



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org



PMI Portland Connection

February 2012

PMs of the Roundtable

At one of the PMI Portland Chapter monthly meetings I was asked, "What is a roundtable?" As an engineer, I automatically wanted to answer, "It's a table that is round!"

In last month's newsletter, Bruce Rosenblatt, Director of Roundtables gave a brief overview of what happens at the Roundtable meetings.

In order to better inform our members what the monthly Roundtable meetings offer, I interviewed some of our Roundtable Moderators. I hope their answers will address your questions about these Roundtable meetings and encourage you to join in!

I want to extend my appreciation to Bruce Rosenblatt (Director of Roundtables), Robert Bondaruk and Rick Brumble (Roundtable NE, Port of Portland), and Lori Comstock and Tess Stewart (Roundtable North, Clark) for their responses.

1. In general, what topics are discussed?

Bruce Rosenblatt: The intent of the Roundtable is to promote an informal gathering of 10 to 20 project oriented persons (typically from diverse disciplines and companies) to discuss current topics in our profession, receive suggestions from other attendees on your current project challenges and to receive information on items of interest. In addition, these meetings provide an opportunity for members who could not attend regular dinner meetings! Roundtable attendance is another way to participate and get greater benefit from your membership. One need not be a PMI member to attend. And for PMPs, this counts as 1 PDU per meeting attended.

Roundtable NE, Port of Portland:

Topics discussed include:

- contractor/business and consultant/client relations
- project ethics
- risk management
- project constraints
- strategic planning, forecasting, estimating
- demand vs. capacity in capital planning



Speaker Chris Edwards discusses the Airport South Runway project with attendees at the Roundtable NE, Port of Portland

[continued...](#)



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Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

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- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

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February 21 Chapter Meeting

Chapter Meeting Sponsor

ProKarma is a leading provider of integrated technology and business process outsourcing solutions. The company's more than 1,300 employees provide strategic consultation, technology implementation, custom development and infrastructure services to help organizations drive productivity, efficiency and gain the most out of their technology investments. ProKarma is headquartered in Omaha, Neb., with sales and delivery centers in the U.S., India and Argentina. ProKarma was ranked as the fastest-growing IT services company in America by Inc. 500.

Visit us at www.ProKarma.com.

Keynote Presentation

Demonstrating Value of PMO, with Michelle LaBrosse, PMP

[Read more...](#)

Educational Presentation

Making the Intangible Tangible: How to Manage Innovation-Based Projects, with Shane Sasnow, MS

[Read more...](#)

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- Educational Presentation
- Chapter Meeting Logistics

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- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

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Roundtable North, Clark: It depends. Sometimes we have a planned topic that might be suggested from a previous meeting, or we have a member who has something (current topic or area of interest / concern) they would like the team to discuss/review/ debate. Some of the “core” members of this roundtable have been meeting together for many years, and we all know what each member’s primary strengths and areas of concern are. So, we tend to approach the topics based on who is in attendance and what “hot topics” they bring to the meeting. If there are students or new attendees at the meeting, we tend to draw them into the discussion by looking at what their questions or concerns are. And if all else fails, there is a running topic list we can pull from. But for the past few years we have not needed it!

2. What is the average number of attendees?

Bruce Rosenblatt: 8-20, and more if there is an event or speaker. The subject is published in advance.

Roundtable NE, Port of Portland: The average number of participants is 12, with the maximum being 16 and the minimum being 5. Notably, the ratio of Port to non-Port attendees has dropped from 5:1 to ~1:1, as more non-Port people discovered and began attending the event. The format changed last year to alternate agendas. One month is a regular roundtable format and the next is a speaker with Q&A. Also, the Port started providing light snacks last summer.

Roundtable North, Clark: We average from 15 to 20 per meeting, depending on the month and if students are attending. We draw business / IT students from the WSU Vancouver campus towards the end of the quarters. Holiday months are lighter in attendance.

3. What are one or two examples of PM topics discussed? What were the solution(s) / suggestion(s) given?

Bruce Rosenblatt: Managing expectations and time management, earned value and Agile. Notes are generally distributed to the attendees, although participants generally also make notes

Roundtable NE, Port of Portland: Contractor relations has been a big topic for Port attendees. They have a strategy to build strong relations with contractors to insure current and future projects are completed under budget, on time, and to spec. Another topic is consultant relations with clients, specifically how to insure the consultant’s brand value is retained when the client decides to disregard the consultant’s advice, and how to say “I told you so” in a savvy manner.

Roundtable North, Clark: Tess Stewart did a wonderful meeting on using SharePoint to communicate project info activities / coordinate when you have a large, geographically diverse project team. In January a member is making a presentation on motivating your team members. Recently a new member brought up a question about managing smaller web projects that need to be turned around quickly but require some level of documentation (without overdoing it). Since this tends to be a group of senior level PMs, we have focused on soft skills in the past but have also had presentations on standard topics such as using earned value in your projects.

4. Have you offered special presentations in the past, or have one planned in the future?

Bruce Rosenblatt: Presentation descriptions are published on the Roundtable web site and notices are generally sent to those who sign up for the individual DL lists. The most recent presentation was a five month (one day each month) on Agile Tools and Techniques. The slides were published to those who attended, and slides are generally distributed to the attendees of that Roundtable session. The Vancouver Roundtable has done book reviews, with a chapter each month.

Roundtable NE, Port of Portland: We have had several presentations during the NE group’s short history. Our last one was by Brad Hermanson, PE, PMP. He is the Environmental Practice Leader with GEI Consultants. His topic was about the lack of research on service experiences as it relates to project delivery. January’s presentation was by Chris Edwards, PE, PMP. She is an Engineering Project Manager at the Port, who will talk about the recently completed \$65M PDX south runway

[continued...](#)



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- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

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- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

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- Meeting the Needs of Software Developers

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- Newsletter Director's Letter
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rehabilitation project. We don't usually plan presentations more than a month out.



Roundtable NE, Port of Portland moderator Robert Bondaruk makes sure attendees sign in to ensure PDU credit.

Roundtable North, Clark: We normally do not have special presentations beyond what the members of the roundtable are willing to do. We are not averse to having one—just haven't set anything up before.

5. State one or two reasons to attend your Roundtable discussions.

Bruce Rosenblatt: Networking with peers and learning about tools that motivate teams to succeed.

Roundtable NE, Port of Portland: Reason 1: This roundtable is one of only two evening events in the Portland area. It occurs mid-week, making it convenient for attendees who work from home early or late in the week to join on their way home from work. It is an opportune location for potential attendees in east Portland, Vancouver, and Camas areas. Reason 2: Parking for the event is free and light snacks are provided. Reason 3: Attendees discuss for-profit and not-for-profit challenges of project management. The Port is a quasi-government agency.

Reason 4: This roundtable is sized such that all attendees are afforded the opportunity to participate

Roundtable North, Clark:

Lori Comstock: Personally I attend because it's like a sanity / reality check—we tend to get so entrenched in our company's processes and issues that it's nice to network with a smaller team of folks I know, and talk about what is happening elsewhere. I also appreciate the counsel from senior practitioners and others who might have experienced something close to my current concerns and are willing to share their "lessons learned". And the open sharing of those in attendance always triggers something I can take back to the office and apply to my daily work.

Tess Stewart: One piece of advice is for those who are unemployed and start attending the roundtables then stop when they get a new job. Ironically the people who have been coming even semi-regularly for years don't stay unemployed for long. It's amazing how different each person's actual jobs are—self-employed consultants, corporate program managers, PM managers, etc. This network really serves as a well-respected place of sanity. Just the support we give each other is a gift.

For more information about PMI Portland Chapter roundtables, see [page 12](#), or visit the Chapter [web site](#).

*Laura Sakaguchi, Newsletter Director
PMI Portland Chapter*



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- **Keynote Presentation**
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- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

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February 21 Chapter Meeting

Keynote Presentation

Demonstrating Value of PMO Through the Use of METRIX

A challenge is to show the value of implementing PMO improvements. Calculating the costs of failed projects or the benefit of successful projects is not easy. However, there are some ways to demonstrate the value. Learn how to use clear facts, tools and metrics to show the value of the PMO.

How you will benefit:

- Learn what PMOs can do to increase project success
- Uncover important PMO performance drivers
- Prioritize PMO performance drivers through the lens of various stakeholders
- Document benefits of PMO

What we will cover in an interactive activity:

- Participants will review and prioritize the PMO performance drivers through the lens of the various PMO stakeholders
- Identify the benefits stakeholders gain from PMO Performance Drivers.

About the Presenter



Michelle LaBrosse, PMP®, is an entrepreneurial powerhouse with a penchant for making success easy, fun and fast. She is the founder of Cheetah Learning, a global leader in Project Management training and accelerated learning, and the author of the Cheetah Success Series. She is also a prolific blogger whose mission is to bring Project Management to the masses.

A dynamic keynote speaker and industry thought leader, Michelle was a keynote at AT&T's annual Project Management Symposium where she received a standing ovation. She has spoken at numerous industry events and PMI chapters, and is known for engaging her audiences with homespun anecdotes and humor.

Honored by the Project Management Institute (PMI®), Cheetah Learning was named Professional Development Provider of the Year at the 2008 PMI® Global Congress. Michelle was previously recognized by PMI as one of the 25 Most Influential Women in Project Management in the world.

Michelle's articles have appeared in over 100 publications and web sites around the world. Her monthly column, the Know How Network is carried by over 400 publications, and her monthly newsletter goes out to more than 50,000 people. Her radio program, *Your World Your Way*, is a weekly broadcast that is an inspiring and practical look at how Project Management fuels success.

She is a graduate of the Harvard Business School's Owner President Manager's (OPM) program and also holds engineering degrees from Syracuse University and the University of Dayton.

She lives in Nevada with her family and likes to rejuvenate in Alaska where you'll often find her kayaking, hiking, and riding her motorcycle.



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- **Educational Presentation**
- Chapter Meeting Logistics

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- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

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February 21 Chapter Meeting

Educational Presentation

Making the Intangible Tangible: How to Manage Innovation-Based Projects

Innovation is often thought of as a “flash in the pan” event; all of a sudden there’s a big bang and a revolution happens in front of your eyes. In reality it’s much more like a rock band that works their tail off for 10 years to achieve their “overnight success”.

Organizational innovation happens because its culture is geared for it and the leadership embraces it. If these pieces are in place there is a better than average chance that a good innovation team can break some paradigms and achieve innovation. But how does one manage the breaking of paradigms on a schedule?

In this session I will share some fundamental principles for, and the type of thinking that leads to, innovation. Then we will explore the unique aspects of how to manage innovation-based projects to generate breakthrough ideas.

By the end of the presentation attendees will understand

- Basic structures required for innovation
- The type of thinking that leads to innovation
- How innovation-based projects are different, and
- How to manage for them so the project team can make the intangible tangible

Bring your thinking caps with you and leave those creativity-killers at home.

About the Presenter



Shane Sasnow, MS is the owner of *Forward Motion Facilitation and Training*. He specializes in strategic planning, innovation, and creative problem solving and works with the private, public, and non-profit sectors. Currently he is engaged with a team at the North West Food Processors Association to develop a year long business innovation program, is leading a team working with the Audubon Society of Portland on their

5 year strategic planning process, and facilitates a problem solving committee focused on developing a technical system deployment plan at the Portland City Hall Auditors Office.

Shane received his BA from the University of Washington in Creative Processes in 2006 and his Masters of Science in Creativity, Problem Solving, and Change Leadership from the International Center for Studies in Creativity at Buffalo State College in 2008. He currently lives in Portland and sings in the rock and roll cover band, Rock Residue.

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.



PORTLAND CHAPTER

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Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- **Chapter Meeting Logistics**

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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- Newsletter Director's Letter
- About PMI Portland

www.pmi-portland.org

February 21 Chapter Meeting

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

Registration

At 10 a.m. the Monday before the Chapter meeting, the regular online registration price increases by \$10. At 4:00 p.m. the day of the meeting, regular registration price increases by \$20.

No refunds within 24 hours of the meeting. Contact registration@pmi-portland.org.

[Register Now](#)

* 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.

Location

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

Free Parking

Menu

Traditional London Broil, Buttermilk Fried Walla Walla Onions & Red Potato Mash

Saffron Risotto Cake Served on a Bed of Lentil Cassoulet with Herb Roasted Vegetables

Bavarian Éclair with Fresh Berries



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Headline Article

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- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

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- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

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Professional Development

PMP/CAPM Spring 2012 Exam Prep Course

Saturdays, February 18–March 31, 2012



Hosted by DeVry University, Keller Graduate School of Management



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

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

Certified PMPs will bring the Project Management Book of Knowledge (PMBOK) methodology and real-world experiences into focus. They will walk you through what you need to know, step-by-step. Core study material will be covered over six Saturdays, with a complete review on March 31st, the last day of the course. Taking the test immediately after the course is recommended.

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

Seating is limited so register today.

Workshop Details

Saturdays, February 18–March 31, 2012
9:00 a.m. to 5:00 p.m.

Location

DeVry University
9755 Barnes Road, St Helens Room
Portland, OR

Cost

PMI Portland Chapter Members:
2/6 after 5 p.m. through 2/13 5 p.m.—\$945

Non-Members:

2/6 after 5 p.m. through 2/13 5 p.m.—\$1145

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

Register today!

For details and registration, visit the PMI Portland Chapter [web site](http://www.pmi-portland.org), or email certification@pmi-portland.org.



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PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- **Book Reviewers Wanted**
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

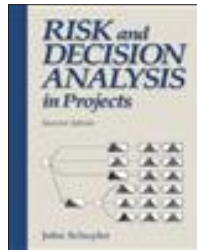
- President's Letter
- Newsletter Director's Letter
- About PMI Portland

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Professional Development

Book Reviewers Wanted

Would you like to write a book review and don't know which book to review? Here is a list of some suggested Project Management books. We welcome your input on any of these books, or select another! Send your review to newsletter_dir@pmi-portland.org.



Risk and Decision Analysis in Projects—Second Edition, by John R. Schuyler



Principles of Project Management, by John R. Adams, et. al.



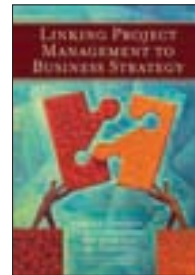
Project Manager Competency Development Framework—Second Edition, by Project Management Institute



Construction Extension to the PMBOK® Guide, Third Edition, by Project Management Institute



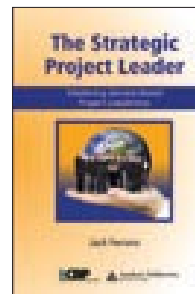
Human Resource Management in the Project-Oriented Organization, by Rodney Turner, DPhil; Martina Huemann, PhD; Anne Keegan, PhD



Linking Project Management to Business Strategy, by Aaron J. Shenhar, Dragan Milosevic, Dov Dvir, Hans Thamhain



Practical Guide to Project Management Documentation, by John Rakos, Karen Dhanraj, Scott Kennedy, Laverne Fleck, Steve Jackson, and James Harris



The Strategic Project Leader: Mastering Service-Based Project Leadership, by Jack Ferraro

Earn PDUs by writing a book review!



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- Educational Presentation
- Chapter Meeting Logistics

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- Book Reviewers Wanted
- **Roeder Online Courses**
- **Annual Conference**

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

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Roeder Online Courses

Be sure to check the PMI Portland Chapter [web calendar](#) for all the new online PM related training at a discount to members.

OnDemand Online Courses

360 Awareness: Understand Human & Environmental Factors
4 hours, 4 PDUs

Whole Body Decisions: Synthesize Brain, Heart & Gut
4 hours, 4 PDUs

Project Management Fundamentals: Laying A Strong Foundation
8 Hours, 8 PDUs

Live, Instructor-Led Online Courses

Project Management Intuition
February 17 & 24, 2012
8 PDUs

Earn Buy-In & Win Support
February 22 & 29, 2012
8 PDUs

Communicate With Competence & Confidence
March 3 & 10, 2012
8 PDUs

Project Management Negotiation
March 6, 13 & 20, 2012
15 PDUs

Free Webinar, 1 PDU

That's Amore—Learning to Love International Project Management
Tuesday, February 14, 2012 9:00–10:00 a.m.
Register now at www.roederconsulting.com/webinar.php.

Save the Date!

The Annual 2012 Managing Projects, Programs & Portfolios Conference Thursday, August 16, 2012

Lloyd Center DoubleTree Hotel

PMI Portland Chapter will hold its annual professional development conference on August 16, 2012. The tentative theme of this year's event is "Renew, Refresh, Reinvest", in recognition of the rapid changes in technology and our need as project managers to continuously renew and update our skills.

The conference will provide three educational tracks focusing on Strategy, Tactics and Tools, with workshops provided for new and experienced PMs as well as those in positions of leadership or strategic planning.

This conference is the largest professional training event sponsored by PMI Portland Chapter with over 250 people attending. There will be something good for everyone so don't miss it!

If you would be interested in volunteering to help make this event a success, please contact Kristen Funk-Tracy, the conference director, at annual_conf@pmi-portland.org or call 503.502.8145. If you give at least 8 hours of your time you may be eligible for free conference registration.

There are many benefits to volunteering for the conference, including:

1. Networking with other Project Management Professionals,
2. Gaining new experience and skills, and
3. Eligibility for free attendance at the conference.

Watch your email, this newsletter, and the Chapter web site for new information as it becomes available.



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February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- [Event Calendar](#)
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Chapter News & Events

MON	TUE	WED	THU	FRI	SAT	SUN
February 13 Registration deadline-- PMP/CAPM Exam Prep	14	15 PMI WV Salem Meeting SAO Event	16 Roundtable West @ Nike PMI WV Eugene Meeting	17 PMI WV Corvallis Meeting	18 PMP/CAPM Exam Prep Course Begins	19
20	21 Chapter Meeting SAO Event	22	23	24 Roundtable North @ Clark	25	26
27	28 Roundtable NE @ Public Health	29	March 1	2 Roundtable South @ Mentor Graphics	3	4
5	6	7 Roundtable NE @ Port of Portland	8 Roundtable West @ SolarWorld	9 Roundtable NW @ Con-Way	10	11
12	13	14 OODN Event	15 Roundtable West @ Nike SAO Event	16	17	18
19	20 Chapter Meeting	21	22	23 Roundtable North @ Clark	24	25
26	27 Roundtable NE @ Public Health	28	29	30	31	April 1

For details, see the calendar on the [Chapter web site](#).



PORTLAND CHAPTER
February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- **Roundtable Meetings**
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Chapter News & Events

Roundtable NW Con-Way

2055 NW Savier
Portland, OR
Ask for room at desk

2nd Friday 7:15 a.m.

Roundtable West SolarWorld

25300 NW Evergreen Rd.
Hillsboro, OR

2nd Thursday 5:30 p.m.

Roundtable West Nike

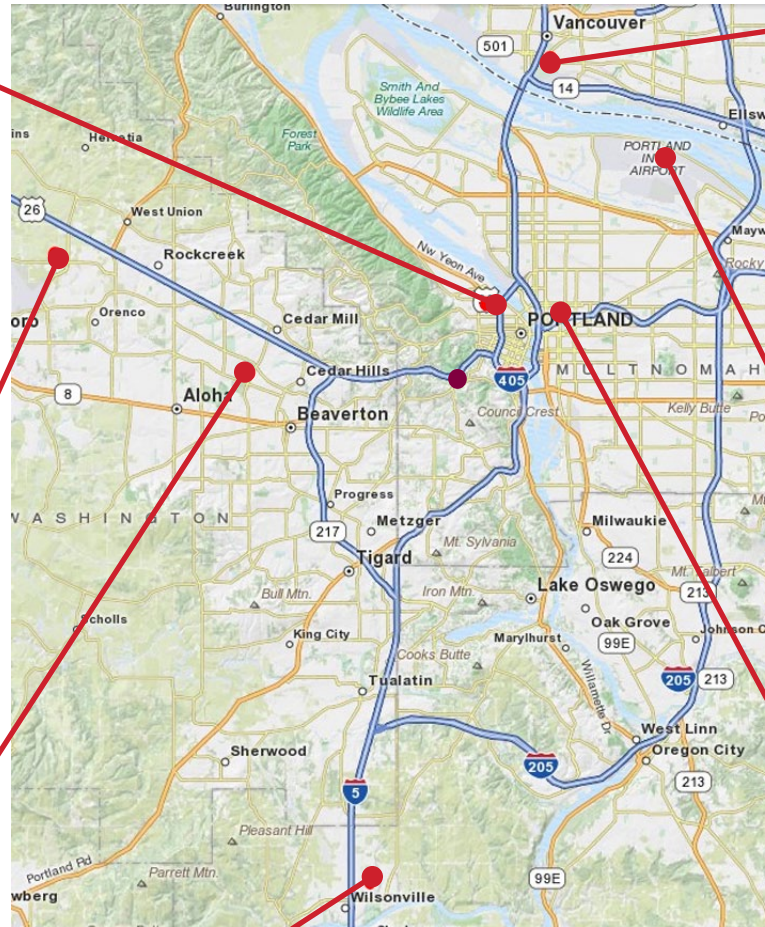
Nike World Headquarters,
Beaverton, OR
Nolan Ryan Bldg.,
Air Huarache, 1st Floor

3rd Thursday 7:30 a.m.

Roundtable South Mentor Graphics

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

1st Friday 7:15 a.m.



Roundtable North Clark

1200 Fort Vancouver Way,
Vancouver, WA
Community Room

4th Friday 7:15 am

Roundtable NE Port of Portland

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

1st Wednesday 4:30 pm

Roundtable NE Public Health

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

4th Tuesday 7:30 am

Join Us!

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



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- **Chapter Meeting Late Fee**
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Chapter News & Events

Chapter Meeting Late Fee Changes

The PMI Portland Chapter Board of Directors has determined there is a need to restructure our Chapter meeting fees to reward those who register early for the meetings. We recently sent a notice of fee changes to our Chapter meeting late fee. Early registration greatly facilitates event planning and reduces registration lines the night of the meeting. The Portland PMI Chapter subsidizes the cost of the Chapter meetings to keep the cost as low as possible for our Chapter meeting attendees. Your Chapter leadership is committed to providing quality events at reasonable costs but we need your help to succeed. As a volunteer organization, we have limited resources and time to accomplish our goals and tasks each month. Your early registration will greatly help the volunteers plan and execute a quality monthly event for your education and enjoyment.

Effective January 1, 2012 the Chapter Meeting fee structure will be as follows:

- **Regular Registration:** Before 10 a.m. Monday (day before meeting) – *regular registration price*
- **Late Registration:** Between 10 a.m. Monday and 4 p.m. Tuesday (day of meeting) – *add \$10 to regular registration price*
- **Walk-in Registration:** After 4 p.m. Tuesday (day of meeting) – *add \$20 to regular registration price*

The change in the Chapter Meeting Fee structure was a Board of Directors decision. If you have questions or concerns about the new fee structure, please contact the Chapter VP Programs, President, or President Elect. Thank you for your support and we look forward to seeing you at 2012 events.

Project Management Training at Portland State University



Project Awareness, the Right Tools, and True Communication

- Beginning and Advanced Courses and Certificates
- Microsoft Project Fundamentals and Project Management for Nonprofits Workshops
- PMP Exam Prep

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



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- **EPMA Awards**
- **Refund Policy**

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Chapter News & Events

Win Excellence in Project Management Awards (EPMA)!

The Project Management Institute (PMI) Portland Chapter is sponsoring three (3) 2011 Excellence in Project Management Awards (EPMA). This year awards will be giving in the following categories:

- Project of the Year Award. This award honors the accomplishments of an organization and project team to create quality results and drive customer satisfaction through the superior management and execution of projects.
- Project Manager of the Year Award. This award honors the accomplishments of a Project Manager, who has been certified through PMI, and who has demonstrated Project Management excellence through the effective management of resources, schedule and scope. The Project Manager will have exhibited leadership qualities using project methodology to ensure successful project outcomes.
- Project Management Student Award. This award honors high school seniors in Portland metro private and public schools to demonstrate how project management skills can be applied to all types of project and to raise awareness about future careers in project management.

The application process will begin with an announcement during the February 21 PMI Portland Chapter Meeting. Completed applications for all three categories must be submitted and received by April 30. Results will be announced during an award ceremony during the June 19 PMI Portland Chapter Meeting.

More information will be available about EPMA—primary goal of the awards, eligibility, criteria, application process and form—stay tuned.

Refund Policy

Dinner Meeting and Miscellaneous Events:

A full refund will be made if request for cancellation/refund is received 24 hours in advance of the meeting/event (the time registration opens is the official start of the meeting/event)

Professional Development Events (Workshops, Certifications Classes, Conferences):

- 90% of the registration amount will be refunded if the request for cancellation/refund is received more than 30 days prior to the event.
- 75% of the registration amount will be refunded if the request for cancellation/refund is received between 29 and 8 days prior to the event.
- If request for refunds are received less than 7 days prior to the start of the event, the refund will not be processed since monetary outlays have been incurred for meals and materials.

Process:

All requests for refunds must be made in writing to the respective event coordinator:

- [Director of Registration](#) for Dinner Meeting Refunds
- [Director of Workshops](#) for Workshop Refunds,
- [Director of Certification](#) for PMP Prep Course, Certification Classes;
- [Annual Conference Director](#) for Annual Conference

Registrations cannot be transferred from event to event due to different rate structures; a refund will be processed and applied to the original credit card.



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

PM News Briefs

PMI Willamette Valley Chapter

Salem Branch Monthly Meeting

Wednesday, February 15, 2012 Presentation starts at 12:00 p.m. (please arrive by 11:40 am)

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



Speaker Connie Plowman, PMP

Topic What Are Our Team Strengths

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

See web site for more details [Salem](#)

Eugene Branch Monthly Meeting

Thursday, February 16 2012
6:00-8:00 p.m.

Location Red Lion–Eugene
205 Coburg Road
Eugene, OR 97401



Speaker Kim Liegel

Topic Team Collaboration–Bridging the Divide Between Individuals (part 2)

Cost \$20 (both PMI and Non-PMI members) Includes a buffet-style dinner 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 (VPPPrograms@EugenePMI.org) 48 hours in advance of the meeting.

See web site for more details [Eugene](#)

Corvallis Branch Monthly Meeting

Friday, February 17, 2012

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 Vicki James, PMP, CBAP

Topic Understanding What Good Communication Means

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

See web site for more details [Corvallis](#)

Keep your E-mail Address Current!

Don't miss a thing from PMI Portland Chapter.

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>My Profile tab>Edit 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>My Features tab>E-Lists to check the email address that is being used.

[continued...](#)



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

PM News Briefs

OODN Meeting



Human System Dynamics: Organizations and Change from a Systems Science Perspective

Speaker:

Glenda Eoyang

When: Wednesday, March 14, 2012 from 6–8:30 p.m.

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

Pricing: Free to PMI members. Non-members, \$10.

Contact: RSVP to president@odnoregon.org.

Oregon OD Network
14780 SW Osprey Drive, Suite 365
Beaverton, OR 97007

info@odnoregon.org
www.odnoregon.org



SAO Events



SAO Healthcare IT Innovation Launch and Networking Event (featuring OHSU and Intel)

When: Wednesday February 15, 2012
6:00–9:30 p.m.

Where: OHSU's Center for Health and Healing at South Waterfront
3303 SW Bond Avenue
Portland, Oregon 97239

Partner Education Event

LFL – Foster the People: How to Attract & Keep Top Tech Talent

When: Tuesday, February 21, 2012
9:00–4:00 p.m.

Where: Stoel Rives–19th Floor Lounge
900 SW 5th Ave.
Portland, OR 97206

Ignite SAO! v2

When: Thursday, March 15, 2012
5:30–9:00 p.m.

Where: Alberta Rose Theater
3000 NE Alberta Street
Portland, Oregon 97211

www.sao.org



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- [Join PMI Portland Chapter](#)
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership

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 Sign up form](#).

For More Information

Please visit the [PMI Portland Chapter web site](#). Read the [Chapter brochure](#).





PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- **Your PMI Portland Volunteers**
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership

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

Wendy Peterman, Registration



Wendy Peterman is one of the smiling faces you meet at the registration table when checking in for the monthly meeting.

Wendy has been consulting in project management for medical device software, hardware, exam preparation and non-profit companies. She was a project manager in defense research and development for about six years. Prior to that, she was an individually contributing engineer in radar and underwater acoustics.

Wendy has a BS and MS in Electrical Engineering from Stanford and is a recent college grad from PSU as well; she finished her master's in engineering and technology management there this past June. Her capstone work at PSU resulted in a published paper on project change.

David Angel, PMP, Director of Speaker Acquisitions



With more than 20 years of experience in Engineering and IT, David has worked as a design engineer, industrial engineer, programmer and IT project manager. He earned his B.S. in Engineering from CSU, Northridge and an M.S. in Engineering Management from PSU. In addition to working in industry David has taught Computer Programming and Project Management at the College level.

For the last five years David has been involved with Toastmasters, earning the Advanced Communicator Gold Award, twice served as club president and a year as Area Governor. Combining his speaking and project management backgrounds, David developed speaking and communications workshops for technology leaders and project managers.

David can be reached at speaker@pmi-portland.org.

Mark Kresge, Roundtable South Moderator



Mark Kresge works at Mentor Graphics Corporation in Wilsonville. He has been with Mentor for over 10 years and currently manages IT Enterprise Software Solution projects and programs. Previously, Mark managed IT's PMO responsible for establishing project management best practices and using HP's Project and Portfolio Management (PPM) tool to track project health. Mark is a PMP, graduated from Indiana University with a degree in Computer Science, and has previously worked at IBM Consulting, Accenture Global Services, UNUM, Fluor Corp, and was President of Advantage Consulting and Technology.

Rick Brumble, Roundtable NE-Port of Portland Co-moderator



Rick has been a member of PMI Portland since 2007 and a PMP since 2008. He has over 20 years of experience in manufacturing, engineering, supply chain, marketing, health care, and the energy sector at NCR, Intel, Kaiser Permanente, and BPA. While at Intel, he worked with Dr. Stephen Hawking on a year-long project. In addition, he was a member of the US military for 23 years, operating a mainframe, and maintaining fighter jet electronics

[continued...](#)



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- [Your PMI Portland Volunteers](#)
- [PM Job Postings](#)
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership

and combat communications equipment. He has taught undergraduate courses in organization theory, leadership literature, and project management.

In his spare time, Rick enjoys nature photography and fishing, and listening to Mississippi delta blues. He has served on the George Fox University alumni board of directors for seven years and is currently immediate past president. He is also a member of Speakers with Spirit Toastmasters Club.

PMI Global Conference— North America

October 20-23, 2012
Vancouver, BC, Canada

[Click here for information.](#) Details are coming soon.

PM Job Postings

These are the four most recent job openings sent to PMI Portland Chapter members who have joined our Job Posting Service.

- Project Manager, Health Information Exchange
- Project Manager
- Business Process Analyst 2
- Business Systems Analyst 2

For complete information about the Job Posting Service, including instructions about how Chapter members can participate, visit the [Job Posting Signup](#) web page.



Helping clients realize their vision through seamless digital solutions

Connect with CDI

CDI IT Solutions first expanded into Oregon in 1999 from the east coast, where the company has been entrenched since 1950. Over the past 12 years the local team has grown to more than 125 employees providing a myriad of solutions to clients.

CDI IT Solutions specializes in the management of engineering, application, help desk, and digital solutions. As a group of trained professionals CDI seamlessly integrates with its partners to deliver streamlined solutions, taking projects from inception to end of life.

General queries
DigitalSolutions@cdicorp.com

Recruiting
DigitalSolutionsJobs@cdicorp.com

Online
cdi-its.com OR cdicorp.com

Information Technology • Project Management • Managed Services • Web and Marketing Analysis • Content Management



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- **Benefits of Volunteering**
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership

The Benefits of Volunteering

In today's busy environment, it can be hard to find time to volunteer. However, did you know the benefits of volunteering are enormous, both to you and your community? The right match can help you find friends, reach out to the community, learn new skills and even advance your career.

This is the time of year we reflect and make plans for change, changes we often do not follow-through with. I am suggesting this year you do something differently –throw out those New Year's resolutions and volunteer! Read on for some of those benefits....

Volunteering Increases Self-Confidence and Promotes Good Health

Volunteering can provide a healthy boost to your self-confidence, self-esteem and life satisfaction. You are doing good for others and the community, which provides a natural sense of accomplishment. Your role as a volunteer can also give you a sense of pride and identity. The better you feel about yourself, the more likely you are to have a positive view on life and your future. Volunteering combats depression and helps you stay physically healthy. Volunteering keeps you in regular contact with others and helps you develop a solid support system. Studies have found that those who volunteer have a lower mortality rate than those who do not. Volunteering has also been shown to lessen symptoms of chronic pain and heart disease.

Connecting—Make New Friend and Contacts

One of the ways to make new friends and strengthen existing relationships is to commit to a shared activity together. Volunteering is a great way to meet new people, especially if you are new to an area. Volunteering also strengthens your ties to the community and broadens your support network, exposing you to people with common interests and fulfilling activities. While some people are naturally outgoing, others are shy and have a hard time meeting new people. Volunteering gives you

the opportunity to practice and develop your social skills since you are meeting with a group of people with common interests.

Develop a New Skill or Stretch and Define an Existing One More Fully

Volunteering is the perfect vehicle to discover something you are really good at and develop a new skill. No reason why you should stop adding to your knowledge just because you are currently employed, or have finished your basic education. There is always something new to learn, refresh a skill you have not used recently or round out one you have only partial developed. Volunteering is a way to help you work on weak areas on your resume. As an example, supervising and training other volunteers helps to develop your leadership and coaching skills in a way you might not otherwise be able to in your existing employment. Work those new experiences into your resume by adding your volunteer role and accomplishments.

A very interesting survey carried out a few years back showed that of 200 leading business owners:

- 73% of employers would recruit a candidate with volunteering experience over one without
- 94% of employers believed that volunteering can add to skills
- 94% of employees who volunteered to learn new skills had benefits either by getting their first job, improving their salary, or being promoted

Motivation and Sense of Achievement—Reach New Potential

Volunteers predominantly express a sense of achievement and motivation. Volunteering is about giving your time, energy and skills freely. As a volunteer you have made a decision to help on your own accord, and as such can take full responsibility for those accomplishments. It may be true that no one person can solve all the world's problems, but what you can do is make that little corner of the world where you live just a little bit better for others.

[continued...](#)



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- **Benefits of Volunteering**
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership

Sometimes we do get locked into the “rat-race” of life and volunteering can give that escape to everyday routine and create a balance in our lives. The energy and sense of fulfillment can carry over to a work situation and sometimes help to relieve tensions and foster new perspectives for old situations. A volunteer experience can lead you to something you never even thought about or help you discover an interest you were unaware of. You can strengthen your personal/professional mission and vision by exploring opportunities and expanding your horizons.

People seek meaning in their work and do not have to know how to do something to be able to do it. You learned to walk, ride a bike, and catch a ball without instructions didn't you? We are often limited by our own size of our vision and our own self-limiting belief about ourselves. The greatest barrier is the inability to give up what you have always done before. It is uncomfortable to change, we might be seen as lacking, we might fail..... Real performance is going beyond what is expected; it is setting one's own highest standards, invariably standards that surpass what others demand or expect. It is an expression of one's potential. This goes way beyond what others expect and because it is important, has meaning, makes you feel good to achieve it. So, make a plan for yourself.

1. What are you going to do?
2. When are you going to do it?
3. Will this action meet your goal?
4. What obstacles might you meet along the way?
5. What support do you need?

Be Part of Your PMI Community

We sometimes take for granted our PMI community. We depend on the networking with peers, the educational benefits—what if this was not available to us? The community we have built is dependent upon volunteers. Project professionals and our PMI community co-depend on each other. We expect to have our PMI networking with peers when we need help with a difficult project or need to look for new job opportunities. In turn, the PMI Portland Chapter needs our guidance, generosity and time to

promote and sustain our organization. Volunteering is ultimately about helping others and having an impact on people's well-being. What better way is there to connect with your PMI community and give a little back? As a volunteer, you certainly return to the PMI community some of the benefits that were given to you at one time or another.

Whether you build an action plan or staff the registration desk for an event, you will experience the situation through hands-on work. You can see a direct impact of your actions, making people comfortable, welcomed and a part of the PMI community through volunteering. Networking is an exciting benefit of volunteering and you can never tell who you will meet or what new information you will learn and what impact this could have on your life.

Exposure and Recognition within the PMI Community

There are numerous volunteer opportunities available. The key is to find a volunteer position that you would enjoy and are capable of doing. It's also important to make sure your commitment matches the Chapter's need. The following questions can help you narrow your options down:

1. Are you better behind the scenes or do you prefer to take a more visible role?
2. How much time are you willing to commit?
3. How much responsibility are you ready to take on?
4. What skills can you bring a volunteer job?
5. What causes are important to you?

You are volunteering your valuable time, so it's important that you enjoy and benefit from your volunteering. It's important to make sure that your position is a good fit and to communicate with the people you're working with in the Chapter. If you have questions, be sure to ask them. Make sure you know what's expected. Don't be afraid to make a change if it isn't what you expected. And most important, you must enjoy yourself.

For current opportunities to volunteer to go:

<http://www.pmi-portland.org/volunteer-opportunities>



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- **Member News**
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership

Welcome New Members!

Alexander, Peggy	Nelson, Jennifer
Anderson, Sara	Nikitin, Tonya
AuWerter, Sue	Olson, Jeffrey
Baker, Joe	Pemberton, Kathy
Becquet, Anne-Laure	Perala, Rebecca
Brebner, David	Petchey, Mark
Briggs, Beverly	Pinilla Lopez, Juan Manuel
Brohman, Kirk	Pogue, Ben
Bronson, Scott	Putnam, Robert
Clark, Amanda	Ressler, Kristian
Coffey, David	Royer, Lacey
Dalling, Cameron	Saatchi, Bahareh
Deal, William	Shepherd, April
Dixon, Matthew	Shiiki, Tamae
Djelal, Aixe	Southard, Robyn
Dreyer, Robert	Titus, Charles
Fortier, Robyn	Trepanier, Tye
Gaydyukova, Anastasia	Turco, Joseph
Gerber, William	Ungar, Dennis
Gunderson, Deb	Vaillancourt, Nita
Hawes, Kirsten	van Aart, Carly
Holbert, Kari	Vigesaa, Linda
Jacober, Danna	Vincent, Christopher
Jacobson, Julie	White, Stormy
Janiszewski, Linda	Willner, Mary
Kenjora, Arthur	Woodcock, Deborah
Kenny, John	Woods, Mary
Khamvongsa, Sophin	Zoch, Alexander
Lawrence, Shari	
Lieberman, Andrew	
Majchrowski, Kyle	
Manning, Anne	
Matanic, Nancy	

Congratulations New Credential Holders!

Carter, Lawrence, PMP
 White, Stormy, PMP
 Williams, Amanda, 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. Go to PMI GOC at www.pmi.org to change or manage your membership profile information.



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We are a Professional Services and Solutions Integration company focused on Solution Development, Technology Integration and Project Management Methodologies.

Upcoming Public Classes (+lunch!)

January 25 & 26	Practical Project Management (14 PDUs)
January 27	SharePoint 2010 for Effective Project Management (7 PDUs)
February 15 & 16	Managing Projects with Microsoft Project 2010 (7 PDUs)
February 22 & 23	Managing Projects with Microsoft Project 2007 (7 PDUs)

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Eligible for \$100 discount! Register at Advisicon.com or email us with your membership number.

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PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- **Photos**
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership



Volunteers help Todd Williams, keynote speaker, demonstrate an uncomfortable employee situation.



Laura Howley, educational presentation



Filipp Spisovskiy



David Parker, Sponsor



Scrum Sprint demonstration during Educational presentation - how many golf balls passed from one end to the other.

Many thanks to Laura Sakaguchi for the photos from the January 2012 Chapter Meeting



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- **Your Expertise Wanted!**
- **Become a Volunteer!**

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Membership

Your Expertise Wanted!



PMI is looking for qualified volunteer evaluators for its most prestigious award—PMI Project of the Year Award. This is a terrific opportunity to put your project management expertise to work. You would be joining a global volunteer team who will evaluate the submissions of this highest honor.

Evaluators must have the following qualifications:

- 10 or more years current project management experience
- PMI membership
- Comprehensive, in-depth understanding of all aspects of project management and the PMBOK® Guide knowledge areas (PMP® is preferred)
- Evaluation experience and analytical skills (such as evaluations of an Awards Program or equivalent experience)
- Can commit to a minimum of 15 hours not to exceed 30 hours of volunteer time
- Must read, speak and write English fluently

What a great opportunity to be part of the selection process in examining project excellence in managing the world's most amazing projects.

If you are interested in serving as an evaluator for the PMI Project of the Year Award, please contact Donna Huber, PMI Awards Administrator at donna.huber@pmi.org, or ask Connie Plowman (connie@plowman.us). Connie serves as a volunteer leader on the PMI Professional Awards Program Member Advisory Group.

This is an excellent time to get involved. Use your project management expertise to make a difference! Earn PDUs for your time and effort. Thank you for considering this unique opportunity and for your continued support of PMI and the project management profession.

Become a Volunteer

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

- **Assistant Vice President**—Professional Development team
- **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 on the Chapter web site, or contact our Director of Volunteers at volunteer@pmi-portland.org. You will be glad you did!

affinity diagram



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

BEST PREP CLASS FOR THE PMI ACP EXAM!

Agility Beyond Scrum



Preparing for the PMI Agile Certified Practitioner (ACP) Exam

CollabNet, the world's leading provider of Certified Scrum training, is now Providing a 3 day workshop to prepare participants for the PMI ACP exam.

- The workshop includes a 2 day Certified ScrumMaster course and a 3rd day dedicated to PMI ACP exam prep.
- Agile topics in the ACP exam will be covered in detail including the Scrum framework, XP, Lean, Kanban, Crystal, DSDM, the Agile Product Manager and more.

For more details, visit www.collab.net/ACPbootcamp or contact scrumtraining@collab.net



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PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- **Best Practices for Meetings**
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Articles

Best Practices for Meetings – 5 Manager Behaviors

Bad meetings suck. Your meetings rock—because you’re using the [5 Structural Elements](#) of great meetings. Next, kick it up a level and have excellent meetings, using these 5 Manager Behaviors:

1. Start and End on Time
2. Celebrate Behaviors
3. Share the Impact
4. Share Stories
5. Mine for Contribution and Conflict

Here’s how to do each.

Start and End on Time

The fastest way to make people want to come to your meetings is to start them and end them on time. This respects the attendees’ time. We’re so used to meetings that start late and end later, that this alone will make you stand out as a leader. And the easiest way to do this, is just to do it.

I ran a training once for a 20-person client group on how to run better meetings, and I cut short the Q&A and actually ignored some of the optional items on the agenda, in order to end on time. For this client, a big complaint was that meetings always started late and ran late — so I knew this was a big deal. The meeting was scheduled to end at 11 AM, so at 10:59 I said “we’ve covered the major items, and if the minor ones that we had to leave out are interesting to you, then I’m happy to come back. Thanks, and please pass in your evaluations. We are adjourned.” And then I stood up and began packing my things, with my back to the room.

A week later I overheard one of the staff referring to me, say with a tone of wonder: “When he says the meeting will end on time, he means it.”

That’s a good reputation to have.

Celebrate Behaviors

We love victories, however we need to feed the behaviors that lead to victories. Yes, announce that we made the big sale. However, take time to celebrate the behaviors that make sales possible — “The sales team made more outbound calls last month than at any time in the prior 3 years.” Or, “We pro-actively called every single client who was going to get a late shipment, so they were not surprised.”

The purpose is to keep yourself and your people focused on the things they can control — their behavior — not the things outside their control — like orders.

Share the Impact

Too often people share results or actions without stating the impact. As a manager or leader, you can double the impact of a statement about behavior — “We met our deadline for the Jones deck on Friday” — by adding or asking for the impact. Impact refers to outcomes that change someone’s world. So ask, “What’s the impact of meeting that particular deadline?” When the rest of the team hears an answer like “It means we’re at 100% for the quarter,” or “The Joneses are a reference client with a huge number of connections we hope to sell to — and this will help,” or “The Jones account was lost a year ago, and this is the first chance we’ve had to win them back, so hitting this deadline keeps us in the running to maybe win back the whole account,” — those answers make the work more meaningful.

You should be looking for impact statements in your one-on-one conversations also, of course. They are even more powerful in the group setting of a meeting.

Combining “Celebrate Behaviors” with “Share the Impact” is particularly powerful.

[continued...](#)



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- **Best Practices for Meetings**
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Articles

Share Stories

Humans remember stories better than almost any other verbal communication. So do a little prep work to find out the story that illustrates each major point being made. Then either ask for the story, or offer it yourself.

Storytelling works. Doctors are finding that sharing stories about their own patients is one of the best ways to get new doctors to remember and use certain safety rules.

Be careful not to run long. Stories can be time consuming (crowding out agenda items or running the meeting late) or seem pointless (irritating the attendees). Good story tellers have spent time in groups like Toastmasters, learning how to speak within a time limit, be clear, and stay on topic.

Mine for Contribution and Conflict

You invited each person for a reason. If any of them is silent, then they are not contributing. When I run a meeting, I often make a map of the room with each person's first name, arranged in the order they are sitting around the room. As each one talks, I make a mark next to their name, and maybe write a few words to capture their comment. That helps me see who hasn't spoken up, so I can call on them.

You also **need conflict**. As Peter Drucker relates in *Effective Executive* (I paraphrase here), GM CEO Alfred Sloan once asked a meeting of his direct reports, "Does anybody have any concerns or disagreements about this issue?" Around the room, nobody had anything to say — they were all in agreement. Sloan was unsatisfied. "We need to table this until we can look at it closely enough to disagree on it." Sloan knew that constructive disagreement about the work creates better work.

If your people have "terminal politeness" and cannot or will not disagree about the work, the most likely cause is fear. As **Henry Evans** put it, in order to be good, a meeting must include some drama or conflict. The lack of such drama and conflict is a warning sign that you haven't done enough to help your team

feel safe enough to disagree in public about the work. If that's the case, start building **safety** and **trust** on the team.

About the author



Tom Cox is a successful consultant, author and speaker who coaches CEOs and Project Managers on how to get better results through more effective leadership. A graduate of the University of Chicago, Tom earned his four-year degree in psychology in just three years, with honors. For IBM, Tom once ran a program of 24 simultaneous projects—with

zero staff—that finished early and under budget. Tom's internet radio program "Tom on Leadership" is a Top Five hit on Google. Tom has helped clients achieve results such as:

- For a security camera firm, tripling revenue in 3 months
- For a sales manager, increasing results-per-hour 250% in 2 months
- For a mental-health call center, growing profit from 1/2% to 8% in 6 months



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Articles

Meeting the Needs of Software Developers

Overview

I believe that the key ingredient of software development leadership success can be represented as a balance of planning, process, and people leadership in order to produce quality products. The following figure shows the relationship between these leadership roles you must perform:



Successful projects require balancing planning, process, and people

When it comes to people leadership, there are a few simple things that you can do to reduce attrition or demotivation—both are key risks that can be under your control to mitigate.

Background

Most of us in leadership positions want to be sure that our teams are satisfied with the operation of their department and have a clear focus of what is expected of them to do. Since there are only so many hours in a workday, you may find that planning and process activities take a back seat to the constant stream of project and people-related activities including:

- Making sure that developers get the best assignments and that they are satisfied with their positions, work, and future prospects.
- Efficiently use creative techniques to find and hire the best talent.
- Frequently communicate both company and department information without burdening everyone's time with endless meetings and documentation.
- Ensure that decisions have the buy-in of the team. (And this doesn't necessarily mean consensus!)

It isn't enough just to lead and facilitate the software "nerd herd," is it? We may need to dig into the inner depths of what makes individuals and teams work and look at two simple mechanisms that you can put into practice immediately:

1. Addressing staff needs
2. Motivating through performance reviews

Understanding Staff's Needs

Abraham Maslow defined human needs into five basic categories called Maslow's Hierarchy of Needs. These categories are defined as a ranked hierarchy of basic human and organizational needs. Maslow concluded that the needs at the bottom must be satisfied before the needs at the top:

Need	Overview
Physiological	Basic needs (software tools, PC, indoor plumbing, electricity)
Security	Freedom from fear (regular pay, accepted rules of engagement)
Acceptance	Part of the team (accepted, participant)
Esteem	Feeling of importance (recognized, achieves, confident)
Self-Actualization (SA)	Working to full potential (over achieves, intuitive, a true master)

Maslow's Hierarchy of Needs (bottom to top)

Maslow's Hierarchy of Needs is usually shown as a pyramid with the base being the lowest level (its foundation) and the top pinnacle (where you want your team to achieve):

[continued...](#)



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

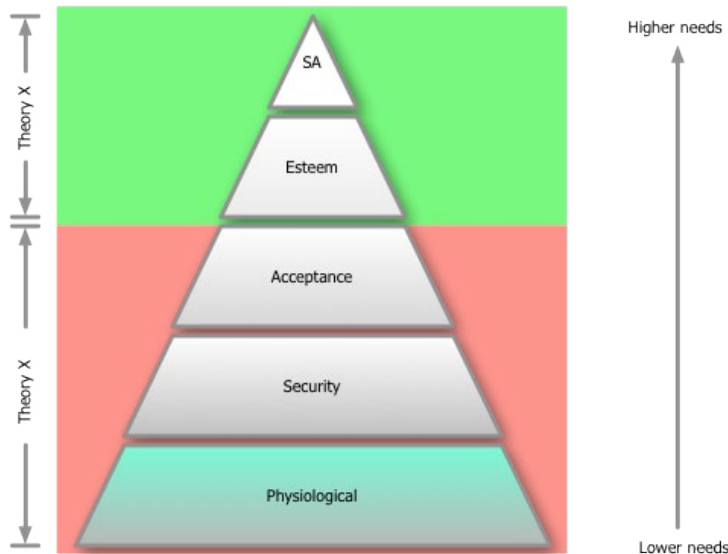
- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Articles



How Hierarchy of Needs overlays with Theory X and Theory Y

Douglas McGregor's work, an alternative to Maslow's Hierarchy of Needs, shows that the lower three "needs" (physiological, security, and acceptance) are what motivates the Theory X workforce and the upper two (esteem and self-actualization—SA in the figure above) are key traits of a Theory Y workforce.

McGregor's Theory X and Theory Y has been used since the 1960s to describe how two very different employee attitudes directly impacts how management should motivate them. Theory X assumes that the staff member doesn't really want to work forcing you to micromanage them. There is usually little trust between management and employee. Theory Y organizations, on the other hand, assumes staff members want to work, they can be empowered, and there is a high degree of trust between management and employee.

As a case in point, look at how you manage your team meetings? Are some team members not taking the lead and just waiting to be given assignments by you? Chances are they are acting in a Theory X way and operating according to acceptance

or security level. This may be in contrast to those members who are actively engaged and making every delivery on time while signing up to more than you'd normally expect.

For those Theory X folks, you could keep the interactions the same as before and actually get them operating at a higher (esteem) level by doing more asking (and not telling). Congratulating minor accomplishments of a Theory X developer in front of the team can actually do wonders. That's what you want—to move someone up the pyramid. On the other hand, if there is no real improvement and the developer can't seem to rise to the occasion, you may wish to consider working the individual out of the team (or even the company). The reality is that to succeed you need your team to operate in a Theory Y way with everyone having high esteem and able to self-actualize.

Performance Appraisals Can Be Motivating?

Select one of your project team members and honestly answer these questions about them—from their point of view. Put a checkmark or an "X" next to each question indicating a "yes" or a "no" ("maybes" aren't allowed in this survey):

	I know how I am performing
	I know what my priorities are
	I know how my project relates to the overall strategy
	I know what I need to do to advance my career
	I have regular performance reviews with my boss

"Do you know how your employee is doing?" checklist

If you checked all of them—congratulations! You and your project developer are in absolute synchronization. If you only have one (or two) items checked, you're not doing your job and you're at risk with retaining that employee. According to *Managing for Dummies*, there are benefits why performance appraisals are necessary for employee motivation and retention:

[continued...](#)



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

Articles

- Chance to summarize past performance and establish new performance objectives.
- Opportunity for two-way, meaningful communications.
- Forum for career planning and development.
- Last, but not least, formal documentation of a person's performance.

Every company has their own performance feedback standards, policies, and procedures but here's a few effective "rule of thumb" approaches:

1. Never wait until the mandatory performance review process to prepare annual performance appraisals.
2. You can ask for self-appraisals until you are "blue in the face" but ultimately you need to retain performance facts throughout the review period (usually a year) for every individual.
3. Perform regular performance reviews (monthly works best) that are designed for two-way discussions between the manager and the employee. Negotiate the top two or three things that need to be completed and how success will be measured. One month later, review with the employee how they did and repeat the planning for the next month.

And all it takes is a measly 20 minutes a month to manage an employee's performance expectations. Each of these mini-performance reviews should include a summary of the overall goal of the department and prioritized tasks.

A Final Word

Becoming more effective at meeting your staff's needs should free up more of your time for planning and process tasks. Practice these two simple leadership activities and you should see some real motivation and performance improvements. And the best thing of all? The investment is very small!

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About the author



Ken Whitaker of Leading Software Maniacs® (LSM) has more than twenty-five years of software development executive leadership and training experience in a variety of technology roles and industries. He has led commercial software

teams at Software Publishing (remember Harvard Graphics?), Data General, embedded systems software companies, and enterprise software suppliers. Ken is an active PMI® member, Project Management Professional (PMP)® certified, a Lewis Institute instructor, and a Certified ScrumMaster (CSM). Sources for LSM's presentations come from case studies, personal leadership experience, the PMI Project Management Book of Knowledge (PMBOK® Guide), and Ken's books: *Managing Software Maniacs*, *Principles of Software Development Leadership*, and *I'm Not God, I'm Just a Project Manager!*

Leading Software Maniacs is proudly associated with:



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PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

- **President's Letter**
- **Newsletter Director's Letter**
- About PMI Portland

www.pmi-portland.org

PMI

President's Letter



Leap Year

Perhaps this is a good year to take the leap by adding obtaining a certification, getting extra training, or expanding your professional network. There are many ways your PMI Portland Chapter can help, here are just a few examples:

- PMPCAPM prep courses
- ACP prep course
- Workshops
- Monthly Roundtables
- Monthly Chapter Dinner meetings

The Chapter Website has all the details for these and other activities.

Our annual Board election cycle will begin soon, this could be the year for you to develop or enhance your leadership skills while supporting your Chapter. Details will be coming out soon for open positions, and any Board member would be happy to talk to you about serving on the Board.

As always, I would like to say thank you to all our returning members and welcome new members to the Chapter. I hope you take full advantage of all the benefits your Global and Chapter membership provide. Your Board and Volunteers are always ready and willing to answer any questions you may have about membership benefits, activities, and volunteer opportunities.

Happy Valentine's and President's Days!

*Steve Thornton,
President, PMI Portland Chapter*

Newsletter Director's Letter



Wanted: Newsletter Director for 2012-13

They say it is always good to train the new person coming into a position when the person who is leaving is still there. So that is what I intend to do. If you are interested in becoming the next Newsletter Director from July 2012-June 2013, please contact me

at newsletter_dir@pmi-portland.org. I would like to be able to transfer my knowledge to the next volunteer.

Due to increased employment responsibilities, I will no longer be able to be the Newsletter Director. I will continue until June 2012. I have enjoyed bringing you local information on project management and will continue to contribute to the PMI Portland Chapter in other capacities.

*Laura Sakaguchi, CAPM
Newsletter Director, PMI Portland Chapter*

Thought for the month

"Life is a traveling to the edge of knowledge, then a leap taken."

-David Herbert Lawrence



PORTLAND CHAPTER

February 2012

Headline Article

Next Chapter Meeting

- Chapter Meeting Sponsor
- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- PMP/CAPM Prep Course
- Book Reviewers Wanted
- Roeder Online Courses
- Annual Conference

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- Chapter Meeting Late Fee
- EPMA Awards
- Refund Policy

PM News Briefs

Membership

- Join PMI Portland Chapter
- Your PMI Portland Volunteers
- PM Job Postings
- Benefits of Volunteering
- Member News
- Photos
- Your Expertise Wanted!
- Become a Volunteer!

Articles

- Best Practices for Meetings
- Meeting the Needs of Software Developers

PMI

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

www.pmi-portland.org

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PMI

Board of Directors

The PMI Portland Chapter Board of Directors wants to hear from you!

President Steve Thornton
president@pmi-portland.org

President Elect Alan John, PMP
presidenelect@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
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VP Membership Karel Rasovsky, PMP
vp_membership@pmi-portland.org

VP Operations Brad Taylor, PMP
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VP Outreach Linda Read, PMP
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VP Professional Development Diane Brady, CSM
vp_prof_devel@pmi-portland.org

VP Programs Christi Loya, MBA, MPM
vp_programs@pmi-portland.org

Sponsor an Event

Becoming a PMI Portland Chapter Sponsor is an excellent way to get in front of our 4000+ audience. Sponsorship gives your company a live presence at PMI Portland Chapter events and a visual presence on the web site and in the newsletter. Contact our Director of Sponsor Programs 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, contact workshop@pmi-portland.org.

Submit an Article

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

Quick Links

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[Event Calendar](#)

[Chapter Brochure](#)

[Chapter Bylaws](#)

[PMI Portland Editorial Policy](#)

[Newsletter Archive](#)

Mission

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

Vision

To be the innovative leader in the region for advancing project management, making individuals and organizations more successful. We are a responsive and collaborative center of excellence promoting ethics, quality, knowledge, skills, integrity, and leadership.