PORTLAND CHAPTER

Newsletter
September 2011

Headline Article

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- Educational Presentation
- Chapter Meeting Logistics

Professional Development
- Project Dynamics When Working with Passive Aggressive Behaviors workshop
- Change Leadership workshop
- PMI-Agile Certified Practitioner workhop

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PMI Portland Connection

September 2011

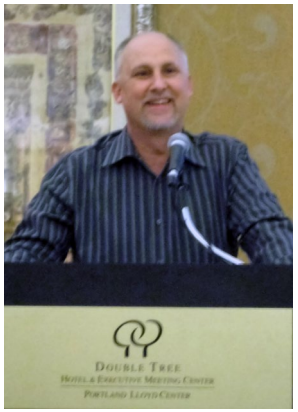
Becoming Champions of Change: 2011 Managing Projects, Programs & Portfolios Conference

As people trickled into the room it began to fill with anticipation. Would this conference be like any other? Will it be different? Slowly we filed in, found the bounty of fruit, baked goods, juice and coffee set out for breakfast and took our seats. After Chapter President, Steve Thornton welcomed us; a presentation by Michael Dawson from Oracle opened our minds. Michael spoke about how mobile devices are changing our lives and how they need to be both mobile and simple. After Michael's presentation, Melissa Endicott, a representative from Portland State University School of Extended Studies showed us what courses are available.

Good food and conversation before the conference begins

The Keynote Speaker, Tres Roeder, presented on the topic, "Effectively Leading Change Through People". Tres spoke about his early days as a project manager, fresh from taking the PMP certification test. Using the PMBOK as his guide, he attempted to apply all the processes, tools and techniques to the outputs outlined in the book. Through extensive project experience, he realized that PEOPLE are integral to project success. He found that to effectively manage a project, you need a balance of technical, interpersonal and conceptual skills. In this new era of project management, Tres redefined project managers as "people management professionals" who must embrace their "Sixth Sense." He defined this "sense" as

Tres Roeder, Keynote speaker


Steve Thornton, Chapter President

"I received the most value from presentations by Tres Roeder and Kathi Kroop. Both speakers addressed leadership skills and provided tactics to implement change and incease self-awareness. I will be able to apply what I learned to a 2-year project in need of escalated assessment."

Bob Dragoon, PMP
Agfa HealthCare

continued...

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Becoming Champions of Change: 2011 Managing Projects, Programs & Portfolios Conference (continued)

six disciplines: Awareness, Whole Body Decisions, Clear Communications, Adaptability, Diplomacy, and Persistence. He ended by encouraging each of us to tap into these facets of ourselves and become experts in changing people's behavior and in turn improve project success.

Presenters Doc Dochterman & Tim Runcie, from Advisicon

"I most appreciate the 'soft skills' presentations. The information provided in them reminds us to step back from the pure logistics side of project management and think more about personal attitudes and team dynamics. When you stay focused on the fact that projects require people, you are able to evaluate situations more fully and miss fewer opportunities for success."

Robin McCaffrey, PE
Engineering Project Manager
Port of Portland

With this consequential information in our minds, we learned in the next sessions how to be "Champions of Change" in the four tracks to follow: Leadership, Soft Skills, Career Management or Project Management Tools and Trends. Attendees could select all the presentations in one track or intermingle all four tracks. There were 16 presentations in all, each with a speaker(s) with expertise in their topic. During every presentation break, I overheard people discussing what information was offered and how it would apply to their particular job or situation. It was refreshing to hear exchanges of analysis, applications and information abound among my fellow project management professionals.

The conference was scheduled in such a way so that learning opportunities were regularly available. During the lunch break, Michael Dawson from Oracle showed how to capture data at the source to increase efficiency. After him, Pete Bright representing Cadence, addressed responding to businesses urgency through program / project management paths. Tim Runcie and Doc Dochtermann from Advisicon discussed the differences between portfolio (doing the right things) and project (doing things right) management along with briefings of the current data and tracking software tools available. During the session breaks there were opportunities to visit the exhibitor's areas, to meet and become better acquainted with our sponsors and find out what products and services they provide to support the Project Management community. Throughout the event, there was ample time to interact with colleagues, meet with old acquaintances and make new ones.

"The conference was an excellent opportunity to learn about a myriad of critical content applicable to professional project managers. I was impressed by the quality of the speakers and I really enjoyed the opportunities to network with other strong project managers. Thank you to PMI Portland for organizing a relevant and well-organized event."

Nilay Thakkar
ACME Business Consulting, LLC

PMI Portland Chapter VP at Large Robert Bondaruk with Tres Roeder

continued...

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Becoming Champions of Change: 2011 Managing Projects, Programs & Portfolios Conference (continued)

Conference Presentations

Session 1

1. People or Process: Which Has The Greater Effect On Project Success? – Todd Williams

2. Don't Let Change Run You Over – Jeff Oltmann

3. PMI Virtual Communities of Practice – When You Need to Learn – Doc Dochtermann

4. Agile: Tough Questions Answered – Mark Layton

Session 2

1. Letting Them Go – Jean Richardson

2. H.U.M.A.N. Strategies: Five Key, Results Driven Principles for Effective Leadership, Communication and Decision Making – Steven Fulmer

3. Changing Your Career Network from Unreliable to Championship! Five Keys to Unlocking Your Profound Potential – John Stenbeck

4. Supercharge Project, Program and Portfolio Management with Technology – Maximizing ROI for Project and Program Offices – Tim Runcie

"With four tracks and sixteen panels, this year's PMI Portland Conference had many excellent speakers and topics from which to choose. Because I couldn't attend them all, I asked some speakers if they might offer the same presentations again at other venues soon."

John R. Johns II, PMP
Conference Attendee

Session 3

1. The Real Leadership Challenge – Getting and Maintaining Peak Performance – Kathi Kroop

2. Networking With Distinction: Step Away from the Potted Plant, Learn the Details, Become Comfortable and Focus on the Business at Hand – Jodi Blackwood

3. The Cows Won't Come Home UNLESS You Herd Them! – Iris Sasaki

4. We've Got to Start Meetings Like This? – Pamela Cournoyer

Session 4

1. Quiet Courage: Doing the Right Things for the Right Reasons – Jeff Crow and Donna-Mae Shyduik

2. What Now? I'm All Out of Logic! Intuition as a Valuable Business Resource – Suzanne Jauchius

3. Driving Project Success Using Metrics – Nilay Thakkar

4. 7 Deadly Habits of Ineffective Software Managers – Ken Whitaker

Presenter Iris Sasaki

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Becoming Champions of Change: 2011 Managing Projects, Programs & Portfolios Conference (continued)

Smiling volunteers greet each attendee with a name badge and conference guide. Shirley Briggs (front), Jack Codron (back)

This conference would not be possible without our sponsors and volunteers. If you would like to be a part of next years conference, please contact our Director of Volunteers, Saby Waraich.

As you can see from the quotes and photos within this article, this conference met, if not exceeded, the expectations of the 200+ attendees. These participants would agree that this conference provided new knowledge and spurred innovative thinking not only in project management, but also in their daily lives.

"The Portland PMI team really delivered the promised value at their recent Managing Projects, Programs, and Portfolios Conference. I was equally impressed with the quality of the speakers, venue, and the food. Thanks for inviting me to be a part of this incredible event."

Doc Dochtermann, PMP, PMI-SP, CISSP, MCITP, MCTS
VP Sales Advisicon Inc.

Article by Laura Sakaguchi & Michael Horenstein
Photos by Anita Xue & Laura Sakaguchi

Thank You Volunteers

Robert Bondaruk
Diane Brady
Shirley Briggs
Gay Lynn Calonge
Anne Chalmers
Jack Codron
Kristin Funk-Tracy
Carol Haertlein
Terri Hagmann
Michael Horenstein
Bill Jensen
Krishna Maladi
Joseph Marietta
Jayesh Mittal
Dave Molinari
Paramjeet Nagpal
Connie Plowman
Suzan Reed
Shelly Ridder
Shancy Saban
Laura Sakaguchi
Heidi Schreck
Kathy Stentz
Cheryl Wilson
Jane Yang

Thank You Sponsors

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Big enough to know.
Small enough to know better.

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Tuesday, September 20 Chapter Meeting

Chapter Meeting Sponsor

Portland State University

Education at the Speed of Business

Your projects and programs can be more successful when you invest in training. You know the Portland State Professional Development Center's project management certificate, but did you know we also offer training in Business Analysis, Six Sigma, and Conflict Resolution? Working professionals use our courses and certificates as a forum for learning from local industry leaders, in a format that's convenient and immediately applicable to their work. Onsite Training Programs also give work teams the opportunity to learn together to create real organizational change. Go to pdc.pdx.edu for more information.

Keynote Presentation

Enterprise Information Resource Management Strategy, with Ben Berry

Read more...

Educational Presentation

Resume Writing for the Modern Market: Effective Tools, Techniques and Information to Develop your Resume and Cover Letter, with Barbara Barde

Read more...

Project Management Training at Portland State University

Project Awareness, the Right Tools, and True Communication

- Beginning and Advanced Courses and Certificates
- PMP Exam Prep

Project Management Certificate courses begin September 9
Advanced courses begin September 14

Learn more at www.pdc.pdx.edu/projman or call 503-725-5865.

@PSUProjectMgmt
www.pdc.pdx.edu/projman

Professional Development Center
PORTLAND STATE UNIVERSITY

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September Chapter Meeting Keynote Presentation

Enterprise Information Resource Management Strategy

The 2010-2015 EIRMS Roadmap Fulfillment analysis was led by the Department of Administrative Services (DAS)–Enterprise Information Strategy and Policy Division on behalf of the agencies of Oregon state government. Join Ben Berry as he discusses Earned Business Value and Risk Assessment as used to measure and analyze current states of EIRM goals and strategies plus set the context for defining detailed next steps to complete each strategy.

This update occurs at a time of ongoing challenges to citizens and our state government services upon which they rely. The document updates progress on the original goals for strengthening the multi-agency governance framework strategy to address the full range of challenges. It delivers recommendations for completing work already underway to optimize overall cost, effectiveness and efficiency of information resources. It calculates earned business value for each strategy while highlighting progress and observations since launching the EIRMS in January 2010.

For each strategy's remaining earned business value, we examine risk, chart the current and forecast critical path, and offer recommendations to ensure the goals are achieved. The EIRM strategy provides a roadmap for strengthening, optimizing and innovating the management of Oregon's information resources.

About the Presenter

Ben Berry is an Enterprise Master Change Facilitator for the State of Oregon. Previously, he served as Oregon Department of Transportation's (ODOT) Chief Information Officer providing overall leadership, planning, development and delivery of information technology services for ODOT and several other non-transportation organizations. As CIO for the second largest

state agency in Oregon, Mr. Berry was responsible for systems supporting highways, bridges, rail service, right-of-way determinations, DMV and Motor Carrier commercial trucking inspections and licensing throughout the state.

Berry is the former Chief Technology Officer of Providence Health System Oregon, supporting seven hospitals and 33 clinics. He has held executive and management positions in state and local government, healthcare, telecom, aerospace/defense and airport transportation.

Berry received his M.B.A. from UCLA and a B.S. in Life Science–Biotech from the University of Portland. He has 30+ years' experience in computer software program management and operations, applications development and design, and systems development in the public, private and not-for-profit sectors of the U.S. and the Middle-East. He has facilitated business process and systems integration improvement for automotive, aerospace, international airports, Royal Saudi Air Force, healthcare and government entities.

Berry is an inventor and visionary. Outside of his government roots, he is building the AirShip VTOL Transformer transport vehicle and electric vehicle maglev drive-trains for ground transit vehicles. He challenges his team to build vehicles that can average over 100 mpg fuel efficiency with its equivalent in maglev electric regeneration to travel over 100 mph.

Berry has been commended for visionary leadership, strategic initiatives and execution: NASCIO 2010 Recognition Awards Program for Outstanding Achievement in the Field of Information Technology and 5th placement nationwide of USA Transportation DOT's, ITSMF's Summit Heritage Leadership Award for 2010 for extraordinary contributions to the advancement of technology and diversity in our industry; Computerworld's Premier 100 IT Leaders for 2008; 2007 Oregon IT Executive of the Year, Society of Information Management and InnoTech; Governor Kitzhaber's Award for "Investing in People and New Technology."

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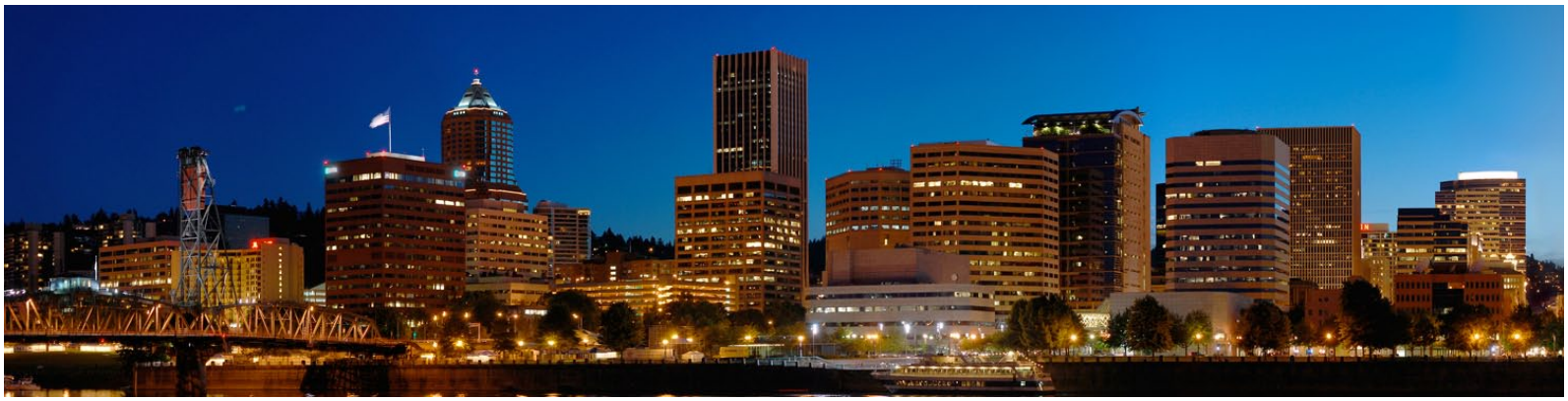
September Chapter Meeting Educational Presentation

Resume Writing for the Modern Market: Effective Tools, Techniques and Information to Develop your Resume and Cover Letter

Barde Career Solutions is pleased to be presenting at PMI Portland. This presentation will discuss many useful aspects about effective resume and cover letter writing in the modern job market, including: Discussing the importance of updating your resume while currently employed; Modern standards for the content of your resume and cover letter; Discussing what hiring managers are looking for; and understanding different resume and cover letter approaches.

About the Presenter

Barbara Barde, Principal and Founder of Barde Career Solutions started her business in 2007 after realizing her passion involved helping career professionals discover their true career paths and connecting them to top organizations that would anchor and bridge their talents. For over 18 years Barbara has dedicated herself to the growth and development of career professionals and companies throughout the United States and abroad. She brings an exceptional range of skills in building personal and business relationships, identifying and recruiting top professional talent, human resources, certified career coaching and training, resume writing, and motivational speaking. Besides running her business, Barbara is also involved in her local community and volunteers her time with several local nonprofit organizations, active PTO board participant at Raleigh Hills Elementary, past board member for WEO-Women Entrepreneurs of Oregon, and an accredited member of the Better Business Bureau. Barbara has a Bachelor of Arts degree in Psychology and Sociology from the University of Portland. She is a Certified Professional Coach through the International Coaching Federation.



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

Meeting Pricing

PMI Portland Chapter Members*
Keynote presentation with meal $25
Educational presentation $10

PMI Portland Chapter Student Members*
Keynote presentation with meal $15
Educational presentation $5

Non-Members
Keynote presentation with meal $35
Educational presentation $10

Keynote Presentation only, without meal $15

No refunds within 24 hours of the meeting.

• 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

Chapter Members and Student Members must provide PMI number at the door in order to receive member pricing.

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.

Register early online and save

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

Register Now

Location

Doubletree Hotel–Lloyd Center
1000 NE Multnomah, Portland, Oregon 97232
(503) 281-6111
Free Parking

September Dinner Menu

Slow Roasted Pot Roast of Beef served with Demi Glace over Mashed Potatoes and Fresh Vegetables

or

Vegan Lasagna Served with Tofu Ricotta, Rich Tomatoes & Fresh Basil

Peppermint Patty Cake

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Professional Development Workshops

Project Dynamics When Working With Passive Aggressive Behaviors

Thursday, October 6, 2011
8:30 a.m. to 5:00 p.m.

Have any of the following ever happened to you? You've conducted a meeting where agreements were reached or a course of action was determined, yet within 24 hours, someone has taken a different course or does not adhere to what was agreed? Or, you've had a stakeholder agree with you in a one-on-one meeting only to find them supporting a contrary view at the stakeholder meeting? Or, you find a note hanging on the work refrigerator in the break area or some other conspicuous place indicating a desire for a change in behavior or venting frustration? If you have experienced any of these, then you have experienced a few examples of passive aggressive behavior. This type of interaction is seldom seen as a positive or productive element in your business workflow. Without careful management, productivity can be critically affected and relationships can be destroyed.

Attend this workshop and you will learn how to recognize and handle multiple forms of Passive Aggressive Behavior. Better yet, this workshop will teach you how to deal with passive aggressive behavior before it affects your project.

Attendees will learn:

- How to identify passive aggressive behavior
- Tactics/examples of this behavior
- Triggers for this behavior
- Effects of this behavior
- Personality traits that lend themselves to passive aggressive behavior
- Tips for dealing with passive aggressive behavior
- Tips for dealing with a passive aggressive boss
- Conflict resolution and negotiating techniques to overcome aggressive behaviors
- How to take this lesson back to your environment and deal with a current situation

About the Presenter

Presented by Rachel L. Paulson, PMP and President and Founder of Global M4 Consulting, Inc., a consulting and training company focused on delivering business and IT results through mentoring leaders, PMs and others responsible for project success.

Workshop Details

8 PDUs

World Trade Center
121 SW Salmon Street, Portland, Oregon

Cost
PMI Portland Chapter members $239 / $269 / $299
Non-members $339 / $369 / $399
(before 08/25 5 p.m. / before 09/15 5 p.m. / before 10/02 5 p.m.)

(A current PMI Portland Chapter membership is required at time of registration to take advantage of member pricing.)

Register today!

For more information, visit the Workshops web page, or email workshop@pmi-portland.org.

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Professional Development Workshops

Change Leadership—Change Should Not be Painful!

Thursday, November 9, 2011

At this workshop, you will learn some primary drivers of conflict during change and a process to develop a strategy to address this conflict. We will discuss some different organizational structures and projects goals, as well as how these drivers may integrate to create conflict during the change in the organization.

Attendees will learn:

- A better overall understanding of managing change on the project by leveraging the stakeholders and their influence on the organization.
- Steps necessary to assess the culture and stakeholders to develop a strategy for change, as well as a plan to execute.
- Case studies and exercises to reinforce the outcomes.

About the Presenter

Presented by Steven Brook, Market Leader and Practice Director for Point B in Portland. Point B is an employee-owned management consulting firm that provides objective leadership, deep expertise and transforms strategies into reality.

Prior to Point B, Steve held management positions at Emerald Solutions, the Nautilus Group, Fiserv, Cingular, and US Bank. Steve received his MBA from Lake Forest Graduate School of Management and a BS from Purdue University. Steve is also an adjunct Professor at Portland State University and the Keller Graduate School of Management.

Locally, Steve serves as board member on the Portland Children's Museum, Social Venture Partners Portland and the Urban League of Portland, and has been a past board member with the Project Management Institute.

PMI–Agile Certified Practitioner Workshop

January 2012
Two-day course

This two-day workshop will focus on understanding Agile principles, best practices and team performance. You will learn what makes the Agile approach so effective and why Agile teams are so energized about getting things done.

Come and learn about the 43 knowledge areas, 6 domains and their associated tasks, and the tools and techniques needed to deploy Agile projects. This course is geared to prepare you for passing the PMI-ACP exam.

Attendees will learn:

- What projects are appropriate for Agile
- Reasons Agile works and why Agile teams are productive
- Techniques to manage Agile projects including project scope, budget and quality through use of Agile controls
- How to be an effective coach and manage dynamics projects

Workshop Details

Watch your email for details and registration information as it becomes available. You may also visit the Workshops web page, or email workshop@pmi-portland.org.

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Upcoming Events

MON	TUE	WED	THU	FRI	SAT / SUN
Sept 12	13	14	15 Roundtable West - Nike Earlybird Reg ends Passive Aggressive workshop	16	17 / 18
19	20 **Chapter Meeting**	21	22	23 Roundtable North - Clark	24 / 25
26	27 Roundtable NE - Public Health	28	29	30	Oct 1 Reg ends Passive Aggres-sive workshop / 2
3	4	5 Roundtable NE - Port of Portland	6 Passive Aggressive workshop	7 Roundtable South - Mentor Graphics	8 / 9
10	11	12	13 Roundtable West - SolarWorld	14 Roundtable NW - Con-Way	15 / 16
17	18 **Chapter Meeting**	19	20 Roundtable West - Nike	21	22 / 23
24	25 Roundtable NE - Public Health	26	27	28 Roundtable North - Clark	29 / 30

For details, see the calendar on the Chapter web site.

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Roundtable Meetings

Roundtable NW Con-Way

2055 NW Savier
Portland, OR

Ask for room at desk

2nd Friday 7:15 a.m.

Roundtable West SolarWorld

25300 NW Evergreen Rd.
Hillsboro, OR

2nd Thursday 5:30 p.m.

Roundtable West Nike

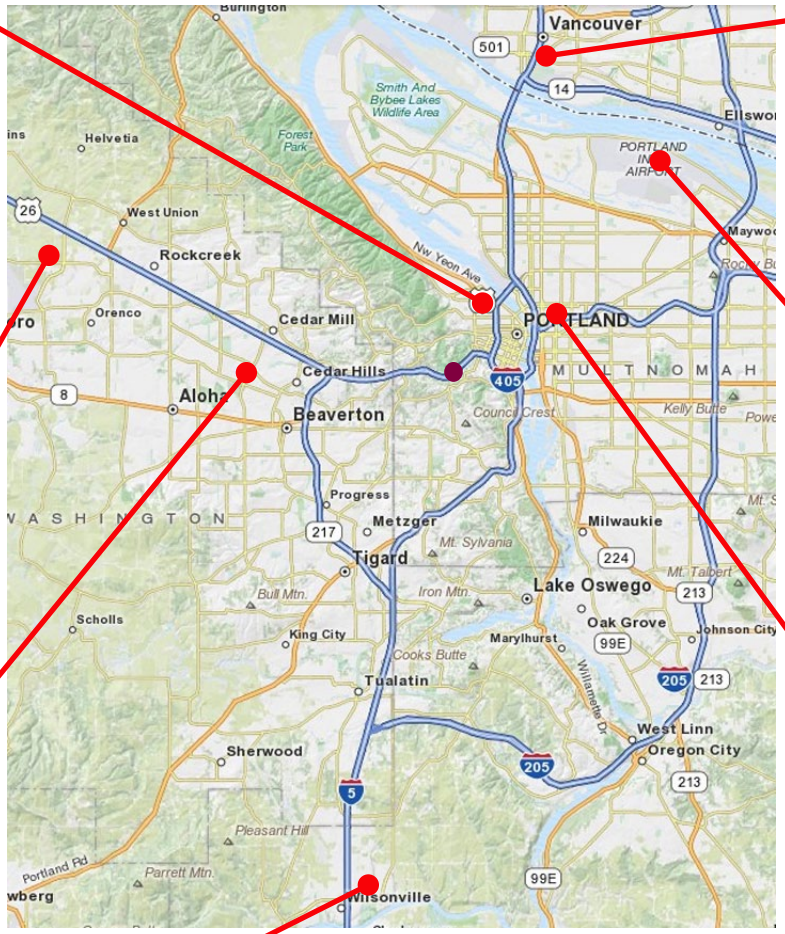
Nike World Headquarters,
Beaverton, OR
Nolan Ryan Bldg,
Air Huarache, 1st Floor

3rd Thursday 7:30 a.m.

Roundtable South Mentor Graphics

8005 SW Boeckman Rd.,
Wilsonville. OR
Commons Bldg., Big Muddy
Conf. Rm.

1st Friday 7:15 a.m.



Roundtable North Clark

1200 Fort Vancouver Way,
Vancouver, WA
Community Room

4th Friday 7:15 am

Roundtable NE Port of Portland

7200 NE Airport Way
Portland, OR
Anchor Rm, 1st floor

1st Wednesday 4:30 pm

Roundtable NE Public Health

Portland State Office Bldg
800 NE Oregon Street,
Portland, OR
Room 1C-30

4th Tuesday 7:30 am

Join Us!

For more information, to see maps, to join a roundtable, to contact the moderator, or to RSVP for meetings, see the PMI Portland Chapter Roundtable web page.

PORTLAND CHAPTER

Newsletter
September 2011

Headline Article

Next Chapter Meeting
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- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

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- A Program is Not a Project on Steroids

PMI
- President's Letter
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- About PMI Portland

Web site: pmi-portland.org

Join the PMI Portland Chapter

PMI Portland Chapter is a local chapter of the international organization, PMI (Project Management Institute). The PMI Portland Chapter prides itself on being an active and growing project management community and is one of the largest chapters in the Pacific Northwest.

How to Join

To become a member of the Portland Chapter, you must first join PMI Global. You can join online or download an application.

Click **here** to join PMI Global. You will be given an opportunity to join a chapter. Select the Portland Chapter (C031) from the list.

If you're already a PMI member and want to join the PMI Portland Chapter, you can renew using the link above.

We are honored to welcome you as a new member! You will begin receiving the benefits of membership right away!

Membership Benefits

- Network with Project Management Professionals
- Professional Development
- Discounts on Chapter Events
- Monthly Roundtables
- PMI Portland Chapter Monthly Newsletter
- Current Job Listings
- Volunteer Opportunities

Membership Costs

Join: PMI Membership costs $129/year. PMI Portland Chapter membership costs $25/year

Renew: PMI Membership renewal costs $119/year. PMI Portland Chapter membership renewal costs $25/year

Discounts: Retired members pay just $60 per year for PMI membership. Must be a PMI member in good standing for five consecutive years and have retired from active employment.

Students may join PMI for just $30 per year, plus a $10 application fee for new members. Membership is open to any student enrolled in a degree-granting program at an accredited, or global equivalent, college or university.

Test Drive a Membership

Would you like to come to a PMI Portland Chapter event to meet some of your fellow project management professionals and see what the Chapter is all about? You're welcome to attend, even as a non-member!

Get on our mailing list! PMI Portland members automatically receive e-mail announcements of all Chapter events and monthly newsletters-and you can too. If you would like to receive Chapter announcements and newsletters, fill out our Non-Member Signup form.

For More Information

Please visit the PMI Portland Chapter web site. Read the Chapter brochure.

Looking for Interesting Projects to Profile

Have you recently closed on a project in the Portland area that other PMI Portland Chapter members might be interested in hearing about? We are looking for stories about local projects. You don't even need to do the writing. We will interview you and capture the fascinating details that describe your methods, approach, outcomes and lessons learned. Final copy will be published in the PMI Portland Chapter newsletter.

Please let us know you are interested by sending a short note to newsletter_dir@pmi-portland.org.

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2011-12 Board and Directors

Please welcome your new Board of Directors and Portfolio Director volunteers:

President — **Steve Thornton**

President Elect — **Alan John, PMP**

Secretary — **Shancy Saban**

VP at Large — **Robert Bondaruk, PMP**

VP of Finance — **Jeff Henderson, PMP**

VP of Marketing — **Dave Molinari, PMP**

- Dir of Sponsor Services, Bill Jensen, CAPM
- Sodial Media Dir, Nick Borders, PMP
- Editorial Dir, Jane Yang
- Newsletter Dir, Laura Sakaguchi
- Dir of Marketing Sales, Scott Ostby

VP of Membership — **Karel Rasovsky, PMP**

- Dir of Communications, Jeremy Black, PMP
- Dir of Quality, Lin Johnson, PMP
- Dir of Volunteers, Saby Waraich, PMP

VP of Operations — **Brad Taylor, PMP**

- Dir of Webcontent, April Sobetzki
- Assistant Web Master, Bill Frowine, PMP

VP of Outreach — **Linda Read, PMP**

- Jobs Manager, Jerry Young, PMP

VP of Prof. Devel. — **Diane Brady, CSM**

- Dir of Certification, Denise Tischler
- Dir of Workshops, Kathy Stentz, PMP
- Dirs of Mentoring, Pam Banning, PMP & Kay Pexa, PMP

VP of Programs — **Christi Loya**

- Dir of Events, Tara Backes
- Dir of Registration, Shelley Pyles, PMP
- Dir of Roundtables, Bruce Rosenblatt
- Dir of Speaker Acquisition, David Angel

See the Leadership page on the Chapter web site for details, bios and photos.

Would you like to volunteer?

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

- **Director of Branding** (Marketing)
- **Instructor, Certification Prep Course** (Prof Dev)
- **Mentoring Program Admin** (Prof Dev)

For more information, go to the Volunteer Opps page on the Chapter web site, or contact our Director of Volunteers at volunteer@pmi-portland.org. You will be glad you did!

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Membership News

Welcome New Members!

Albright, Margaret	Ferguson, Robert	Lew, Libby	Siegler, Mark
Altenhofen, Jay	Finn, Brian	Loop, Laura	Silva, Kimberly
Amrein, Jennifer	Fisher, April	Lubbe, Kai	Simpson, Joshua
Anderson, Brett	Fitouri, Ammar	Mackrill, Gareth	Singh, Gagan
Austin, Kevin	Freel, Amy	Mammen, Sarah	Sinnen, Lorali
Ballard, Jodi	French, Greg	Manspeaker, Damian	Sloan, Molita
Bartusch, Zena	Fullerton, Christine	Mazari, Shailabh	Stapelmann, Chris
Betz, Katherine A.	Funk-Tracy, Kristen	McAdams, Staci	Starr, Heather
Bischoff, Brent	Getman, Michael	Michael, Curtis	Storz, Diana
Bland, Richard	Gilman, Christine	Mills, Yvonne	Sugumaran, Ramiya
Borja, Rafael	Glen, Amy	Montano, Andrew	Swofford, Daniel
Boshears, Sara	Gluck, Christopher	Monteith, Phillip	Tavangary, Fereydoun
Brown, David	Gross, Andrew	Moore, Mary	Tedesco, Joseph
Brown, Carol L.	Grubbs, Joseph	Mueller, Guenther	Thomas, Cynthia
Brunken, Isaac	Gunter, Lakecia	Muller, Paula	Timm, Diane
Buix, Linda	Hallar, James	Nakajima, Miz	Tindall, Mark
Burres, Brenda	Hamel, Chad	Nowack, Natasha	torres, raul
Camfield, Lisa	Hogan, Margaret	Oshiro, Emily	Tracy, Jana
Carpenter, Darren	Hoover, William Lee	Pai, Sanjay	Trismen, Robert
Carroll, David	Hoter, Adi	Pfau, Staci	Van Heugten, Christy
Castro, Natalya	House, John	Pierce, Troy	Vandekrol, Zuleika
Cela, Joseph	Hsu, Alaric	Pirkl, Jean	Vorasai-Wyrick, Lauren
Cheatham, Dean	Hunrick, Karl	Post, Jeffrey	Wagner, Ann
Church, Haley	Hunter, Steve	Preston-McBride, Lawrence	Waldstein, Micah
Clark, Susanne	Hupp, Roseland	RajBhandary, Bimal	Wall, Don
Cleveland, John	Hutchens, Daniel	Ramamoorthy, Kamalapriya	Warner, Tom
Criswell, Rhonda	Iseri, Matt	Reese, Randy	Washburn, Jason
DeJong, Alan	Jacobd, Patricia	Riehl, James	Winn, Justin
Deshpande, Vainateya	Jacobson, Eric	Roldness, Nathan	Winslett, Brian
Donovan, Jerry	Koneck, Kristine	Rosenberg, Josh	Wolfe, Michael
Douangchit, Faye	Kravljaca, Aleks	Rosenblatt, Bruce	Zundel, Gary
Doyle, Marjorie	Kreofsky, Laura	Ruckwardt, Deborah	
Edgerton, Bryan	Kunz, Joseph	Sage, Tina	
Ellis, Robert	Lanier, Alicia	Schmerge, Will	
Ellsworth, Thomas	Laughlin, Timothy	Seifert, Theodore	
Estrada, Andrea	Leavitt, Deborah	Sheppard, Derrick	

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Membership News

Congratulations New Credential Holders!

Alayan, Houman, PMP
Albright, Margaret, PMP
Anderson, Benjamin, PMP
Ashbrook, Stephen, PMP, CAPM
Bischoff, Brent, PMP
Bland, Richard, PMP
Blank, Ann, PMP
Bosa, Pamela, PMP
Braun, Kimberley, PMP
Brown, David, PMP
Buckham, Rocky, PMP
Butler, Diane, PMP
Castro, Natalya, PMP
Chalmers, Anne, PMP
Chiaratti, Jennifer, PMP
Cleveland, John, PMP
Cortor, James, PMP
Dalton, Len, PMP
DeJong, Alan, PMP
DiGenova, Jeffrey, PMP
Douangchit, Faye, PMP
Durham van Wingerden, Pamela, PMP
Durrell, Mark, PMP
Edgerton, Bryan, PMP
Emory, Justin, PMP
Fancsik, Andras, PMP
Feeney, Stacy, PMP
Foran, Gregory, PMP
Frowine, William, PMP
Gangjee, Farzanah, PMP
Gauger, Shanna, PMP
Giard, Michael, PMP
Glen, Amy, PMP
Goss, Dennis, PMP
Graham, Julie, PMP
Gwinn, Rodney, PMP
Hamlin, Paula, PMP
Hogan, Margaret, PMP
Holstein, Alexei, PMP
Hsu, Alaric, PMP
Johnson, Ted, PMP
Jones, Jeffrey, PMP
Kealy, Breege, PMP
Kenworthy, Susan, PMP
Kester, Linda, PMP
Lee, Stacey, PMP
Li, Gan, PMP
Little, Michael, PMP
Loop, Laura, PMP
Lundberg, Doreen, PMP
Massingale, Edgar, PMP
McLandress, Andrew, PMP
McMahon, Liam, PMP
Minehart, Aaron, PMP
Moore, Sheila, PMP
Murray, Allen, PMP
Ogles-Lee, Melinda, PMP
Ostby, Lloyd, PMP
Pletch, John, PMP
Post, Jeffrey, PMP
Ram, Viji, PMP
Reynolds, Vaughan, PMP
Rohm, Kathy, PMP
Rosenbaum, Cristin, PMP
Sage, Tina, PMP
Singh, Gagan, PMP
Stach, Patsy, PMP
Stenkamp, Heidn, PMP
Sugg, Susan, PMP
Taylor, Theodore, PMP
Tobias, Christopher, PMP
Trismen, Robert, PMP
Van Heugten, Christy, PMP
Vasquez, Stephanie, PMP
Waldstein, Micah, PMP
Watko, Brian, PMP
Wilson, Cheryl, PMP
Wilson, Michele, PMP, CAPM

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.

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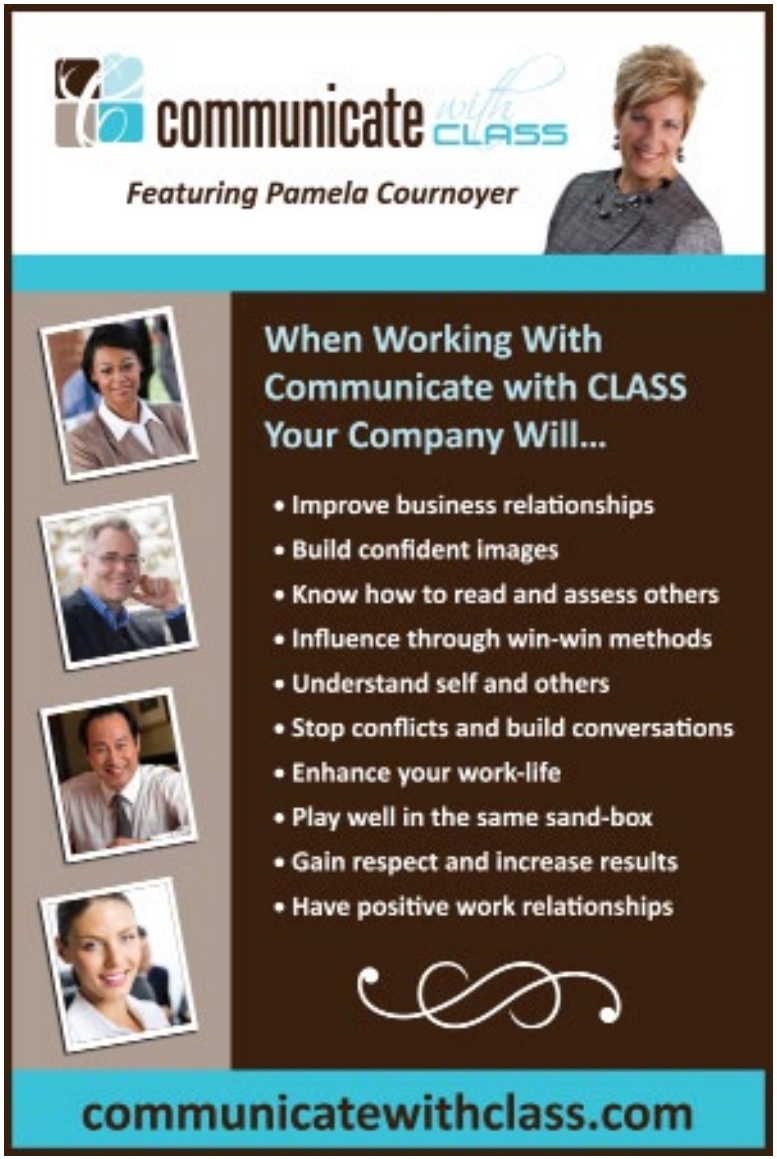

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A Program is Not a Project on Steroids

Failure to Satisfy

Large, complicated projects frequently fail to satisfy their customers. Because of their size and complexity, they must coordinate multiple related streams of project work, all of which must be successful at just the right time in order to deliver the complete solution that the customer needs. For example, consider a project to create a new product such as a next-generation tablet computer. This new product must tie together elements as diverse as hardware and software, new services, customer support, custom integration for corporate customers, and channel development. Failure to coordinate all of these elements into an integrated solution means failing to satisfy customers and generate sufficient revenue.

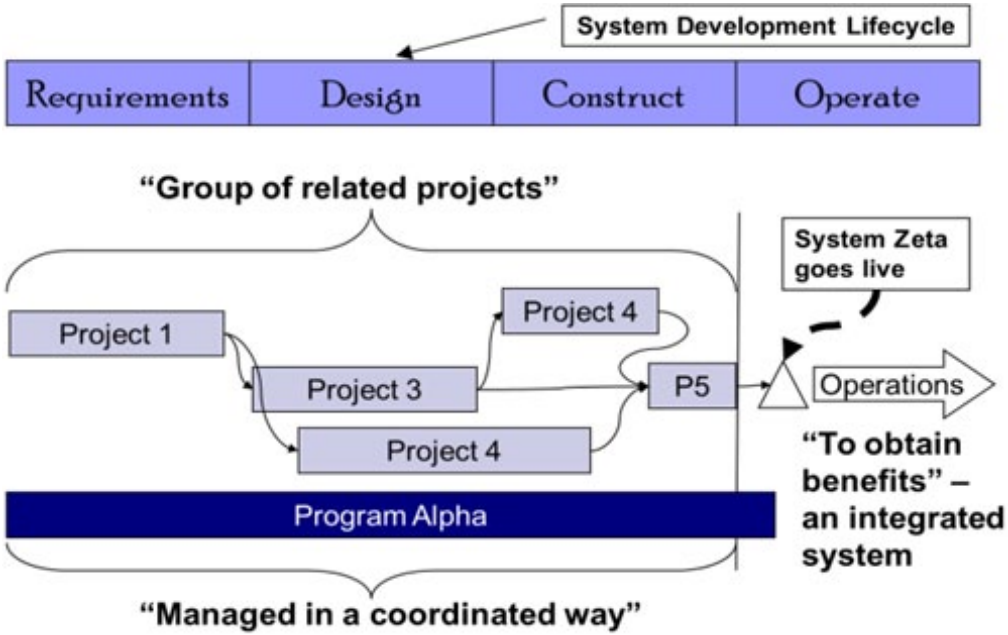
Failure to coordinate causes internal damage, too. Projects working at cross-purposes cause chaos within the performing organization, wasting scarce resources and time. They can lead to a fragmented product line or enterprise architecture, thus driving up long-term inventory, development, and support costs.

Separate, uncoordinated projects can't overcome these challenges, but a program can. A program is an integrated method to manage a group of related projects, thus obtaining business benefits that would be impossible if they were managed independently.

Creating a Symphony

A program is not merely a project on steroids. It is more like a conductor leading an orchestra. Just as the players in the orchestra play the necessary notes, the 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 independent projects doesn't work together to create an integrated product or solution.

The first picture illustrates how this works. Program Alpha manages a group of related projects (projects 1 through 5) in a coordinated way to create an integrated result (system or product) Zeta. Zeta, and therefore program Alpha, is not successful unless each project is individually successful and all of them work together. When this happens, the performing organization obtains the benefits of an integrated result, which is the only thing that the customer will buy. Program Alpha doesn't supersede the individual projects–it is an umbrella that coordinates the work of all component projects to create the complete solution.



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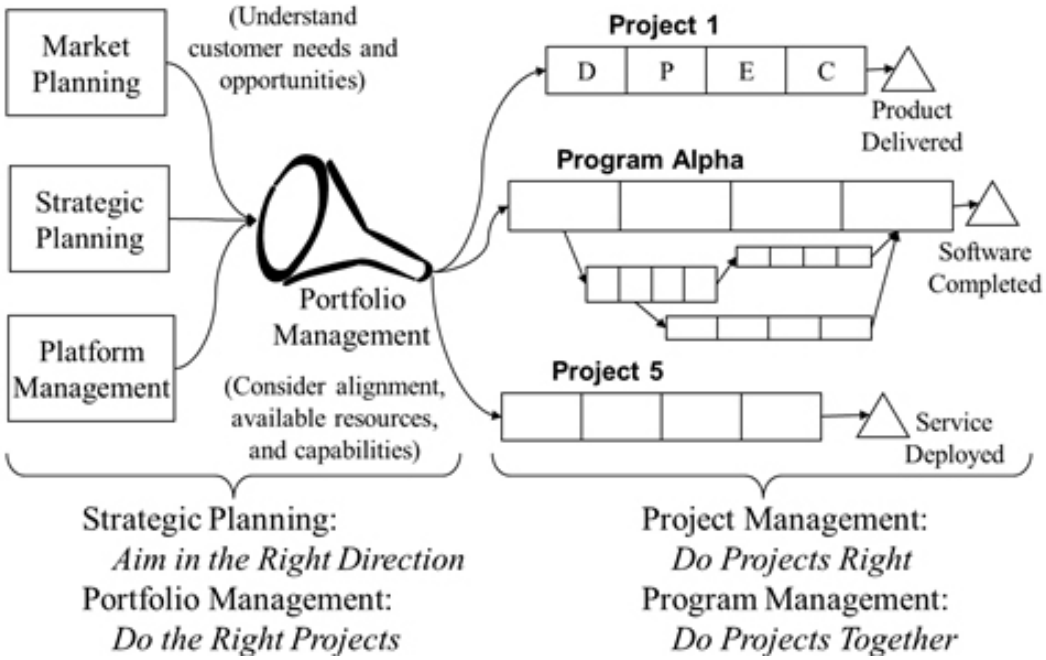
Working Together

Program management is essential for project-based organizations that do complex project work. Used together with other management techniques, it helps them consistently take business ideas to business results. The second picture shows this.

Endpoint

Organizations as diverse as Intel, L-3 Communications, NASA, and Tektronix have found that programs are essential for creating complex, integrated solutions. If uncoordinated projects at your organization deliver only partial solutions to customers, add program management to your toolbox of techniques.



- Strategic planning aims an organization in the right direction. It establishes high level business objectives that are in line with business opportunities and customer needs.
- Project portfolio management focuses on doing the right projects. It selects the best from a pool of potential projects, aligning them to the high-level business objectives while considering the limited resources and capabilities of the organization.
- Project and program management execute the selected projects. Good project management does projects right, while program management does projects together.

About the Author

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

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President's Letter

Welcome to the beginning of a new season for the PMI Portland Chapter. For many of us, summer means a hiatus from Chapter dinner meetings, a workshop, and the annual Professional Development event. This year's Managing Projects, Programs, and Portfolios (MP3) event was a great success. The speakers, sponsors, and volunteers put in a maximum effort and deserve our thanks and appreciation!

Each year, the Board of Directors transition in June and spend the summer preparing for the upcoming year. This year's theme is Quality and Sustainability; we are striving to build on the changes made in the last two years and to consistently and predictably deliver the value and connection the membership deserves. We will be making changes to the infrastructure and tools used behind the scenes to manage the Chapter's business, as well as making changes in the way we engage partners, the community, and our volunteers. In the coming months, updates will be provided in the newsletter and at the Chapter meetings.

I am looking forward to this new Board Year, and would love to hear from you about your experience in the Chapter. Please look me up at a Chapter dinner meeting, or email me at president@pmi-portland.org.

Steve Thornton
President, PMI Portland Chapter

Thought for the Month

"Don't be encumbered by history. Go off and do something wonderful."

–Robert N. Noyce

Letter from the Newsletter Director

When I found out about the field of project management, I wanted to know more about "what do project managers do?" I went to several people and they recommended I join PMI and volunteer. So I went to the PMI Portland Chapter web site and initially saw a position for a proof reader and thought to myself, "I can do that". I had just finished a job working at a community newspaper where proof-reading was the majority of the work. I found out the job was under Marketing. I met with the VP of Marketing, Dave Molinari, to discuss what tasks and volunteers he needed. He began to list what he needed and I gravitated towards the Newsletter Director.

So here I am, the Newsletter Director with a "project". From my experience at the Community Newspapers, I have interacted with several editors and writers who are adept in making the content appeal to the reader. With the membership's feedback and guidance, I will assist to create a newsletter with information **you** will want to read.

Some of the ideas I have for the newsletter are to include:

- Book reviews
- News stories of local businesses who use Project Management
- Where to find information about Project Management
- Member biographies

I would appreciate any comments, suggestions or if you would like to volunteer for the newsletter, please contact me at newsletter_dir@pmi-portland.org.

I look forward to hearing from you.

Laura Sakaguchi, CAPM
Newsletter Director

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Board of Directors

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

President Steve Thornton
president@pmi-portland.org

President Elect Alan John, PMP
presidentelect@pmi-portland.org

Secretary Shancy Saban
secretary@pmi-portland.org

VP Finance Jeff Henderson, PMP
vp_finance@pmi-portland.org

VP at Large Robert Bondaruk, PMP
vp_at_large@pmi-portland.org

VP Marketing Dave Molinari, PMP
vp_marketing@pmi-portland.org

VP Membership Karel Rasovsky, PMP
vp_membership@pmi-portland.org

VP Operations Brad Taylor, PMP
vp_operations@pmi-portland.org

VP Outreach Linda Read, PMP
vp_outreach@pmi-portland.org

VP Professional Development Diane Brady, CSM
vp_prof_devel@pmi-portland.org

VP Programs Christi Loya, MBA, MPM
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 web site and in the newsletter. Contact our Director of Sponsor Services at sponsor_programs@pmi-portland.org.

Speak at an event

If you would like to speak at a Chapter 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

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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.