PMI Portland Connection

November 2011

JELD-WEN Field, a Story of Project Success

Editor's Note:
In the coming months, PMI Portland Chapter's newsletter will feature some large, public projects in various stages of the project life cycle. This month's story describes the JELD-WEN Field project that is now the home of the Portland Timbers.

Multnomah Stadium, Civic Stadium, PGE Park… and now JELD-WEN Field; pieces of Portland history, and one project manager has made his mark on two of the major phases of this great history. PMI Portland Chapter would like to introduce you to Greg Holloran of Turner Construction. He was the lead project manager for the construction phase of the JELD-WEN Field renovation. Ten years earlier, he also contributed to the PGE Park renovation and has thus become a major factor in the history of Portland's premier outdoor sporting facility.

JELD-WEN Field is now a popular attraction in Portland and solid, effective project management made it happen. Using the Project Life Cycle, we'll give you the inside scoop on how the field was built.

Initiation Phase:

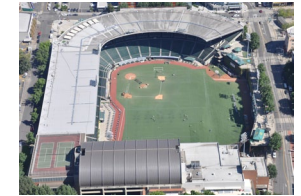The project's charter was to create a sports field that met the requirements of Major League Soccer. It also included the need to provide a playing field for high school and college football.

Turner Construction needed to work with four major stakeholders in the process: Peregrine Sports, LLC, owner of the Portland Timbers, the City of Portland, Timbers corporate sponsors, and, of course, Timbers fans.

Pre-construction aerial view

Each had their own unique requirements and much discussion occurred to make sure all stakeholders' needs were met. In summary, Peregrine Sports needed a fan-friendly, modern stadium that could give players and fans an exceptional experience. The City of Portland, a partial funder of the project, wanted to make sure the stadium fit in with the neighborhood's interests, connected comfortably with mass transit, and protected existing infrastructure already built in to the 85 year old stadium. Corporate sponsors required adequate box seating and entertainment facilities. And lastly, an active Timber fan base wanted to make sure it contained ample seating, superior views, and a comfortable environment. Overall, the stakeholders found an appropriate formula for a solid plan. Fortunately, all stakeholders cooperated reasonably quickly and the project started successfully.

Planning Phase:

As an experienced contractor of large projects, including other stadiums, Turner Construction set to work on a detailed plan of how to build the stadium. The timeline was tricky. The

...JELD-WEN Field

stadium had to be completed for the opening home game of the Timbers season on April 14, 2011. Though they started in early spring 2010, they could not work straight through due to the fact that the last season of the Portland Beavers baseball season had to go forward. This broke the project up into two major phases. The first phase involved preparing the foundation for the seating section on the east side of the site.

This was currently left and center field of the baseball field.Before the Beaver's season started, Turner peeled back the field surface and built structural pyres underground that would ultimately support a large seating area to be built on the entire east side.

March 2010 Phase 1 Foundations Laid

Turner also had to deal with an additional complication. Tanner Creek, a waterway funneled below the surface for nearly 100 years in a brick casing, serves as a major sewer line and drainage system for the west side of Portland. Because it could not be disturbed, Turner created a superstructure over the brick casing to protect it and to provide strength needed to support the stands. Once finished, the work was covered up again, the outfield was restored for the Beavers, and the baseball season commenced.

The second phase began in the Fall of 2010 after the baseball season ended. A 7-month march to the deadline began. In the plan, this included building a cement grandstand that provided seats for several thousand people. Along with it, they needed to build a fan club facility for a major sponsor, food services, a scoreboard, and a multitude of other fan-friendly features throughout the stadium. Behind the scenes, the project included new locker rooms and a training and rehabilitation center underneath the western grandstands. Lastly, the playing field was resurfaced from the ground up.

November 2010

Nov. 15 Chapter Meeting

Keynote Presentation

Navigating Project Politics, with Jeff Oltmann, PMP

Read more...

Educational Presentation

Delivering Great User Experience: Connecting Strategies and Stories, with Debra Lavell

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. Walk-in pricing increases in January.
Read more...

...JELD-WEN Field

Executing Phase:

At this point, the project plan began its execution. Turner used a traditional critical path method, work breakdown schedules, risk management plans, and a secure but flexible working schedule to direct itself. In Holloran's words, they created a living, collaborative document that was routinely adjusted per the needs of the designers, ownership, and the contractors. It included the plans for how to deal with the logistics, i.e. materials and equipment needed for the project, used 3D mockups to give a clear understanding of what the facility would look like, and then put together an erection sequence so that all major building phases were clear.

Monitoring and Control:

As the plan turned into real work, Turner tracked to their project plan in 3-4 week look-aheads. Every week, the team would review and update the schedule, as needed.

February 2011

Anything identified as having more than one day impact was immediately addressed. The team focused on achieving their milestones on time and used % completion numbers to monitor their progress. They also included a weather dependence factor on any work that would be affected by inclement conditions. Backup plans were created to deal with these contingencies.

Turner primarily used custom tools to capture the project plan and its status and updates. To monitor the plan, Turner used a customized version of Prolog Construction Management

Fast Facts:

- Project length: 9 months
- Deadline: April 7, 2010 (deadline met)
- Project phases: 2, some construction before baseball season, remaining after season ended. 6.5 months off season where no work could be conducted.
- LEED® Silver Certification
- Project cost: $31 million.
- Result: On time, on budget.
- 96,000 Square feet of new playing surface.
- 613,514 Pieces of rebar used on the project.
- 175,000 Hours worked on the project.
- 6,595 Cubic yards of concrete used in the renovation.
- 800 Tons of steel to complete the renovation.
- Client: Peregrine Sports, LLC (Portland Timbers)
- Architect: AECOM
- Contractor: Turner Construction

software, called Turner Talk. This tool enabled them to manage the schedule, critical path, and the WBS. To manage resources, Turner used RACS (Resource Allocation Control System) in order to measure work in place and to regulate manpower. With it, they could estimate resources needed based on historical productivity run rates and how any decisions could affect cost and schedule. The tool visually showed shortfalls so that they could deploy the right resources at the right time.

Closing:

Turner went through the standard steps of closing the project. Ultimately, they proved that the project met its stakeholder requirements, finished on time and stayed under budget. Turner delivered the final project to the Portland Timbers in a media day ceremony on April 12, 2011. The field was received with great satisfaction and rave reviews, topping it off with a Timbers win two days later.

View of completed soccer field

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...JELD-WEN Field

Where Tanner Creek runs through the field

Greg's Final Thoughts:

Greg considered this to be a very satisfying and enjoyable project to lead. His most personally satisfying moment was completing the canopy that drapes over the eastern grandstand. Complicated in design and required to be made larger mid-project, Greg put together the right plan with the architect and built the new design without delaying the project. His most satisfying moment was gaining acceptance of the stadium from the city and the Timbers as well as seeing the excitement felt by the fans.

His most important advice to project managers? Communication. Without it, all good ideas can fail.

Greg Holloran

After graduating from Rice University with a Bachelor of Science in Civil Engineering in 1998, Greg went to work for Turner as a superintendent for the St. John Medical Center Ambulatory Care Center project in Longview, Washington.

He has since worked on a variety of projects including the first renovation, restoration and expansion of Civic Stadium into PGE Park in 2001. Despite the difficulties of working in a 75 year old facility, there were over 250,000 man-hours worked without a single safety incident, and the work was completed in 8.5 months, versus the projected 18 month schedule. He returned to the stadium in 2010 as Turner's PM on the JELD-WEN Field MLS renovation.

In Closing:

Interviewing Greg inside a box seat at JELD-WEN field was an exciting moment. As we talked, it quickly became apparent that this project was led by a strong leader with the backing of a very seasoned and mature construction company. Their processes were tried and true, negotiations with the city and the Timbers went relatively smoothly, and the actual construction met few serious obstacles. In a word, it all seemed so easy. There was no drama, heroic endeavors, or controversial events. Perhaps I was hoping for more, but in the end, I actually gained an understanding of how a project should really work. That's all that matters, right? And that's how the story goes.

One of my surprises occurred when I asked Greg about PMI, and PMP certification specifically. He was only vaguely aware of both and noted that the PMP is not a focus within his company. My pride was certainly shaken, but in the end, I saw no contradiction between what the PMP teaches and what Turner did in reality. With that, I can feel confident that my education, and yours, offers a reality-based view into how a major project succeeds. I want to thank Greg for his time and gracious contribution to this article and wish him luck in his future projects.

About the author

Greg Holloran and Dave Molinari

Dave Molinari, PMP
VP of Marketing for PMI Portland Chapter.
We would like to profile local projects in our newsletter. Please let us know you are interested by sending a short note to newsletter_dir@pmi-portland.org.

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November Chapter Meeting Keynote Presentation

Web site: pmi-portland.org

Navigating Project Politics

Have you ever seen a good project blocked because of political maneuvering between powerful executives? How about a bad project that just won't die?

Politics are a reality in every organization, but projects provide especially prolific breeding grounds for them. Unfortunately, too many project managers deal with politics ineffectively. They make the fatal mistake of regarding politics as an irritating distraction to the job at hand. Leading a project to success usually requires skillful navigation through political minefields. Your project may be a casualty if you ignore them.

Why are politics unavoidable? How can you navigate politics and still keep your integrity intact? This interactive educational session looks at why politics happen on projects and teaches a four-step process for dealing with them. For most of us, political situations are uncomfortable. This session will give you tools and new insights for honing your political skills.

Mark your Calendars!

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

December 2011						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

About the Presenter

Jeff Oltmann is a seasoned leader with over 25 years of experience developing new products and managing successful programs. His specialties include strategy deployment, operational and project excellence, and project portfolio management. He is principal consultant at Synergy Professional Services (www.spspro.com) and previously ran the Program Management Office (PMO) and a $60M project portfolio for IBM's xSeries development facility in Oregon.

Jeff's background is a unique combination of engineering management, program management, and executive staff. This breadth enables him to move easily from the boardroom to the lab, bridging gaps in perspective while remaining firmly focused on practical business results.

His hands-on program management experience ranges from start-ups to programs with budgets over $100M and worldwide cross-functional teams of over 100 members. His teams have delivered many successful products to the marketplace, including multiple generations of mainframe-class computer software and hardware.

Jeff is an experienced consultant, teacher, and speaker. He is on the graduate faculty of the Division of Management at Oregon Health and Science University. In addition to consulting with clients in a wide range of industries, Jeff teaches project management and portfolio management. He holds an M.Eng degree and is a certified Project Management Professional (PMP®).

November Chapter Meeting Educational Presentation

Web site: pmi-portland.org

Delivering Great User Experience: Connecting Strategies and Stories

Yes, your team **can** exceed expectations and deliver truly great experiences to your users! Join Debra Lavell and your peers to learn and practice ways to connect business strategies with user stories and to develop a clear and compelling product vision that starts your team on the path to a great product. Debra shares how Intel is implementing user-centered design practices to get beyond the technology needs of its users to address their critical human needs—emotions and senses. User-centered design has helped them reduce expensive rework, eliminate unnecessary features, and avoid embarrassing mistakes. Debra discusses how to establish a killer product (hint: a vision synchronized with the users' goals and motivations) and shows how to keep the vision alive during the long product development process. She shares tricks, tips, and techniques that you can take back to your organization and begin using right away!

About the Presenter

With over 15 years experience in various disciplines such as Requirements Engineering, Organizational Learning, Retrospectives, Lifecycle management and User Experience, Debra Lavell will share best practices to improve business results for any project. Prior to her work in quality, Debra spent over 5 years managing an IT department responsible for a 500+ node network for ADC Telecommunications.

Debra is a member of the Rose City Software Process Improvement Network (SPIN) Steering Committee & past President of the Pacific Northwest Software Quality Conference (PNSQC) in Portland, Oregon. She holds a bachelor's of Arts degree in Management with an emphasis in Industrial relations.

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

All
Keynote Presentation only, without meal $15

No refunds within 24 hours of the meeting.

Late and walk-in registration is $10 more. **NOTE**: **Walk-In registration fee increases to $30 in January!** Read more...

* 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. **NOTE**: **Walk-In registration fee increases to $30 in January!** Read more...

Register Now

Location

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

November Menu

Baked Cod served over a Hood River Potato Cake with Lobster Cream Sauce and Seasonal Vegetables

OR

Saffron Risotto Cake served on a bed of Lentil Cassoulet with Herb Roasted Vegetables

Professional Development

PMI—Agile Certified Practitioner (ACP) Exam Prep

**Thursday and Friday, Jan. 26–27, 2012
Two-days, 21 hours, homework required!**

Agile Certified Practitioner (ACP) is the newest certification from the Project Management Institute (PMI) and it "sets the bar" for agile project management professionals! Both the application process and the exam itself are rigorous.

This course will benefit anyone interested in agile project management methods. In fact, many Scrum Masters will discover the "Shu Ha Ri" theory from their CSM class is applied to real world implementation challenges in this class.

Seminar includes:

• ACP Exam Prep PLUS Desk Reference
• Two full-length ACP practice exams
• Six-month subscription to our Online Exam Simulator with over 1,000 questions
• The Agile Process MapTM and the Agile PM Processes GridTM
• Expert digests of Scrum, XP, TDD, Agile Modeling and more

Workshop Details

21 PDUs

Cost
PMI Portland Chapter members: super earlybird $1095, earlybird $1295, regular $1495

GR8 PMI
Traditional. Agile. Hybrid.

Presented by GR8 PM

Watch your email and the PMI Portland Chapter web site for complete details. Or email workshop@pmi-portland.org.

![PMI logo]
PORTLAND CHAPTER

Event Calendar

MON	TUE	WED	THU	FRI	SAT / SUN
November 7 Reg ends Change Leadership workshop	8	9 Change Leadership workshop OODN Meeting	10 Roundtable West @ SolarWorld	11 Roundtable NW @ Con-Way	12 13
14	15 **Chapter Meeting**	16 PMI WV Salem Meeting	17 Roundtable West @ Nike PMI WV Eugene Meeting	18 PMI WV Corvallis Meeting	19 20
21	22 Roundtable NE @ Public Health	23	24 ![Happy Thanksgiving]	25	26 27
28	29	30 Newsletter Survey closes SAO Forum	**December 1**	2 Roundtable South @ Mentor Graphics Roundtable North @ Clark	3 4
5	6	7 Roundtable NE @ Port of Portland	8 Roundtable West @ SolarWorld	9 Roundtable NW @ Con-Way	10 11
12	13 **Chapter Meeting**	14	15 Roundtable West @ Nike	16	17 18
19	20	21	22	23	24 ![Happy Holidays] 25

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

![PMI Portland Chapter logo]

PORTLAND CHAPTER

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

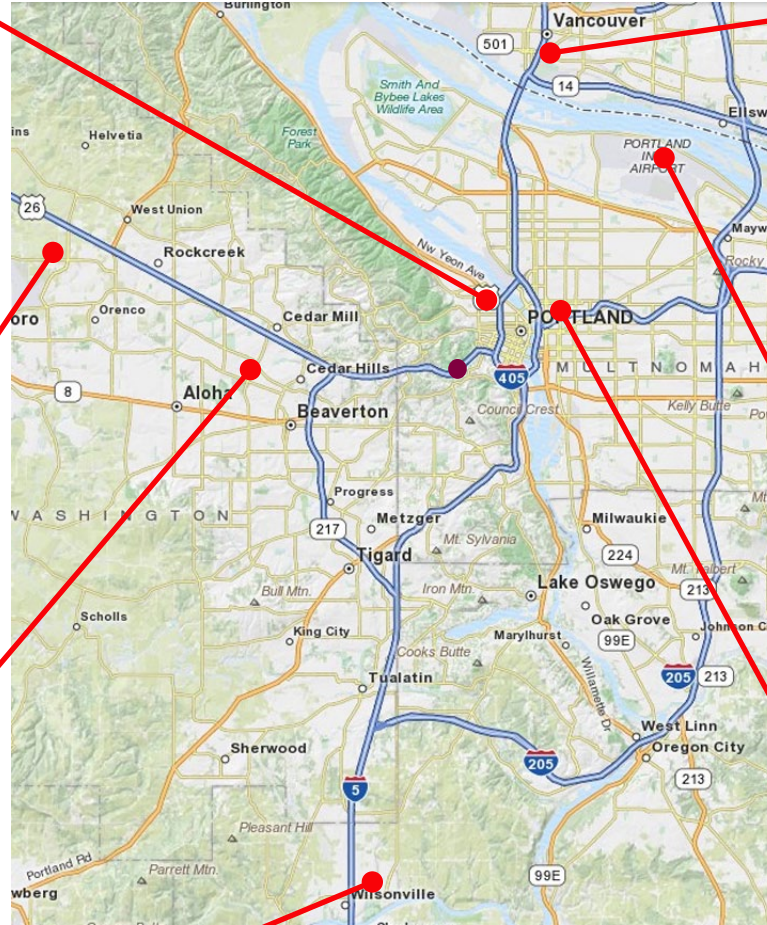**2nd Thursday 5:30 p.m.**

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

Regular November and December meetings are replaced by one meeting on December 2.

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.

Project Management News Briefs

Chapter Meeting Walk-in Registration Change in January

Beginning in January 2012, the walk-in (at the door) registration premium will increase to $30. Also, cash and checks will no longer be accepted at the door.

Pre-registration saves the Chapter money by allowing us to plan meals and other setup activities in advance.

These savings allow our Chapter to provide better services at lower costs to all members.

Thank you for your understanding.

Keep your E-mail Address Current!

Members – we use your profile information from pmi.org. Please check your profile on the PMI Global site to be sure your email address is current– it will then be loaded into our database.

Non-members – you can log into the PMI Portland web site, go to My Profile, and change your email address here.

Roundtable and Job Posting members – remember that you may have set a different email address for these posts. Log in to the PMI Portland web site, go to My Profile, then My E-Lists to check the email address that is being used.

PMI Willamette Valley Chapter

Salem Branch Monthly Meeting

Wednesday, November 16, 2011
Presentation starts at 12:00 p.m. (please arrive at about 11:30-11:40 am)

Location

Roth's Conference Center in West Salem
1130 Wallace Rd NW
Salem, Oregon 97304

Speaker Justin Newton, PMP

Topic Understanding Estimating, Progress & Planning of Large Construction Projects

Cost $15 (with lunch) or $12 (speaker only) for PMI Members and $17 (with lunch) or $14 (speaker only) for Non-Members

See website for more details Salem

Eugene Branch Monthly Meeting

Thursday, November 17, 2011
6:00-8:00 p.m.

Location

Red Lion—Eugene
205 Coburg Road
Eugene, OR 97401

Speaker TBA

Topic TBA

Cost $20 (both PMI and Non-PMI members) Includes Dinner. A buffet-style dinner with water, coffee, tea, and dessert is prepared by Red Lion Hotel. If you require vegetarian, vegan, or other dietary requirements, please specify in the registration form or contact the VP Programs (VPPrograms@EugenePMI.org) 48 hours in advance of the meeting.

See website for more details Eugene

Corvallis Branch Monthly Meeting

Friday, November 18, 2011
Presentation starts at 12:00 p.m. (please arrive by 11:50 a.m.)

Location

Corvallis Depot
700 SW Washington Ave.
Corvallis OR 97333

Speaker Charlene Draine, PMP, Chief Sustainability Officer

Topic Demonstrating the Value of a PMO

Cost $10 for PMI Members and students. $15 for non-PMI members. **NEW RATE** $5 for unemployed Project Managers.

See website for more details Corvallis

PMI PORTLAND CHAPTER

...News Briefs

OODN Meeting

Oregon Organization Development Network (OODN) will be holding their monthly program, on **Wednesday, November 9, 2011**. The topic will be *Making Change Culturally Sustainable* with Melanie Chase, PhD.

Location

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

Schedule

Networking: 5:30-6:00 p.m.
Program: 6:00-7:45 p.m.
Networking: 7:45-8:15 p.m.

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 Courses—Online, Live

Communicate with Competence & Confidence
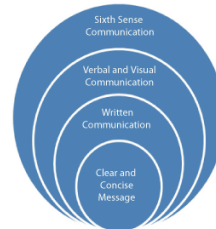
Understanding how to communicate in a project setting is a vital skill for project managers and those who facilitate change. Developing and confidently communicating effective messages using written, verbal and visual forms is a key to obtaining results and your project success. In this workshop, we will help you understand how to more clearly and effectively communicate in project settings, leading to more successful change initiatives.

8 PDUs

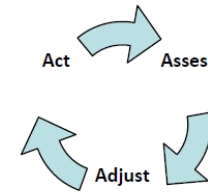Course Is Conducted In Two Half-Day Sessions (2 days, 4 hrs each)

10:00 a.m. – 2:00 p.m. (EST)

Day 1: Friday, November 11th, 2011
Day 2: Friday, November 18th, 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

Dynamic Leadership Skills for Better Project Results

Leadership is one of the most important and determining factors in the success of any project. As Project Managers, Program Managers, and Business Analysts, we are viewed as leaders but often lack formal "position authority."

This course will help you understand power and influence and how to effectively lead your projects based on the situation.

8 PDUs

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

8:00 a.m. – 12:00 p.m. (EST)

Day 1: Wed., December 7th, 2011
Day 2: Wed., December 14th, 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

For more information, visit:
www.roederconsulting.com

...News Briefs

SAO Forum

The Software Association of Oregon will be holding a forum titled **Social Media 3.0 for the C-Suite of any Business** on **Wednesday, November 30, 2011,** 5:30-7:30 p.m. at the Multnomah Athletic Club, 1849 SW Salmon Street, Portland, OR 97205.

Social Media has proven it is here to stay. It continues to evolve and morph. The C-Suite must figure out to harness the power of social media, balance the risks of integrating social media into a useful business tool, and discern what social media platforms are best to promote corporate brand, protect corporate reputation, while complying with the laws on social media.

An SAO all star panel will examine how to integrate social media platforms into an integrated vision, using metrics to evaluate the effectiveness of social media, and a strategic look at implementing it as a business tool.

Panelists: Kent Lewis, President and CEO of Anvil Media, Fred Pond, Sr. Director of Global IT for Columbia Sportswear, and Jean Ohman Back, Attorney with Schwabbe, Williamson and Wyatt.

Members $45, Non Members $60

For more information www.sao.org/events

Earn PDUs at Oracle Summit

This year's theme is "Driving Growth with Mission-Critical Enterprise PPM".

PMPs can earn PDUs by attending the **Oracle 2011 Virtual Summit** on Thursday, **November 17, 2011**. Get the latest information on Oracle's Primavera solutions. discover how Enterprise Project Portfolio management can be used as a competitive advantage to drive groth and impact your organization's financial performance.

Click here for complete information and registration.

Mentoring—the PMI Way

Happy Holidays and welcome to the 2011/2012 mentoring season!! Is this the year you have time to pay it forward? To help a PM who needs just a little assistance to be a success?

This begins our 4th year of the mentoring program and what a success the program has been. Every year has brought new experiences and opportunities. This year our mentoring season will begin in January 2012 and we now have 3 administrators to help manage the program and provide support for the participants. Pam Banning, Kay Pexa and Chris Tobias will be out and about encouraging one and all to give back to their peers.

We are currently accepting applications for both Mentors and Mentees. For details on how to sign up go to http://www.pmi-portland.org/mentoring-program and fill out the appropriate form.

Have questions you need answered before you take the next big step? Send an email to mentoring@pmi-portland.org and we will be happy to tell you more about the program before you make a commitment.

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.

Good things happen when you join PMI Portland.

Project Management Institute
Portland Chapter

Become a Volunteer!

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

- Assistant Director of Workshops – Professional Development team
- Document Management System Project Manager – Operations team
- Contact Management System Project Manager – Operations team
- 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!

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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Get to Know Your PMI Portland Volunteers

With a membership of over 1500 people, one of the goals of this newsletter is to get our members to know one another better.

Programs Portfolio

### Shelley Pyles, Director of Registration

Shelley is a CPA and PMP and has worked in accounting/treasury/software development and IT. She has MAcc (Master's in Accountancy) and BS degrees in business and computer science. Currently Shelley is working on business process improvement projects at Bonneville Power.

When Shelley isn't at work or helping PMI Portland Chapter, she is an active volunteer at a women's alternative housing non-profit or with one of her two daughters.

Shelley can be reached at registration@pmi-portland.org.

Tara Nicole Backes, Director of Events
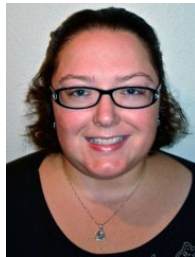
Tara is preparing to launch Projects Made Simple, LLC a small company dedicated to small projects and event management. She is also in the home stretch of her MBA at Keller Graduate Management School. She will be graduating in June with a Masters in Business Administration with an emphasis in Project Management, specializing in events and community development. Her undergraduate degree at San Francisco State University was in Technical Theater with a minor in hospitality management. This experience put Tara into many different types of management positions allowing her to look at projects more creatively with her familiarity with technology and valuing teamwork. Her background has varied a lot over the years and she is an ever-evolving student. She has had the opportunity to work as Production Manager for the San Francisco Theater Festival, as a technician for KXLY News, and for 9 years she was a nanny for families all over the West Coast.

Tara has volunteered with PMI Portland Chapter for over a year. She took the opportunity to volunteer with PMI Portland Chapter to network and broaden her knowledge base. She loves that this volunteer work with PMI allows her to combine her passion for bringing people together with her skills at creating enriching events.

Tara can be reached at events@pmi-portland.org.

Membership Portfolio

Lin Johnson, Director of Quality
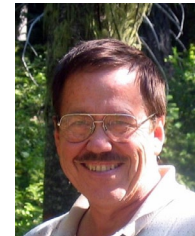
Lin has extensive and diversified experience in Product Development and Manufacturing. Lin is what can be called a "technical project manager" meaning he is able to draw upon first hand expertise in the technical issues involved in very complex, multi-functional projects. His expertise spans Mechanical Design, Process Engineering, Manufacturability, Materials Engineering (especially Plastics), Quality, Product Safety, Regulatory compliance, Supplier Management and even Software Engineering. Industry experience includes consumer products, automotive components, computer systems and components and medical equipment.

Lin is presently seeking a position as a full-time Project Manager now that "job 1" for the last several years has been accomplished; being a single parent to a now 21 yr old daughter. After being laid off from InFocus, the ability to commit to typical Project Manager's travel schedule as a single parent was difficult. In the interim, Lin has been active doing expert analysis and providing expert testimony in product failure and product liability cases and accident reconstruction cases and teaching Project Management at Clackamas Community College. He

...PMI Portland Volunteers

is also a regular instructor in PMI Portland Chapter's PMP Certification Prep class.

Lin holds an undergraduate degree in Manufacturability Engineering, an MBA in International Business, holds a PE license (Professional Engineer license State of Oregon), has earned CQM (Certified Quality Manager) and PMP (Project Manager Professional) certifications and is presently pursuing a CEM (Certified Energy Manager) credential.

Lin's hobbies include being a Commercial Pilot and volunteer Paramedic I with the ski patrol.

Lin can be reached at quality@pmi-portland.org.

Prakash Achuthan, Assistant Director of Volunteers

Prakash Achuthan is an experienced Project Lead and Business Analyst working with Slalom Consulting. He has a Bachelor's Degree in Engineering and a Master's in Business Administration and is active in the PMI Portland Chapter as an Assistant Director of Volunteers.

Prakash has over 5 years of experience and has worked as a Software Developer, Team lead for retail operations, Strategic Consultant and Project Manager for organizations such as Tata Consultancy Services, Amazon.com, Oregon Department of Transportation and Standard Insurance. His areas of expertise include Project Management, Business Analysis and Process Mapping, Change Management, Process Improvement, Strategic Planning and Marketing.

Saby Waraich, Director of Volunteers

Sarabjeet Waraich, PMP (Saby) has been working as Director of Volunteers since October 2010. Saby enjoys working with people and brings enthusiasm and great customer service qualities to this role as he responds to the queries and needs of other member volunteers. He plays a critical role of providing volunteers to PMI Portland Chapter.

Saby is currently working as an IT Project Manager for the City of Portland. Prior to moving to the US, he was a software engineer and project manager in India for various projects while implementing Six Sigma quality initiatives.

Saby is a graduate of Portland State University with a MS in Engineering & Technology Management and holds a BS in Computer Science & Engineering from Punjab Engineering College, India.

Saby is currently an instructor at Portland Community College and University of Phoenix. Additionally, he teaches the PMI Portland Chapter PMP Prep course. Saby is a very active member of the online Mentor Net community, where he has been mentoring individuals. In his spare time, Saby likes to watch action movies and play with his 8 year old son and 5 year old daughter.

Saby can be reached at volunteer@pmi-portland.org.

![PMI logo]

PORTLAND CHAPTER

Membership News

Welcome New Members!

Alamein, David	Schieber, Jeff
Aldhalemi, Suroor	Shope, Kimberly
Bhatla, Ashok	Silverman, Barry
Bramhall, Paul Arthur	Terrill, Ray
Civalleri Olson, Michelle	Vann, Caryle
Coursey, Margaret	Wnorowski, Rachel
Couture, Eric	
Daley, Kimberly	
Denney, Robin	
Guyett, Chrisitne	
Haynie, Denise	
Martin, Sherrie	
McCarren, Tracy	
Niessner, Laura	
Russell, Terry	

Congratulations New Credential Holders!

Erwin, Kathy, PMP
Brady, Diane, PMP
Charles, Curtis, PMP
Freel, Amy, PMP
Ruckwardt, Deborah, PMP

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.

Photos from October Chapter Meeting

PMI PORTLAND CHAPTER

Denise Tischler, Director of Certification

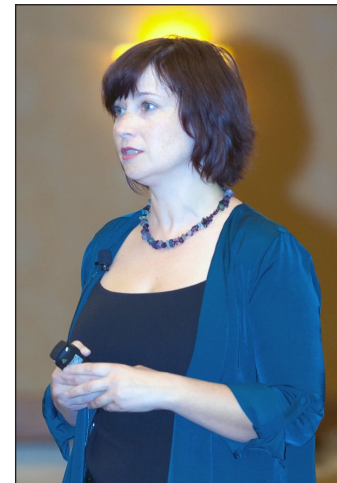Kevin Nichols, PMP

Jean Gargan, PMP

Steve Thornton, President

Marlon Gorden, PMP

J. Hootman, PMP, speaker

Rachele Maurer, PMP, speaker

Many thanks to Chapter Photographer, Erik Odegard.

Registration table volunteers

![PMI Portland Chapter logo]
PORTLAND CHAPTER

Newsletter November 2011

Headline Article

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

Professional Development
• PMI-Agile Certified Practitioner workshop

Chapter Activities
• Event Calendar
• Roundtable Meetings
• Project Management News Briefs
• Mentoring-the PMI Portland Way

•Membership
• Join PMI Portland Chapter
• Become a Volunteer!
• Get to Know your PMI Portland Volunteers
• Membership News
• Photos

Articles
• First Aid when Words Collide
• Beyond the Voice of the Customer

PMI
• President's Letter
• Newsletter Director's Letter
• About PMI Portland

Web site: pmi-portland.org

First Aid when Words Collide

You know instantly when it happens, the relational equivalent of screeching tires followed by a tremendous crunch. Someone just brought up the unmentionable, leveled an insult, or dumped a gunnysack of long-cherished wrongs. You look around the room, or across the table, and think . . . . Actually you're probably not thinking right now. You're likely just feeling stunned.

It might not have been a literal crash, with a car plunging through plate glass into your meeting, but this would be a good moment for some social first aid training to kick in. With appreciation to the Red Cross, here's a three-step approach to handling the immediate aftermath of a social disaster:

CHECK

Take a few seconds to let your rational brain catch up with the emotional whomp. Inhale deeply through your nose to activate your inner oxygen mask, and let the breath out slowly through your mouth. Ask yourself, "What just happened here?" Putting yourself on broad observational alert will help to counter some of the impact of the adrenalin currently racing through your system.

Intentionally relax and widen your field of view, which has probably narrowed to that of a carriage horse in blinders. Using peripheral vision goes against an automatic reaction that helps creatures in nature focus on a threat to life and limb, but it can protect us in an environment of dangling electrical lines and potentially explosive tempers.

Read the body language around you, and note which voices are by now high and rising. Who is breathing rapidly and turning red? Who has thinned lips and a steely expression? Who is tuned out and unresponsive, clearly trying to disappear? Who has a concerned look, but doesn't seem overly horrified? Who just looks bewildered? Take another deep breath, to:

CALL and RECALL

An effective recourse as your own first responder is to call on your knowledge of the people around you. Recall exactly what your role is in the group. Use another moment to consider whether something has come into the open that needed to be heard. This might not be the meeting outcome you'd envisioned, but it certainly has gotten real, hasn't it?

Like the conscious relaxation of eye muscles, taking a few seconds to remember your role or to consider how the scene may affect future communication short-circuits emergency sirens in the head. Under stress, not only our vision becomes a narrow slit but so does our perception of time. There is only NOW-WOW-WOW clamoring for attention.

In the classic poem, "If," Rudyard Kipling advised his son to keep his head while all about were losing theirs. When things get grim, as they are sure to do at times, simply affirming one's motivation for being present is a powerful tool. It summons the aid of the executive suite in our brain to silence the alarm system, release counteractive chemicals in the body and brain, and get ready to:

CARE

Gather your impressions of the situation, your understanding of the interpersonal dynamics, and a clear intention to do no harm. Decide what's appropriate, here and now—perhaps a suggestion for creating a buffer zone of time or space, an appeal for civility, or a request for using established community ground rules. Find something that will lead others to respond rather than simply to mindlessly react, and you'll be helping them get control of both themselves and the situation.

If your role is as a group leader, lean forward in your seat and let your eyes connect with as many people as possible in a slow sweep. It's quite likely the room will fall silent with this signal, but don't force the issue. Simply wait. As a group member, catch the eye of the leader as you sit up straight, keeping your expression alert but neutral, and take the cue when it comes. If there is no formal leadership, focus your eyes on the current speaker, wait for a break, and enter the conversation calmly.

...When Words Collide

When you speak, try to say your first word at the moment of gently releasing the air from another of those deep, grounding breaths. This will reduce the forcefulness of your tone and help to support your voice through whatever you have to say. Create a segue from the previous comment to your own contribution, so that the last speaker feels heard and respected.

Bleeding egos, bruised feelings and burning indignation respond well to kindness, applied with skill and a lack of fuss. The wounds will remain. Of course they will. But if we demonstrate an ability to keep calm under emergency conditions, other people will follow that example. The healing may take a long while, but your intervention has made it possible to imagine. That's a social first aid certification to celebrate.

About the author

Coaching and classes provided by **Karen Mathieson,** owner of Serendipity Communications in Portland, help motivated professionals hone speaking, writing and interpersonal skills for the workplace and beyond. Having worked as a public radio broadcaster, a freelance journalist, an event leader and a music teacher for adults, Karen's integrated approach to communication issues gives clients an edge for success in everything from public speaking to crafting great emails, from managing negative self-talk to dealing with difficult people. Article © Serendipity Communications, 2011

Beyond the Voice of the Customer

When was the last time you went to an outdoor market in a developing nation? You know the kind, where people who buy and sell actually meet face-to-face? Where they even talk to each other and actually get to know each other? Where the owner of the company sees first-hand the reaction to his products; good, bad, indifferent. In most parts of the world this is the primary way that people still buy and sell products and services.

If it's been a while, (or never) then you might have a bit of a hard time relating to the fundamental premise of this article.

My eyes were really opened to this wonderful (and ancient) method of commerce when I visited a very poor town on the eastern coast of Nicaragua a few years ago. To my "developed nation" eyes it looked chaotic, inefficient, messy, even a bit threatening. But somewhere along those crowded alleys filled with vendors booth and tables, I had a bit of an "ah ha" moment. I started to appreciate something that we've lost in all our world of high tech, mass market, global commerce— relationship. Oh sure, we throw this word around a lot, but it usually involves a surrogate or substitute for real, honest, face-to-face relationship.

Like CRM.

We think if we have the latest CRM platform we'll have a deeper relationship with our customer. I've used quite a few CRMs in my day and one thing for sure they don't do is relationship!

Or CEM.

Another substitute for relationship is a well-designed, customer experience management program. That will help us:

- Create a stream around advocacy building
- Translate the brand into desired attitudes
- Map the customer's journey
- Utilize alternative research for contextual inquiry, shadowing and journaling

...Voice of the Customer

• Infuse emotion in the design
• Incorporate multiple relevant metrics to understand customer happiness

Now, I realize I'm being a bit facetious here, but it's to make a point. Technology, research, programs, consultants all can help, but only to a point. And, in many cases fall very far short of the mark. Why?

Customer value, positive or negative, flows from the sum of all the experiences a customer has with your company. It's not just product, where much attention is (and rightfully should be) focused. It includes literally every touch point a customer has with your business including their experiences online, on the phone with customer service, from others who have used your products, "secondary customers" such as dealers, distributors and agents. And, it's dynamic, constantly changing and evolving or devolving, as the case may be.

This has very significant implications for businesses today, since there is so little engagement by employees with the end (in my lingo "intended") customer. To the majority of the employees a customer is an abstract concept where they have little idea what they do, let alone how they live, think and feel. And yet, these same employees, with all good intentions, collectively determine the customer experiences for all these many touch points with the usual result of missing the mark, and not even realizing it!

All because they have no real, tangible relationship with the customer. Or the relationship they have is narrowly focused on one aspect of the customer's experience, as in account management or customer service. So, moving beyond "voice" means moving outside of our own company world where it's all about us, to the customer's world where it's all about them. It seeks to address one of the most basic questions your customers have—"do you care."

What this might look like varies tremendously from company to company, industry to industry, but I believe there are five basic steps or stages to creating that close connection with the customer that ultimately can lead to superior customer experiences and value. This is what I'll unpack in the second part of this article, so stay tuned!

About the Author

John Geffel, Managing Partner, founded VALUE:driven Group this year after 27 years at one of the software industry's leading vertical-market software companies, Timberline Corporation, that was acquired by Sage in 2003. John's particular expertise is in market development, product management, product marketing and strategic planning. He has been directly responsible for successfully introducing many industry-leading products and services over these years and most recently served as General Manager for the business.

John's focus at VALUE:driven is on customer value definition and value delivery assessment as well as providing oversight and account management for all of the company's engagements through its consulting alliance partners. John also leads the mentor/coaching program for the Oregon Entrepreneur's Network and provides executing coaching as a senior consultant at the Waldron Company.

John has a BS in Business Administration and an MBA from Portland State University.

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.

President's Letter

Advancing our Careers as PMs

One of the many things I have always appreciated about PMI is that the careers of members can be enriched in many ways. There is a focus in the Portland Chapter on adding value, and our announcement last month of the Agile training coming in January is a great reminder of the opportunities that exist for us as PMs to enhance our careers. During the Keynote presentation last month on Agile QA methods, I was reminded how we can always learn new things to enhance our careers.

Maintain a healthy network

This is the best way I know for finding a job, as well as keeping you market value. Networking allows you to make new contacts, learn about events, and keep up with emerging trends in the profession. Another key benefit is the chance to help others in your network. The Portland Chapter has monthly Chapter dinners, monthly roundtable meetings, and networking events to provide networking opportunities for our members.

Gaining new knowledge and skills

Learning is a lifelong pursuit for many people, the effect on one's current position and future career plans is obvious. Membership in PMI provides many options for us. The PMOK guide is available to all members on-line, there are webinars and presentations available, and the Portland Chapter offers workshops and other training events throughout the year.

Obtaining new Certifications and Credentials

It is very clear the PMP is a significant addition to a PM's resume, in many instances it now trumps adding an MBA. There are several credentials available from PMI, the newest are around Agile practices:

- Certified Associate in Project Management (CAPM)®
- Project Management Professional (PMP)®
- Program Management Professional (PgMP)®
- PMI Agile Certified Practitioner (PMI-ACP)®

Newsletter Director's Letter

We Still Need Your Input

Thanks to those who have filled out the newsletter survey. For those who have not filled out the survey, there is still time. The survey will be available until November 30. Click here to voice your opinions.

From the results so far, there is interest in employment trends for project managers. If you or someone you has expertise in the things employers are looking for in project managers, please e-mail me at newsletter_dir@pmi-portland.org.

I am always open to any feedback, suggestions or submissions to the newsletter. Remember, this is **your** newsletter.

I look forward to hearing from you.

Laura Sakaguchi, CAPM
Newsletter Director

- PMI Risk Management Professional (PMI-RMP)®
- PMI Scheduling Professional (PMI-SP)®

The Portland Chapter has also held classes for Certified Scrum Master, and is always looking for new and relevant training classes.

I would like to welcome our new members, and say thank you to our members who have renewed. For our new Members, I hope you take advantage of all the benefits your PMI and PMI Portland Chapter have to offer. For renewing members, perhaps this is a good time to take advantage of a benefit or activity you did not use last year (e.g. attend a Roundtable session).

Steve Thornton
President, PMI Portland Chapter

PORTLAND CHAPTER

Newsletter
November 2011

![PMI Portland Chapter logo]

PORTLAND CHAPTER

Newsletter
November 2011

Web site: pmi-portland.org

Board of Directors

The Board of Directors wants to hear from you. Click on the link to send them 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
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VP Operations Brad Taylor, PMP
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VP Outreach Linda Read, PMP
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VP Professional Development Diane Brady, CSM
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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.

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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.