, and to meet other new members.

• 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

December 14 **2nd Tuesday**
January 18
February 15

Register Now

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

Register early online and save

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

December Dinner Meeting Menu

House Brined Turkey Breast served with Mashed Potatoes, Stuffing, Gravy and Vegetables, Hot Chocolate Cheesecake
or
Mediterranean Vegetable Purse: Layers of Couscous, Asiago Cheese, Herbs and Roasted Vegetables with a Roasted Tomato Sauce, Hot Chocolate Cheesecake

Doubletree Hotel—Lloyd Center

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

Free Parking

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December 14th Chapter Meeting Sponsor

DeVry University & Keller Graduate School of Management

DeVry University and Keller Graduate School of Management are your professional edge in Project Management. To date, we have six degree programs and concentrations that have received the PMI Global Accreditation Center (GAC) accreditation. By completing a GAC accredited program, students earn 1,500 hours toward the project management experience required to take PMI's Professional (PMP®) Credential examination.

In addition to the credibility you expect, Keller also offers the flexibility you need. With an accelerated program available at the Portland Campus, online or a combination of the two, you can build the schedule that fits your needs and keeps your life in balance. To learn more, contact the Portland Campus today at 503-296-7468 or visit us online at http://www.keller.edu/.

Your Professional Edge in Project Management

DeVry University's Keller Graduate School of Management has the right PMmix to add more power to your career. Our targeted project management degree programs are about balance, flexibility, and individual achievement.

the right PMmix MPM MBA GCPM

No matter what your goals are, there's a PMmix option for you—
- **MPM – Master's Degree in Project Management**
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- **GCPM – Graduate Certificate in Project Management**

Plus, we offer professional training solutions that can be tailored to meet specific career interests and goals. Classes are offered evenings and weekends with the flexibility of attending onsite, online, or through a combination of both.

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Program availability varies by location. ©2009 DeVry University. All rights reserved.

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December 14th Chapter Meeting—Educational Presentation

Strangers in a Strange Land? Identifying and Managing the Personality Types on Your Project

Lynn Jesus-Olhausen of Advisicon will review best practices in communication with a focus on how to identify different personality types in your project team. She will provide proven tips and techniques for managing communication within a team environment.

About the Presenter

Lynn Jesus-Olhausen, MCTS, Project+, PMP

A. Lynn Jesus-Olhausen is a Project Advisor with Advisicon, Inc. with 13 years of experience in managing projects, mainly in the real estate industry. In addition to being certified as a Project Management Professional (PMP), she earned a BA in Theatre and MA in Education/Teaching from Lewis & Clark College.

Lynn's professional leadership skills combined with her enthusiasm and knowledge make her an engaging and effective presenter. She loves teaching and enjoys sharing her experience and knowledge with others, so they can continue to build upon their own skill set. Her motto is: Lead by Example.

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December 14th Chapter Meeting—Keynote Presentation

Managing Agile: Transforming the Three Dysfunctions of Management

All project management methodologies in some way involve the designing, supporting and reinforcing a system of work to deliver business value. "Prevailing" organizational systems often reinforce and reward management behaviors that produce three dysfunctional paradigms: 1) magical thinking, 2) the illusion of control, and 3) the fantasy of individual blame. The transforming antidotes to these dysfunctions emerge from three key strengths of the Agile approach to project management: relying on data and evidence; accepting uncertainty and unpredictability; and maintaining a whole systems view. Diana will describe ways organizations have reduced their dependence on the dysfunctions and built on the strengths of conducting business within the context of an Agile methodology.

About the Presenter

Diana Larsen, FutureWorks consulting

In her roles as partner and senior consultant with FutureWorks Consulting, LLC, Diana Larsen sparks the creation of workplaces where productive teams display resilience in times of change and focus on frequent delivery of high value software their customers want and use. Drawing on 20+ years of experience working with technical professionals, Diana takes a pragmatic approach to consulting with leaders and teams to promote work process designs where innovation, inspiration, and imagination flourish.

Diana leads system-wide groups in collaborative thinking and planning, as well as guiding teams through project kick-offs, chartering and retrospectives. She coaches managers and leaders on their role in a changing workplace and presents workshops on agile adoption, self-organizing team development, team leadership & management, organizational change, and leading retrospectives.

Recent (2007-2010) chair and current officer of the Agile Alliance Board of Directors, Diana co-authored Agile Retrospectives: Making Good Teams Great!*, is working on a second book, and posts her thoughts at the "Partnerships & Possibilities" blog* http://www.futureworksconsulting.com/blog.

Diana discovers solutions and possibilities where others find only barriers and obstacles.

Chapter Meeting Registration Reminder

At 10 a.m. the Monday before the Chapter meeting, the online registration price increases by $10 for meal-related registrations. This increase is also in effect for walk-in registrations.

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Donate to the Food Bank

Make this Holiday season cheerful for those who've been hit hard by this tough economy. Please give generously to the Oregon Food Bank at the December Chapter Dinner Meeting.

As hard as it's been for each of us, remember that there are many others in dire need of basic necessities–you can help!

Buy a raffle ticket at the dinner meeting to win a gourmet gift basket. Tickets are $1 each, or 6 for $5.

Cash donations are also accepted during check-in and the networking hour.

With Oregon Food Bank

Your dollar multiplies

For every $1 you contribute, Oregon Food Bank collects and distributes 5 pounds of food through its food distribution program.

Your gift matters

Your $10 contribution helps Oregon Food Bank collect and distribute enough food to fill an emergency food box. A typical emergency food box provides enough food for a family of four for three-to five-days.

Making the most of every dollar

Of every dollar you donate, less than 5 percent is used for administration and fundraising costs.

For more information go to www.oregonfoodbank.org.

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.

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Change to Educational Presentation Times in January

Beginning in January 2011, the Educational presentations at the PMI Portland Chapter meeting will be held at 4:30 p.m., instead of 5:00 p.m.

We hope you will find this time more convenient and that you will continue to participate in these rewarding offerings.

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 the Professional Development Day 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.

2011 Workshop Calendar

Mark your calendars for these important educational events:

Jan. 5	Collaboration skills: Resolving Conflicts / Resolving Options	John Canfield
Feb. 9	Requirements: Definition, Acceptance & Traceability	Kevin Williamson
Feb. 22-23	Certified Scrum Master (CSM)	John Stenbeck
Mar. 11	Stop Playing Games	Rick Morris
Apr. 7	Program Management	Jeff Oltmann
May 11	Organizational Politics for People who Hate Politics	Rick Brenner
September	Killer Competency	Kimi Hirotsu Ziemski
October	Project Dynamics when Working with Passive/ Aggressive Behavior	Rachel Paulson
November	Change Leadership	Steve Brook

Watch your email for details and registration information as it becomes available. Or, visit the Education webpage.

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Professional Development Workshops

Collaboration Skills–Resolving Conflicts/Resolving Options

January 5, 2011

The vast majority of improvement team work, and business in general, is conducted through a series of meetings with a wide variety of team members, personalities, and opinions. All too often these meetings are slowed or derailed by what many call "conflict". Sometimes conflict is disabling, preventing future progress. Sometimes conflict is laughable upon discovering a misunderstanding.

Conflict is in large part the emotional reaction we experience when we think a particular way. If we think of conflict as something to be avoided, we will behave in that manner, working hard to establish and maintain what is often called "artificial harmony".

Learning to think about and treat **conflict as merely the discovery of a different point of view** helps teams move past unnecessary personal and political noise and focus on the opportunity of having many options to choose from.

This seminar will help you develop approaches, skills, and confidence that allows you to move past unproductive conflict and work more effectively by taking advantage of productive conflict.

Workshop Outline

1. Consider types of conflict found in organizational change initiatives.
2. Learn why People Argue: Examine the causes of conflict, intrapersonal and interpersonal. The role of thinking styles and attitudes.
3. Practice a series of conflict resolution techniques and exercises designed to separate people-issues from the problems, focus on interests--not positions, invent options, rely on objective criteria and data.
4. Consider organizational and cultural issues affecting implementation of this kind of thinking.
5. Plan to work with your company's legal department.
6. Identify organization-wide opportunities to reduce unproductive conflict: tips for building a culture that promotes open communication.
7. Prepare your next steps: plan for your successful implementation of this new thinking.

Workshop Details

8 PDUs

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

Costs

Before...	PMI Portland Chapter Members	Non-Members
12/5 @ 5 p.m.	$239	$339
12/14 @ 5 p.m.	$269	$369
1/2 @ 5 p.m.	$299	$399

Go to http://www.pmi-portland.org or email workshop@pmi-portland.org for more information.

About the Presenter

John Canfield is an experienced business executive and coach who has successfully implemented wide variety of planning, problem solving, creativity, and innovation processes in a wide variety of teams, organizations, industries, and cultures. John has spoken to more than one thousand audiences around the world. Prior to 1990 John was a Senior Engineering Manager for Intel Corporation and later Director of Corporate Quality and Design Research for Herman Miller.

To learn more about John please visit:
Web: www.johncanfield.com
Videos: www.youtube.com/CanfieldGoodThinking

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Professional Development Workshops

Requirements Definition, Acceptance & Traceability

February 9, 2011

Gather and manage project requirements successfully! This workshop teaches you how to elicit, characterize, document, analyze, validate, verify and manage requirements.

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, review and verify requirements back to the correct stakeholders and gain acceptance of requirements.

Eliciting Requirements

- Identifying user classes & representatives
- Selecting elicitation techniques
- Eliciting functional & non-functional requirements from users
- Identifying business rules
- Reviewing requirements with users

Requirements Analysis

- Clarifying complex and unclear requirements
- Evaluating & prioritizing requirements

Requirements Documentation

- Naming conventions and definitions
- Documenting relevant facts and assumptions

Requirements during the Design & Build Phase

- Match product to prioritized requirements
- Requirements-based quality control
- Establishing a stakeholder acceptance process

Requirements Verification

- Verifying requirements
- Creating requirements traceability

Requirements during Testing and Acceptance

- Establishing requirements-based performance and acceptance tests
- Requirements-based redesign & rework

Requirements and Closing a Project

- Acceptance of deliverables
- Project documentation closeout process

Workshop Details

7 PDUs

Advisicon 5411 NE 107th Ave., Vancouver, WA 98662

Costs

Before...	PMI Portland Chapter Members	Non-Members
12/26 @ 5 p.m.	$225	$325
1/16 @ 5 p.m.	$250	$350
2/6 @ 5 p.m.	$275	$375

Go to http://www.pmi-portland.org or email workshop@pmi-portland.org for more information.

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.

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Professional Development Workshops

ScrumMaster Certification

February 22-23, 2011

16 PDUs • Practical Learning and Exam Prep

Agile Project Management has become a skill set that is in high demand across many industries. The most respected and best recognized Agile certification is the "ScrumMaster" from the Scrum Alliance, Inc. The new Scrum Alliance certification assessment system requires PMs to pass an online exam before becoming Certified ScrumMasters.

By taking this certification seminar you will acquire all of the information needed to successfully pass the certification examination! In fact, PM8020.com gives you a 100% Money-back Guarantee that you will pass the exam the first time!

This 2-day class is suitable for anyone using or wanting to use the art of the ScrumMaster. It is also very valuable for anyone involved in Scrum (Managers, Team Members, Product Managers, etc.). This program is for people who are familiar with basic Agile concepts but students are not required to be PMPs.

During this seminar participants experience highly interactive, hands-on training in how to apply Scrum in many project situations. And immersion in exercises, case studies, and examples provides mastery of how to be a ScrumMaster.

Workshop Outline

You will learn time-tested practices for managing Sprint Planning Meetings, Daily Scrum Meetings, Sprint Reviews, Sprint Retrospectives and more! Content includes:

- Introduction to Agile Principles
- Introduction to Scrum Principles
- Scrum Core Elements & Practices
- Product Visioning & Product Roadmaps
- Planning Releases
- Roles & Responsibilities
- Product Backlog & Release Planning
- Sprint Backlog & Sprint Planning
- Creating Incremental, Inspectable Deliverables
- Daily Meetings
- Burndown Charts & Project Reporting
- Sprint Review & Retrospective
- Scaling Scrum &Remote Teams

After successfully completing this class, participants will receive a 2 year prepaid membership in the Scrum Alliance and are pre-paid to take the Certified ScrumMaster exam.

Market price for a CSM class is $1,200 to $1,500, but PMI Portland Chapter negotiated hard so we could offer our members a great bargain–**Super Early Bird price of only $895.**

Go to http://www.pmi-portland.org or email workshop@pmi-portland.org for more information.

About the Presenter

Tamara Sulaiman, *PMP, CST, is a Sr. Project Management Consultant at John Stenbeck's PM8020.com. She is focused on coaching teams and organizations transitioning to Scrum, and brings over 20 years' experience in management across a spectrum of industries including Information Technology, Construction, International Development, and Education.*
She is a Certified Scrum Trainer (CST) and has assisted teams in transitioning to Agile methods both as a hands-on ScrumMaster and as an Agile Coach and Scrum Trainer since 2003.
Tamara currently serves on the Board of Directors of the Agile Alliance. She is co-author of the original research paper "AgileEVM - Earned Value Management in Scrum Projects." As a thought leader, Tamara continues to publish articles on Agile-related topics in industry publications and share her experiences, ideas and expertise at major Agile conferences.

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Welcome New Members!

Albertson, Eric
Bielat, Joshua
Breeden, Eddie
Cortor, James
Dockter, Dan
Fisher, William
Foulger, Mark
Gerts, Kenneth
Golden, Cara
Holstein, Alexei
Hughes, Frank
Jacobs, Jennifer
Jenkins, LaMar
Jensen, David
Jensen, Michael
Kuppusamy, Anand
Lane, Sandra
Madden, Scott
Maniex, JeVona
Martin, Alzena
McKnight, Michael
McLandress, Andrew
McLaughlin, Michael
Pranger, Jennifer
Scotti, Vikki
Starr, John
Taylor, David
Vasquez, Stephanie
Wendrow, Michael

Portland at dawn

Congratulations New Credential Holders!

Bahr, Debbie PMP
Cleaver, Anne PMP
Hargrave, Cheryl Louise PMP
Herren, Lesley PMP
Ingraham, Karen PMP
Johnson, Lee PMP
Lucero, Rosabelle PMP
McKnight, Michael PMP
Robinson, Brian PMP
Tillery, David PMP
van Asselt, Steven PMP

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.

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Volunteer of the Month Denise Tischler

The PMI Portland Chapter is honored to elect Denise Tischler, Director of Certification as Volunteer of the Month.

Denise accepted the position as Director of Certification this year knowing she had big shoes to fill. She dealt with a complete change in curriculum, changes to instruction methods, and a steep learning curve around the administrative tasks of the program.

She has worked diligently and proactively to answer questions and concerns, balance competing personalities and priorities, while promoting PMI Portland Chapter educational goals. She has dedicated many hours to bringing structure to the new program initiative put in place by others, and has dealt admirably with the adversity and challenges associated with this change. Denise is an excellent mentor to the students and a fabulous role model to us all.

Congratulations and many thanks to Denise.

Portland Christmas Ship Parade
December 9th to 21st
Click here for information

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
- **Director of Speaker Acquisition**
- **Mentoring Program Administrator**

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!

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Please welcome Wendi Leer, PMP, Director of Technology

We are pleased to welcome Wendi Leer as a new member of the Operations team. As Director of Technology, Wendi will lead future features and technologies investigations to improve the chapter's infrastructure support.

Wendi has over 20 years' experience in project/program management, and with a wide variety of information technology disciplines including network design, systems integration, database development and IT management. She has worked in various sectors, including the military, government, software development, oil/gas, healthcare and banking. She is PMP certified and holds BS and MBA degrees.

Her current focus is as a program/project manager for a large software development initiative in the financial industry. She has been a board member for local non-profit organizations and has volunteered within the PMI Portland chapter as a mentor last year.

Welcome to the team, Wendi.

The Grotto Festival of Lights
November 26th to December 30th
Click here for information

Please welcome Gary Evans, PMP, Database Administrator

We are happy to announce Gary Evans has accepted the position of Database Administrator on the Operations team. Gary will lead all membership database administration tasks for the Chapter.

Gary has over 25 years in Information Technology leadership positions, including retail systems expertise, as well as project and program management experience. He is PMP certified and holds a Computer Science degree from Purdue University.

Gary is a freelance PM and also helps start-up companies establish their foundation—from setting up a business entity to running payroll and paying taxes to technology and business development.

Originally from Indiana, Gary has been in Portland 18 years. He is married, and has three grown children. He loves to travel, read, work the NY Times crossword, and play the guitar.

Welcome to the team, Gary.

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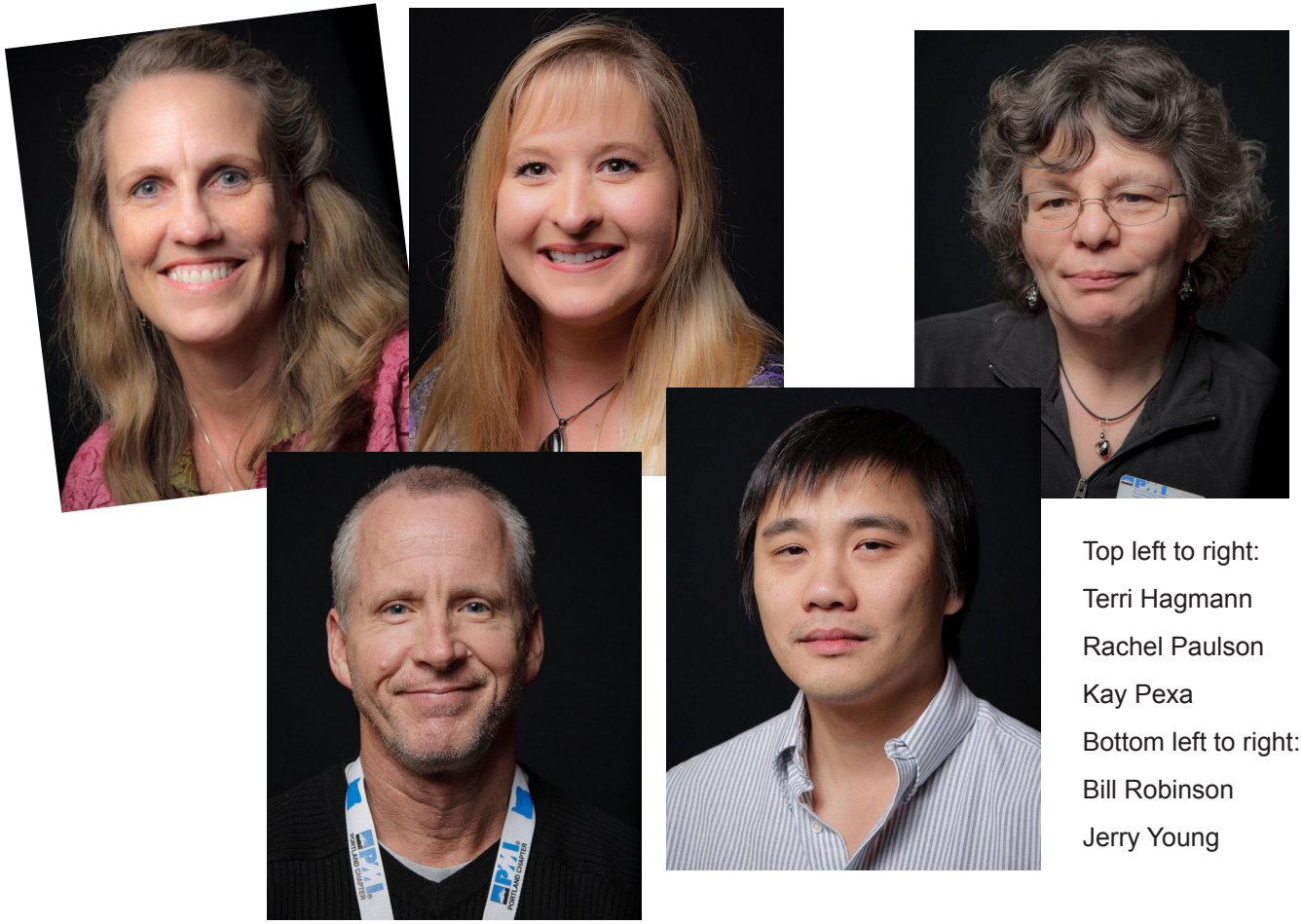

Top left to right:

Terri Hagmann

Rachel Paulson

Kay Pexa

Bottom left to right:

Bill Robinson

Jerry Young

Are you a Chapter volunteer?

Remember to have your photo taken by Erik Odegard for the volunteer database at the next dinner meeting. You can get a copy for yourself, too.

Thanks to Erik Odegard for these photos.

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Study links good leaders to successful projects

While good leadership must have something to do with successful projects, it's surprising how few studies have examined this correlation. A new study from the United Kingdom however, finds that there is a statistically significant relationship between the two, and pinpoints the leadership dimensions that most influence a project's success.

Researchers Linda Geoghegan of Electronic Data Systems and Professor Victor Dulewicz of the Henley Business School at the University of Reading hope that organizations can exploit this knowledge to improve project outcomes. Using a project-success questionnaire and a leadership-dimensions questionnaire, the researchers set out to examine leadership in a large U.K. company. In all, 52 respondents (81 percent of the company's project managers) completed both questionnaires.

Snowbear at a Portland Buddhist temple

The researchers divided their study into two groups. They administered leadership dimensions questionnaire (LDQ) to project managers who had worked on projects with budgets greater than £350,000 and gave a project-success questionnaire (PSQ) to project sponsors for projects of a similar size.

The PSQ comprised two key themes: the project and the client, covering 12 common measures of success, such as whether the project was completed on time and on budget, project performance, client satisfaction and the project's impact on organizational effectiveness.

Leadership traits on the LDQ included seven emotional competencies, five managerial competencies, and three intellectual competencies. Of these 15 possible leadership factors, the researchers found that eight had an impact on project management success:

- Critical analysis
- Self-awareness
- Sensitivity
- Influencing
- Motivation
- Manage resources
- Empowering
- Developing

The researchers compared the results of both questionnaires, looking for correlations between satisfactory project outcomes and good leadership.

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Interestingly, they discovered that project managers scored higher than the norm for leadership traits related to conscientiousness, sensitivity and self-awareness. The researchers suggest that these high scores may result from the project managers' exposure to leadership activities such as influencing difficult stakeholders and their need to obtain commitment from senior management in order to move their projects forward.

Project managers scored relatively lower on vision, strategic perspective and achieving, with the vision score being statistically significantly lower than the norm. The researchers suggest that the project managers scored poorly in this area because they are never involved in setting an organization's vision but instead focus on implementing projects that fulfill a pre-defined vision.

Overall, the research reveals several leadership dimensions that contribute to successful projects. The most significant dimensions were managing resources, empowering, developing and motivating. For example, project managers who rated highly for 'solving problems' on the PSQ also demonstrated leadership strengths in empowering and developing their colleagues, were able to manage resources efficiently and effectively and were also highly motivated. Surprisingly, these project managers did not score highly on critical analysis, although the overall survey group did score well in this area when compared to the norm.

There was also a significant correlation between the leadership dimensions that measured the ability to manage resources, empower and bring a project in on budget. "This is not surprising considering the relationship between managing resources and managing the budget," says Geoghegan.

She and Dulewicz say their research clearly demonstrates that leadership dimensions that are directly linked to successful projects should be the focus of project manager training.

"It's important that senior management are aware that leadership competencies do have an impact on the personnel with whom they work and ultimately, on the success of their change programs," says Dulewicz. He suggests that project leaders could be selected based on their leadership profile as measured by a proven questionnaire such as the Leadership Dimensions Questionnaire (LDQ).

Because the research study involved relatively few respondents and just one company, the researchers say further and broader studies must be undertaken before transferring any relationships between leadership dimensions and project success to other industries.

Contributing authors: Linda Geoghegan and Victor Dulewicz
PMPerspectives.org is a website which connects project managers and sponsors with project management researchers. Our mission is to understand and improve project management practices. The research team comprises Dr. Blaize Horner Reich and Dr. Andrew Gemino from Simon Fraser University, Canada and Dr. Chris Sauer from Oxford University, UK.
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Lights at Peacock Lane
December 16th through December 31st
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Five of the Ten Stupidest Management Actions on Failing Projects

By Todd Williams

In many years of recovering failing projects, I have noted some management actions which seem to be completely absurd. Regardless of my efforts, I am unable to understand the rationale or dissuade management from their poor decisions. These decisions either precipitate the failure of the project, or greatly exacerbate the project's dilemma. Regardless, they can only be classified as stupid decisions. If there were the Darwin Awards for management, these would qualify.

1. Add Functionality When the Project Is Behind

A project is behind schedule and the customer complains that they will miss the deadline. This creates additional manual work that is not in their budget. To handle this, they demand a stop-gap solution. The project manager agrees to adding scope to the project to help the customer overcome their hardship. This is analogous to throwing a drowning man a bucket of water. The scope increases, the budget is blown, and the time to deliver the project drags out even further.

Zoo Lights at the Oregon Zoo
November 26th to January 2nd
Click here for information

The Grotto Festival of Lights
November 26th to December 30th
Click here for information

When the project starts to slow down, the correct response is to remove scope. Identify the critical functionality and deliver it as close to the release date as possible. Deliver the rest in a later release. Although this lengthens the project, the staff can be reduced, since people working on the delayed components can be assigned to other non-project tasks, minimizing the impact on the budget.

2. Adding More Resources

Throwing people or money at a project to fix it is never the answer. Neither can solve every problem. As the saying goes, nine women cannot make a baby in a month. The statistics may show a baby each month; however, they all appeared in the ninth month. Maintenance costs will skyrocket, since now there are nine babies all at once. In reality, adding people will slow the project as training, conflict resolution, and team-building tasks all require more effort from the entire team.

The same is true for money. Having too much of anything on a project can be damaging. Too many people means that people

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are looking for things to do, additional time removes the sense of urgency, and excessive money allows people to buy more functionality than they need.

Instead, have people focus on the most important features, remove superfluous tasks and limit outside distractions.

3. Trying To Get Different Results from The Same People

Some project teams do not have the skills to do the task at hand. If they fail once at creating the product, it makes no sense to ask them to do it again. Einstein once said, "the definition of insanity is doing the same thing over and over again and expecting different results." Continuing to try to get different results from the same people does not work. Do not try to teach a pig to fly, you only annoy the pig.

If required skills are missing from the team, determine what is needed to finish the job and train or replace staff to get the needed skills. Both will add time to the project, but less time than ignoring the issue. Replacing people is often the only sensible action. New resources have to ramp up on the ideas of the project, retraining people takes time for training and dispelling the attitudes in the entire team about the failing project. Training is the best option before the project gets in trouble.

Queen Anne Victorian Mansion
December 17th to December 27th
Click here for information

4. Assume the Scope Can Be Completed In the Original Time Frame

Once a project starts to fail it is very difficult to recover the lost time. If it falls significantly behind, it is impossible to recover. Bringing in a recovery manager and demanding all the scope fit in the remaining time, is wishful thinking at best. Either functionality must be removed or the quality compromised to make the deadline.

The only option is to restrict the scope to the critical functionality and deliver only the most needed features on time. It simply does not work any other way.

5. Cancel Training

When projects start running into budgetary problems, management starts looking for ways to cut costs. Their first choice is to trim internal project costs. The quickest "fix" is to cancel training on the tools needed to build the product. However, the math does not work. A week-long training course costs on the average four thousand dollars, and a week of a resource's time is about two thousand dollars. For a person to learn the same amount on his or her own will take a minimum of four weeks. This will delay the project by three weeks. On a project with thirty people, the cost training is only four days of burn. Being late three weeks, is over $125,000. This neglects the cost of the diminished quality due to poor understanding of the tool.

On a project that had been a dismal failure, I found a reference to the "autodidactic staffing plan." I had never heard of the technique and looked it up. After reading the brief definition, I understood why the new deployment tool did not function properly. On the recovered project, I added training back onto the budget.

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Todd C. Williams *is the President of eCameron, Inc. and specializes in rescuing failing projects. His first book,* Rescue the Problem Project *will be out in March of 2011. You may reach him in the following ways:*
Blog: http://ecaminc.com/index.php/blog
LinkedIn: http://linkedin.com/in/backfromred
Email: todd.williams@ecaminc.com

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Project Rewards and Recognition–Fair or Adding Risks?

By Gary Hamilton, Jeff Hodgkinson, Gareth Byatt

Reward and recognition for project resources who deliver successful projects is generally accepted as good practice in the workplace. Indeed, rewarding staff for successful performance against agreed criteria is commonplace in today's organizations. Regardless of an organization's general structure, be it projectized, functional, matrix-based etc., successful project completions are rightly celebrated. At project closing, the project team should take the opportunity to celebrate their accomplishments, with the project manager and/or upper level of stakeholders using this event as an opportunity to recognize particularly strong performances from individuals on the team. Celebrating project success, when it is merited, is a worthy process; however, the manner or magnitude in which you celebrate project success has the potential to cause problems elsewhere within your organization if it is not handled in a measured way.

Consider a couple of scenarios: the dynamics of the "functional organization", and those of the "projectized organization".

In a functional organization, when resources are assigned to a project team, the people made available for selection will depend on which qualified resources can be pulled away from their functional role for the prescribed time duration estimated for them to complete their part in the project. If the project is of a high priority, "A Performers" may be allocated from functional work, or perhaps other projects.

Do these people get replaced in their functional role? If not, those who have to fill-in and undertake their functional tasks may cause discontent in the functional group, which may lower morale and cause performance issues. The potential for disquiet outside the project will be magnified if the project team celebrates their project on closing and no thanks were made about the coverage of the functional work others shouldered in their absence. You will suffer more of the same risks should the same small group of resources continually be selected for projects, akin to placing all your eggs in the one proverbial basket.

In the extreme, people who are not given opportunities may seek other opportunities, and your organization may fail to build a strong "bench" of resources who have the ability to work on a variety of projects, which leads to succession planning problems. Be sensitive to such risks through appropriate communications and an understanding of how the tasks of projects and ongoing functional teams are equally important in your organization.

Now let us look at the "projectized organization," where project work is the primary priority. Does such an organization consistently staff its high-profile projects with the same star performers or does it mix reward and opportunity appropriately? Do your high-profile projects consistently get far more recognition and larger rewards than so-called lesser priority projects? If the answer to this question is yes, then many of the risks discussed in the functional organization are present here also. People who are not given opportunities to work on your high-profile projects may feel "passed over," and may begin to look for external opportunities. At the same time, maybe your star performers feel overworked, stressed, and in need of recharging their batteries. In the projectized type of structure you need to be careful to provide the right opportunities to your teams, manage succession planning appropriately, giving opportunities to up-and-coming people and "stretch targets" for your team members all round.

So, how do you balance project reward and recognition on project completion regardless of the organization structure? Plain and simple, there is no standard method for reward and recognition that spans all projects in all organizations. The process you use for project resource selection will have a direct correlation on the perceived fairness of your project and the reward and recognition system used. There are a few actions you can take as a Project Manager, and with your senior management, to ensure a project reward and recognition system is just and appropriate.

We suggest the following:

- Make sure the reward given for project staff is appropriate for the contribution made, and that reward measures are clearly laid out at the start of the project, and communicated to all involved.

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• Ensure lesser-experienced staff that needs coaching before they are fully productive is given appropriate opportunities to work on all projects (whilst not leaving them, or the organization, exposed). These resources can serve as "shadow" or back-up resources to those accountable for the project deliverables. The "shadow" resources will serve two purposes: 1) broaden your bench, allow some tasks to be delegated to the shadow 2) begin to make an equitable reward process. The shadow resources should be considered in the project's reward and recognition structure based not only on their contributions, but also on their knowledge, growth, and performance during the project.
• Ensure only desired behaviors are rewarded. Individuals that may get the assigned tasks completed, but do so through over-time, non-conforming manners or other behaviors not consistent with your organization should not receive individual recognition.
• Always ensure that recognition is given in a timely manner and communicated properly to the appropriate management levels.
• Consider the project celebration in the context of the overall organization and the overall contribution of people who may not be directly on the project but indirectly have played their part.

In conclusion, reward and recognition systems for projects are difficult to get right. First, make the project selection equitable, consider the overall impact of people on the project and on its periphery, and ensure the reward and recognition process is set appropriately.

Gareth Byatt *is Head of the IT Global Program Management Office for Lend Lease Corporation. Gareth has worked in several countries and lives in Sydney, Australia. Gareth has 14+ years of project and program management experience in IT and construction.*
Gary Hamilton *is the Manager of the PMO and Governance within Bank of America's Learning and Leadership Development Products organization. Gary lives in Bristol, Tennessee, USA and works out of Charlotte, North Carolina.*
Jeff Hodgkinson *is the IT Cloud Program Manager for Intel Corporation. He is a 30-year veteran of Intel Corporation, where he has had a progressive career as a program/project manager. He lives in Chandler, Arizona, USA and was a past volunteer in various support positions for the Phoenix PMI Chapter.*

Portland International Raceway
November 26th to December 26th
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Vision

To be the innovative leader in the region for advancing project management, making individuals and organizations more successful. We are a responsive and collaborative center of excellence promoting ethics, quality, knowledge, skills, integrity, and leadership.