PORTLAND CHAPTER

Newsletter
October 2011

Headline Article

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

Professional Development
- Change Leadership workshop
- PMI-Agile Certified Practitioner workshop
- Free Webinar

Chapter Activities
- Event Calendar
- Roundtable Meetings
- News Briefs

Membership
- Join PMI Portland Chapter
- Meet the Marketing Team
- Membership News
- Become a Volunteer!
- Photos

Articles
- Do You Have a Contingency Leadership Plan?
- PM Lessons from Naturopathic Medicine

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- Newsletter Director's Letter
- About PMI Portland

Web site: pmi-portland.org

You've been a PMI Portland Chapter Member for How Long???

As a new member of PMI Portland Chapter, I have found it interesting to see how an organization has evolved. How better to find out about the beginnings of PMI Portland Chapter than to ask those who have been members of the organization for a long period of time. From the membership list, I found the three longest standing members of PMI Portland Chapter. They are Clifford Gray (member since 1976, 35 years), John R. Patton (member since 1983, 28 years) and Jeffrey S. Busch (member since 1986, 25 years). They graciously accepted my invitations to interview them. I found their insight and experience to be not only informative,
but also inspiring.

What major differences have you observed in the PMI Portland Chapter organization since you first joined?

Clifford Gray:
- Size: from 15 members to over 1500 today
- Membership backgrounds
- Early years: 75 percent were in construction field
- Today: 80 percent information technology

John Patton:
The Chapter, just like PMI, was heavily construction-oriented. However, the members really cared about project management. I worked for Tektronix at the time, and managed a software organization that was 80% projects. So, the fact that there was a society that focused 100% on projects was interesting.

Jeff Busch:
It has gone from a small networking group of professionals interested in enhancing their PM career to almost a mega-chapter with more than 100+ attendees for dinner meetings.

Why did you join the PMI Portland Chapter?

Clifford Gray:
I attended a national meeting, where I met Rob Breitbarth. We decided Portland needed a PMI chapter. Together we started the Chapter, which became certified. As an aside, I owned the legal rights to use the letters "PMI" for my consulting firm, Project Management International, Inc. I gave PMI National the right to use the same letters in the State of Oregon.

John Patton:
I felt that I could learn from a group that also did projects, even if they were different kinds of projects. Also, some of my professional friends were part of the charter member group and were recruiting me. I wanted to compare my skills with theirs, share stories, get and give advice and contribute to the advancement of the profession.

Jeff Busch:
I was introduced to the organization by a client and then attended a dinner meeting with a guest speaker. I then also met several very interesting people that I had several things in common with.

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Why have you continued to be a member of the PMI Portland Chapter?

Clifford Gray:
When I taught project management courses at OSU, I wanted to keep up to date and provide relevant material for the students of the class. I continue to learn and keep in contact with fellow project managers. I enjoy attending some monthly Roundtable meetings.

John Patton:
PMI continued to have an interesting local program. In the same year I joined, I was taking steps to create a training/ consulting firm. It would eventually become Cadence, and project management was one of four practice areas that we offered in the beginning. As the years passed, PMI became a very good way to influence the profession through research and publishing with my academic partner at Cal Poly. Then, it became a way to give back through sponsorships and volunteering at the international level, including congresses. Currently, I am on the Board of Directors for the PMI Educational Foundation. I have always been proud to state to my peers that I am a member of the Portland PMI Chapter.

Jeff Busch:
Provides the ability to network, provide expertise and learn from others.

How did you become involved in project management?

Clifford Gray:
I was a business simulation consultant at Boeing and stumbled into project management as it was used there. Interestingly, I came away thinking the concept would never fly. I have spent over 30 years asking myself, "What were you thinking!"

John Patton:
I was an accidental project manager. In my first job after leaving a graduate program at the University of Oregon, I was given the job as the fifth project manager in 8 months on a

continued...

October 18 Chapter Meeting

Keynote Presentation

Agile QA's Revolutionary Impact on Project Management, with Rachele Maurer

Read more...

Educational Presentation

Transforming Project Management into Project Leadership, with J. Hootman

Read more...

Chapter Meeting Registration Information

We need your help ensuring everyone has a smooth, professional registration experience by:

1. Registering online **prior** to the dinner meeting:
   - Online registration does not close at 10 a.m. Monday–it is open until the end of the Chapter meeting.
   - Online Late Registration Fee ($10) takes effect at 10 a.m. Monday–this is when the venue requires a final count for meals and tables.
2. Or, registering at the meeting the day of the event as a last resort. You will register online at the welcome desk and the late registration fee will be in effect.
3. Treating the volunteers who greet you and make registration possible with respect. They must ensure the Chapter is meeting PCI (payment credit card interface) requirements.
4. Emailing us immediately if there is a problem with registration (registration@pmi-portland.org).

Please use walk-in registration only as a last resort. Register early!

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project in deep trouble. It had three months to run. I organized it, finished in two months, and became a supervisor in one of the organizations. After about a year in that department, there was another big problem and they recruited me as the problem solver. That really began a career in fixing projects and organizations. After a dozen years, I felt that the time was right to start a company. Eventually, our project management approach developed into a suite of courses and consulting services. Cadence gave me the ability to engage in fascinating assignments that had very visible, tangible results. And I have been able to visit 40 different countries over the years.

Jeff Busch:
I started my professional career at first as a project engineer and then later as a project manager.

What advice would you give to project managers today?

Clifford Gray:
If you intend to work on projects, be prepared to work on a team. Understand how teams work and be prepared to adapt to the one you work in. Understand the importance of organizational culture and be prepared to manage your project within the boundaries set by the organizational culture.

John Patton:
Get your certification as soon as you can. Then get experience in a wide variety of projects with differing size, risk and complexity. Say "Yes" when offered challenging situations and assignments, and realize that many, many people want you to succeed and will help you if you ask for help. Take each assignment seriously and commit 100% to each one. No matter how hard the project is, when you pull it out, you will be stronger. Never forget that it is a team effort. Make the team members feel appreciated and learn the value of the word "thanks" (stated frequently, sincerely and when merited). Do not lower your professional standards to accommodate sub-par performers; rather, engage them in development activity that matches their mindset and motivation level. Be willing to show your enthusiasm, and much more…

Jeff Busch:
Stick with it and develop the organizational and people skills to truly motivate and inspire teams to achieve success.

Has being a member of the PMI Portland Chapter benefited you or your business? How?

Clifford Gray:
PMI Portland Chapter has given me a professional and social network, providing me access to new ideas and friends. As an author of project management texts, PMI keeps me in touch with new trends being used by practicing PMs. The current text (with Erik Larson), *Project Management: The Managerial Process, 5th ed.*, is published in six languages. Roundtables identify problems and issues project managers are dealing with on a day-to-day basis. Sometimes I write articles dealing with these issues. (e.g., see *PM World Today, May and August 2011*).

John Patton:
Being a member of PMI has benefited me both personally and in business. There is no way that Cadence or I could do the research that leads to PMI standards. Nor could we engage with enough people during the work year that could get us current and on the leading edge like conferences and volunteer activities do.

Jeff Busch:
Yes. Previously it provided access to many potential new clients and a basis for a professional reference in the field of PM. Today, it still provides the same professional basis and links/networking to PM individuals worldwide.

What is your prediction for the future for PMI Portland Chapter?

Clifford Gray:
I expect PMI Portland to continue to evolve to meet the needs of regional project managers. I still get very excited seeing the

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enthusiasm of new and old members participating in Chapter activities that promote the project management profession.

John Patton:
The Portland Chapter has been very adept at changing its structure to adjust to growth, and putting together programs that keep its members coming back for more. I hope the Chapter will continue to attend the PMI-sponsored leadership development events and programs, and take the Chapter into the future in an intelligent, purposeful way, always understanding why each step forward and upward is taken. With good leadership, I predict that the PMI Portland Chapter will be an increasingly visible and influential force in the community, and the model for collaboration that other professional groups use as a benchmark. (Remember that PMI Headquarters used the Portland Chapter to experiment with its development and final definition of the Chapter-and-Branch concept.)

Jeff Busch:
I see more subsets of breakfast meetings and gatherings for those that want to more specifically explore PM. It will always be a source for professional development, education and PDUs. For those wanting to provide more, it will be a place for service and volunteering in one's profession.

Article and interview arranged by Laura Sakaguchi, CAPM Newsletter Director

Dr. Clifford Gray, DBA, Professor Emeritus from Oregon State University, has long been a project management advocate. Cliff taught undergraduate, graduate, and executive development classes. He wrote numerous research and applied management papers and served as a project management consultant to large and small industries. He has published three project management texts. The latest book is *Project Management: The Managerial Process, 5th edition*, is co-authored with Erik Larson of Oregon State University and is printed in five languages. This text is a careful balance of the technical processes of project management and the socio-cultural environment in which managers operate.

Cliff has been active in the PMI organization for decades; he was one of the founders of the Portland, Oregon Chapter. Cliff also headed a project research study ("International Comparison of Project Organization Structures: Use and Effectiveness") for the *International Journal of Project Management*.

Jeffrey S. Busch has been a PMI member since 1986, receiving a PMP certification in 1991. As a member of the PMI Portland Chapter, he served as VP of Programs and its President. In 1989, he led one of the original efforts to develop PMP review courses and continues to volunteer for the current PMP courses. He's a charter member of PMI Willamette Valley and is currently serving as its CEO. For PMI GOC, he was a core team lead for the development of the Second Edition of the Construction Extension (2008) and on the Appointee Qualification Subcommittee.

For much of his professional career he helped lead a very successful consulting firm and now provides services as an independent consultant, a senior consultant/trainer for Cadence Management and an adjunct professor at the School of Engineering & Technology Management at PSU.

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John Patton founded Cadence in 1983. It was John's vision to be the premier provider of project management training, consulting services, and support tools.

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

John's leadership in the development and dissemination of state-of-the-art project management techniques has established him as one of the industry's leading "change masters." As one seminar attendee put it: "He makes change more comfortable. He supports his answers to questions and the principles he teaches with a wealth of personal experience." John's consulting experience includes assignments on numerous multi-million dollar new product development projects around the world.

John volunteers by making speeches at chapter meetings in Japan Latin America, and Europe as well as USA. He was the first Chair (2006 – 2008) of the Certification Committee for OPM3, and is currently on the Board of Directors for the PMI Education Foundation. Cadence has sponsored nearly all of the global congresses in North America, Latin America, Asia and Europe since they began to have them.

His career has encompassed every aspect of project management, from strategic planning to construction and product introductions. John has held management and staff positions during the past twenty-five years on a variety of international and domestic assignments. John has provided project management training and consulting services to organizations around the world.

Newsletter Director's Letter

Survey Says …..

Although this is my second newsletter, I am still developing the "project charter" for this publication. To do this, I will be soliciting your help. I need to learn from you, the readers, what content is important to you. We have created a survey that will be sent to you via email soon. Please complete the survey. My goal is to produce a publication that is pertinent, interesting and informative, and the only way we can accomplish this goal is to hear back from you!

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

I look forward to hearing from you.

Laura Sakaguchi, CAPM
Newsletter Director

Do you like to read?

Do you like to share your "book finds" with others?

The PMI Portland Chapter Newsletter would like to add a "Book Review" section.

If you (or someone you know) would like to volunteer to write a monthly (or just one) book review on Project Management or related subjects, please contact newsletter_dir@pmi-portland.org.

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October Chapter Meeting Keynote Presentation

Agile QA's Revolutionary Impact on Project Management

Agile QA techniques are having a dramatic impact on project management. With an agile approach, QA is no longer the last, highest-risk phase in software projects before launch. In this discussion, you will learn how agile QA practices are changing project management and allowing teams to deliver high-quality products faster. You will find out how to successfully harness best practices of agile QA, including automated testing, test-driven development and continuous integration.

About the Presenter

Rachele Maurer, PMP, CSM is an agile coach with Platinum Edge, Inc. Rachele has more than a dozen years of PM experience with Toyota Motor Sales, U.S.A and iCrossing. She has worked in various areas of the interactive marketing industry, and has been on projects that have varied from Web site redesigns to data center migrations.Rachele is both a PMP and a Certified Scrum Master.

Platinum Edge is a full-service training and consulting partner focused on helping organizations around the world make the Waterfall to Agile transition. From Certified Scrum Master (CSM) and general Agile courses, to implementation strategies, on-site coaching and Agile PMO development, our partnership model ensures your success.

Project Management Training at Portland State University

Project Awareness, the Right Tools, and True Communication

We offer beginning and advanced courses and certificates along with PMP Exam Prep seminars.

Upcoming classes include:
- Collaborating in Cross-Functional Teams - Oct. 26-27
- Managing Multiple Projects - Nov. 8

Courses start all the time. 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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October Chapter Meeting Educational Presentation

Transforming Project Management into Project Leadership

Project Leadership is the essential skill needed for a successful project. Without GOOD leadership, a project will most likely fail. Ironically, leadership is part of each process group, yet the PMBOK barely broaches the subject. So, what is project leadership?

It isn't just about getting your team to successfully complete a project; it's also about conveying a larger strategic vision so the team understands where the project fits into the overall goals and how they contribute to them.

Transforming Project Management into Project Leadership; sounds fairly simple. However, even though we can all recognize good leadership (and bad) when we see it, all too often we do not practice it ourselves. Especially when the fires start! When the heat is on it's easy to revert back to our "management" skills and lose sight of the people and strategic goals. Subsequently, we tend to focus solely on the project rather than continue to lead the team through those stressful times.

Yes, sometimes we must use our management skills. There is a time and a place for everything; however, we should never lose sight of the vision and how the project fits into the overall strategy.

PM is 40% science and 60% art, and unfortunately it's the art portion that is hardest to conquer. Leadership is an art, and without mastering it, project managers will remain "middle management" at best. A few years ago, PMI published an article referencing the "glass ceiling" project managers face, and within the last couple of years the PgMP certification has surfaced which is aligned toward executive type leadership and decision making, so we're moving in the right direction.

During this session, we will bring home the idea that project leadership is not only a key factor in successfully completing projects, but it is also paramount to our professional growth.

About the Presenter

J Hootman, PMP, MS, MPM, MBA is a certified Project Management Professional (PMP) with over 16 years of project management experience in both the military and commercial business. He has managed a vast array of projects and programs including unmanned aerial vehicle field tests, network infrastructure installation, summit planning, software/database development and custom web/software applications. He retired from the Navy in 2005. He last served as the Director of Information Technology for the Joint Unmanned Aerial Vehicle Test and Evaluation Command in Fallon, NV. Other career highlights include serving as Chief Engineer, USS Moosbrugger, and as Naval Liaison to the Office of Military Base Re-alignment and Re-use for the Governor of California. Mr. Hootman is a highly decorated veteran who was awarded the Joint Service Commendation medal, a Joint Service Achievement medal and 5 Navy Achievement medals as well as numerous campaign medals and personal awards. He earned a BS in Marine Science from the University of South Carolina and holds a Masters in Information Technology Management from the Naval Postgraduate School. He also holds a Masters in Project Management and an MBA in Finance as well as a Graduate Certificate in Financial Analysis. Before relocating to Portland in 2009, he was the Vice President of Project Management for an interactive agency specializing in custom database driven web sites, customized web applications and interactive marketing. Presently, Mr. Hootman is an Expert Project Manager for Nike in the Digital Solutions business unit where he is responsible for managing multi-million dollar programs and projects. He operates his own internet consulting firm and is an adjunct faculty member for several colleges in the local area.

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Chapter Meeting Logistics

Agenda

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 Student Members must provide PMI number in order to receive member pricing, if registering at the door the day 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

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 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

October Menu

Parmesan Crusted Chicken Breast with Red Pepper Sauce, Garlic Mashed Potatoes and Fresh Vegetables

or

Stuffed Portabella Mushroom served with Roasted Vegetables and Quinoa with Roasted Red Pepper Sauce

Mark your Calendars!

December Chapter Meeting will be held on the 2nd Tuesday (December 13).

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Change Leadership—Change Should Not be Painful!

Thursday, November 9, 2011
8:30 a.m. to 5:00 p.m.

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.
- How to take this lesson back to your environment and deal with a current situation

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.

Workshop Details

8 PDUs

World Trade Center
121 SW Salmon Street, Portland, Oregon

Cost
PMI Portland Chapter members $225 / $250 / $275
Non-members $325 / $350 / $375
(before 10/05 5 p.m. / before 10/19 5 p.m. / before 11/07 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

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 dynamic 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.

Free Webinar from Roeder Consulting (1 PDU)

When Weather Changes Project Management

Tuesday, October 18, 2011 8:00 a.m.

Hurricanes, Earthquakes, Tornadoes, oh my! What happens when Mother Nature gets in the way of you completing your project? Hear stories about how weather can change your projects and some tips on how to be adaptable!

Go to www.roederconsulting.com/webinar.php for more details

We Want to Profile Interesting Local Projects

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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Oct. 10	11	12	13 Roundtable West - SolarWorld	14 Roundtable NW - Con-Way	15 / 16
17	18 **Chapter Meeting**	19 Earlybird Reg ends Change Leadership workshop	20 Roundtable West - Nike	21	22 / 23
24	25 Roundtable NE - Public Health	26	27	28 Roundtable North - Clark	29 / 30
31	Nov. 1	2 Roundtable NE - Port of Portland	3	4 Roundtable South - Mentor Graphics	5 / 6
7 Reg ends Change Leadership workshop	8	9 Change Leadership workshop	10 Roundtable West - SolarWorld	11 Roundtable NW - Con-Way	12 / 13
14	15 **Chapter Meeting**	16	17 Roundtable West - Nike	18	19 / 20

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

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- PM Lessons from Naturopathic Medicine

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Web site: pmi-portland.org

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

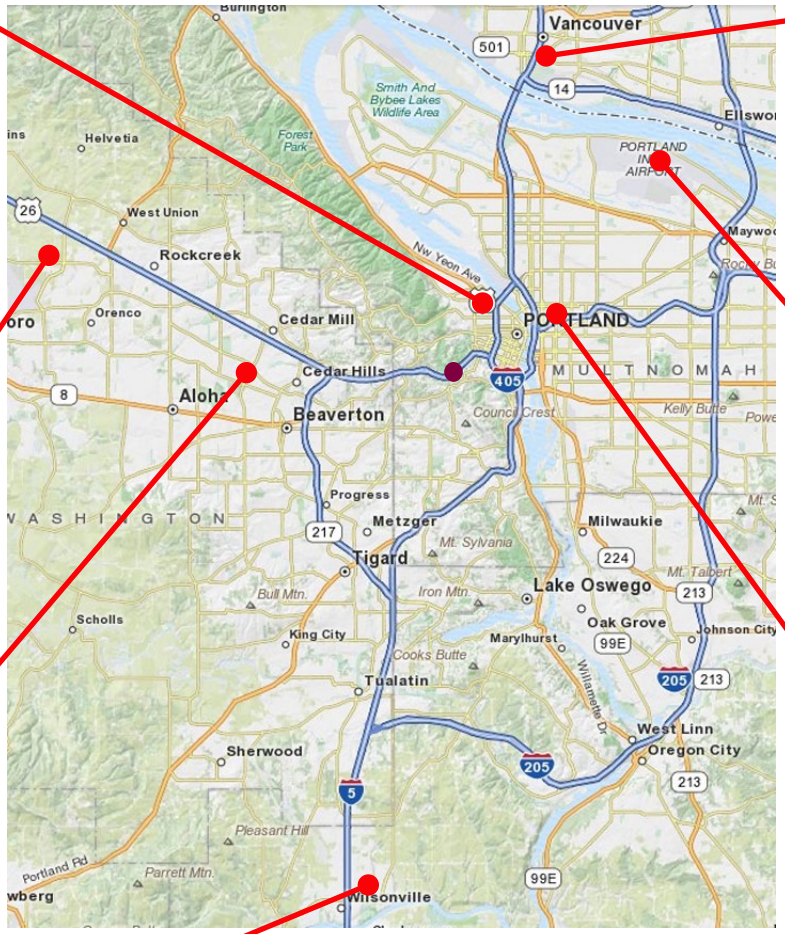
Nike World Headquarters,
Beaverton, OR
Nolan Ryan Bldg,
Air Huarache, 1st Floor

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.

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Project Management News Briefs

October OODN Meeting

Oregon Organization Development Network (OODN) will be holding their monthly program, on Wednesday, October 12th. The topic will be The Vital Signs of Organizational Health with Vital Signs Beta Steering Team (Rob Dodson, Gary Lagenwalter, Joann Gadbaw, and Tom Schmitz).

Location

Con-Way
(Fremont / St John's rooms)
2055 NW Savier Street
Portland, OR 97209

Schedule

Networking: 5:30-6:00 pm

Program: 6:00-7:45 pm

Networking: 7:45-8:15 pm

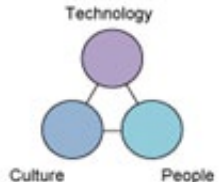
Cost

Free to current members in good standing of ODN, ASTD-Cascadia, PHRMA and PMI Portland Chapter. The cost for non-members is $10. The $10 fee can be used to offset the annual membership investment of $75.00 if paid at the program.

For more information, visit their web site at www.odnoregon.org.

Roeder Online Courses

Managing Virtual Teams



More projects today are conducted in a virtual environment than ever before. Savvy project managers must understand how to succeed in a virtual environment when face-to-face meetings are becoming few and far between. In this course, learn how to lead your virtual teams to better outcomes when presented with the challenge of little or no in-person or team interaction.

8 PDUs

Course Is Conducted In Two Half-Day Sessions (2 days, 4 hrs each)

1:00 p.m. – 5:00 p.m. (EST)

Day 1: Friday, October 14th, 2011

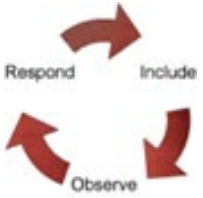
Day 2: Friday, October 21st, 2011

This course is conducted using live streaming video allowing for live interaction with course instructor. Please note this course is divided into two separate 4-hour sessions, separated by one week.

Non-PMI Member–$349

PMI Portland Chapter Member–$319

Earn Buy-In and Win Support



Simply stated, projects introduce change. For project managers and others who facilitate change, gaining real buy-in from team members can be challenging. Getting emotional commitment and mental focus on your initiatives is critical to project success. In this course, you will learn specific skills to ensure meaningful interactions with team members, laying a strong foundation for developing team buy-in.

8 PDUs

Course Is Conducted In Two Half-Day Sessions (2 days, 4 hrs each)

10:00 a.m. – 2:00 p.m. (EST)

Day 1: Wed., Oct. 26th, 2011

Day 2: Wed., Nov. 2nd, 2011

This course is conducted using live streaming video allowing for live interaction with course instructor. Please note this course is divided into two separate 4-hour sessions, separated by one week.

Non-PMI Member–$279

PMI Portland Chapter Member–$249

For more information, visit:

www.roederconsulting.com

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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.

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Meet the PMI Portland Chapter Marketing Team

With a membership of over 1500 people, one of the goals of this newsletter is to get our members to know one another better. This month we are featuring the members of the Marketing team.

Dave Molinari, PMP
VP of Marketing

Dave has worked in the high-tech industry for nearly twenty years at companies such as Mentor Graphics, Tektronix, and Intel. For the past 10 years, he has worked in the IT industry at Intel where he managed technical support and software development teams. Dave also lived and worked for Intel for 5 years in Russia where he ran three major projects that built new organizations and drove them to world-class success.

Dave loves to build organizations, lead people, and fix stubborn problems. Now back in Portland, Project Management has become his primary pursuit professionally.

Scott Ostby, PMP
Director of Marketing Sales

Scott has a diverse background managing distributed teams of application developers as well as orchestrating the sales and marketing effort for the Ukrainian Software Development firm Binartus in North America. His project management experience includes software innovation, construction and marketing projects. Scott is a decorated Navy Veteran and has a Bachelors of Science in Business Management from University of Phoenix. He coaches Cedar Mill Little League and Milltown United Soccer and enjoys spending time with his wife and two children. If you would like to reach a highly targeted Project Management constituency contact Scott for advertising opportunities on the PMI Portland Chapter web site.

Jane Yang
Editorial Director / Social Media Director

Jane has over five years experience in the energy and utility industry. In this industry, she has been involved in customer service, marketing, environmental management, sustainability and risk and land. Currently, she is a part of operations for NW Natural where she manages a compliance program. Jane has lived in Oregon for ten years, and is originally from Australia. There she was involved in direct marketing and database management for Australia's largest B2B publisher, Reed Business Information.

She is passionate about continuous education and professional development, and is constantly seeking ways to grow and improve in skills, knowledge and experience. She enjoys fixing problems and finding opportunities for process improvement.

Anne Chalmers, PMP
Marketing Specialist

Anne is a wood-putty chemist turned engineer who moved to the dark side of product marketing. Most recently, she has worked with Tribes and non-profits to secure funding through federal grants. Anne has provided project management leadership to product development projects in a variety of industries including flat panel display, test and measurement and high-end industrial tools.

Anne recently formalized her project management skills by passing the PMP exam, and has been working as a contract Project Manager for the last two years. Anne is passionate about advocating for abused and neglected children through the Clackamas County CASA program. She has a BA in Chemistry from Portland State University.

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Marketing Team

Jani Hansen
Webmaster / Newsletter Editor

Jani has been the webmaster and newsletter editor for PMI Portland Chapter since February 2004. She works as an independent contractor specializing in technical writing, technical training and web site maintenance. Her clients have included Mentor Graphics and Xerox, as well as small organizations. After earning her MS in IT, she worked at A-dec and InFocus in technical training before starting her own business. Other work experience runs the gamut from Production Scheduler in a steel mill to Clinic Manager in a County Health Dept. Her work with PMI Portland Chapter is extremely interesting, rewarding and entertaining.

Laura Sakaguchi, CAPM
Newsletter Director

Laura has worked in the automotive engineering field for over 22 years applying her design, test and manufacturing experience as a mechanical engineer at NACCO Materials Handling Group and Warn Industries. Throughout the design process she has coordinated and lead many projects to successful completion. From these experiences, she has found her true passion is coordinating and leading projects rather than design work. She is now pursuing a career change into project management and has passed the CAPM certification test. Recently she took a hiatus from engineering and worked at a community newspaper. She wants to use her experience and knowledge of the media industry to enhance the monthly newsletter.

Cheryl Wilson, PMP
Art Director

Cheryl Wilson is a project manager specializing in IT and web project management. She has a track record of completing successful projects by leading motivated teams, building effective relationships with stakeholders, organizing methodically, and communicating clearly with all involved. She volunteers as the Art Director with the Marketing Portfolio at the PMI Portland Chapter. Cheryl lives on a lavender & Christmas Tree farm, and is a long standing volunteer on the Board of the Oregon Lavender Association.

Nick Borders, PMP
Marketing Director / Social Media Director

Nick's goal is to use technology in a way to solve an organization's needs in an effective way. He finds it most rewarding building positive teams that work efficiently while making work a positive experience in all of our lives. People over process is always the best way.

Nick's consulting company, Arlo Development Consulting is a personal company that has established itself as a leader in technology project management. ADC's business strategy is to assist organizations in their implementation in digital initiatives by researching existing projects and offering solutions towards improvement in development project process and effectiveness. The company's specialty is getting projects restarted and running with measurable returns in performance and efficiency.

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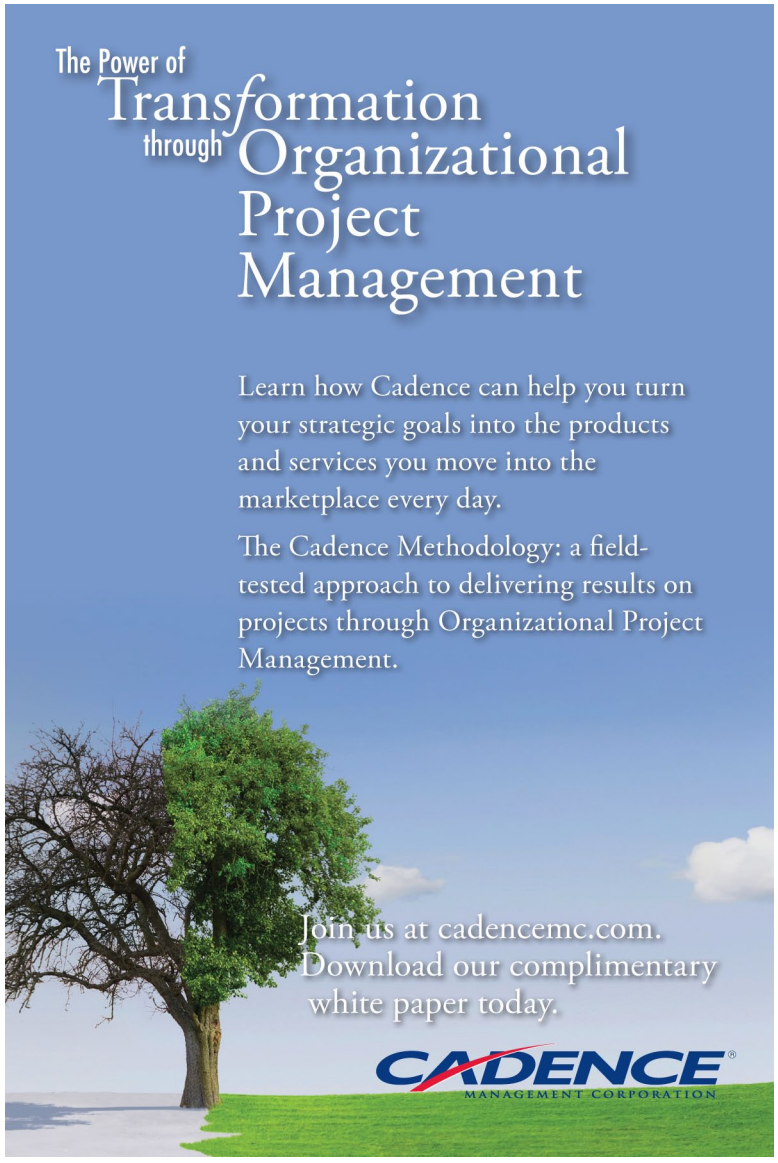
William (Bill) Jensen, CAPM
Director of Sponsor Services

With over 12 years experience in the construction industry as a designer and drafter Bill has gained a wide spectrum of knowledge of the different aspects of the field. Combined with his Business Administration degree in Project Management he has a greater grasp of each step in the process and understanding of construction projects.

Erik Odegard, PMP
Chapter Photographer

Erik is a certified Project Management Professional (PMP) and holds a Master's Degree in Computer Information Systems as well as a MCSE (Microsoft Certified Systems Engineer) certificate from Microsoft.

Erik's experience includes over 16 years' in Information Technology. Strategic thinker, with proven analytical, problem solving and technical support skills in demanding, mission-critical environments. Strong cross-functional collaborator with excellent communication, listening and relationship-building skills at all levels–both internal and external.



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Membership News

Welcome New Members!

Alden, Bryant	Nelson, Michael
Arens, William	Nelson, Paul
Belganche, Anouar	Pakosinski, Judith
Blanche-Kappler, Susan	Powell, Debbie
Bonyhadi, Lyn	Ramirez, Rhonda
Bowman, Scott	Reed, Michele
Browner, Brian	Runcie, Tim
Carspecken, Laura	Stacy, Jessica
Cowlishaw, Larry	Tresente, Robert
Dessou, Koffi	Tucker, Katherine
Dickson, Matthew	Walker, Kwesi
Echols, Mandalyn	Walton, Renee
Felix, Don	Wells, Warren
Gopal, Anandaraj	
Haas, Adrienne	
Kavaturu, Balasubrahmanyam	
Leahy, Joe	
Legard, Andrew	
Lind, Greg	
Lundeen, Anjanette	
Martin, Dan	
Meyers, Aimee	

Membership information is provided to the Chapter monthly by PMI GOC. There may be a delay in seeing your name on this page due to newsletter publishing constraints.

Contact PMI GOC 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.

Become a Volunteer!

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

- Director of Technology–Operations team
- Quality Team Members (4)–Membership team
- Program Manager, Annual Survey–Membership team
- Instructor, Certification Prep Course–Professional Development team
- Mentoring Program Administrator–Outreach team

For more information, go to the Volunteer Opportunities page n 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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Photos from September Chapter Meeting

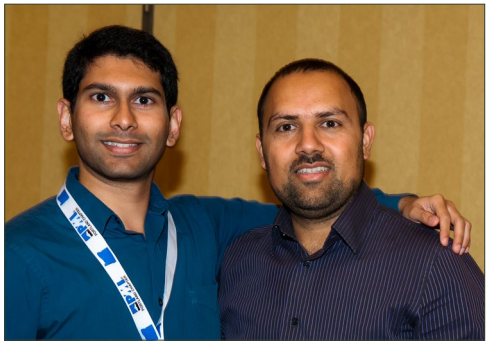
Barbara Barde, speaker

Alan John, President Elect

James Lawrence, PMP

Ben Berry, speaker

Many thanks to Chapter Photographer, Erik Odegard.
Read more about Erik on page 17.


Prakash A & Saby Waraich, Dir of Volunteers

Lin Johnson, Dir of Quality

Linda Read, VP of Outreach &
Christi Loya, VP of Programs

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Do You Have A Contingency Leadership Plan?

Or Are You Winging It?

I am proud of my project management experience and title of project manager. But I do not rely on that experience or title as I have learned I must consistently evolve and broaden my skills. And while each project builds my tactical side of project management, I realize I must find other avenues to deliberately expand my leadership abilities in order to mitigate the risk of leadership failure. In fact, I titled this article, "Do you Have a Contingency Leadership Plan or Are You Winging It?" because I have noticed that often project managers fail to intentionally consider their own personal leadership plan – let alone act on it. Using a thesaurus, you will find that contingency can stand for eventuality or emergency.

Like most of you, I consider my project contingency plan as possibilities of "what if" events I want to mitigate. I never want to be blindsided with an emergency I never saw coming. And just like my projects, I believe I should have a deliberate contingency plan for honing my leadership skills. After all, passing the PMI exam does not a leader make. And studying the PMBOK does not adequately prepare you for a team of folks unwilling to follow your lead. Face it; the human resources component of project management is not transactional. To be the most effect project manager, you will need to be transformational in your leadership skills.

Ken Blanchard taught me that in order to lead others, you must first learn to lead yourself. To that end, we must come to know firsthand what our true talents are and how we can leverage the strengths embedded in those talents. That said, if I want to effectively lead others, I must first master the art of self-leadership. In order to accomplish that, I have to plan. There, "I said it". I have to purposely plan my leadership development if I want to continue to grow.

If I were to take a poll of those reading this article, how many of you would admit you have a written leadership plan identifying skills you want to build upon and strategies you want to learn? Further, how many of you have taken a leadership seminar, webinar, or class in the last three months regardless of whether or not you received a PDU? If you have not, when was the last time you focused your efforts towards learning something new about leadership that you could apply to your project management expertise? Here's a tougher question: are you waiting for someone else to invest in your development or are you choosing to invest in yourself?

Have you ever wondered about what it is we do as it relates to project management – to be the one in the lead; to be the one responsible for the overall delivery of the project? I learned that what I do as a project manager consists of the following:

- I passionately attack a problem with a solution in mind.
- I deliberately seek a talented team committed to the solution.
- I proactively integrate critical thinking into an analysis of the situation.
- I influence a variety of stakeholders.
- I gain knowledge from lessons learned in order to become better the next time.
- I invite change.
- I invoke change.
- I change.

I, I, I – looks like the I's have it all, eh? If I truly look at this and the responsibility I have to lead others to invite, invoke and actually change, shouldn't I prepare myself to the best of my ability? Would it not be wise for me to outline my own contingency leadership plan by identifying the possible pitfalls I could face on a project and how I might be successful in mitigating them? It seems only logical that if I hold the accountability, I should be held accountable by myself for on-going leadership development.

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Leadership Plan?

I am challenging each of you to invest in yourself when it comes to your leadership skills. The PMI Portland Chapter is a great way for you to seek out presentations that will help hone your skills and provide you with new ideas on how to become a better leader. Consider reading a book, attending a seminar/ webinar or take a personal assessment to better understand yourself, how you make decisions or how you communicate. Go ahead – build your contingency leadership plan and work your plan. Not only are you worth it, your team and your clients will reap the benefits.

Kathi Kroop is a Senior Professional Human Resources (SPHR) professional, project manager, consultant, coach, educator and public speaker with a proven track record of effectively influencing others and implementing organizational change for projects that are delivered on time and within budget. Her education includes a Bachelor's degree in Human Resources from Trinity International University, a Masters of Organizational Management and a graduate certificate in Human Resources from the University of Phoenix, a certificate in project management from Portland State University has a Master's of Business Administration through the Ken Blanchard College of Business at Grand Canyon University in Phoenix, Arizona.

An avid believer in giving back and mentoring others, Kathi is an active volunteer. She held the VP of Professional Development position on the Portland Project Management Institute (PMI) Chapter Board, the global PMI Human Resources Specific Interest Group Board, HPRM Fusion, and the American Society Training and Development-Cascadia Board. Kathi was also a member of the Society Human Resources Management (SHRM) Expertise Panel for HR Technology and HR Management. She is currently a member of the SHRM Diversity and Inclusion Task Force.

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- PMO Development and Deployment

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Project Management Lessons from Naturopathic Medicine

As I was pondering the problems of leadership and teams, I got thinking about the leaders who overlook negative symptoms. Nutritionist Maria Zilke made a fascinating point one day when she said:

> "We are very adept in this country at shutting up our symptoms–if we have a headache we take a couple of aspirin, a body ache has us reaching for a bottle of ibuprofen. Acid reflux or GERD is soothed with antacids–and even our red, itchy dry eyes are treated with fake tears! Symptoms are no longer considered to be the body's way of communicating–they're conditions that must be relieved so that we can ignore them a while longer."

As managers and leaders we often do the same thing with our teams. We view symptoms as annoyances to be ignored, wishing they would just go away with an aspirin, rather than seeing them as the insights into exactly what is out of alignment. Far too often and to our detriment, we view common issues –complaining employees, incomplete paperwork, errors in programming, reduced morale, employees showing up late for work–as irritations that simply must be relieved rather than addressed. However, more often than not these common business ailments actually indicate a larger workplace condition needing attention.

As Maria further points out, the problem with ignoring a symptom is that it doesn't really go away; it just gets louder and more demanding if we fail to address the root cause.

Might the symptoms in your organization or team be warning you of a potential hazard or illness? Perhaps the real issue behind program errors is a communication gap that everyone is too afraid to name, one that leaves people unclear about their objectives and responsibilities.

Could low morale at work be a function of fear that you, as the leader, have the ability to alleviate if only you become conscious the fear exists?

Incomplete paperwork might be less a function of lazy employees and more a function of forms that fail to effectively meet either the needs of the organization or the workflow of the team.

As human beings we are quick to judge, quick to blame, quick to deflect and way too quick to swallow a pill. We go for the quick fix rather than taking the time to address the underlying conditions that give rise to the visible symptoms. As a leader of self or others, take a moment to reconsider these symptoms, or annoyances, that plague you or your organization. Consider the root causes. You may rediscover that your people are awesome, and that just a few simple circumstances or conditions are standing in the way of their greatness.

Steven Fulmer is an accomplished keynote speaker, published author, H.U.M.A.N. Strategies Coach and frequent seminar leader with over 25 years of professional experience. As a professional speaker and coach he helps people capitalize on strategies for enhancing humanity and maximizing human potential. For bookings, coaching inquiries, interviews, or additional content, please contact Steven Fulmer at 503-806-0527 or Steven@StevenFulmer.com.

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