



PORTLAND CHAPTER

June 2012

Headline Article

Next Chapter Meeting

- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- Never Be Late Again!
- Book Reviewers Wanted
- Roeder Online Courses
- Fall PMP/CAPM Prep Course

Chapter News & Events

- Event Calendar
- Roundtable Meetings
- 2012 Annual Conference
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Membership

- Join PMI Portland Chapter
- Become a Volunteer!
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- PM Job Postings
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Articles

- Providing Great Project Management Service
- Book Review
- Communication Techniques for Managing Expectations

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Rolling Down the Highway

Daimler Trucks North America's Interpretation of Project Management

As a student of Project Management and as a new employee of Daimler Trucks North America, I wanted to find out the procedure and practices used in Daimler project management. Daimler's methodology is different than the 5 process groups / 9 knowledge area structure outlined in the PMBOK. Daimler uses the majority of the ideology, philosophy and ideas outlined in the PMBOK, but adds to it Lean Process Principles. In addition, engineering needs, rather than marketing drive the projects. There are methods for integrated planning, steering and reporting of product projects as well as predetermined templates used to report the progress of the project. The process used by Daimler is called the Commercial Vehicle Development System (CVDS).

What is CVDS?

The Commercial Vehicle Development System (CVDS) lays down the Truck and Aggregate Creation Process across all functional areas, from the beginning of a product project to series production. It is continuously improved by the knowledge and experience of the many line and product project experts of Daimler Trucks.

DAIMLER

CVDS is located within the Product Creation Process (PCP) and facilitates Product Planning, Steering, and Reporting. A key feature of CVDS is the capability to measure/steer the results of activities. In addition, it facilitates global collaboration by creating a common understanding of the content, timing and interdependencies of tasks within the Product Creation Process to reach project targets.



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Process-oriented integration of PM-methods

CVDS Product Creation Process	Methods of the Daimler Trucks PM Office	Lean Project Management
<p>What must be done?</p> <p>When does it have to be done?</p> <ul style="list-style-type: none"> • Lean Processes • Quality Gates / Milestones • Process Modules & Steps • Knowledge Database 	<p>How must it be done?</p> <ul style="list-style-type: none"> • 9 Lean Principles • Methods • Standards • Templates & Guidelines • Reporting • Best Practices 	<p>Integration of 12 PM Modules into the CVDS Framework</p> <ol style="list-style-type: none"> 1. Leadership 2. Objectives 3. Organization 4. Risk Management 5. Structure 6. Scheduling 7. Resources 8. Costs 9. Communication 10. Maturity 11. Change Management 12. Marketing



Keynote Presentation

The Unbreakable Rules of Leadership, with Cathey Armillas

[Read more...](#)

Educational Presentation

107 Skills we need in our PM Tool Kit, with Connie Plowman

[Read more...](#)

continued...



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Daimler uses a modified Gantt chart using “Quality Gates” as milestone markers. Each gate represents a different phase of the project. The Daimler process has 13 gates. At Daimler, a typical project can take 2.5 to 3 years to complete, but can be completed as soon as 18 months if needed. (Fast-Tracked)

The Industry Solution

Today, there are two approaches for meeting 2010 emission requirements:

Selective Catalytic Reduction (SCR) and In-cylinder EGR

Quality Gates →												
S	10	9	8	7a	7	6	5	4	3	2	1	0
Start	Project Scope & Working Directions	P Project Requirement Specifications	100% Component Requirement Specifications	Series Development Feasibility / Development Suppliers Are Pre-Selected	Project Implementation Specification, A availability B-Sample	A availability C-Sample	C-Sample Pre-Tested, Finalization Tool Release For Long Lead	Finalization Of Design	100% Customer Ready Parts / Start Production Tests	Start Of Production	End Of Market Launch	Product Reliability



One successful project was the implementation of the EPA 2010 requirements for Freightliner Heavy Duty trucks. Below are some of the highlights and results of this project

taken from the Freightliner SCR brochure.

EPA 2010 Requirements

In 2010, the Environmental Protection Agency (EPA) standards require that NOx emission levels from new trucks be reduced to 0.2g/bhp-hr. At near-zero, that's an 83% reduction from EPA 2007 emission levels.

(Exhaust Gas Recirculation). SCR is the mainstream technology that manufacturers of 90 percent of all North American on-highway engines will use to meet 2010 emission standards. It's been tested. It's proven.

Optimal combustion temperatures mean better fuel efficiency

Freightliner Trucks and our engine partners, Detroit Diesel Corporation and Cummins Inc., have worked hard to meet important new clean air mandates, while maintaining maximum fuel efficiency and engine performance. SCR meets these requirements by using the existing engine architecture and

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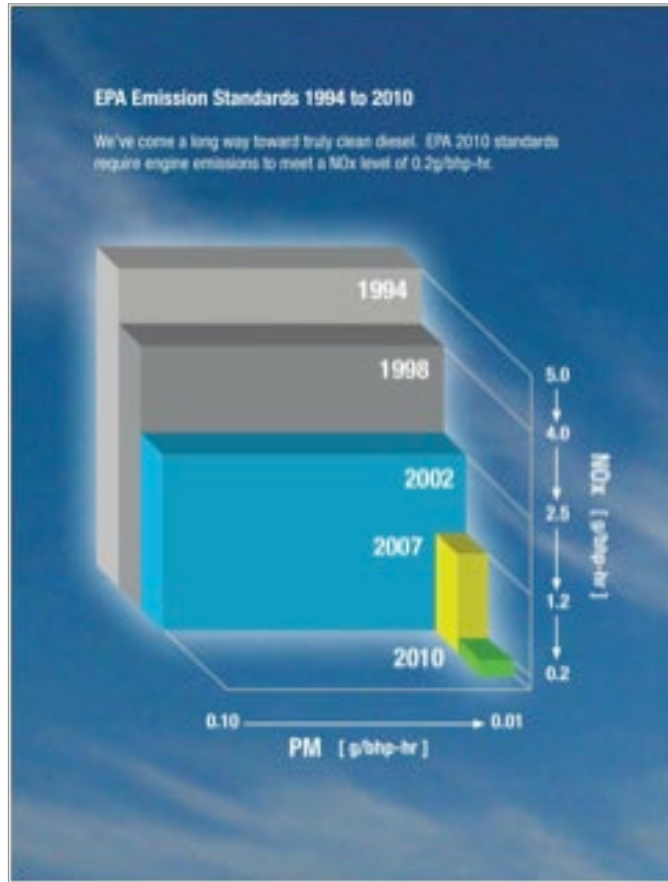
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diesel particulate filter (DPF), plus SCR hardware, to reduce NOx emissions to near-zero. It also allows the engine to function at optimal combustion temperatures, which increases fuel efficiency and reliability.

SCR is a NOx reduction technology that also delivers engine reliability, increased fuel economy and requires fewer regenerations. That means with SCR technology you can feel good about your impact on the environment—and your bottom line.



Visit www.truthaboutscr.com to learn more about SCR emissions technology.

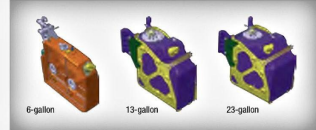
The fluid behind our fuel-efficient engines.

There's a great deal to talk these days about Diesel Exhaust Fluid (DEF), like what it is, where do you get it, and will it be readily available. The answer is simple: DEF is a solution of 32.5% urea and 67.5% water. It's clear, non-toxic, biodegradable and non-flammable. And, it's the reason SCR can offer more efficient combustion through maximized fuel efficiency and higher oxygen levels.



Different DEF Tanks

For ease of filling and increase of fill interval to standard maintenance intervals, Freightliner offers 6-, 13- and 23-gallon DEF tanks.



The DEF gauge is integrated into the diesel fuel gauge.

The gauge indicates the level of DEF in the tank and has a series of alerts when the tank is running low. A driver who ignores their DEF low level warnings will see de-rates and restrictions on their vehicle, but will never be stranded.

Just watch the gauge. It's that simple!



FAST FACTS ABOUT DEF

- DEF is non-toxic, biodegradable and non-flammable.
- Urea, a component of DEF, is a mild substance used in skin softening dish soap, tooth whitening formulas and as a pre-fel browning agent.
- DEF has a shelf life of up to 18 months.
- DEF begins to freeze at 12° Fahrenheit.
- Start up and normal operation of vehicle is not inhibited if DEF freezes.
- The SCR system is designed to thaw DEF if it freezes.
- DEF is not damaged when frozen and is fully usable when thawed.
- If exposed to temperatures above 85° F for extended periods of time, DEF becomes less concentrated; it will still work in the SCR system, but may be consumed more rapidly than normal.
- If an improper fluid is placed in the DEF tank, shut down the engine immediately and contact your local service center.

For more information about Freightliner Clean Drive Technologies go to: www.freightlinertrucks.com/TruckInnovation/Clean-Drive-Technologies

In conclusion, Daimler project management methodology, CVDS does not follow the PMI PMBOK exactly. Daimler has developed an effective project management system tailored for the specific products they produce—effective solutions for on-highway vehicles.

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Credits

Project EPA 2010 information and photos taken from Freightliner SCR Brochure.

Special thanks to these employees of Daimler Trucks North America for their assistance with this information:



Amy Sills, Manager, DTNA Public Relations & Corporate Communications



Matt Guilfoyle, Manager, Project 2020



Andrew McLandress, Sr. Manager, Engineering Platform Management–Freightliner Heavy-Duty



Claire Mak, Project Leader–Medium Duty & Vocational Group Engineering



Tobiah Halter, Project Leader–Engineering Platform Management



Randy DeBortoli, Chief Engineer, Cab Engineering, formally EPA2010 Program Manager

*Laura Sakaguchi, Newsletter Director
PMI Portland Chapter*





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June 19 Chapter Meeting

Keynote Presentation

The Unbreakable Rules of Leadership

Leadership is about connecting with and inspiring people. It's not about telling people what to do. And it's certainly not about managing. Great leadership resonates and creates. While poor leadership, or lack of leadership, diminishes and devastates.

The Unbreakable Rules of Leadership uncovers the fundamentals of great leadership, and highlights the benefits of applying it in all you do, whether it be at work, home or play. Find out how your leadership can influence, motivate and ultimately create more leaders.

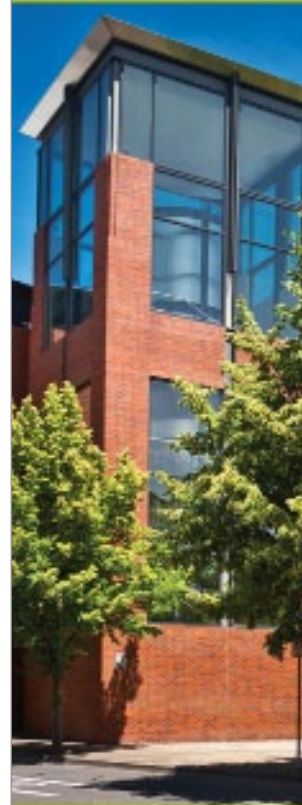
About the Presenter



Cathey Armillas is the author of the book, *The Unbreakable Rules of Marketing*, and CEO of PURA Marketing, a company she formed after deciding that traditional marketing approaches were not enriching her clients. Her approach to leadership was learned at an early age. Her Dad, a military man, told her time after time, either do your best or go home. She

remembers those lessons and applies them on a daily basis. Cathey's leadership style is a combination of well-learned lessons, an intuitive sense of what works, and the ability to inspire others to follow her lead. Whether she is creating viral videos, leading an organization of 4,000 volunteers, or helping her clients achieve marketing success, Cathey's leadership style has been recognized internationally as fun, engaging, and very effective.

Expand Your Project Management Tool Kit



Did you know that PMI Career Framework (PathPro®) identifies 107 different skills we should have in our tool kit as project managers, program managers, and portfolio managers?

The Professional Development and Training team at the CLIMB Center is ready to help expand your tool kit with customized training solutions—just right for you! The CLIMB team is proud to be your project management partner.

www.pcc.edu/climb/training
professional.training@pcc.edu
971-722-6686

CLIMB Center for Advancement
Continuous Learning for Individuals, Management & Business





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June 19 Chapter Meeting

Educational Presentation

107 Skills We Should Have in our PM Tool Kit

In PMI's Career Framework (PathPro®), PMI has identified 107 skills that we should have in our tool kit. So what are they? How many do you have? And what is your skills competency level? This interactive session is designed for all levels in project management—for individuals just getting started in project management, to team members, project managers, program managers and portfolio managers. If you are interested in growing your skills and advancing your career, this session is for you. Attendees will walk away with 107 Skills list, plus a template and resources for Skill Development. Start growing your skills today—it's never too late!

About the Presenter



Leading this session will be CONNIE PLOWMAN, PMP. Connie is an active volunteer leader in PMI, currently serving on PMI's Professional Awards Program Member Advisory Group. She served as PMI-Portland Chapter President in 2004-2005. Her past volunteer leadership positions include various board roles for PMI-Portland, Region 1

Component Mentor, and PMI's Leadership Institute Advisory Group. She is a 2007 graduate of PMI Leadership Institute Masters Class and earned her PMP certification in 2002.

When not volunteering for PMI, Connie is the Interim Executive Director with Portland Community College, Oregon's largest institution of higher education. She is responsible for the management of PCC's CLIMB Center for Advancement, the "business arm" of the college. CLIMB stands for Continuous Learning for Individuals, Management and Business.

Prior to joining PCC, Connie was the Chief Operating Officer for Cadence Management Corporation, an international project management training and consulting firm. In 2009, Cadence was honored as PMI's Continuing Professional Education Provider of the Year. After 22 years, she retired from Cadence, which lasted 6 weeks before joining PCC.

Have you thanked a volunteer today?

PMI Portland Chapter is run almost entirely by a large group of dedicated, hard-working, professional project managers. They volunteer their time to support the mission of the Chapter and to network with others like themselves.

During the summer the new Board of Directors will be seeking to fill many volunteer positions for the upcoming year. If you are interested in joining this elite group, take a look at the [Volunteer FAQ](#) and [Volunteer Opportunities](#) web pages on the Chapter web site. Or contact volunteer@pmi-portland.org.

You'll be glad you did!



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June 19 Chapter Meeting

June Agenda

- 4:00 Registration table opens
- 4:30 Educational presentation
- 5:30 Networking
- 5:35 New member welcome meeting
- 6:05 Dinner begins
- 6:10 Volunteer Recognition presentation
- 6:25 EPMA winners announced
- 6:45 annual business meeting report
- 7:10 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.

[Register Now](#)

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

* 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

Alder Smoked Pork Medallions, Mashed Potatoes, Caramelized Sweet Onions & Sun Dried Tomato Aioli

Or

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

Bavarian Éclair

2012-13 Chapter Meetings

Don't miss a thing! Mark your calendars now for next year.

September 18

October 16

November 20



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Professional Development

Never Be Late Again

How to Achieve Dominating Lockdown Control for Maximum Business Results

Friday, August 17, 2012

Learn how to implement basic governance controls for project delivery so that your projects are never late again. If you ever project managed a difficult project, you will want to attend this workshop and learn critical techniques that will always ensure delivery success. Sometimes project problems are not as a result of the scope or the resources but poor control over all influences. Learn to take charge of your project and never be late again!

In this workshop, Mr. Rollins will utilize MS Project to demonstrate the "How-Tos". **Bring your laptop** equipped with MS Project and walk away at the end of day with a ready to go implementation roadmap tailored to your needs.

Key Learning Objectives

- How to tame a disparate project delivery environment
- How to use project transparency to achieve dominating lockdown control over your project or portfolio
- How to create statistically valid project schedules
- How to control project scope throughout the life-cycle overnight at your speed
- How to assess projects for delivery risk
- How to integrate with project portfolio management
- Key Resource Capacity Management Processes you can't live without
- What Resource Managers need to know in support of project delivery
- How to determine cost and effort from unplanned project impact when it occurs on your project and/or other projects

- Build your own roadmap during the workshop to plan the implementation of many of these critical concepts to raise the value proposition of project management for everything you do.

Presenter

Steven C. Rollins, MBA, PMP, PMOC
Chief Project Strategist, ALLPMO Network Inc.

Steve Rollins is a project delivery specialist with 40+ years of industry program and project delivery experience. Mr. Rollins is a leading PMO/PPM subject matter expert and best-selling author.

Mr. Rollins is the Keynote Speaker at the **11th Annual Managing Project, Programs and Portfolios Conference** on August 16. Click [here](#) for more information.

Workshop Details

Friday, August 17, 2012

8:00 a.m. to 4:30 p.m.

Location

DoubleTree Hotel–Lloyd Center
1000 NE Multnomah
Portland, OR

Cost

PMI Portland Chapter Members *

By 6/15/2012 5 pm: \$239

6/15 5 pm–7/31/2012 5 pm: \$269

7/31 5 pm–8/16/2012 1:00 pm: \$299

Non-Members

By 8/16/2012 1:00 pm: \$369

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

Register Now!



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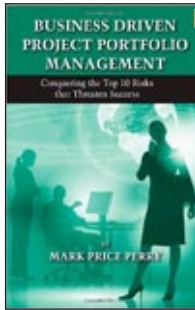
www.pmi-portland.org

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.

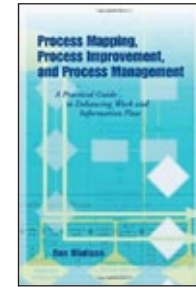
To-Complete-Performance-Index



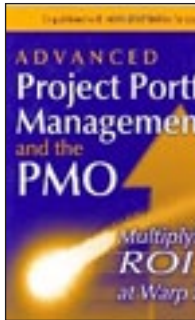
Business Driven Project Portfolio Management: Conquering the Top 10 Risks That Threaten Success, by Mark Price Perry



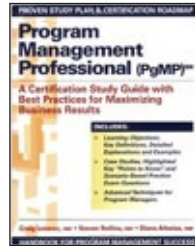
Agile Project Management with Scrum, by Ken Schwaber



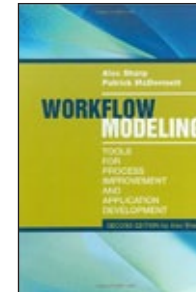
Process Mapping, Process Improvement and Process Management, by Dan Madison



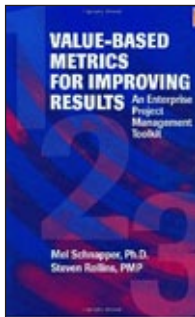
Advanced Project Portfolio Management and the PMO: Multiplying ROI at Warp Speed, by Gerald I. Kendall, Steven C. Rollins



Program Management Professional (PgMP): A Certification Study Guide With Best Practices for Maximizing Business Results, by Craig J. Letavec, Steven C. Rollins, Diane Altwies



Workflow Modeling: Tools for Process Improvement and Application Development, by Alec Sharp, Patrick McDermott



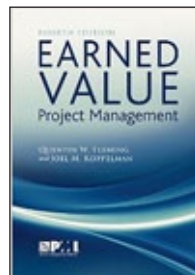
Value-Based Metrics for Improving Results: An Enterprise Project Management Toolkit, by Mel Schnapper, Steven C. Rollins



A Project Manager's Book of Forms: A Companion to the PMBOK Guide, by Cynthia Snyder Stackpole



Essential Project Investment Governance and Reporting: Preventing Project Fraud And Ensuring Sarbanes-Oxley Compliance, by Steven C. Rollins, Richard B. Lanza



Earned Value Project Management, by Quentin W. Fleming, Joel M. Koffleman

Four of these books were written by the keynote speaker at our **11th Annual Conference** in August.

[Read more...](#)

Earn PDUs by writing a book review!



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Professional Development

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

International Project Management
Fridays, June 15 & June 22, 2012
8 PDUs

Project Management Negotiation
Tuesdays, June 19, June 26 & July 3, 2012
15 PDUs

Communicate With Confidence And Competence
Saturday,s July 7 & July 21, 2012
8 PDUs

Agile Project Management
Wednesdays, July 11 & July 18, and Fridays, July 13 & July 20, 2012
15 PDUs

Advanced Project Stakeholder Management
Friday, July 20 & July 27, 2012
8 PDUs

Fall PMP/CAPM Prep Course

**Tuesdays and Thursdays,
September 11–October 19, 2012
6:00–9:00 p.m.**

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 materials will be covered, with complete review on 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 and CAPM application. Students will receive a copy of the PMI PMBOK (4th edition), third-party sample questions, and course study guide. Self-study outside of course hours is required.

Clackamas Community College
Oregon City, OR

Registration Opens Soon

Watch the PMI Portland Chapter web site and your email for more information.



PORTLAND CHAPTER

June 2012

Headline Article

Next Chapter Meeting

- Keynote Presentation
- Educational Presentation
- Chapter Meeting Logistics

Professional Development

- Never Be Late Again!
- Book Reviewers Wanted
- Roeder Online Courses
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Chapter News & Events

MON	TUE	WED	THU	FRI	SAT	SUN
11	12	13 OODN Event SAO Event	14 Roundtable West @ SolarWorld	15 Super Earlybird deadline-Annual Conf and Never Be Late	16	17
18	19 Chapter Meeting EPMA Awards	20 PMI WV Salem Meeting Risk Management Workshop #1	21 PMI WV Eugene Meeting Roundtable West @ Nike	22 Roundtable North @ Clark Risk Management Workshop #2	23	24
25	26 Roundtable NE @ Public Health	27	28	29	30	July 1
2	3	4	5	6	7	8
9	10	11	12	13 Roundtable NW @ Con-Way	14	15
16	17	18	19 Roundtable West @ Nike	20	21	22
23	24 Roundtable NE @ Public Health	25	26	27 Roundtable North @ Clark	28	29
30	31 Earlybird deadline- Annual Conference and Never Be late	Aug 1 Roundtable NE @ Port of Portland	2	3	4	5
6	7	8	9	10 Roundtable NW @ Con-Way	11	12
Mark your Calendar Next Chapter Meeting is September 18!		15	16 Annual Conference	17 Workshop-Never Be Late Again	18	19

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



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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 4:00 p.m.
June 14 will be our final meeting.

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.

No meetings June-August

Roundtable North Clark

1200 Fort Vancouver Way,
Vancouver, WA
Community Room

4th Friday 7:15 a.m.

Roundtable NE Port of Portland

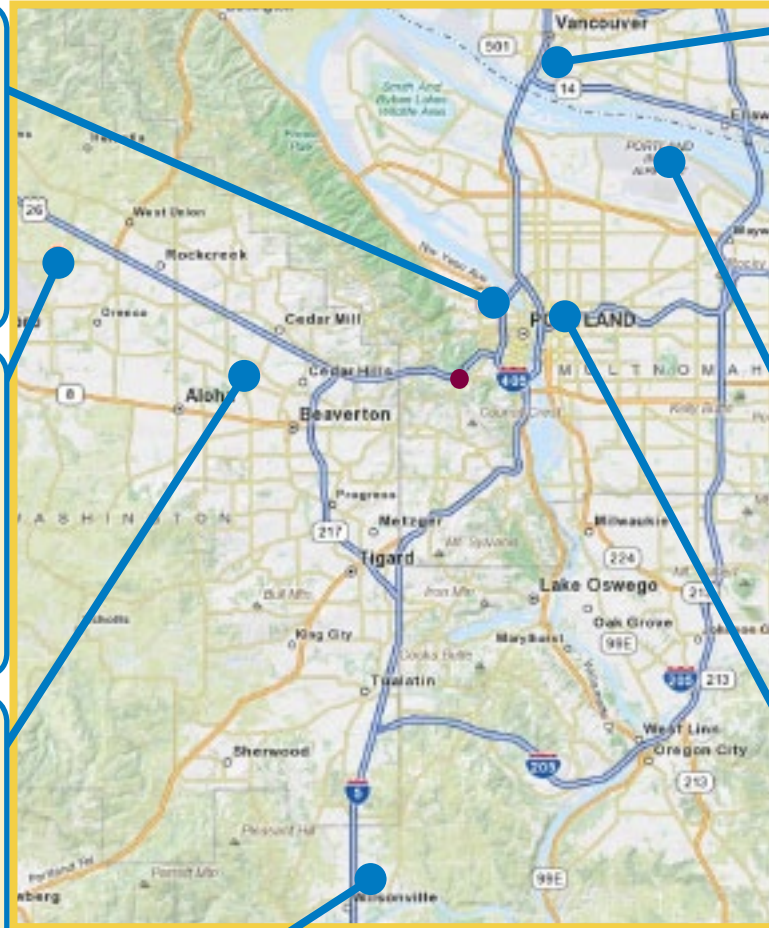
7200 NE Airport Way
Portland, OR
Anchor Rm., 1st floor

1st Wednesday 4:30 p.m.
No meeting July 4.

Roundtable NE Public Health

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

4th Tuesday 7:30 a.m.



Join Us!

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



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Chapter News & Events

Register Now for the 2012 Managing Projects Programs & Portfolios Conference



Thursday, August 16, 2012

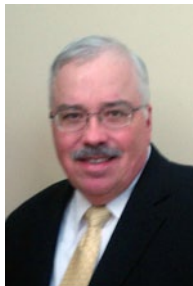
Lloyd Center DoubleTree Hotel, Portland, Oregon

ca technologies is our conference sponsor.

Here is a taste of speakers and topics for this year's conference:

Keynote: Steve Rollins, ALLPMO Network Inc

Growing the Business: The Value Proposition of Project Managers



- Learn to use your project management skills to bring value to the business condition and yourself.
- Learn the true value proposition of project management and what you need to do to apply it.
- Gain immediate "hair-on-fire" desire to apply this new knowledge in your job.
- Immediately improve your knowledge of how to improve the self-certainty of your job role on the business.
- Understand the use of project management sciences on business transparency, organizational trust, and value-gain that helps the business condition grow.
- Learn the real intrinsic value of a project manager that you can use forever more.

Shelley Gaddie, ProjectCorps

Not My Project, Not My Problem: A Fresh Perspective

- Identify and evaluate the impact of projects "external" to the one for which you are responsible.
- Assess the risk of projects "external" to your individual project.
- Incorporate into your mitigation plans your project's dependencies on these "external" projects.

John Stenbeck, GR8PM

Rolling Out Full-Scale Agile Practices: Moving Beyond Scrum Into Scalable Agile Practices

- Learn to analyze and apply Cycle-time Best Practices to improve organizational agility.
- See how to accelerate speed-to-market using Work-in-Process Limits and a Kanban Framework.
- Discover how to amplify innovation while integrating organizational control and reporting using Agile EVM.

Steve Brook, Mike Gunter & Tom McKivor, Gunter Group Consulting

The Right Way to Make the Right Choice

- Understand how to set up a solution selection process.
- Manage the expectations of stakeholders.
- Be more familiar with the decision-making process.

Katie Dozier, Marie Tjernlund & Halley Bock, Fierce Conversations

3 Ideas & 7 Principles for Fierce Conversations

- Shift your basic understanding of conversations.
- Learn how to process the skill and will to tackle and resolve your organization's toughest challenges while building an open, direct and respectful culture.

[continued...](#)



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- Learn the way we connect with each other, alter our perceptions of what it means to lead, and become the behavior that propels individuals and teams toward success through Fierce Conversations.

Kimi Ziemski, Energizing Enterprises

Under the Tyranny of the Urgent: The Value of Critical Thinking

- Use critical thinking tools in a compressed time frame.
- Communicate the value of using critical thinking skills in a compressed time frame.
- Learn how to coach team members in the use of critical thinking skills.

RENEW your energy! | REFRESH your memory and your vision! | REINVEST in your future!

Register Now! Super Earlybird pricing for members ends June 15.

PMI Portland Chapter Student members	\$ 99
PMI Portland Chapter members (by 6/15)	\$209
PMI Portland Chapter members (by 7/31)	\$249
PMI Portland Chapter members (after 7/31)	\$299
Non-members	\$349

You must be a current PMI Portland Chapter member prior to registering in order to receive member pricing.

See the [Chapter web site](#) for complete information.

Grow your skills—become a volunteer next year.

Read more...

Welcome 2012-2013 PMI Portland Board Members!

Congratulations to the individuals who have committed and were elected to lead the Chapter for the 2012-2013 Board year! The new Board will take office on July 1 with transitions beginning June 23.

Thank you to the many members who took the time to vote—your votes count! We are excited to report that we met our goal of approximately 10% membership participation in the voting process. If you did not vote, we would like to understand why and encourage you to send a quick note to presidenelect@pmi-portland.org so that we can continue to improve our processes going forward.

As the new Board sets its strategy and tactical plans for the upcoming year, we will be filling the volunteer roster for the year. If you are interested in serving the Chapter once or in a recurring role, please contact volunteer@pmi-portland.org.

2012-2013 Elected Board of Directors

President—Alan John, PMP

President Elect—Diane Brady, CSM

Secretary—Willem Stoeller, PMP

VP Finance—Jeff Henderson, PMP

VP At Large—Robert Bondaruk, PMP

VP Membership—Sarabjeet (Saby) Waraich, PMP

VP Programs—Christi Loya, MBA, MPM

VP Professional Development—Patricia Kelley, PMP

VP Marketing—Dave Molinari, PMP

VP Outreach—Linda Read, PMP

VP Operations—Brad Taylor, PMP



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PMI Willamette Valley Chapter

Salem Branch Monthly Meeting

Wednesday, June 20, 2012

Presentation starts at 12:00 p.m. (please arrive by 11:40 a.m.)

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

Speaker Tim Rahschulte, Ph.D.

Topic Demystifying Program and Project Management

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, June 21, 2012

6:00–8:00 p.m.

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

Speaker Jeff Oltmann

Topic Risk Management for Fast Changing Projects

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 (VPPrograms@EugenePMI.org) 48 hours in advance of the meeting.

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

Corvallis Branch Monthly Meeting

No Meetings June–August

Primavera Lunch & Learn



Are you looking to be introduced to Primavera for the first time? Maybe you are an existing customer who wants to learn about what's new with Primavera and reconnect with the Primavera user community within the Portland Metro Area? This lunch & learn will be a great opportunity to network with the Primavera team as well as with other project managers, project controls professionals, directors of project management offices (PMOs), Project Management Professionals (PMPs) and executives in the Portland area.

Erica Walitsch, a Portland-based solutions consultant, will present on what's new and exciting about Oracle Primavera's latest solution offering including how to:

- Select the right strategic mix of projects
- Plan, schedule, and control large-scale programs and individual projects
- Balance resource capacity with project demand
- Monitor and visualize project performance vs. plan
- Foster team collaboration
- Integration with financial management and human capital management systems
- Customer success stories

The event will be offered on Thursday, June 21 for new customers and Friday, June 22 for existing customers from 12:00–1:30 at the Oracle office in downtown Portland @ 1211 SW Fifth Ave. Suite 800

We hope you'll join us at this exciting event!

There are also opportunities to get involved in a [Primavera user group](#). In North America, information on the Primavera Special Interest Group (SIG) can be found [here](#). The Primavera SIG sits across the main user groups and is dedicated to providing best practices, tips and techniques, and a forum for discussion and education for the Primavera customer community.



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OODN Meeting



Friends, Connections, Likes, Tweets, and Work: Social Media and Organizational Development

When: Wednesday, June 13, 2012
6:00-8:30 p.m.



Speakers: Erin Flasher and Michael Van Kleeck

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 Event: Creating & Promoting A Culture of Innovation: An Evening With Beth Steinberg

When: Thursday, June 21, 2012
7:00–9:30 p.m.

Where: Ziba Designs, Headquarters
1044 NW 9th Ave. Portland, OR 97209

17th Annual Golf Tournament

When: Friday, July 13, 2012
Golfer Check-in opens at 12:30pm

Where: Langdon Farms Golf Club
24377 NE Airport Road, Aurora, OR 97002

www.sao.org





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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](#).





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Membership

Become a Volunteer

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

- **Dir. of Speaker Acquisition**–Programs Team
- **Director of Technology**–Operations team
- **Quality Team Members (4)**–Membership team
- **Program Manager, Annual Survey**–Membership team
- **Instructors, Certification Prep course**–Professional Development team
- **Mentoring Program Administrator**–Professional Development 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!

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 II**
- **Project Manager, School Services**
- **Teaching position, U of O**
- **Project Manager III**

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

Welcome New Volunteers!

Dottie Love, Director of ACP Certification



Please welcome Dottie Love to the Professional Development team! Dottie has over 12 years of experience in managing and mentoring teams in technology implementations on an international level. Her specialty is full life cycle solution delivery for workflow applications, voice applications, client relations

management (CRM) environments, billing and network technologies for retail, supply chain, technology, financial and telecommunications industries.

Dottie has an extensive background using lean process improvement initiatives, requirements gathering, business process engineering, process/system/data mapping, and gap analyses to provide both short term and long term solution recommendations and policy development. Dottie majored in Business Administration at Nova Southeastern University. She joined PMI in 2008 and in 2012 took the role of Director of ACP Certification for the Portland Chapter to support the expansion of ACP (Agile) knowledge within the PMI community.

Thought for the Month

“Nobody can go back and start a new beginning, but anyone can start today and make a new ending.”

–*Maria Robinson*



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Welcome New Members!

- | | |
|-----------------------|-------------------|
| Anderson, Bonnie | Kelley, Ben |
| Anzaldo, Gina | King, Kathleen |
| Baird, Patricia | Lane, Margaret |
| Barnett, Kristina | Marsh, John |
| Breslin, Christopher | Masat, Lisa |
| Cadmus, Henry | McKelvey, Paul |
| Calderin, Pilar | Mullick, Manish |
| Calhoun, Barbara | Opiel, Sherri |
| Calora, Jose Martynov | Paries, Katherine |
| Cavanagh, Chris | Prasad, Ashwini |
| Civille, Kristina | Reed, Lori |
| Clifford, Jeremy | Reyes, Alex |
| Coe, Christine | Robertson, Teresa |
| Costley, Susan | Roletto, Dave |
| De Marre, Thomas | Ross, Penny |
| DeHaart, Steve | Scifres, Aaron |
| Drahota, Mike | Smith, Montejon |
| Dugas, Donald | Snethen, Chris |
| Fisher, Brian | Stockard, Suzanne |
| Gourley, Tim | Torgeson, Christy |
| Guan, Leonard | Wilson, Katherine |
| Hanna, Sean | Yeager, Rachelle |
| Haring, Randy | |
| Harris, Katie | |
| Hathaway, Kimberly | |
| Hirtler, Elizabeth | |
| Holt, Jack | |

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.

Congratulations New Credential Holders!

- | | |
|------------------------|-------------------------|
| Anderson, Sara, PMP | Kendall, Joan, PMP |
| Burke, Charla, PMP | Loya, Christi, PMP |
| Clark, Amanda, PMP | Lum, Meei, PMP |
| Coe, Christine, PMP | Potter, Nathan, PMP |
| Dixon, Matthew, PMP | Ressler, Kristian, PMP |
| Halbert, Erik, PMP | Shepherd, April, PMP |
| Halladay, Charles, PMP | Shoemaker, Brandee, PMP |
| Jacobson, Julie, PMP | |

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.



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*Bonnie Starkey
PCC CLIMB Program*



Pamela Bernard, PMP



*Chapter Elections
Ballot Box*



*Joan DuNard
and Colleague*



*David Angel,
Educational Speaker*



Hoang Nguyen



*Christine Richards,
Keynote speaker*



*Willie Fisher,
PCC CLIMB Program*

*Many thanks to Erik Odegard
and Laura Sakaguchi for the
photos from the May 2012
Chapter Meeting*



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Articles

Providing Great Project Management Service

Behavioral Science Gives Us Important Clues

In April, I gave the educational presentation at the PMI Portland Chapter meeting. The title of the presentation was, "Creating a GREAT Project Management Service Experience."

In my presentation I pointed out first that project management is in many ways primarily a service endeavor. We serve not only clients and sponsors, but our organizations and the project stakeholders.

I wrapped up by talking about the fact that our memories of service are strongly affected by factors that have been identified by behavioral scientists. The research I used to discuss the behavioral aspects of service came from an in the June 2001 Harvard Business Review, "Want to Perfect Your Company's Service? Use Behavioral Science". The authors are Richard B. Chase and Sriram Dasu of the USC Marshall School of Business.

The authors identify a number of patterns in our recollections of events that strongly affect our memories. For example, we tend to remember the last things the most. Repeated events, even of small duration, stick in our minds as being of longer duration than even long single duration events. We like to feel we are in control when we are being served. And we tend to like rituals.

Based on some key concepts from behavioral science the researchers identified five principles of great service:

- Principle 1:** Finish Strong
- Principle 2:** Get the Bad Experiences Out of the Way Early
- Principle 3:** Segment the Pleasure, Combine the Pain
- Principle 4:** Build Commitment Through Choice
- Principle 5:** Give People Rituals, and Stick to Them

These principles are excellent things to keep in mind when you are managing a project. Some examples of specific actions you can take as a project manager to create a positive and memorable project delivery include the following:

1. Work hard early in the project to hammer out details and address administrative issues. Worse yet, issues like budget control are not addressed and the project ends on a sour note. It is better to face the pain early than let issues linger throughout the project so you finish strong.
2. Find ways to create regular rituals, including standard status reports that are delivered on exactly the same time and day and project meetings. Make sure these regular events are efficient, meet stakeholder needs and are positively received.

More than anything keep these principles in mind when you start the project. Build a delivery approach incorporating these principles. You will have a much better chance of being regarded positively as a PM.

About the Author



Brad Hermanson, PE, PMP, is Western Region Environmental Practice Leader for GEI Consulting, a 500-person firm specializing in geotechnical, environmental, ecology, and water resources services. Brad is a registered engineer with degrees in Chemical and Environmental Engineering, has an MBA from the Oregon Executive MBA

Program, and is also PMP®.

A practicing project manager for over 25 years, Brad has special interests in the application of decision analysis and risk management on projects, a topic of research for him in his MBA program. He has been a frequent workshop and conference speaker on a wide range of project management topics, particularly on the management of risk and uncertainty. Brad taught the Project Risk Management section of the Portland Chapter PMP® certification course for over eight years.



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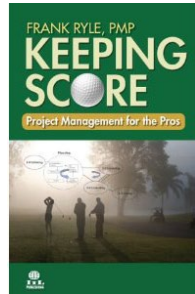
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Book Review



Keeping Score: Project Management for the Pros, by Frank Ryle

Like many PMPs, I am on a continuous quest to increase my program management knowledge, as well as to gain those important PDUs. As a part of my search, I recently registered at the International Institute for Learning (IIL) web site to survey their class and webinar offerings. As a follow-up

response to my inquiry, IIL sent me an offer for a free copy of the book, *Keeping Score: Project Management for Pros* if I would watch and comment on a video of the same title. "Nice offer", I thought, so I took advantage of it. The video was a brief, but well-produced overview of the project management process, and it piqued my interest in reading the book itself.

What it's all about

Keeping Score: Project Management for Pros was written by Frank Ryle, PMP, a consulting trainer at IIL. Frank combined his interests in golf and project management to write a narrative style business novel to explain the Project Management framework. The setting for his story is a company in crisis as a result of an ad-hoc project management approach that is over budget and behind schedule in its preparation for an upcoming IPO. Two company managers, Edward and Bob, are given the surprise assignment to jointly develop a project management approach they can present to their largest shareholder to convince them that that they can pull off the IPO as planned. The managers' assignment is challenged by their different cultural and life experiences and management and styles. Edward is flexible and resists rigid project management approaches, whereas Bob is strongly process oriented. To assist them, they are whisked off to Ireland to be tutored by Louise O'Higgins, manager of the new project management department

at University of Cork. In the process of getting to know each other, the three find they are all avid golfers. This is fortuitous, as Louise has developed a nine-step project management approach modeled after a nine-hole round of golf. In presenting her approach, she uses physical and visual symbols to help the students to grasp and remember the concepts. She uses their numerous golf outings as the setting for her explanations of her PM approach. Throughout their meetings and outings, the three discuss the challenges to, and framework for, effective project management.

Frank Ryle described his rationale for the novelistic approach to the book as follows:

"Although this is a business book, I have chosen the narrative style to appeal to the emotions and stories desired by the right side of your brain. However, I have used the 'nine steps and nine symbols walk' concepts to satisfy the more systematic and sequential left-brain thinking process."

What I liked

The book does a nice job of presenting the concepts of the project framework: the project charter, stakeholder identification and analysis; requirements identification, analysis and mapping; WBS creation; risk identification, analysis, and response; budgeting and scheduling; execution, monitoring and control; and closing the project. These clearly mimic the PMBOK framework. Louise identifies 9 key questions that should be asked about each project, and then equates each question to the nine steps of the process. The highlights of the book are the charts and graphics Louise provides for identifying and analyzing the stakeholders in relation to their power/influence, and impact/concern about the project. She also provides graphics for identifying and prioritizing requirements, and for identifying and analyzing risk. These simple charts provide simple analytical techniques that won't get the project manager too bogged down. After developing the 9 step process, the minimum project documents are identified—the charter, list of stakeholders, risk

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register, WBS and RAM, simple schedule, simple budget, and an issues log. These are summarized in a brief golf-like "Score card" to be used for each project.

Where the book could have been better

The book provides little depth for building the WBS, schedule and budget. I don't currently find those the most challenging part of my PM efforts, so that was OK with me, but additional depth would have been helpful for those new to project management. The book presents a simple Red, Amber, Green (RAG) Dashboard utilizing CPI and SPI, but doesn't provide the formula for either, so the uninitiated reader may also miss the well-intended meaning in that discussion. There are a few diversions such as linking each PM process step and golf hole with well-known golfers. This seemed irrelevant to me, but might be fun for a golf enthusiast to consider. I am also wondering why the author did not choose to include the Lessons learned in the minimum artifacts collected on each project.

One small puzzling aspect of the story is that Edward periodically mentions features of the project management framework standardized in the PMBOK, and even alludes to having taken a PM exam. One wonders if, having that background, why he didn't simply present the framework to his organization in the first place.

The final verdict

I enjoyed the easy read of the book, and appreciated another simple reinforcement of the PM framework of the PMBOK. Like Goldratt's *The Goal* and *Critical Chain*, the novelistic approach is a little slow on making its points, but the subject matter was all relevant to good project management. Also, like Goldratt's books, those already experienced in the topic may not gain any additional education, but the reinforcement of good practices can be beneficial. For those not using an effective PM framework, it is a good introductory overview. The book could well be used by PMOs interested in providing their organization with an overview

of the framework they are striving to implement. If reading time is an issue, however, the video is a time saving substitute that presents most of the best points of the book.

About the reviewer



Dave Carruthers has 25 years of engineering and project management experience in aerospace, advanced ceramics, and automation technologies. He has managed numerous DoE and DoD funded advanced technology projects at Pratt & Whitney Aircraft, Allied Signal, and Kyocera. He has also provided technology and project management consulting for several gas turbine producers

and the Dept. of Energy as the principal of Dave Carruthers & Associates. Dave is currently providing project management for the design, manufacture, and installation of computer controlled automation equipment in Vancouver, WA. He can be reached at dave@davecarruthers.net.

About the book

Keeping Score: Project Management for the Pros, by Frank Ryle

Paperback, Paperback+DVD, or Kindle editions available

204 pages, published 2011

Do you love to read?

The PMI Portland Chapter Newsletter would like to add a "Book Review" section. We invite you send a review of a Project Management related book, along with your short bio and photo to newsletter_dir@pmi-portland.org.

Remember—you can earn PDUs for newsletter submissions!



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Communication Techniques for Managing Expectations

A Key Survival Skill

To survive tough projects, experienced project leaders deliberately manage the expectations of their stakeholders. First, they use their emotional intelligence skills to forge key relationships, establish trust-worthiness and build reputations as truth tellers. I described how to do this in the previous article, "How to Avoid Expectation Collisions."

This is necessary, but not sufficient. This article shows you how to complement informal relationship building with formal project communication techniques that keep the right people informed about important project information.

Increase Flexibility with a Baseline and Ground Rules

1. Create and intensely manage a baseline. The starting point for managing expectations about a project is a clear baseline, established and communicated early in the project. A baseline is simply a public summary of expectations (at an appropriate level of detail) about how long a project will take, what it will cost and what it will deliver. It may be changed at any time through mutual agreement.

Your Sacred Duty to Disappoint

Only by disappointing the project champion with [bad] news in the beginning can you delight him in the end... Otherwise you end up being a slave to his unrealistic expectations, and instead of guaranteeing success, you're almost certain to produce failure.

David Schmaltz, quoted in Dealing with a Project's "Fuzzy Front End," by Loren Gary.

Crucial conversations with stakeholders about project realities are nearly impossible without a previously established baseline and protocols about how changes will be managed. Because the people having the discussion don't have common reference point, it is likely to deteriorate into an argument about "he said, she said."

Author Eric Verzuh notes that many communication problems are rooted in changes to features, schedule or cost. Head them off by defining clear protocols to manage the initial definition of these elements and subsequent changes to them.

When creating a baseline, don't allow unrealistic expectations about the project to go unchallenged. As David Schmaltz says, "Remember your sacred duty to disappoint," even though it may be uncomfortable (see sidebar above).

2. Establish ground rules early. Early on, take the lead to create and get buy-in on the management approaches that will be used on a project. Agreeing on ground rules in advance makes it easier to maintain the discipline of using them when the going gets tough, thus keeping expectations aligned. Here are some examples.

- How will risks and issues be identified and resolved?
- How frequently will project status be communicated and to whom?
- What are the boundaries of the team's responsibility and authority?

A clear baseline and ground rules don't create a straitjacket—they actually increase flexibility. When something unexpected occurs in the future, as it inevitably does on every project, they give the people working on it a reference point that helps them to quickly evaluate possible changes.

Filter a Little, Not a Lot

3. Keep sponsors "in the loop." Experienced project leaders talk about how they pay special attention to keeping sponsors and other key contacts appropriately informed. But

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“appropriately informed” varies from project to project, so ask key stakeholders about their information needs and preferences.

Communicate with them more often than you think you need to. Set up-front expectations on frequency, content, and methods of communication. This will help build relationships as well as reduce the amount of misunderstood information.

4. But filter out unimportant noise. The day-to-day activities of a project are messy. While keeping key stakeholders in the loop, also filter out some of the usual project noise. Don't overwhelm sponsors, and especially customers, with unimportant details about things that will change tomorrow. At the same time, don't keep them in the dark. That is a recipe for destroying their trust (see sidebar above).

Damage Control or Full Disclosure?

“Full disclosure is the way to go. If clients see you pretending, deflecting blame, or trying to minimize your responsibility, that’s a sure way to blow their confidence in you.”

Patrick Lencioni, interviewed in Management Consulting News, 2010.

Endpoint

Managing stakeholder’s expectations about projects involves three elements:

- Building a network of informal, truth-telling relationships, as I covered in the previous article
- Setting up a clear project baseline and communication protocols, discussed here
- Creating an unbiased status reporting and project review system, which I will cover in the next article

These three elements work—I’ve used them successfully on my own projects, both large and small. My clients and students have used them. You too can apply them to successfully manage the expectations of even your most challenging stakeholders.

About the Author



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

Newsletter Director’s Letter

So Long, But Not Farewell



This is the last newsletter that I will be overseeing. I want to take this time state my appreciation for the learning experience, but especially for those whom I have met through volunteering as the Newsletter Director. I have learned many principles, methods and views about project management and hope to use them in the future.

I hope you have enjoyed the last 10 issues.

I will still be involved in the PMI Portland Chapter and will see you at the monthly meetings, roundtables and other events.

I encourage those of you who are thinking about volunteering to take a chance—the time and effort you put in will be directly proportional to the amount you gain....priceless.

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



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President's Letter

Goodbye and Thanks!



As you might suspect, my thoughts for the final President's message are of the past year. The Chapter volunteer team worked very hard this year in service to the Chapter, I am truly honored to have been included, and look forward to the transition to my final year on the Board as Past President.

The Board elections are done, and transition planning is underway. The Chapter is in good hands with incoming President Alan John, who as President Elect has already played a strong leadership role. Alan has been a great friend and partner to me over the course of the last year, I am looking forward to serving on his Board!

June 19 will be the last Chapter Meeting until September, and we will have our Education and Keynote speakers, as well as a brief Chapter Business Update and the EPMA awards presentation. This will be a great meeting, so plan on attending!

I would like to say a final thank you to all the Chapter volunteers—your hard work, patience, and dedication to the Chapter have always been an inspiration to me!

Thanks for a great year !

Steve Thornton, President, PMI Portland Chapter

President Elect's Letter

Your PMI Portland Chapter is starting the transition of some Board member positions that will be complete by July 1, 2012. We will miss our current VPs of Membership and Professional Development, and are looking forward to welcoming the new VPs and our new President Elect.

I am honored to take over the position of President from Steve Thornton. Steve served for nearly a year and a half as our

Chapter President and did a fantastic job for all of us. Steve has been a great mentor, leader and friend to me during the past year. With the help of the Board, those serving as our volunteers and you our members, I am excited to continue and promote those programs that are so important to everyone.



Our Board will have two meetings this summer: First, to transition the Board by July 1, 2012, and later to review our progress in 2012 and to set strategic and tactical direction for 2012–2013 and beyond. We plan to review some of the current programs including our PMP refresher course that is so important to so many new members and potential PMI members; the monthly keynote

and educational speaker program; the monthly roundtables held throughout the Portland Metro area; and a new PMI program to help our Chapter in managing our volunteer program; how to enhance our public and private outreach programs to add to our current engagement with organizations our members work within; and last on this list, how to meet the challenge for managing the growth of our Chapter.

Managing our growth is important to all of the current Board and the past presidents of the Chapter. We currently have over 1,500 PMI Portland members. As an all volunteer Board it is extremely important for the Board and their portfolio teams to understand to maintain what we do today while improving those key services and assessing new areas requiring focus as we grow beyond where we are today.

It is a great honor to be become your President for 2012–2013. With your continued support and your involvement with the Chapter I look forward to an exciting year

We look forward to seeing all of you at our annual Professional Development Day scheduled for August 16, 2012 at the Double Tree Hotel and Convention Center.

Alan John, President Elect, PMI Portland Chapter



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2011-12 Board Members Thank you for your service!

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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.

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Mission

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

Vision

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