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- About PMI Portland

Website: pmi-portland.org



Chapter Meeting **March 15, 2011**

Meeting Sponsor

Portland State University

Educational Presentation

“When PMs Need to OD!” with Greg Sievers, PMP

Keynote Presentation

“The Value of Project Management in a Small (< 100 employees) Company,” with Candace Petersen, Ph.D.

[Register Now](#)

PMI Portland **March Newsletter**

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President's Letter

As I write my first article for the newsletter, I am looking back on a very challenging year on the Board. In the last six months, Joseph Marietta and the Board have done an incredible amount of heavy lifting to implement new initiatives and portfolio changes. As President Elect, I received a lot of training and support from Joseph enabling me to transition early into my new role as your President. Joseph deserves a great deal of credit and appreciation from the Board and the Chapter for seven years of service. Thank you Joseph!

With all the changes and new initiatives being undertaken by the Board, I would like to highlight my focus areas for the remainder of this Board year:

- 1. Complete the MemberClicks upgrade.** This is a free upgrade that will improve the look and feel of the site, provide our Webmaster better tools to allow more efficient site management, and bring us in line with new PMI Global branding standards guidelines.
- 2. Ensure dinner meetings and workshops are supported.** These are core to the function and value of the Chapter. Diane Brady, VP Professional Development, and Christi Loya, VP Programs, are working hard to ensure you can take advantage of quality training and networking opportunities.
- 3. Election Process.** Terri Hagmann, VP At Large, is managing elections this term, and the nomination process is beginning now. This is an important part of the Chapter's sustainability and ability to continue serving our members. We look forward each year to finding volunteers with an interest in serving the Chapter and challenging themselves.
- 4. Transition planning.** Once the election cycle is complete, the outgoing Board members will begin the transition process for the new Board members. This will include job shadowing, introductions to portfolio volunteers, and handing off documentation and other collateral.

5. Key administrative tasks. Each year there are key administrative items such as filing our taxes, renewing our business license, etc. that need to be completed. These items will be done in the next few months.

6. Wrapping up the Board re-organization and new initiatives. Over the last two years, there have been many changes in the portfolio structure, and new initiatives (such as the MemberClicks upgrade). The Board will be working to close these projects and properly document them so they can move into a sustaining mode. This is also a key factor in the upcoming Board transition.

I am looking forward to the challenges and opportunities serving as your President over the next year and a half. I would like to hear from the membership—please feel free to send me an e-mail at president@pmi-portland.org or talk to me at a Chapter dinner!

Steve Thornton

President, PMI Portland Chapter

Thought for the Month

“If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

—Antoine de Saint-Exupery



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Upcoming Events

- 03/09 OODN March Program
- 03/10 Program Management Workshop earlybird deadline
- 03/10 SolarWorld Roundtable
- 03/11 NW Roundtable
- 03/11 Stop Playing Games Workshop
- 03/15 Chapter Dinner Meeting
- 03/17 West Roundtable
- 03/22 NE Roundtable
- 03/23 Downtown Roundtable
- 03/24 Program Management Workshop earlybird deadline
- 03/25 PMP/CAP Exam Prep Course reg. deadline
- 03/25 North Roundtable
- 03/31 Nomination deadline for 2011 Board
- 04/01 South Roundtable
- 04/04 Program Management Workshop reg. deadline
- 04/04 2011 Board elections open
- 04/06 Port of Portland Roundtable
- 04/07 Program Management Workshop
- 04/08 NW Roundtable
- 04/14 SolarWorld Roundtable
- 04/15 EPMA Award application deadline
- 04/19 Chapter Dinner Meeting
- 04/21 InnoTech Oregon Conference & Expo
- 04/22 2011 Board elections close

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



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Chapter Meeting Logistics

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

Meeting 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 Process](#)

Upcoming Meeting Dates

March 15
April 19
May 17

[Register Now](#) For the March 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, March 14, and at the door.

March Dinner Menu

Pepper and Chive Seared Chicken with Dijon Cream, Served over Wild Yamhill Mushroom Risotto, Fresh Vegetables, Chocolate Swirl Cheesecake

Or

Mediterranean Vegetable Purse: Layers of Couscous, Asiago Cheese, Herbs and Roasted Vegetables with a Roasted Tomato Sauce, Chocolate Swirl Cheesecake

Doubletree Hotel–Lloyd Center

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

Free Parking



March 15 Chapter Meeting Sponsor

Portland State University–Professional Development Center

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Education at the Speed of Business.

Portland State's Professional Development Center can help you make your projects more successful through training in project management, professional writing, or conflict resolution. Our courses and certificates for working professionals provide a forum for learning from local industry leaders, in a format that's convenient and immediately applicable. Onsite Training Programs also give work teams the opportunity to learn together to create real organizational change. Go to pdc.pdx.edu/projects for more information.

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](http://www.pmi-portland.org) for details.

We can help you make projects more successful!



For more than 20 years, local businesses and government organizations like A-dec, Portland Development Commission, and Vestas have relied on us to provide immediately applicable knowledge on planning, tools, and communication for large and small companies alike.

Certificates in:

- Conflict Resolution in the Workplace
- Project Management
- Professional Writing

Watch student interviews and register for spring classes at www.pdc.pdx.edu/projects

www.pdc.pdx.edu
pdc@pdx.edu
 503-725-4820



Professional
Development Center
PORTLAND STATE UNIVERSITY



March 15 Chapter Meeting—Educational Presentation

When PMs Need to OD!

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The world is getting more complex and interdependent. The rate of change continues to accelerate and organizations adapt or die with that reality.... PMs need to OD! No, no... not that OD... but to understand and embrace "Organization Development". Organization Development (OD) is typically a planned, enterprise-wide effort to increase an organization's effectiveness and viability.

The objective of OD is to improve the organization's capacity to handle its internal and external functioning and relationships. This would include such things as improved interpersonal and group processes, more effective communication, enhanced ability to cope with organizational problems of all kinds, more effective decision processes, more appropriate leadership style, improved skill in dealing with destructive conflict, and higher levels of trust and cooperation among organizational members.

Where are some of the possible connections (between PM and OD)?

- Teams take too long to develop and be productive... How can OD help teams accelerate through the forming, storming, norming, and performing processes?
- Great! Now your project is done... Managing change and transition management...How well is it working? Are people embracing the change?
- What do I need to understand about my corporate culture to ensure my project's success? Or, my organization's success?

During this session you'll discover a new appreciation for OD, its tools and techniques, and how OD can make you more successful as a Project Manager.

About the Presenter



Greg Sievers, PMP, brings over 30 years of experience with Con-way, Intel, ADP Dealer Services, In Focus, First Interstate Bank and now private practice. He is an enthusiastic and innovative organizational consultant who produces quality work and achieves solid results. Expertise includes organizational culture, high performance teams, leadership development, Lean/process improvement, conflict management, interpersonal communication and project management. Greg is very proficient in developing and delivering training, facilitation, coaching and team building.

Greg has been an active member of PMI since 2002 and a PMP since 2004. He has also facilitated the PMI Portland NW Roundtable (2nd Friday) at Con-way for the last seven years and truly believes in sharing best practices and collaborating between companies, industries and disciplines. He has been a member of the Oregon Organization Development Network (OODN), www.odnoregon.org, for 12 years, where he served last term as President (2010 – 2011) and is currently VP Programs/Past President.

Connectedness, positivity, learner, winning others over, futurist... is how Strengths Finder 2.0 describes Greg. Myers-Briggs would call him an ENFP (Extrovert iNtuitive Feeler Perceiver). Other people might describe him as: very funny or very spiritual. Other attributes include: married 36 years to Kathy, compassionate husband and father, helped raise four children, born and raised in Portland, Oregon. Yes, a true native Oregonian! Some other fun things to know about Greg: he loves blues music, wild and crazy dancing, and drumming circles. He enjoys deep dialogue, teaching, coaching and counseling people, helping people and organizations achieve their higher purpose! Greg believes in ensuring optimal performance of any organization through integrating project management and organization development.



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March 15 Chapter Meeting–Keynote Presentation

The Value of Project Management in a Small (< 100 employees) Company

Learning.com, (www.learning.com) added its first project manager to the company as a part time contractor two years ago, when the company reached forty employees. As a software-as-a-service (SaaS) company in the K-8 education space, the company was experienced managing content developing projects on small scale, as well as working with state education groups to plan large-scale assessment or curriculum implementations and training projects. However, prior to our contractor hire, people “managing projects” were more experienced in the discipline area (teacher training, systems implementation, content SME) than in project management.

Today, at nearly one hundred employees, we have embraced full-time roles of program manager and project manager in several departments and the discipline these roles bring to our company. These positions oversee million dollar development efforts, as well as our Agile development efforts for our SaaS platform development – and are filled by experienced project managers that did not have prior experience in education software or SaaS platform development. In short, we shifted from project management as part of a broader job description, to project management as the position.

The purpose of the presentation is to discuss one company's experience in embracing project managers and project management as more than a code word for roles requiring people to be organized and track budgets and timelines. As president of Learning.com, I will share what triggered the need to hire that first contractor two years ago, and help an eight year old company embrace and support the discipline of project management. Our first “true” project manager will spend a few minutes providing her perspective of key points to make that

first engagement with a small company successful not just from a project perspective, but in helping a company adopt and embrace the value of “true” project manager and project management disciplines.

About the Presenter

Prior to joining Learning.com in 2007 as president and chief operating officer, **Candace Petersen** was vice president and chief strategy officer for InFocus Corporation, a worldwide leader in the projection market. She has over three decades of business experience in high tech and industrial companies, and has held various management positions in corporate strategy, business analysis and marketing, including corporate economist for IBM.



Candace, who holds a doctorate in Systems Science from Portland State University, was also a founding partner of Petersen & Prusia, a marketing research and consulting firm for advanced display and emerging high-tech industries. She is an adjunct professor in Portland State University's School of Business, having served as an assistant professor in PSU's MBA program from 1996 – 2000. Candace holds a Bachelor's degree in Mathematics and Economics from Virginia Tech, and started her career as a high school math teacher in Prince George's County, Maryland.



Now Accepting Nominations for PMI Portland Chapter Board of Directors

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Leaders Get Prepared!

There is no better way to 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 better serve our 1400+ members. Form the relationships that will propel you to the next levels of your career.

Don't miss this opportunity!

The annual election of officers for the Board of Directors of the Portland Chapter of PMI for the 2011-2012 Board-year will be held in April. We are now accepting nominations for all positions.

Timeline

- March 1-March 31 Nominations accepted
- April 4-April 22 Membership votes on nominees
- May 9 Winners are announced
- May 9-July 1 Winners shadow current Board members
- July 1, 2010 - June 30, 2011 New Chapter Board is active

Responsibilities

- Strategically develop and lead your portfolio¹ 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
- Opportunity to participate in an annual leadership conference
- 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.
- Put the interests of the component ahead of any other organization or business when acting as a Board member. Disclose any potential conflicts of interest which could affect decision making.
- Serve on committees and offer to take on special assignments.

Open positions

Executive Committee

- *President-Elect
- Secretary
- VP Finance
- VP at Large

Portfolios

- VP Marketing
- VP Membership
- VP Operations
- VP Outreach
- VP Professional Development
- VP Programs

¹ "Portfolio" is a team that manages a logical group of responsibilities. For example, Membership is the portfolio dealing with member communications, volunteering and quality surveying. The VP of Membership leads this portfolio..

[continued](#)



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Is this opportunity right for you? You won't know unless you learn more. Talk with our current leaders—each is happy to chat with you about his/her experience serving on the Board.

*President-Elect	Steve Thornton: president@PMI-Portland.org Rachel Paulson: pastpresident@PMI-Portland.org
Secretary	Carol Haertlein: secretary@PMI-Portland.org
VP Finance	Shancy Saban: vp_finance@PMI-Portland.org
VP at Large	Terri Hagmann: vp_atlarge@PMI-Portland.org
VP Marketing	Suzan Reed: vp_marketing@PMI-Portland.org
VP Membership	Jeremy Black: vp_membership@PMI-Portland.org
VP Operations	Jim Yan: vp_operations@PMI-Portland.org
VP Outreach	Jeff Brummel: vp_outreach@PMI-Portland.org
VP Professional Development	Diane Brady: vp_prof_devel@PMI-Portland.org
VP Programs	Christi Loya: vp_programs@PMI-Portland.org

* Three year term: *President Elect, President, Past President.*

How do I get nominated?

Read the Board [position descriptions](#). Talk to the current office holder or others on the current Board. Then complete the [nomination form](#) and email it to Terri Hagmann, vp_atlarge@PMI-Portland.org.

Nominees must be members in good standing of the PMI Portland Chapter.

As with any opportunity, serving on the PMI Portland Chapter Board of Directors requires an investment of time and effort from you. But, the career and personal satisfaction payoff is huge. Don't hesitate!

Terri Hagmann, VP At Large
vp_atlarge@PMI-Portland.org

The Art and Science of WINNING

You can win a race in the first turn.
If you choose the right course.

Slalom is a leading business and technology consulting firm who applies the art of business and the science of technology to help our clients win.

To learn more visit slalom.com
or contact your local Portland Slalom team at portland@slalom.com or 503.552.9200

Business Management
Project Management
Business Analysis
Program Management
Portfolio Management
Business Strategy

Technology Enablement
Technology Innovation
Business Productivity
Architecture + Infrastructure
System Design + Implementation
IT Strategy

Organization Effectiveness
Change Leadership
Learning + Development
Process Design + Optimization
Business Performance Management
Organization Design

Information Management
Business Intelligence
Portals + Collaboration
Content + Knowledge Management
Data Management
Customer Insight

SLALOM CONSULTING

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EXCELLENCE IN PROJECT MANAGEMENT AWARDS

Nominations are now open!

Excellence in Project Management Awards—EPMA 2011

Nominations close April 15th

It is time to nominate outstanding Projects, Project Managers, and honors high school seniors for the prestigious PMI Portland Excellence in Project Management Awards

Who has done an excellent job this past year?

Is there a project, organization or project manager you know who has done an excellent job this past year? Has your team or someone on your team done an exceptional job? If so, then please nominate them for this prestigious award.

What is the EPMA Award?

The EPMA Award acknowledges, honors, and widely publicizes a project team, an individual project manager and a senior high school student for their superior management of a recently completed project. The primary goals of the awards are to:

- Recognize and celebrate project excellence in the Portland community
- Increase awareness of project management principles and disciplines
- Encourage PMI Portland Chapter member involvement
- Increase Portland metro business community awareness of PMI and the PMI mission

Disclosure of propriety information is not required for nomination or awards.

Student Project of the Year Award

\$1250 Scholarship Awarded

Honors a high school senior who has completed a project this year and can demonstrate an understanding of how their project aligns with project management best practices.

[Nomination Application](#) [Skills for Life Manual](#)

Project Manager of the Year Award

\$1000 awarded

Honors an individual Project Manager for his/her consistently demonstrated leadership and focus on project management best practices.

[Nomination Application](#)

Project of the Year Award

Honors a corporation, non-profit or other company's efforts in its careful management of projects.

[Nomination Application](#)

Email completed applications to: awards@pmi-portland.org.

Applications due: April 15

Finalist notification: May 1

Award ceremony: May 17



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Chapter Dinner Meeting Rates

Chapter dinner meeting rates have been confusing for a while and may appear to be random. Dinner meeting rates cover not only the meals at the meeting, but the sound system, projection screen expenses and room rental fees. The Board's strategy is to continue to attract quality dinner meeting speakers at no cost, which keeps our expenses in check, while benefiting members with the quality of programs provided. Dinner meeting rates are designed to come close to covering our expenses and provide the maximum value possible back to the membership. Like Goldilocks with the three bears, it needs to be "just right".

The Board of Directors approved some minor changes to the rate structure in an effort to standardize rates and associate the rate with the value received. These new rates will go into effect for the **May Chapter dinner meeting:**

1. The rate for the "Keynote Presentation only" session option has increased from \$12 to \$15 for all attendees.
2. Student member rates increase for sessions including a meal and decrease for the education only session. To be eligible for student rates, students must be registered as a member of PMI Global, as well as a member of the PMI Portland Chapter. PMI Student Membership rates through PMI Global are \$40 per year versus the rate of \$129 for non-student PMI members.
3. The late fee will be \$10 for any attendee who registers after 10 a.m. the day prior to the meeting.

Online registration is open up to the time of the meeting. We encourage all attendees to register online prior to the meeting, as this helps ensure a smooth check-in process at the meeting.

	Member	Student Member	Non-Member
Dinner Meeting	\$25	\$15	\$35
Educational Presentation	\$10	\$5	\$10
Dinner Meeting and Educational Presentation	\$35	\$20	\$45
Keynote only (no meal)	\$15	\$15	\$15

The Board's goal is to continue to offer insightful programs for a membership with diverse interests at each dinner meeting and associate the rates to the value of each session. If you have any questions about the rate changes, please contact me at the email below.

Shancy Saban, VP of Finance
vp_finance@pmi-portland.org

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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The 2011 Annual Membership Survey is Coming Soon

The PMI Portland Chapter will survey its members April 2 through April 26 to measure satisfaction with Chapter services, processes and activities. The survey this year will be conducted utilizing Survey Monkey (a web-based survey tool that is quite user friendly). Members will go to the Chapter website then will see instructions to log-in and upon logging in will be presented the link for completing the survey.

This is a tool, conducted annually, to help the Chapter make your membership more valuable. Your survey responses help the PMI Portland Chapter more effectively deliver programs that fulfill our Chapter's 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."

An important aspect of this year's Annual Membership Survey is the need to log-in to the Chapter's website...a good idea for many reasons, including saving you \$10 when you register for the monthly meeting online. If you are not familiar with this or do not know your log-in information, please follow the "New Users" link or contact the website administrator.

In the coming weeks, you'll receive information about the survey from announcements at the March and April meetings, from announcements in the newsletter, and on the PMI Portland Chapter website.

Stay tuned!

Jeremy Black, PMP, VP Membership
vp_membership@pmi-portland.org

College Outreach Program Reaches Out

February was a busy month for the PMI Portland Chapter College Outreach program.

PMI Portland had a unique opportunity to visit a project management undergraduate class at the University of Portland. PMI Portland was invited by class instructor, Dr. Gary Mitchell, to visit the class and talk about three general topics: 1) PMI and PMI Portland Chapter, 2) Careers in Project Management and, 3) CAPM/ PMP Certification.

The event took place February 15, 2011, with Denise Tischler, the Director of Certification and Balbinder K. Banga, Director of Academic Outreach sharing presentation duties. The event provided a great opportunity to spread the word about PMI to the college community. Students were curious about the project management profession and especially interested in learning more about the CAPM certification. Other areas of interest were the PMI Portland Chapter [Mentoring program](#) and the types of tasks done by a project manager.

Students were also invited to attend the PMI February Chapter Dinner Meeting. At the meeting, students continued to network with the PMI Portland Chapter community and to ask questions about what it takes to become a Project Manager.

PMI Portland was also invited by instructor Steve Abels to present a similar presentation to his students at Mount Hood Community College. The focus of the Mount Hood presentation was on the PMP exam, because the student's were primarily graduate students.

A goal of the College Outreach program is to extend this program and present at more colleges in the months and years to come. For more information about this presentation and the College Outreach Program please send an email to acad_outreach@pmi-portland.org.



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Professional Development Workshop

Program Management: How to Manage Integrated Programs

**Two-day workshop—April 7-8, 2011
8:30 a.m. to 5:00 p.m.**

Integrated programs require coordinating multiple related projects, all of which must be successful at just the right time in order to deliver a complete solution that the customer is willing to pay for. This is not a project on steroids. Program Management's primary function is to coordinate and integrate a collection of separate projects, like a conductor lead an orchestra, to create benefit that cannot be achieved separately. Just as the players in the orchestra play the necessary notes, projects integrated by a program do most of the real work. But without a conductor, the music created by a collection of independent players would not coalesce into a grand symphony. Similarly, without a program, a collection of individual projects can't work together to create an integrated product or solution.

This course introduces you to the best practices of program management, allowing you to coordinate work across multiple projects and functional groups, to make the best use of limited resources. It also covers the role of the PMO and the organizational framework required to govern portfolio, program, and project management.

Workshop Objectives

By the end of this two day course you will understand:

- The business value of program management and how it complements project management.
- How to manage a program of tightly related projects targeted at a shared objective.
- How organizational considerations such as governance, stage gates, and matrix responsibilities impact programs.
- How to create an action plan to apply the materials to your unique business situation.

Intended Audience

This class is designed for people who must deliver complex, integrated solutions and who have experience managing functional groups, products, projects, programs, or portfolios. Participants should have a working understanding of project management, as well as the business aspects of a project-driven organization.

About the Presenter

Jeff Oltmann, PMP, is an experienced portfolio manager and instructor. He previously ran the Program Management Office (PMO) and project portfolio for IBM's development facility in Oregon, and managed large product development programs. Jeff teaches portfolio and project management topics at the graduate level.

To learn more about Jeff Oltmann please visit:

<http://www.spspro.com>

Workshop Details

16 PDUs

World Trade Center

121 SW Salmon Street, Portland, Oregon

Cost

PMI Portland Chapter members \$795 / \$895 / \$995

Non-members \$995 / \$1095 / \$1195

(by 3/10 5 p.m. / before 3/24 5 p.m. / before 4/4 5 p.m.)

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



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InnoTech 2011: eMarketing, NW Security Summit, Conference, Expo and more!

April 21, 2011 8:00 a.m.–5:00 p.m.

Oregon Convention Center
777 NE Martin Luther King Jr. Blvd, Portland, Oregon 97232

Go to www.innotechoregon.com for registration and details, or contact Sean Lowery (seanl@prosperaevents.com).

eMarketing Summit @ InnoTech

www.emarketingsummit.com for details. Use Discount Code EMS20AT for \$20 off the price which includes full day of summit, lunch, SoMe Awards and more.

NW ISSA Security Conference @ InnoTech

Thursday, May 6, Oregon Convention Center
www.nwsecuritysummit.com for information and registration.

Price is only \$50 for ISSA & ISACA Members. Use Discount Code ISSA11MBR for lower price, \$65 for non-ISSA members. Fee includes full day of the summit, luncheon presentation, all InnoTech Conferences, expo & receptions.

Free passes to InnoTech Tech Conference & Expo May 6

A limited number of complimentary passes are available. Please register at www.innotechoregon.com. Use PMI888 in the Discount Code field for complimentary admission. (This pass does NOT include the NW CIO Summit, NW ISSA Security Conference or eMarketing Summit, extra registration fee is required)

Just a few of the InnoTech conference tracks & special events:

- Microsoft Technology Symposium including SharePoint 2010 and Office 2010 demos
- Wireless/Mobile Applications Track including Native vs. web, mobile application panel
- Talks on Cloud Computing, Data Center, Social Computing, iPad demo, and much more
- InnoTech Happy 45-Minutes (the perfect place to mingle over complimentary beverages, appetizers, live music and exhibits)



ascendant
TECHNOLOGY

Business & Technology Aligned

Ascendant Technology helps organizations large and small achieve business results by engineering end-to-end digital solutions. We understand data-driven marketing, multi-screen digital touch-points, and the importance of exceptional design and social engagement. We also understand enterprise web architecture, analytics, security, connectivity, and business process engineering. We incorporate the best of the enterprise web, the consumer web and the cloud have to offer and we deliver with an award-winning, proven software engineering approach and a global organization of experts.

Ascendant Technology has regional offices across the United States, Europe and Brazil. Atech is a recognized Premier IBM business partner and has garnered numerous IBM awards, including Best Portal Solution and SOA Innovator Award for the Lotus, WebSphere and Rational brands. Visit us at www.atech.com or contact us at sales@atech.com.





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2011 Education Calendar

Mark your calendars for these important educational events:

March 11	Stop Playing Games	Rick Morris
April 2-May 7	PMP/CAPM Spring 2011 Prep Course	PMI Portland Chapter
April 7-8	Program Management: How to Manage Integrated Programs	Jeff Oltmann
May 11	Managing Virtual Teams for Real Results	Rick Brenner
September 8	Killer Competency	Kimi Hirotsu Ziemski
October 6	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.

Save the Date! August 19 is Professional Development Day, 2011!

Don't miss the summer's biggest event! The highly anticipated **Managing Projects, Programs and Portfolios Conference** is scheduled for **Friday, August 19, 2011**.

Watch the PMI Portland [website](#) and your email for details.

Professional Development Center

Education at the Speed of Business



Courses and Programs in:

- Conflict Resolution
- Project Management
- Human Resource Management
- Information Technology
- Multimedia Professional
- Six Sigma

www.pdc.pdx.edu



Professional Development Center
PORTLAND STATE UNIVERSITY



Membership News

Welcome New Members!

Ambadkar, Abhay
 Bayha, Jeff
 Benjamin, Karri
 Betcher, Mary
 Bocek, Joseph
 Borders, Nickolas
 Buckham, Rocky
 Caldwell, Tony
 DeMario, John
 DePalma, Joan
 Dulley, Tracy
 Erickson, Steve
 Ernst, Linda
 Fitzgerald, Catherine
 Giard, Michael
 Grandgeorge, Lisa
 Irwin, Kristin
 Kommu, Venkata
 Landre, Carl
 Le, Qua
 Lee, Stacey

Lublin, Chad
 Miller, Jennifer
 Mitcheltree, James
 Ngo, Son
 Parsons, William
 Pelaske, Charles
 Pollock, Debra
 Pyle, Fnu
 Quick, Darrell
 Ritter, Russel
 Rogers, Jason
 Seeley, Gordon
 Souw, Verena
 Spisovskiy, Filipp
 Stepke, Kurt
 Stone, Nance
 Stuedli, Lynne
 Watko, Brian
 Wishart-Black, Janet
 Wojsznis, Diana

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PMP Credential Exam Changes on August 31, 2011

Read the article on [page 28](#) for more information. Go to PMI.org for complete details.

Congratulations New Credential Holders!

Devlin, Corkey, PMP
 Gerts, Kenneth, PMP
 Minor, Earl, PMP
 Sternkopf, Peter, PMP
 Walker, Geoff, 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.

PMI Credentials

The **Project Management Professional (PMP)®** is the most important globally-recognized and independently validated credential for project managers, perfect if you have demonstrated experience and competence in leading project teams.

The **Certified Associate in Project Management (CAPM)®** is a good entry-level certification if you're new to project management, or still figuring out your career path.

The **Program Management Professional (PgMP)®** is designed for those who manage multiple, complex projects to achieve strategic and organizational results.

The **PMI Scheduling Professional (PMI-SP)®** is a specialty credential for practitioners who want to focus on developing and maintaining project schedules.

The **PMI Risk Management Professional (PMI-RMP)®** is a specialty credential that demonstrates competence in assessing project risks, mitigating threats and capitalizing on opportunities.



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Welcome Susan Pommier



Please welcome Susan Pommier to the Marketing Portfolio team as a much needed proofreader. She is also the Director of Registration for the PMI Portland Chapter.

Susan has a diverse professional background which includes high-tech, energy, healthcare, and event planning. Her positions have included database administrator, technical writer, energy manager, project coordinator, and event manager.

She is working toward a Masters in Project Management and an MBA at Keller Graduate School of Management. In addition, her goal is to get her PMP certification later this year.

We are pleased to have Susan join our proofreading team and applaud her dual volunteering roles.

Welcome Prakash A



Prakash is currently working as an Information Analyst (Contract) for The Standard Insurance in Portland's downtown area and has been passionate about Project Management since his early career.

He is an alum of Willamette University's 2010 MBA program and has an Electrical and Electronics Engineering degree from his undergraduate studies. As the President of the Project Management Chapter for Willamette University, allied with the Salem Chapter of PMI, Prakash has organized several Project management events for the benefit of students, culminating in a trek to Nike and PGE to understand the different styles of Project Management practiced in these organizations. With experience working for large organizations like Amazon.com, TCS and the State of Oregon, Prakash brings not only his passion for Project Management but also his commitment to excellence in his role as the Assistant Director of Volunteering at PMI Portland.

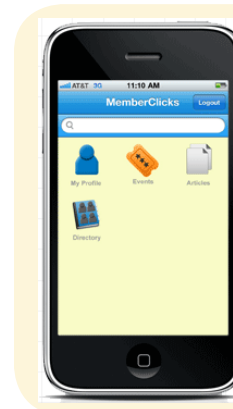
Welcome Shirley Briggs



Shirley Briggs has accepted the position of Assistant Director of Workshops. This involves supporting the duties of the Director of Workshops and promoting the quality of PMI Portland's workshops for its members.

Shirley is the Launch Manager for Xerox Corporation and is responsible for the developing new color workgroup printers to launch to every region around the globe. During her 10 years at Xerox Corporation she has also managed off shore software integration into new products. Shirley enjoys leading global teams to improve communication and work processes to reach common goals. Her background includes software development and testing at AT&T Bell Laboratories, Account Executive for AT&T and extensive Program Management of both hardware and software systems.

Shirley holds a Bachelor of Science degree in Management and an MBA with a focus in Organizational Behavior from Marylhurst University in Oregon. She has also completed the PMP, CSM and Six Sigma Green Belt certifications.



the iPhone App

Now you can view and use the PMI Portland Chapter website on your iPhone. Other smart phone apps will be added soon.

To download the iPhone app, click [here](#).

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Board of Directors Changes

President

The PMI Portland Chapter had a change in leadership on February 7, 2011 with Steve Thornton taking over a few months early as President from Joseph Marietta.

Joseph Marietta has been a leader and champion for PMI in the Portland area and has made many significant contributions to the PMI Portland Chapter. He served on the Board of Directors for seven years volunteering countless hours and initiating a wide number of programs that have had a positive and lasting effect on the Chapter. These include the New Member Orientation program and the Volunteer Recognition program. He also developed a proactive transition process for the Board to use each year as we usher in the new members. We all thank Joseph for his passion and many years of leadership and service to the Portland Chapter.

Per the Chapter's approved by-laws, the President Elect assumes the role of President in the event the current President role is vacated.

Vice President of Programs



Please welcome Christi Loya, MBA, MPM, as Vice President of Programs for PMI Portland, taking over for Steve Heck. The Board approved Christi's appointment on February 8, 2011.

Christi has worked in project management for several years and excels in change management, problem solving, and team building. Her background and experience are a perfect fit for the Board and for the Chapter. Christi is doing an outstanding job as the Volunteer Recognition Program Manager, and her enthusiasm and skills will be a great value add to the Board.

Bobbi Snow, Volunteer of the Month!



The PMI Portland Chapter is honored to elect Bobbi Snow as Volunteer of the Month. Bobbi began volunteering at PMI Portland registration desk, and since then her responsibilities have expanded greatly. Bobbi now has the dual role of **Director of Program Support** and **Director of Speaker Management**. Both of these roles are challenging in their own right, but for one person to tackle both is truly remarkable.

Bobbi has been an immense help to the Programs portfolio, providing support for the PMI Portland Chapter dinner meetings. She works closely with the education and keynote speakers to ensure the presentations we all enjoy are executed seamlessly. Her tireless efforts are a tremendous help to the PMI Portland Chapter, and the Programs group is very pleased to recognize her for her hard work.

Would you like to volunteer?

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

- **Newsletter Director** (Marketing)
- **Director of Public Relations** (Marketing)
- **Social Media Manager** (Marketing)
- **Director of Branding** (Marketing)
- **Editors** (Marketing)
- **Proofreaders** (Marketing)
- **Art Director** (Marketing)
- **Director of Marketing Sales** (Marketing)
- **Director of Assets** (Operations)
- **Instructor, PMP Prep Course** (Professional Development)
- **Mentoring Program Administrator** (Outreach)

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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Tom Cox, educational speaker



Saby Waraich and Prakash A, volunteer team



Douglas Wood



Dianne Johnson, volunteer of the month



Damian Smith, keynote speaker

Photos - Erik Odegard



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Flexible Project Management: Building a Flexibility Toolbox

*Final article 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 final 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.

Previous articles in this series have addressed several aspects of building a flexible project management system.

- “Agile Isn’t Just for Software” - the importance of using iteration, rather than strictly sequential processes, to maintain flexibility in a turbulent project environment
- “Enabling a Flexible Team” – the impact of getting the right people on the project team, and then giving them authority and suitable space to work in
- “Creating a Flexible Environment” – how to decide when the benefits of flexibility are worth its additional cost, and how decision-making affects flexibility

In this final article, we show how project managers can pursue project planning and project risk management when operating in a turbulent environment.

Managing in an Uncertain World

Managing a project in a flexible way violates many assumptions and behaviors that project managers usually bring to a project. The normal assumption, which is actually quite effective in a stable, predictable environment, is that change is costly and leads to variations from the plan in project outcomes, so the wisest approach is to nail down everything connected with the project as early as possible and follow that route to project completion. The implied objective is to finish the project as close as possible to the original plan.

Flexible project managers, in contrast, assume that change will happen and organize their projects accordingly.

Plan the Project Expecting Change

Mainstream project management generally follows the premise that thorough planning upfront is the best way to run a project. In fact, in many organizations, a complete, detailed project plan is required even to obtain approval to start the project. There seems to be comfort in having a detailed plan, even if it is fictional; from this, it should come as no surprise that many project managers spend the majority of their time at their desks, updating the plan as events change (we will have more to say about this use of time in the next section). When change is the norm in a project, there are more effective ways to plan; we cover two of them.

1 The first method is “rolling wave planning,” in which only immediate activities are planned in detail, and the rest of the project is planned in much less detail (see Githens, listed below). As the project rolls forward, the detailed planning also rolls forward just ahead of it. Although this seems simple, there are two important things to keep in mind. One is that when you

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plan work grossly, you tend to underestimate because you miss the time-consuming details. You can compensate for this bias by reviewing some past projects that were planned grossly. Compare the estimated project duration with the project's actual duration to compute a compression factor that you can use to correct time estimates for future projects. The other item to keep in mind is that gross planning and planning "on the fly" run counter to the culture in many organizations that take comfort in detailed plans. You may encounter resistance to this logical technique at many levels.

2The second way of planning under heavy change is "loose-tight planning," which is the approach taken in Agile software development. Agile projects are typically conducted in short iterations (often called sprints) of one to six weeks, typically two weeks. An iteration is planned just when it starts, and future iterations are left unplanned. During the iteration, the team follows their plan tightly, and the loose period between iterations allows all future work to be completely replanned by working from a list of desired product features that is re-prioritized between iterations. This is a radical application of the idea; Boeing, when developing their 777 airliner, used a more moderate approach, wherein they alternated between loose periods of design and tight periods of stabilization and integration.

Manage Project Risk Continually

Nearly all of the many references on project risk management suggest a procedural approach to managing a project's risks: first identify the risks a project faces, analyze and compare them, then prioritize them, take action against the most serious ones, and finally, monitor your progress against your risk resolution plans. This approach is most effective when there is a relatively stable project plan in which you can identify the project's risks. If the project plan is in flux, this procedural risk management approach will miss important risks that emerge during the project. Even a regular rescan for new risks, as good practice encourages, is unlikely to keep up with a fast-changing project.

In a turbulent environment, a procedural approach to risk management must largely shift to an intrinsic one. By intrinsic, we mean that everything you do to manage the project is done to manage its risk. Here are some examples:

- Stay close to customers to manage the risk of requirement changes
- Create your product's architecture to fence in areas of design changes (see Smith, pp. 57–84)
- Do lots of experimenting, testing, and prototyping throughout to understand what might change and by how much (see Smith, pp. 85–106)
- Staff your team with an eye toward resource shifts
- Keep in touch with suppliers to foresee changes in your supply of components
- Create team communication tools, such as daily stand-up meetings, as an early-warning system for unforeseen problems

In a turbulent environment, the project manager's whole job is risk management and it helps to be a bit paranoid. Weick and Sutcliffe (see below) explain how this is done by observing people, such as firefighters, who constantly face unexpected situations. At this point, it should be clear that spending time at the computer continually updating the project schedule is the antithesis of this style. On flexible projects, the project manager should be out on the floor continually "taking the pulse" of the project while watching for tomorrow's changes.

This is not to say that there is no place for a procedural approach to risk management. Turbulent projects still have some risks that can be identified well in advance and that will probably persist for much of the project. A procedural approach should be applied to these risks, but the balance must shift mostly toward the intrinsic approach.

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Here are the essential points to remember about building a flexibility toolbox:

- In a chaotic environment, plan the details as you go, but expect resistance from those who expect thorough planning.
- In a project under heavy change, everything the project manager does is done to manage project risk.

Finally, recall five other essential points from the previous three articles in this series:

1. Plan to iterate.
2. Put people and the team first – they are by far the biggest factor in development productivity.
3. Apply flexibility selectively, because it has a cost.
4. Keep your options open until the last responsible moment.
5. Expect product requirements to change.

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About the Authors



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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.



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Looking Forward by Giving Back: How and Why Project Managers Should Consider Serving on Not-for-Profit Boards

By David M. Ciriello, MBA, PMP, PMI-SP, MCTS, CISA

“Project managers will develop the other side of the ‘strategic coin’ and become skilled at not just strategic execution, but strategic thinking.”

Across the Board

The board of directors occupies a special place in the world of management. This body, used in various forms by most for-profit and not-for-profit organizations, often represents the pinnacle of leadership. On a general level, a not-for-profit board (Note: For the remainder of this article, “board” will refer solely to a not-for-profit board) is understood by most to be the body that governs the operations of the organization. These responsibilities typically include the following activities:

- Developing and reviewing the mission, vision, values, and other strategy documents
- Ensuring financial accountability for the organization and meeting individual duties of care
- Developing, approving, or implementing policies and procedures
- Conducting performance reviews of the executive director
- Fundraising and donor development

In addition to these important roles, board members also act as representatives of the organization. Here, board members are required to understand and promote not only the operations of their organization, but the vision that drives the organization to provide their services.

How Project Managers Can be Effective Not-for-Profit Board Members

At first glance, some observers may conclude that project managers are not uniquely qualified to meet the above requirements; however, there is much evidence to the contrary. This section focuses on identifying specific project manager skills that can be very valuable to not-for-profit organizations. Understanding this impact will not only help advance the project management field, but will also enable project managers to perceive their current roles in a more strategic light. A discussion of the following skills will help demonstrate this in detail:

Strategic Implementation

Interestingly, from a high level there is a solid link between boards and project management. For instance, consider the example of a not-for-profit company that is attempting to open a new location to provide additional art therapy lessons. The need to expand is likely based upon a specific strategy identified or approved by the board. The method often used to implement such a directive would be to designate a leader and begin creating tasks to identify locations, realtors, regulations, and other relevant factors in acquiring this new location. Although it may not be identified as a project by name, this approach is really a terrific example of project management.

We can now see how projects, and thus project management, should be strategic in nature. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition* also emphasizes that projects have the potential to impact strategic plans (Project Management Institute, 2008, p. 10). Given that this is part of our methodology, it's common for project managers to be skilled at being aware of the business justification for their projects, even if they weren't brought in until after the project initiation phase. This awareness helps drive the operations of the project. Project managers are also skilled at understanding how their project outcomes, in turn, impact the overall strategy of their company.

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Similarly, many project managers have direct experience leading projects specifically requested by executives. They are likely to have significant experience supporting and communicating with high-level executives about strategy execution and this is great preparation for understanding the dynamics of boards. Furthermore, this type of executive exposure may not be as common among professionals from other disciplines who may be considering board service.

Organizational Awareness

Many project managers have experience working on several different project teams, for different companies and, in many cases, across industries. It's well documented that different companies and industries have their own customs for conducting business. *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition* also highlights that organizational culture is an important enterprise environmental factor that project managers frequently experience (Project Management Institute, 2008, p. 27). This demonstrates that project managers have experience perceiving these customs and often change their behavior and tactics to meet the needs of their current project, client, or stakeholder.

Although almost second nature for most project managers, this is a highly valuable board skill. Boards often consist of a range of successful members from diverse fields, such as law, management, and engineering. Project managers are well equipped, through their advanced organizational skills, to understand the complications this leads to. Boards, like any group or team, come with their own sets of procedures and customs, and with so many different points of view being represented, it can often be hard to achieve unanimous decisions. However, project managers can rely on their extensive service delivery skills across multiple environments to help ensure progress is not only achieved, but achieved in the most efficient and beneficial manner.

Hands-on Tip: Get to know your fellow board members and ask questions. Specifically, inquire about their opinions and not just what they want to do, but why they want to do it. Board members often have long histories with their cause or the organization, and it will be very helpful to understand these dynamics when working as a group.

Process and Planning

Another skill project managers have is their understanding of process, process improvement, and planning. This skill is important for two main reasons. First, most boards share one thing in common—they are short on time. By definition, board members are volunteers and are likely to have full-time positions of their own, potentially in positions with heavy time demands. Second, board members are often asked to operate outside their comfort zones and perform tasks they are not accustomed to due to the cross-functional nature of board work. For example, many professionals have limited experience with fundraising in their daily jobs.

These two factors combine to create strong needs on many boards for effective time management, detailed planning, and the understanding of how inter-related processes come together. This is another area in which project managers can rise to the occasion and readily rely on their work experience to lead the way. There are many ways in which project managers can help, but the following will be useful in promoting effective planning:

Hands-on Tip: Create a simple project plan to track the board's internal work, either on a large initiative or across the spectrum of board activities. This may be one of the most pressing needs and will help all board members visualize their activities, which may lead to capacity discussions based on a more complete understanding or the identification of deficient areas.

Hands-on Tip: Assist with board fundraising by creating personalized fundraising road maps for each member. Fundraising is an area in which many board members have limited exposure, and effective planning can help identify simple tasks and make a complex area seem more manageable.

Hands-on Tip: Create and own a simple "resource plan" for board members. Here, it may be helpful to identify when members will be unavailable due to work or travel, to plan board teaming events or other board activities, and mandatory board activities for the upcoming year.

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These examples are just some of the many ways in which project managers can take the process and planning skills they use every day and implement them to benefit the board. This process will not only serve as an operational benefit but is likely to increase overall board efficiency and the likelihood of success for specific initiatives.

Meetings and Committees

It is common knowledge that boards rely heavily on meetings to conduct business. Fortunately, project managers come well equipped to ensure meetings are a force for progress, rather than an obstacle. Almost all project managers frequently prepare for and facilitate meetings with important stakeholders. Here, project managers can rely on their significant meeting experience to help ensure the following:

- Appropriate meeting preparation is conducted
- Clear objectives are set and communicated beforehand via a concise agenda
- The appropriate attendees are invited
- The required documentation is available before and during the meeting
- Progress is made toward the objectives
- Action items are identified and assigned

Although second nature to most project managers, this level of detail and organization can be lacking in board members. By decreasing the inefficient use of time, project managers can help keep the focus on performing the tasks needed by the organization.

Hands-on Tip: Project managers should also not overlook the value of agenda and presentation templates. Creating and sharing these tools with other board members will help promote the value of organization and preparation and also save time!

Committee work is another area in which most project managers are comfortable taking the lead. Project managers can draw a parallel between board committees and the separate work plans and work teams they have managed as a part of their jobs and employ their program management skills to help the board achieve cross-functional results. This analogy will help ensure project managers tap into their many skills, including managing the project team, risk management, and communications management.

Hands-on Tip: Identify and track touch points and action items across the current committees to ensure there is no duplication of effort and that the appropriate stakeholders are involved.

Lessons Learned and Internal Assessments

Another important area that project managers can immediately take the lead on, is employing project monitoring and assessment skills. Here, project managers can promote the value of conducting lessons learned analyses, which is an important recurring activity for project managers (*A Guide to the Project Management Body of Knowledge [PMBOK® Guide]—Fourth Edition*, Project Management Institute, 2008, p. 64). As noted above, the board proposes or leads many initiatives, or "projects," and often supports several simultaneously. But, in the drive to achieve results, reflection and assessment are often overlooked, which can be a costly knowledge loss that could have been used to optimize future results. Project managers can provide operational insights by ensuring this important action is conducted *completely and accurately*.

And what about a lessons learned analysis for individual board members? It is common for board members to be overworked, which can lead to a failure to conduct assessments, knowledge transfers, or individual member assessments. Project managers are uniquely positioned to take the lead on this front and provide the templates, structure, or organization needed to ensure these important tasks are completed.

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Hands-on Tip: Review existing board policies and procedures, and if there is no policy or document for individual board member assessments, create a draft assessment document and propose your idea to the board. Seek buy-in, adopt the feedback, and send the completed version for review/approval by the board.

Project managers can lay the foundation for organized and efficient decision making by assisting the board in managing its own knowledge and resources

Why Project Managers Should Consider Serving on Not-for-Profit Boards

Now that we've seen how project managers can use their skills to make a positive impact on a board, the question for many project managers may be: Why should I serve on a board? There are many reasons why this challenging public service opportunity is worth considering; some are obvious, whereas others, no less important, take a little extra effort to identify. Although there are many reasons why board service is a wonderful opportunity, considering the reasons below will provide project managers with the critical input for making this important personal and professional decision.

Giving Back to the Community

All community service, and certainly serving on a board, should be performed for the benefits of the cause and the recipients of the not-for-profit's services. Although there are benefits to the volunteering board member (listed below), the primary focus must always be on those being served. Thus, the answer to the question, "Why should a project manager volunteer on a board?" is because he or she has found a cause that he or she is passionate about and wants to help ensure that the best and most efficient services are provided to this cause. If you find your passion, the answer to the "why" question will fall into place.

Many of us have participated in 5K races, donation drives, fundraisers, and raffles to support our own volunteer efforts or those of our families. This is not-for-profit work in motion, because the majority of these events are fundraising initiatives conducted by not-for-profits, and many of these events were likely discussed at some point by a board. Step back and think about the cause you find yourself giving time to, and you're likely to have found the cause you're best positioned to support from a board perspective; chances are the answer is already in front of you. Combining your passion to help with your project management skills will uniquely position you to support "your" cause.

Here we see even more congruence between board service and the field of project management, because *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition*, clearly states that all projects have external stakeholders, and one of these stakeholders is always the community at large (Project Management Institute, 2008, p. 24). From this perspective, board service can be seen as a project that has a large, but well-defined stakeholder that must always be supported through your actions. Just as you may report to the Chief Information Officer or program management office director at work, when serving a not-for-profit you "work for" the people you serve. Approaching board service in this manner will help ensure the same accountability, methodologies, and planning strategies you use at work will guide the commitment to your cause.

Gaining New Perspectives

When making the decision to put others first and give time and knowledge to a cause, it's also important to note that project managers in so doing will undergo many beneficial professional experiences. For example, there is no better way to develop enhanced strategic skills than by gaining the ongoing, hands-on experience of board service. And, more importantly to project managers, board service requires top-down, strategic thinking. As noted above, project managers have experience meeting strategic objectives, but in a board capacity, project managers will

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begin to create a strategy. Thus, project managers will develop the other side of the "strategic coin" and become skilled at not just strategic execution, but strategic thinking as well. Think ahead to your next bidding process or project status update and how much better prepared you will be by having a true cross-functional understanding of how an organization runs.

Similarly, board service will help develop another skill that many project managers may have less experience with: ownership. By definition, we all know that projects are temporary. This can sometimes provide an actual or emotional "out" for project managers, who after a six-month project, may be able to leave the project and never have to deal with any difficult repercussions. However, in serving as a board member, there are no temporary decisions and no temporary outcomes. A board member must make long-term decisions and consider all implications before acting or voting; in most cases, he or she will be tasked with monitoring the decision or initiative to ensure the desired outcomes are achieved and then sustained.

Networking

Similar to the above benefit of developing new perspectives, the experience of serving on a board can provide project managers with a wealth of value from networking with executives. However, the networking should not be focused on networking for jobs or new project opportunities; rather, here, the most important type of networking benefit is knowledge networking. Boards are likely to include several members who are or were successful industry executives and who project managers can learn from and model, in terms of communication, style, and executive presence. These lessons can then be applied to future projects.

In addition to these executives, boards can also include industry or cause-specific leaders who can provide a wealth of knowledge regarding serving the community, working with the government, and helping those in need. Project managers can use these relationships to help develop their own skill set, which focuses on giving back to the community. Throughout these experiences, project managers should be aware of how the business world interacts with the community and identify ways it can be done better. Just as a project manager may transfer project management best practices to the board, project managers should not overlook the great ideas these community leaders have, which may be applicable to their projects.

If done successfully, your professional and community co-workers will be coming to you for knowledge on navigating the "two-way street" between the professional world and the community.

Leadership Skills Development

Finally, the experience of serving as a board member will have many indirect impacts on a project manager's professional persona. Specifically, you will be working with and modeling executives to help fine tune your own leadership style. This is important, because *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Fourth Edition*, stresses the role of interpersonal skills in the management of project teams (Project Management Institute, 2008, p. 240). By further developing these important soft skills through working with board members and community leaders, project managers will enhance their ability to motivate project team members to achieve their collective objectives. This is a skill that applies equally to both professional and personal endeavors. Board experiences will also help strengthen decision-making skills because of the focus on accountability, long-term considerations, and community impacts. Each decision made as a board member and each new networking contact will be additional parts in the development of the project manager's professional persona and will help promote better results through effective leadership.

Looking Forward by Giving Back

"Joining a board is not the end result of your community service interest, but rather the beginning of a new personal and professional learning process."

Choosing to become a board member is an important decision that requires extensive commitment and responsibility. This article highlighted some of the relevant skills and benefits that project managers should consider when making that decision and it also highlighted some of the benefits of this unique opportunity. For project managers who choose to take on this challenge, it's important to remember that the more you learn, the more you can achieve.

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In this light, joining a board is not the end result of your community service interest, but rather the beginning of a new personal and professional learning process. The experiences and skills you develop through board service will help ensure that you continue to grow and challenge yourself both as an individual and a professional. The more you learn, the more you can give back and the cycle will repeat itself, because you will be able to make a greater footprint in your community and as a leader wherever you go. Through your investment as a community leader, you will serve as another example of the importance and applicability of our chosen profession, project management!

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Project Management Institute (PMI). (2008). *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)— Fourth Edition*. Newtown Square, PA: Author.

About the Author

David Ciriello is a Project Management Professional (PMP®) and Project Management Institute Scheduling Professional (PMI-SP®) credential holder with six years of project management and project management office experience. Mr. Ciriello has supported or led many IT and business initiatives for executive leadership in the areas of strategic planning, risk management, governance, process improvement, and status reporting.

Mr. Ciriello is a graduate of Oxford University and is based in New York City, where he focuses on the public sector. He is an active community volunteer and currently serves on the not-for-profit board of directors for a New-York based 501(c)(3) not-for-profit organization. Mr. Ciriello is a member of the PMI New York City Chapter and can be reached at david.ciriello@alumni-oxford.com.

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PMP Examination to be Updated in 2011

The Project Management Professional (PMP)® credential examination will be revised in 2011, based on updates to the professional role of a PMP® credential holder recently found by PMI's Role Delineation Study (RDS).

PMI conducts a Role Delineation Study for the PMP credential every five to seven years to ensure the credential reflects contemporary practice, evolves to meet current needs in the profession, and to comply with the PMP credential's accreditation against the ISO 17024 standard.

Project managers pursuing the credential or preparing for the exam in the upcoming year should be aware that approximately 30 percent of the PMP exam will change. Education and experience eligibility requirements for the PMP credential will not change, however.

As a result of the RDS, certain areas of the examination will be tested in a different way because an existing domain was seen to be common across all content areas of the examination. Specifically, the Professional and Social Responsibility content area (Domain 6) will now be tested in every domain rather than as a separate domain on the examination.

The RDS helped reveal that professional and social responsibility are integrated into all of the work of project management. PMI's Code of Ethics and Professional Conduct should therefore be viewed as now integrated into the day-to-day role of a project manager, emphasizing its importance in each phase of the project life cycle.

The new examination is scheduled to be released on **August 31, 2011**. This means that the last day to take the current PMP exam is August 30, 2011.

Candidates who would like to take the current version of the examination are advised to schedule early to ensure that they are able to obtain a test date before the update.

To reflect exam modifications, PMI has created and released a new PMP Exam Content Outline that will replace the current PMP® Examination Specification. You can find more information about the RDS and related examination changes on PMI.org.

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