PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Chapter Meeting
January 18, 2011

Meeting Sponsor

Ascendant Technology

Educational Presentation

"Life Cycles for Portfolio and Program Management," with John Patton PMP

Keynote Presentation

"All I Really Need to Know, I Learned as a Project Manager," with Joe Prats

Register Now

PMI Portland January Newsletter

In this issue:

Let your inner leader out! Elections are coming. Page 8

Take advantage of many Professional Development opportunities. Page 9

Be ready for the PDU reporting changes. Page 24

Read three valuable articles. Page 17

And more.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

President's Letter

Joseph Marietta

The holidays are behind us, the New Year has been toasted, the Christmas decorations are put away, and it is now time to get back to our responsibilities. 2011 is already shaping up to be a very busy year.

Like all businesses, we have the year-end accounting and budgeting tasks to complete. We are running a bit behind on creating the 2011 Chapter budget. Our goal is realistic budgeting in the face of a necessary Chapter infrastructure upgrade. While this upgrade should bring a new look and feel to our website and improve navigation and relevance, the cost of the upgrade is substantial. So, we will tighten belts while still maintaining the same high level of service,
offerings and professionalism that you've come to expect.

We are also working on several new initiatives for 2011:

- Membership is starting an initiative to call members prior to the lapse of their memberships.
- Marketing will be offering advertising opportunities on the new website when it's launched.
- Outreach is analyzing the Excellence in Project Management Awards (EPMA) to determine the most effective approach.
- Professional Development is beginning to ramp up staffing and planning for the much-anticipated 2011 Professional Development Day (PDD) – recall that the PDD last August broke all records for sponsorship, attendance, excellent project management and documentation. In addition, our spring Project Management Certification Prep course begins April 2, and at least one workshop is planned for each month from January through May, as well as from September through November.
- January and February Chapter dinner meeting planning and coordination is in the final stages. Dianne Johnson, our new Director of Speaker Acquisition, is interviewing speakers/presenters for March and beyond dinner meetings.
- The Roundtables are back in full swing – these are our most cost-effective offering, so be sure to check the roundtable schedule on the Chapter website.

While you're visiting the website at www.pmi-portland.org, let us know how you'd like to see it changed to better meet your needs.

Next year's Chapter President, Steve Thornton, is ramping up Chapter Elections planning for the 2011/2012 board of directors. Our board represents the cream of the crop of Portland project managers. The board is an exceptional team of professionals dedicated to increasing value to our members and to giving something back to the project management community. Start thinking about whether you have what it takes to join this elite team of executives. Any board member will be delighted to chat with you.

I hope to see you at our Chapter Dinner Meeting on January 18th. John Patton, PMP, longtime Chapter member and supporter, as well as President/CEO of Cadence Management Corporation, will compare PMI's published Project, Program and Portfolio Management standards to real world methodology. Don't forget that the January Education session starts at 4:30 p.m. In his keynote presentation, "All I Really Need to Know, I Learned as a Project Manager," Joe Prats, co-founder of ieSolutions, explains how his project experiences provided him the lessons and tools to form his own successful business.

2011 is shaping up to be a very busy year. Happy New Year!

Joseph Marietta
Chapter President
President@pmi-portland.org

Thought for the Month

"Intellectual growth should commence at birth and cease only at death"

–Albert Einstein

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

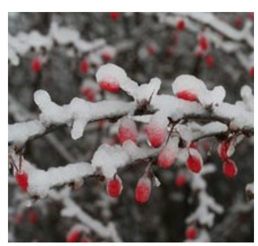
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Upcoming Events

01/13	SolarWorld Roundtable
01/14	NW Roundtable
01/15	Mentoring Program application deadline
01/16	Requirements Workshop earlybird deadline
01/18	Chapter Dinner meeting
01/19	Salem Lunch meeting
01/20	ScrumMaster Certification Super earlybird deadline
01/20	Eugene Dinner meeting
01/21	Corvallis Lunch meeting
01/25	NE Roundtable
01/26	Downtown Roundtable
01/28	North Roundtable
01/31	PMP/CAPM Exam Prep Course earlybird deadline
02/01	ScrumMaster Certification earlybird deadline
02/02	Port of Portland Roundtable
02/04	South Roundtable
02/09	Requirements Workshop
02/10	SolarWorld Roundtable
02/11	NW Roundtable
02/15	**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 are 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 and 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

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Chapter Meeting Logistics

4:00 Registration table opens
4:30 Educational presentation (time change)
5:30 Networking
5:35 New member orientation (time change)
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

January 18
February 15
March 15

Register Now **For the January Chapter meeting**

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.

January Dinner Meeting Menu

Tender Pot Roast with Mashed Potatoes and Gravy, Fresh Vegetables, Chef's Choice Salad, Peppermint Patty Cake
OR
Vegetable Wellington: Basil Marinated Tofu, Grilled Zucchini, Yellow Squash, Sweet Carrots, Red Onion, Eggplant and Shiitake Mushrooms, wrapped in Tender Brick Dough, Peppermint Patty Cake

Doubletree Hotel–Lloyd Center

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

Free Parking

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

January 18 Chapter Meeting Sponsor

Ascendant Technology

Ascendant Technology helps organizations large and small achieve the flexibility, innovation, and responsiveness business demands from technology investments. We work closely with our customers to build elegant solutions combining IBM middleware, their existing IT investments, and the most innovative Web 2.0 applications and tools.

Core to Ascendant Technology is our strategic partnership with IBM, an ecosystem of value-added software vendors and integrators, and a collection of reusable assets. We offer a variety of custom, packaged, and fully managed SOA, Portal, and Business Process Management solutions. Ascendant Technology provides solutions built upon proven methodologies and software artifacts packaged as reusable assets. Our IBM specialization and asset based consulting model provides a comprehensive set of capabilities and technical expertise across the Lotus, WebSphere, Tivoli, Rational, and Information Management software brands.

Ascendant Technology has regional offices across the United States. Additionally, Ascendant Technology was recognized as the North America 2007 Distinguished Partner by the Lotus brand, was the inaugural winner of IBM's IMPACT award for SOA Innovation in 2007, and was recently ranked #13 on the Inc 500, a list of the top privately held companies in the US.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

January 18 Chapter Meeting–Educational Presentation

Life Cycles for Portfolio and Program Management

The Project Management Institute (PMI) publishes standards which contain good practices or commonly accepted practices for its key standards on project management, program management and portfolio management. The standards are essential for establishing a common language worldwide, providing a list of options for application, and creating a base for practitioner certification.

However, the standards do not provide scaling based on size, risk and complexity of the projects, nor do they teach how to use the tools which are referenced. The application, scaled and flexible, must be provided by a methodology. The basis for an applications approach is the life cycle.

This presentation provides a differentiation between the standard and the methodology. It goes on to present life cycles for each of the most recent standards: the Portfolio Management Standard, and the Program Management Standard, both in their second edition. The presentation then relates the processes identified in each of the standards to the phases of the life cycles. Finally, project, program, and portfolio life cycles are presented, showing how they interrelate and can coexist in an organization.

About the Presenter

John Patton, PMP, President and CEO, Cadence Management Corporation

PMI 2009 Continuing Professional Education Award Winner

John Patton founded Cadence in 1983, leading the planning, organization and startup activities for the company. From the outset, it was John's vision to be the premier provider of project management training, consulting services, and support tools.

The Cadence mission is connecting people worldwide and transforming businesses through project management. His recent assignments have been focused on an international program of licensing Cadence training to consulting firms in Asia, Latin America and Europe, establishing Cadence's global project team approach to be taught by local seminar leaders in the local language of the country. This network is key to multi-national companies' designs to use a consistent project management methodology worldwide.

John's leadership in the development and dissemination of state-of-the-art project management techniques has established him as one of the industry's leading "change masters." As one seminar attendee put it: "He makes change more comfortable. He supports his answers to questions and the principles he teaches with a wealth of personal experience."

John's consulting experience includes assignments on numerous multi-million dollar new product development projects around the world. He is bilingual in Spanish, and has additional abilities with French, Catalan, German and Italian.

John has been a member of PMI since 1983, serving on numerous PMI panels and committees. Appointed by PMI, John was the chair the OPM3 Certification Committee for 2006-2008. OPM3 is PMI's Organizational Project Management Maturity Model which identifies 488 best practices. He has been a panelist and discussion leader for PMI's Research Working sessions prior to Global Congresses. John is currently a member of a six-person panel creating a monograph on project complexity–after one and one-half years of global research. He was recently elected to the Board for Directors for PMI's Educational Foundation.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

January 18 Chapter Meeting–Keynote Presentation

All I Really Need to Know, I Learned as a Project Manager

Projects provide continual learning experiences. In retrospect, the project experiences of Joe Prats helped prepared him for owning his own business. His project experience provided him an opportunity to practice the management techniques often found in a start-up company. He learned the value of guiding principles over living by restrictive strategies. He painfully learned that the Natural Selection Law applies to the project and business eco-systems. He learned that text book techniques may not be enough to get managers to say "Yes". He gained the appreciation on how metrics can be powerful influences on how people view a goal or see a problem. And one of the most important lessons learned, don't assume that ALL professionals (anyone with initials after their name) have the correct answer for your problem– don't be afraid to push back and make them work harder.

Joe Prats has played several project roles in his 25 years of project experience. Each role in retrospect provided Joe a great opportunity to see project execution from different perspectives. Now, Joe often reflects back to past project experiences as he faces daily challenges as a business owner.

Joe will present how owning his business made him appreciate the preparation his project experience gave him to start his own business and manage the company's growth.

About the Presenter

Joe Prats is co-founder of ieSolutions. Founded in 2002, ieSolutions is a Portland based information technology consulting and staffing firm, employing 70 information technology professionals. For 4 consecutive years (2006, 2007, 2008 and 2009), ieSolutions has been recognized by the Portland Business Journal as one of the Fastest Growing Companies in Oregon.

Joe is a native Oregonian, raised in the Portland area. Joe has an Industrial Engineering degree from Oregon State University and has a Masters in Business Administration from the Oregon Executive MBA program. Joe is a member of the University Club and Rotary International. Joe's charitable contributions support local causes such as K-12 technology education programs, foster family programs and Junior Achievement.

Prior to starting ieSolutions, Joe was a systems integration project consultant for Andersen Consulting (now called Accenture), Claremont Technology Group, and Grant Thornton (now called Hitachi Consulting). Joe experienced the other side of consulting as well. Joe has held IT leadership positions at Tektronix and Red Lion Hotels & Inns.

Joe started his career as a business systems programmer and analyst. Joe was promoted into project management roles and has lead over 20 mission critical business system implementations.

Now as a business owner, Joe finds himself with a different set of daily challenges: securing credit lines, establishing company policies/practices, addressing employment relations issues, attending to legal/risk management matters, establishing company marketing strategies, overseeing company financial matters, and most importantly – guiding the ieSolutions ship through the ever changing economic sea.

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.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Take the Leadership Challenge!

There is no better way to develop and highlight your leadership skills than to serve on the Board of Directors for PMI Portland!

- Take the next step in your career
- Gain invaluable experience serving on the Board for this dynamic nonprofit organization
- Strategically lead your portfolio to serve our 1400+ members
- Form the relationships that will enrich your professional life and help take your career to a new level

Here's the timeline:

- March 1 thru March 28 – Nominations accepted for all Board positions
- April 3 thru April 20 – Membership votes on nominees
- May 5 – Election results are announced
- May 5 thru July 1 – New Board members shadow current Board members
- July 1, 2011 thru June 30, 2012 – New chapter Board is active

Every PMI Portland Board of Directors position involves the following:

- Strategically develop and lead your team and portfolio to achieve the mission of the Chapter
- Manage your portfolio budget
- Represent your portfolio and the Chapter at monthly Board meetings, Chapter dinner meetings and special events
- Attend annual Board transition and strategy sessions
- Network with leaders in other Chapters
- Opportunities to participate in an annual, regional, and global leadership conferences
- Learn about and understand your portfolio and the Chapter
- Be a positive spokesman and evangelist for your portfolio and the Chapter
- Carry out the fiduciary, due care, and diligence responsibilities of the Board of Directors by reviewing programs, policies, financial statements and other materials
- Serve on committees and offer to take on special assignments

Talk with our current leaders – each is happy to chat to you about his/her experience on the Board. Follow this link to see the board positions and the current leaders.

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.

The Oregon Food Bank

Many thanks to the generous PMI Portland December meeting attendees. $340 was raised and donated to the Oregon Food Bank.

Oregon Food Bank works to eliminate hunger and its root causes ... *because no one should be hungry*.

Work to eliminate the root causes of hunger through advocacy, nutrition education, learning gardens and public education.

Why Contribute?

- For every $1 you contribute, Oregon Food Bank collects and distributes 5 pounds of food through its food distribution program.
- 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.
- Of every dollar you donate, less than 5 percent is used for administration and fund-raising costs.

For more information go to www.oregonfoodbank.org.

PORTLAND CHAPTER

Newsletter January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

2011 Education Calendar

Mark your calendars for these important educational events:

Feb. 9	Requirements: Definition, Acceptance & Traceability	Kevin Williamson
Feb. 22–23	Certified Scrum Master (CSM)	Tamara Sulaiman
Mar. 11	Stop Playing Games	Rick Morris
Apr. 2–May 7	PMP/CAPM Spring 2011 Prep Course	PMI Portland Chapter
Apr. 7	Program Management	Jeff Oltmann
May 11	Organizational Politics for People who Hate Politics	Rick Brenner
Sept. 8	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.

Excellence in Project Management Awards

The 2011 EPMA applications are now available.

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 are available on the PMI Portland website now!

Agile Community of Practice (CoP)

The Agile Community of Practice is in the process of identifying local Chapter Engagement Representatives (CER) to act as liaisons to the CoP. The CER will be available to:

- Answer questions and communicate with Chapter members about the CoP purpose and services
- Facilitate Chapter member interaction with the CoP and CoP services:
  - Explain how to become a CoP member
  - Explain access to and use of the CoP wiki
  - Help to establish collaborative events with local agile groups
  - Help to engage agile speakers
- Provide the CoP with feedback from the Chapter about our services and interactions
- Provide descriptions of Chapter–Agile group collaborative events that can be posted on the CoP wiki elsewhere.

If you have interest, please contact Ainsley Nies at anies@sbcglobal.net.

The goal of the PMI Agile CoP is to provide global outreach to both PMI chapters and Agile groups, and to further the education of PMI membership in Agile aspects of project management. Visit http://agile.vc.pmi.org/and read more about this fast growing community.

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.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Professional Development Workshops

Requirements Definition, Acceptance & Traceability

Wednesday, February 9, 2011

Learn how to 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, identifying 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 back to the correct stakeholders and gain acceptance of requirements.

Eliciting Requirements
- Identifying user classes & representatives
- Selecting elicitation techniques
- Eliciting functional and 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 and 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 and rework

Requirements and Closing a Project
- Acceptance of deliverables
- Project documentation closeout process

Workshop Details

7 PDUs

Advisicon's New Vancouver Office:
5411 NE 107th Ave., Vancouver, WA 98662

Costs

Before...	PMI Portland Chapter Members	Non-Members
1/16 at 5 p.m.	$250	$350
2/6 at 5 p.m.	$275	$375

About the Presenter

Kevin Williamson, MCTS, PMP is a senior consultant with Advisicon and a certified Project Management Professional (PMP) of the Project Management Institute (PMI). He is also a Microsoft Certified Technology Specialist (MCTS) in Microsoft Office Project and Project Server technologies. Kevin has consulted with and delivered project management training to organizations in a wide range of industries, from aerospace and banking to wind energy. He brings international project and program management experience from his work with international humanitarian aid and development programs. Kevin has also worked in the technology, financial services, and distribution sectors. Kevin's broad background and passion for teaching enables him to relate project and portfolio management methodologies and best practices to a wide range of audiences and organizations.

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

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Professional Development Workshops

ScrumMaster Certification

Two-day Training–February 22–23, 2011

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 prepaid to take the Certified ScrumMaster exam.

Workshop Details

16 PDUs

Red Lion Hotel Portland–Convention Center
1021 NE Grand Ave., Portland, OR

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.**
Super Early Bird special ends January 20.

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 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 coauthor 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.

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

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Professional Development Workshops

Stop Playing Games

Friday, March 11, 2011

Stop Play Games–A new and entertaining perspective on overcoming politics on projects!

Stop Playing Games!, by best-selling author Rick A. Morris, takes a completely different look at project management, using games like "The Pricing Game," "Guess the Truth," and "Grapevine" to illustrate and help readers overcome the organizational politics on projects. This one-of-a-kind workshop from the author of Project Management That Works and The Everything Project Management Book dives deep into the topics of gaining buy-in from upper management, accurately estimating time and cost, controlling project communication, managing within corporate culture, taking care of your team, and more.

Workshop Approach

Rick Morris will bring to life true issues and solutions which help Project Managers avoid the games we are forced to play in our projects. By sharing his years of experience, Rick will show you how to become stronger, more process oriented, and more respectful of your projects, stakeholders, and sponsors. By providing real world advice, Rick will help you learn and apply the proper techniques which will immediately impact your projects.

Project Managers have the unique ability to find shortcuts or workarounds in dealing with projects, sponsors, and stakeholders. However, in order to overcome the games in projects, all project managers must be able to:

- Influence without authority,
- Stop rounding projects, and
- Really focus on the basics that assure your success.

Let Rick help you assure organizational politics never stifle your ability to effectively manage projects.

About the Presenter

Rick A. Morris is a consultant, author, mentor, experienced project manager, public speaker, and creator of a non-profit foundation to promote Project Management. His appetite for knowledge, vast experience, and passion for his profession has made him a highly sought after speaker for many different professional organizations, colleges, and universities. Rick's blend of real world experience and down to earth delivery style makes his passion contagious.

Rick is currently the Owner and President of R2 Consulting, LLC. He has written three books: The Everything Project Management Book, 2nd Edition; *Project Management That Works!*; and the latest and focus of this webinar, *Stop Playing Games!*, published by RMC Publications in October 2010.

To learn more about Rick please visit:
http://www.rsquaredconsulting.com/

Workshop Details

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

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

PMP/CAPM Spring 2011 Exam Prep Course

April 2 through May 7

Prepare for PMP or CAPM certification though the Portland Chapter of Project Management Institute.

Experienced project managers ready to become certified Project Management Professionals (PMPs), and those looking to establish credibility in the application of project management processes as a Certified Associate in Project Management (CAPM), will benefit from this course which will help you prepare for–and pass–the Project Management Institute (PMI) examination.

Certified PMPs will bring the Project Management Book of Knowledge (PMBOK) methodology and real-world experiences into focus. They will walk you through what you need to know, step-by-step. Core study material will be covered over five Saturdays, with a complete review on May 7th, the last day of the course. Taking the test immediately after the course is recommended.

Attendance in the course will satisfy the education requirement for both the PMP and CAPM application. Students will receive a copy of the PMI PMBOK (4th edition), third-party sample questions, and course study guide.

Seating is limited so register today.

Course Details

Saturdays, April 2 through May 7
9 a.m. to 4 p.m.

Cost

PMI Portland Chapter Members $895*
Non-members $1,095

Registration ends March 25 at 5 p.m.
*$100 discount for members who register by Jan. 31 at 5 p.m.

Location

Hosted by DeVry University, Keller Graduate School of Management
9755 Barnes Rd., St. Helens Room,
Portland, OR

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

PDU Category Structure Changes on March 1, 2011

Read the article on page 24 for more information. Go to PMI.org for complete details.

Also see reporting instructions on the website, or contact Denise Tischler at Certification@pmi-portland.org.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Membership News

Welcome New Members!

Addala, Bharat
Aiken, John
Ali, Yameen
Anderson, Robert
Atherton, Rebecca
Baig, Sultan
Barnes, Terri
Bosa, Pamela
Carlstrom, Andrew
Chase, Telva
Clawson, Rodger
Cohen, Lucia
Connelly, Benjamin
Danielson, Christine
Douma, Curt
Galyan, Nicolette
Grenville, Delia
Guarnes, Francis
Harwood, Scott
Hayman, Steve
Jeter, Jodie
Joyner, Angela
Kealy, Breege
Macdonald, Mary
Miller, Kate
Moore, Sheila
Nagalewski, Slawek
Nash, Brandon
Neumaier, Christian
Parker, John
Parker, Thomas
Ragan, Alex
Rohm, Kathy
Russell, Terry
Sallman, Doug
Sipes, Teri
Steinbrugge, Valerie
Sudunagunta, Satishkumar
Tersteeg, Sandra
Thompson, Dina
Tobias, Christopher
Tucker, David
Walker, Robin
Werner, Philip
Wittwer, Steven
Wolman, Ori

Congratulations New Credential Holders!

Beary, Katherine PMP
Busse, Ann PMP
Cates, Shawn PMP
Curtis-Banks, Sherri PMP
Gilmour, Jeffrey PMP
Olbricht, Eric PMP
Orth, Erich PMP
Pickett, Kathleen PMP
Schweitzer, Stephen PMP
Shapiro, Joe PMP
Tichy, T. PMP
Weber, Kimberly PMP
Zhang, Lulu PMP
Zweifel, Andrea PMP

Membership information is provided to the Chapter monthly by PMI Headquarters. There may be a 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.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Volunteer of the Month Karel Rasovsky, Director of Sponsor Programs

Congratulations to our January Volunteer of the Month, Karel Rasovsky! Karel joined the Marketing Team as Director of Sponsor Programs in May, 2010 and had a big job to fill. He has spent numerous hours on Chapter work and has accomplished much in the short months he has been in the position of Director of Sponsor Programs.

The Director of Sponsor Programs is responsible for finding and signing all sponsors for the Chapter, including sponsors for all dinner meetings and the Professional Development Day. With only tribal knowledge to go on, Karel has done an exceptional job developing his position into one that runs smoothly and serves our sponsors well.

He worked with the Chapter VP of Outreach, Jeff Brummel, to define sponsor and partner packages, has organized a tracking system to target potential sponsors and partners, and helped revise the sponsor contract into a working document that is clear and easy-to-understand. He has also worked with the Chapter President, Joseph Marietta, on his new Partnering Program. He has set up a sponsor tracking database, and a system for storing sponsor agreements online for common reference. He works with an inter-portfolio matrix to identify, track and align sponsors and speakers.

Remarkably, Karel has filled every sponsor slot from now until the Chapter takes its summer break, and he has identified three upcoming keynote speakers.

Many thanks to Karel for all his hard work on behalf of the PMI Portland Chapter.

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**
- **Instructor, PMP Prep Course**
- **Mentoring Program Administrator**
- **Webmaster Assistant**

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 Robin Koch Communications Manager

Please welcome Robin Koch, Communications Manager in the Marketing Portfolio. Robin joins us from North Carolina with a degree in architecture and an interest in developing a specialty in project management. As a young intern, she became involved in managing public construction projects. One year out of college, she was coordinating teams of consultants, presenting projects to clients, and learning to navigate government agencies. This experience began her interest in becoming a PMP.

Robin's leadership experience includes founding a community time bank in Raleigh, N.C., and leading a successful environmental student organization at the University of North Carolina at Charlotte. As a volunteer for many causes, she enjoys collaborative work environments, particularly experimental design-build projects to benefit underserved communities.

Now that she lives in Portland, Robin enjoys walking through the local parks, cycling, sampling local cuisine, and inventing recipes for vegetarian dishes.

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Flexible Project Management: Enabling a Flexible Team

Second of four articles in a series on flexible project management
By Preston G. Smith and Jeff Oltmann

Broadening Agile

Agile software development–and agile project management–is a popular topic among project managers today, as it allows them to deal with the inevitable changes that occur in the middle of a project. But how do agile techniques apply to non-software projects? This is the second article in a series that explores that question.

Agile techniques are ideally suited to software development projects. But if your project is in another domain, agile is likely to be frustrating, because agile software techniques exploit characteristics, such as object technologies, that are unique to the software medium. Agile software techniques do not translate directly to other domains. Instead, people who lead non-software projects must understand how agile creates the flexibility to accommodate mid-project change, and then build a new system employing these principles.

In the first article in this series, "Agile Isn't Just for Software", we started building this new system. We described the importance of iteration–rather than a strictly sequential process–for maintaining flexibility in a turbulent environment, and we provided many opportunities for incorporating iteration into your project.

This second article addresses another essential facet of project flexibility: the people factors. Two future articles will look at how to create a flexible project environment and toolbox.

- "Creating a Flexible Environment"–how to decide when the benefits of flexibility are worth its additional cost, and how decision-making affects flexibility
- "Building a Flexibility Toolbox"–how project managers can flexibly plan projects and manage risks

People are Number One

You have heard before that people are the most important factor in a project, but this is so essential that we would like to provide some compelling evidence for the criticality of people. The figure below draws upon data compiled by Barry Boehm for computing the multiplier on project effort for developing a piece of software. For example, the variation in effort can range from 1 to 33 person-months depending on the people assigned to the project, but only from 1 to 10 person-months for variations in factors related to the product being developed, for instance, its complexity, the reliability level required, and the rigidity of the product's requirements.

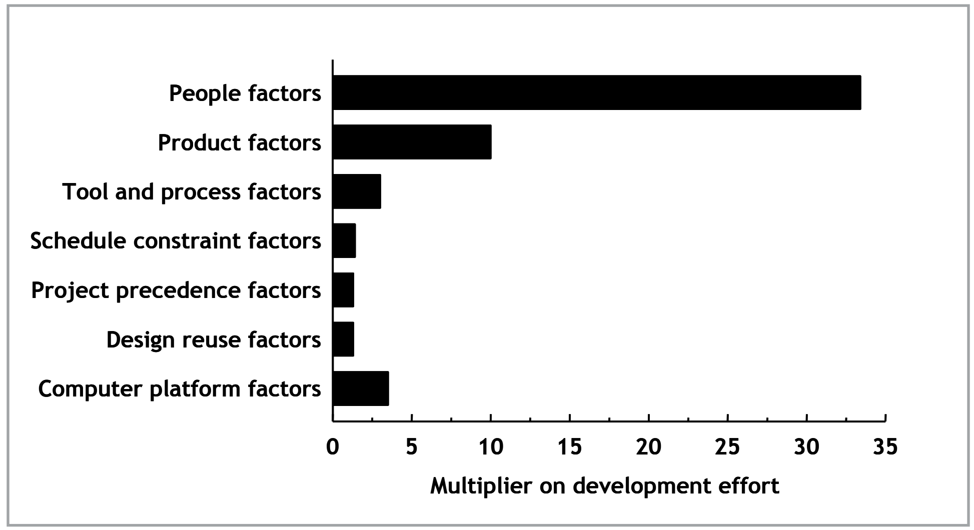


Figure reprinted by permission of the publisher, John Wiley & Sons, Inc., from Flexible Product Development: Building Agility for Changing Markets by Preston G. Smith. Copyright © 2007 by Preston G. Smith. All rights reserved.

continued

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

To improve flexibility through this human element, concentrate on two items:

1. Use people who are experienced and comfortable with a turbulent environment.
2. Improve and speed up communication within the team.

People who are comfortable with change are not flustered when one change piles upon another. Because events change so quickly on a project exposed to turbulence, your communication channels must be up to handling the heavier communication burden or the project will bog down with misinformation.

As an experienced project manager, you probably already know how to achieve these two objectives, so below we provide some additional techniques that you may not have considered yet.

The Right People

Some people are comfortable walking on unstable ground and some aren't, which is partly due to personal style. Some thrive under the excitement of constant change while others are uncomfortable with it, seeking the refuge of a plan and structure. Clearly, those who need stability in order to proceed will be ill suited to a changing environment and this should be recognized upfront by both them and the project manager.

However, there is an experience factor involved, too. Alistair Cockburn, a leader in the agile software world, has identified three categories, which he calls "mastery levels":

- **Level 1: Following.** These people are able to and are comfortable with following a single specified method. They do not have the confidence or inclination to vary from this method or to choose between methods.
- **Level 2: Detaching.** They have seen the approach of Level 1 fail enough times to know that it is not always the best way to go. Thus, they are capable of pulling away to some degree and considering multiple specified methods, but they still need a framework to follow.
- **Level 3: Fluent.** These folks have been around enough changing environments that they are able and willing to improvise and adjust to building what is needed without reference to a provided structure. In fact, they may become bored and do poorly if required to follow a specified plan.

Level 3 people are a scarce resource and should be seeded carefully in a project that is likely to face change. Place them in parts of the project in which you expect or need change in order to achieve your business goals, and use them to bring Level 1 and Level 2 people up through the ranks.

Adequate Authority

Countless decisions must be made in a project, and each of these requires a certain amount of authority to make such a decision. Several examples are authority to modify the capital budget, authority to authorize travel, and authority to select your team's location. If you brainstorm with your team, you should be able to compile a list of, say, 50 types of such authority that someone in the company must have in order to complete your project.

Clearly, the team needs a certain amount of authority to make decisions, or progress will be slow as it obtains management approval for each decision. This is especially critical in a shifting, foggy environment, in which decisions arise frequently, need resolution quickly, and require information that the team is more aware of than is management.

Once you have your own list of authorities needed in your organization, there are two ways to use it. One use stems from the observation that often a decision is delayed because the organization is unsure about who should make it. Management assumes the team will handle it, and the team is waiting for management to make the decision and give the permission to proceed. To avoid such situations, look at your list and decide in advance with management whether the team or upper management has the authority to make each decision type.

continued

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

The second application is for the team to consider each item on the list and pick out a few areas where it does not believe it now has authority for certain decisions but could proceed much more effectively if it did have such authority. Then discuss these areas with management in hopes of enlarging the team's authority in a few critical areas. An important factor to remember here is that not only can the team make faster decisions if they are made internally, but they will be better decisions because only the team has the freshest information in a turbulent environment. Also, team members will be more highly motivated to make a decision work if it is their decision rather than management's.

In the Same Space

Several factors are leading contemporary project teams to become more geographically dispersed:

- Corporate operations and markets are becoming more global.
- Companies acquire new units in new regions.
- The competitive environment pushes companies to obtain the best talent from wherever it is located in the world.
- Similarly, economics suggests acquiring talent from wherever you can obtain it most economically.
- Communication technologies now allow better communication at a distance.

Much has been written about modern "virtual" teams, some of it emphasizing the opportunities for dispersion that technology is opening for us and some more realistically addressing the difficulties encountered in this new mode of operation.

We work with project teams facing dynamic environments and repeatedly encounter the weakened and delayed communication that occurs as teams operate at a distance. This is a difficult issue, because there is some very good evidence for the value of co-locating teams (see Smith, pp 141–146), but in contemporary project teams it is increasingly difficult to do. Because distance fragments communications, co-location is perhaps the most fertile area in which you, the project manager, can improve your team's performance. Let's cover some of these opportunities.

First, if your team is divided between metropolitan areas, co-locate members in the same metropolitan area, which means that all cross-functional (engineering, marketing, manufacturing, supply chain, and other) functions on the team are within conversational distance (30 feet or 10 meters). Because project decisions usually involve input or concurrence from various functions, having them all in one place speeds up and improves decisions greatly. If you are not able to do this for the entire project, try to do it for the critical initial phases of the project or for subsets of your team.

Analyze the communication patterns of your team by using directed graphs to understand where the heaviest communication links are, or should be, and then take the steps to ensure that these communication partners are co-located.

Finally, if you are working on a product development project, arrange your product's architecture to match your geographical dispersion so that the heaviest communication occurs within product modules being developed by a co-located team, and the interfaces between these modules simplify communication between teams at a distance. (For more information on employing product architecture, see Smith, Chapter 3.)

Endpoint

Here are the essential points to remember:

- Cultivate people fluent in your project process, who can improvise and adjust it as necessary when the environment or project shifts.
- Strive for committed ("skin in the game") and dedicated (full time on your project) team members, who will be able to keep up with changes much better.
- Arrange for as much co-location as possible to cope with the heavy communication burden that accompanies constant changes in plans.

Article 1 (*Agile Isn't Just for Software*) can be found in the PMI Portland October 2010 Newsletter. The next article in this series will show you how to set up a project environment conducive to changing plans.

continued

PORTLAND CHAPTER

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Further Information

1. Boehm , Barry W., et al (2000). Software Cost Estimation with COCOMO II. Upper Saddle River, NJ: Prentice Hall.
2. Cockburn, Alistair (2002). Agile Software Development. Boston: Addison-Wesley.
3. Smith, Preston. G. (2007). Flexible Product Development. San Francisco: Jossey-Bass.

About the Authors

Preston G. Smith is principal consultant at New Product Dynamics in Portland, Oregon (www.NewProductDynamics.com). He has specialized in responsive product development for 25 years and is coauthor of the time-to-market classic, Developing Products in Half the Time. His book, Proactive Risk Management, won the PMI David I. Cleland Project Management Literature Award for 2003 as the best piece of project management literature published in 2002. More recently, he has combined his involvement in the agile software development community and the rapid prototyping community with other sources to create this material on flexibility and the book, Flexible Product Development. For more on flexibility, see FlexibleDevelopment.com. Preston is a Certified Management Consultant and holds an engineering PhD from Stanford.

Jeff Oltmann, PMP, is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. His specialties include strategy deployment, operational excellence, and project portfolio management. Jeff is a seasoned leader with over 20 years of experience managing successful technology programs. He ran the Program Management Office (PMO) and a $60M project portfolio for IBM's xSeries development facility in Oregon. Jeff's hands-on program management experience includes program budgets over $100M and worldwide cross-functional teams of over 100 members. You can contact him at jeff@spspro.com or read previous articles at www.spspro.com/resources.htm.

PORTLAND CHAPTER

Newsletter
January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Teams and Trust

By Tom Cox

High trust firms return three to four times more value to shareholders than average firms. High trust teams outperform average teams by similar margins. Across projects, places and people, there's no question – high trust (that's deserved) beats low trust every time.

As Patrick Lencioni describes it in *The Five Dysfunctions of a Team*, the first dysfunction is lack of trust.

So, from boardroom to front line, how do you build trust on your team?

Steve Balzac (of 7 Steps Ahead in Boston) suggests doing these four things to build trust:

- **A No-Fear Culture**–never motivate with threats or fear, and ensure nobody fears for their job or needs to be afraid of public criticism
- **Structure that creates Autonomy**–create clear roles, rules and boundaries, to enable workers to exercise autonomy in their tasks
- **Connection among Individuals**–get to know what it is each worker wants for their careers and in their lives, so you can help connect work with those goals
- **Competence by Focusing on Success**–celebrate and notice and emphasize the things that people do right, and create an air of "we do things well"–emphasize victories large and small.

It's vital to balance the "I" in team–if there is no "I" the team is blind, says Steve, and too much "I" and the team is not unified. A team that is too task-oriented means we don't treat people as human beings.

Each team member is there for their own personal reasons. Joe is here to develop his skills; Jan is here to earn a paycheck; Jack is here to have good interactions and advance his career. The work of the team has to move forward in ways that are compatible with our private motives.

When the team's goals are overwhelming each person's autonomy and individuality, it causes folks to lose motivation. As a leader, I have to know what each person's own goals are, and I have to be able to connect the goals of the team with the goal of each person.

Part of what builds trust is structure–where we each know what to expect from the other team members, and can tell if they are keeping up their part, or letting us down. With the role comes an expectation, and by fulfilling that expectation I build your trust in me. That allows us to maintain trust even when we don't see each other all the time.

Suppose two people are always late to our team meetings. One of them has a role of taking all the incoming urgent calls, shielding the rest of the team from those interruptions. The other is just flaky. We will probably experience the first one's lateness as being supportive and trust-enhancing, and the second as un-supportive and trust-destroying.

One of the fundamentals of human psychology is, when something isn't working, we blame the person in the situation instead of the situation.

However, the more we know the person, and the better we know the situation, the more likely we are to blame the circumstance.

continued

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

As you build trust, and as you get to know your team members as human beings, we become less likely to assume that the person is to blame.

In an effective team, members help each other. When you can neither accept help nor offer help, you cannot participate as a team member. If it is socially awkward in your office culture to ask for help, then it's hard to form the trusting team relationships where people help each other. This seems to be a pretty human thing across cultures, that it is generally not okay to ask for help.

If asking for help is interpreted as a sign of incompetence, or if management criticizes you for asking for help, or if I cannot admit to not knowing something, that reduces my ability to develop trust with you, because I must hide from you what I do and don't know.

Your first step should be to assess where you are. Do it yourself or hire a competent outsider (this is usually very inexpensive) to assess your team's level of fear, structure, connection, and competence. Then pick the worst one and build it up – you can see profound results in just a few weeks, including big performance gains.

About the Author

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

The Secret Of Creating Your PMP Exam Brain Dump Sheet

By Cornelius Fichtner, PMP

There's no better catalyst for self realization than taking the Project Management Professional (PMP)® exam. I'm kidding you, of course, but there is some truth in that the PMP exam day will illuminate that "you don't know what you don't know."

The PMP Exam is a 'closed' book exam. That means the only reference material you are allowed to carry into the testing facility has to be contained in your brain. But during your exam, your brain is going to be very busy interpreting the exam questions and trying to apply all of the knowledge, skills and principles you've accumulated in your studies and work experience.

If you haven't already, you should go for a visit to the local testing facility where you'll take your exam and confirm what to expect. Most likely, on your exam day, the exam monitor will check you into the testing facility, hand you six or so sheets of scratch paper and two pencils, then show you to your seat and confirm that your PC is working. Then you'll have about 15 minutes to go through a tutorial that really only takes about 5 minutes to do. Then you begin your exam.

During the test, recalling what you do know can be daunting. Quite frankly, some of your ability to access that knowledge is going to seem misplaced amongst your grey cells. So how do you create the best opportunities to pass the PMP Exam that day? You can use the 10 minutes you don't need from the tutorial time to do a Brain Dump!

What is a Brain Dump?

A Brain Dump is a technique used by many students on closed book exams to create their personal mini reference table. Brain dumps are abbreviations of components and concepts, which you have committed to memory and are then spilled out on to sheets of paper prior to the exam for reference.

continued

PORTLAND CHAPTER

Newsletter January 2011

President's Letter

Chapter Events
- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development
- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People
- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles
- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI
- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

Brain dumps contain just enough key concepts, theories, formulas and content, which will jog your memory. By having the information on your Brain Dump, your mind can focus on the question at hand instead of trying to remember the formula needed to answer the question. It helps you to be in the right frame of mind specific to each question.

What goes into a Brain Dump?

Brain Dumps are only as good as the quality and quantity of information that you can spill out on the piece(s) of paper just before you begin your PMP Exam. They contain the formulas, theory, concepts and PMP-isms that you might otherwise forget for a moment at the very moment when you need it most.

Here is what you can generally find as part of a PMP Exam Brain Dump:

- Table 3-1 of the PMBOK® Guide 4th Edition
- Formulas, such as earned value, PERT, communication channels, procurement, probability, project selection and depreciation
- Values, such as 1, 2 and 3 sigma and estimate ranges
- Acronyms, such as BAC or TCPI
- Powers of a project manager
- Conflict resolution (best to worst)
- Sources of conflict (order of priority)
- Herzberg's motivators
- Project closing check list

And of course you must include all the items that you personally have trouble remembering during your studies and that you feel need to go onto your sheet. The list above or using a Brain Dump that someone else created can be a good start but you really need to customize it to your needs. Don't study what others are having trouble remembering. Instead, include what gives you the hiccups.

How do I Study a Brain Dump?

Brain Dumps are pure memorization. As part of your exam preparation, exercises and studying, go ahead and practice committing the content of your Brain Dump to memory and then writing them out onto a blank sheet of paper on a daily basis.

Every morning, practice your brain dump until you're satisfied with your progress. By the end of the first week you should be able to write out your brain dump in its entirety on the first go.

Then continue dumping it on a regular basis, going back to the daily routine in the two weeks leading up to your exam.

So What *IS* The Secret of Creating My PMP Exam Brain Dump Sheet?

Creating and studying your very own, personalized PMP Exam Brain Dump Sheet is a means to an end in itself. It all begins with creating the content that goes into it by getting to know your weak areas as you prepare for the exam. Then you memorize, you dump and you repeat. Pretty soon what seemed too complex to remember is at the forefront of your knowledge.

So the secret is that you will accelerate your studies and knowledge simply by going through the motions of creating, studying and knowing what's on your personalized Brain Dump.

Last but not least, your PMP Exam Brain Dump is a great tool not only to help you bring your reference material into the testing facility, but also providing stress relief knowing it's there as you encounter questions that require it. You'll help yourself to learn the material as you study for your PMP Exam and give yourself an important edge in passing.

About the author

Cornelius Fichtner, PMP is a noted PMP expert. He has helped over 12,000 students prepare for the PMP Exam with The Project Management PrepCast at http://www.pm-prepcast.com and The PMP Exam Simulator at http://www.pm-exam-simulator.com.

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Website: pmi-portland.org

PDU Category Structure to be Updated

Effective March 1, 2011, PMI will implement a simplified structure for categorizing professional development units (PDUs).

Based on customer feedback, the new PDU structure will be more user-friendly and better serve PMI's credential holders and the stakeholders who support them.

If you hold one of PMI's credentials that require PDUs for maintenance, please be sure to register your earned PDUs in the continuing certification requirements (CCR) system prior to March 1. No PDUs will be lost during this transition. After March 1, 2011, credential holders will need to report any earned PDUs that have not been claimed using the new categories.

Overview of Changes

The restructuring will reduce the number of PDU categories from 18 to 6. The six new categories will be grouped under two divisions–"Education" and "Giving Back to the Profession."

All categories use the rule that one hour of learning activity is equivalent to one PDU. Categories have been expanded to include Web 2.0 learning opportunities.

There will be limits on certain categories in the "Giving Back to the Profession" division to ensure that all credential holders pursue project management continuing education as part of maintaining their credential.

What is Not Changing

The three-year renewal cycle and number of PDUs required to maintain your credential will remain the same, as will the re-certification fee structure.

Please take a moment to go to the CCR Category Update page on PMI.org and read through the frequently asked questions and the new PDU Category Structure and Policies document to learn about the new PDU categories and for more detailed information about this update.

PORTLAND CHAPTER

Newsletter January 2011

President's Letter

Chapter Events

- Upcoming Events
- Roundtable Meetings
- Chapter Meeting Logistics
- Meeting Sponsor
- Educational Presentation
- Keynote Presentation
- The Leadership Challenge

Professional Development

- EPMA Awards
- 2011 Education Calendar
- Agile Community of Practice (CoP)
- Requirements–Definition, Acceptance & Traceability
- ScrumMaster Certification
- Stop Playing Games!
- PMP/CAPM Prep Course

People

- Membership News
- Volunteer of the Month
- Welcome New Volunteers

Articles

- Enabling a Flexible Team
- Teams and Trust
- Creating a PMP Exam Brain Dump Sheet

PMI

- PDU Category Structure Updated
- About PMI Portland

Board of Directors

The Board of Directors wants to hear from you. Click on the email link to send an email.

President Joseph Marietta, PMP
President@PMI-Portland.org

President Elect Steve Thornton
PresidentElect@PMI-Portland.org

Past President Rachel Paulson, PMP
PastPresident@PMI-Portland.org

Secretary Carol Haertlein, PMP
Secretary@PMI-Portland.org

VP Finance Shancy Saban
VP_Finance@PMI-Portland.org

VP at Large Terri Hagmann, PMP
VP_at_Large@PMI-Portland.org

VP Marketing Suzan Reed, MBA
VP_Marketing@PMI-Portland.org

VP Membership Jeremy Black, PMP
VP_Membership@PMI-Portland.org

VP Operations Jim Yan, PMP
VP_Operations@PMI-Portland.org

VP Outreach Jeff Brummel, PMP
VP_Outreach@PMI-Portland.org

VP Professional Development Diane Brady, CSM
VP_Prof_Devel@PMI-Portland.org

VP Programs Steve Heck
VP_Programs@PMI-Portland.org

Sponsor an event

Becoming a PMI Portland Chapter Sponsor is an excellent way to get in front of our 4000+ audience. Sponsorship gives your company a live presence at PMI Portland Chapter events and a visual presence on the website and in the newsletter. Contact Karel Rasovsky at sponsor_programs@PMI-Portland.org.

Speak at an event

If you would like to speak at a Chapter Dinner meeting contact speaker@pmi-portland.org. If you would like to present a workshop for the PMI Portland Chapter, contact workshop@pmi-portland.org.

Submit an article

Write an article or book review for the newsletter. You can earn PDUs!
Click here for details or contact newsletter@pmi-portland.org.

Quick Links

Join PMI and the Portland Chapter

Event Calendar

Chapter Brochure

Chapter By-Laws

PMI Portland Editorial Policy

Newsletter Archive

Mission

To promote the profession of Project Management by creating a culture and community that facilitates professional growth through education and volunteerism.

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.