PMI

PORTLAND CHAPTER

December 2012

www.pmi-portland.org

PMI Portland Connection
December 2012

Identifying and Acting on Early Warning Signs in Complex Projects

While some project managers may experience a "gut feeling" about impending problems during a complex project, most acknowledge that they're not very good at detecting or acting on these early warning signs.

Researchers Terry Williams, of the University of Hull, UK; Ole Jonny Klakegg, Norwegian University of Science and Technology; Derek Walker, RMIT University, Australia; and Bjørn Andersen and Ole Morten Magnussen of SINTEF, Norway have examined how project assessments and stage-gate models can be used to identify and act on early warning signs.

Early warning signs can be simple, such as missing information/numbers or a lack of documentation. They can also be less obvious, such as people in acting positions without authority; project teams that rely on others to fix problems; team members who work too much or too little, contractors unfamiliar with the domain, lack of commitment to make decisions, lack of trust, and continually unfulfilled promises. Project assessments comprise all types of appraisals and examinations of project documents and practices in order to support decisions, learn from experience or ensure that expectations or formal criteria are met. Stage-gate models use reviews and decision points during the project lifecycle to determine early warning signs.

The researchers first reviewed a selection of public and private sector governance frameworks to determine how frequently such project assessments occur, and what the guidelines prescribe as good practice. They then interviewed 14 experts about their experiences of governance frameworks, assessments and early warning signs. They also interviewed key people in eight complex business cases, from both private and public sectors, in three countries (the UK, Norway and Australia). The researchers' goal: to get closer to the reality behind current practices and discover whether project managers actually act upon early warning signs identified during project assessments. The researchers found that all of the organizations studied did apply a range of formal assessments during the project life cycle.

While project assessments are useful in identifying early warning signs related to the formalities of a project, the researchers found that as a project's complexity increases, assessments become less useful. Complex projects, they say, are dependent on a project manager's "gut feeling" about early warning signs. Everyday communication and the work situation can be better at identifying early warning signs, they say.

They also cite **several barriers to detecting early warning signs** from assessments. These include:

- Optimism bias in underestimating costs and overestimating benefits
- Organizational complexity
- No clear strategy or no ability to clarify and resolve conflicts related to goals and strategies
- Pre-assumptions in the assessment process, which prevent an openness to early warning signs

• Selecting areas for focus in gateway reports may hide signs of problems
• A belief that project assessments will capture all problems

"In practice, we need to consider such barriers when implementing governance frameworks and project assessment methods to improve performance," says Williams. As well, Klakegg notes, "Stage-gate assessments that are anchored in established governance frameworks are limited in their ability to pick up early warning signs. They have an implicit focus on some issues, for example risks, progress and financial development, but 'turn a blind eye' to other issues."

The research also revealed two important **reasons why project managers can fail to react** to early warning signs:

• The project is too large for the governance structure
• Politics. Political agendas may assert pressure to adopt particular solutions or priorities while overlooking early warning signs.

While many organizations attempted to learn from previous projects, they rarely learned from those lessons. The **main challenges**, say the researchers, seem to be within the minds of the project team members, who say they:

• Lack time to think about the critical issues
• Lack time to prepare 'lessons learned'
• Are reluctant to air 'dirty laundry'
• Are not motivated to learn from previous projects because the current project is 'unique'
• Can't learn from reports that too often contain insufficient contextual information

Additional roadblocks to learning from previous projects can include group thinking, a culture of blame, and power effects.

So **what do project managers need to change** in order to improve on identifying early warning signs?

• Hold assessments earlier in the project, when real options are still available. Ask critical questions about needs, objectives and assumptions before all the facts are at hand.
• Dialogue and organizational culture can play a key role in acknowledging and fixing issues related to "gut feelings".
• Instead of increasing the number and frequency of formal assessments for complex projects, rely more on "gut feeling" approaches.
• Use an outsider's view, be anchored on a high level in the permanent organization, and look for inconsistencies to detect lack of trust, lack of clarity, and misalignment between qualitative and quantitative analysis.
• Understand the cultural conditions around and in the project, such as those that that impede openness or that focus on blame instead of problem solving.

About the Authors

Williams, T., Klakegg, O. J., Walker, D. H. T., Andersen, B. and; Magnussen. O. M. " Identifying and Acting on Early Warning Signs in Complex Projects", Project Management Journal, 43:2, April 2012, pp. 37-53.

Keynote Presentation

Dancing in the Rain–Thriving in Challenging Times, with Lou Radja

Read more...

Educational Presentation

You're Not Leading Robots, with Tyson Wooters

Read more...

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December 11 Chapter Meeting

Keynote Presentation

Dancing in the Rain! Thriving in Challenging Times

Dancing in the Rain is an empowering and transformational presentation designed specifically to help you and your business thrive in the face of today's global challenges. In this powerful presentation, Lou will share proven strategies and ideas to help you:

- Develop a solution-focused mindset
- Earn ways to turn problems into opportunities
- Embrace change and thrive in the midst of the "Rain"

About the Presenter

A Servant Leader, **Lou Radja** continues to work tirelessly to improve the lives of many across the globe. A recognized Motivational Speaker and founder of Lou Radja Enterprises, Mr. Radja has addressed and engaged global citizens all over the world on Leadership, Diversity, Service and Personal Development. As Executive Director of EduCongo, a US based nonprofit organization; Lou's energy is devoted to generating awareness and support to provide quality education for over 2,000 underprivileged children in the Congo.

Educational Presentation

You're Not Leading Robots

Whether you're leading just one person or a team of hundreds, there's something you can't escape: You're leading people. The human factor is at once our greatest strength and our greatest weakness; it's what brings us the creativity to solve problems, and it's the source of all the interpersonal drama that can slow progress to a halt. Learn why it's the leader's job to bring the group together by reaching individual members on their terms. Then we'll tackle just how to successfully get into someone else's world.

About the Presenter

Tyson Wooters has been called an entertainer, a comedian, and most importantly, an educator. He is an established motivational speaker and trainer, and also serves on the Rotary Ethics Initiative's board of directors.

Although Tyson's first career was as in the public schools, these days he works with audiences around the country to expand their self-awareness and leadership skills. Since "retiring" from teaching in 2005, Tyson has been called upon by audiences across the US and beyond to deliver powerful messages in his practical, approachable style.

Tyson lives in Portland, where he curates an impressive Hawaiian shirt collection and rides his moped on sunny days. He enjoys travel, scuba diving, and hugging strangers, which he has done in 36 states and 13 countries.

www.pmi-portland.org

December 11 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, business meeting
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.

Register Now

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

* You must be a PMI Portland Chapter member prior to registering for an event to be eligible for the member rate. A PMI Portland Chapter member is a member in good standing in the Chapter's member database. If you are a brand new Chapter member, click here.

* 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

House Brined Turkey Breast Served with Mashed Potatoes, Stuffing, Gravy and Vegetables

Or

Mediterranean Vegetable Purse–Layers of Couscous, Asiago Cheese, Herbs and Roasted Vegetables with Roasted Tomato Sauce

Chef's Choice Holiday Dessert

2012–13 Chapter Meetings

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

December 11, 2012–Note Date Change!!

January 15, 2013

Professional Development

Rolling Out Enterprise Agile Practices

Moving Beyond Scrum Into Scalable Agile Practices

Saturday, January 12, 2013

John G. Stenbeck, PMP, CSM, CSP, PMI-ACP from **GR8PM**, Inc. will be returning for a new workshop:

The biggest PM career opportunities today exist for professionals who can take a micro-dynamic, team management framework, like Scrum or XP or Lean Software Development, and scale it up to a macro-dynamic, organizational framework. Among the challenges with doing so is the fact that every Agile framework is missing two critical elements–accounting cost management and sophisticated scheduling tools.

This 1-day, Rolling Out Enterprise Agile Practices moves beyond micro-dynamic team-level practices and into the Agile practices that drive and guide enterprise maturity at the multi-project, program, portfolio and enterprise levels. In particular it will cover how to:

- Accelerate speed-to-market using agile Product Development processes
- Deploy agile-aligned portfolio and program-level scheduling
- Integrate architectural and engineering best practices with multi-project agile
- Optimize agile estimating and risk management protocols
- Deliver organizational control and reporting using Earned Value Management

This is an **advanced-level seminar** for project managers with a solid Scrum or Agile foundation seeking a demanding, interactive exchange on leading and influencing the enterprise-level agile environment. This class is completely focused on successfully scaling and applying agile project management in the real world.

This class is not for novices (sorry!), nor is it preparation to sit for the PMI-ACP exam. **It is preparation to become the leading Agile expert in your organization!** It is also ideal for Agile Consultants who must fulfill customer demands for remarkable agile expertise and knowledge transfer.

Key Learning Objectives

During this highly interactive, hands-on training experience the participants will learn time-tested, proven best practices for initiating, integrating, and transmitting Agile so that it transforms the organization. The exercises, case studies, and team challenges will transform cognitive knowledge into experiential mastery so you can confidently take Agile to the next level!

Workshop Details

Location:
Red Lion Hotel
1021 NE Grand Avenue
Portland, OR 97232

More information will be available soon–watch your email and the PMI Portland Chapter web site, or contact workshop@pmi-portland.org for details.

Professional Development

Roeder Online Courses

Be sure to check the Roeder web site for all the new online PM related training at a discount to Chapter 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 Negotiation (15 PDUs)
December 5, 2012

International Project Management (8 PDUs)
December 11, 2012

Dynamic Leadership Skills for Better Project Results
(8 PDUs) January 15, 2013

Agile Project Management (15 PDUs)
January 9, 2013

Managing Virtual Teams
(8 PDUs)
January 17, 2012

Next PMP/CAPM Exam Prep Class Starts February 16

The PMI Portland Chapter will be conducting the next PMP/CAPM exam preparation class at DeVry University starting **Saturday, February 16, 2013**. The class will run for six consecutive Saturdays, 9:00 a.m.–4:00 p.m., and will conclude on March 23. DeVry University is located at 9755 Southwest Barnes Road #150, Portland, OR.

With the anticipated release of the 5th Edition PMBOK scheduled in January, PMI has confirmed that the PMP/CAPM exam will be based on the 4th edition of the PMBOK up until August, 2013. **The February exam prep class will be the last chance to study the 4th edition material before the exam changes.**

If you are getting ready to take the PMP or CAPM exam, don't miss this last opportunity to study the 4th edition PMBOK material. Our PMP certified instructors will provide you with a wide range of tips and strategies for successfully passing this rigorous exam. Completing our class also satisfies the 35 hours of classroom training required by PMI to take the exam.

Check www.pmi-portland.org for early bird registration to start in January, 2013. For questions regarding PMP or CAPM exam eligibility requirements, check www.pmi.org/certification. For questions regarding this class, email Brett Anderson at pmp_certification@pmi-portland.org.

There are only two ways to do something: Right or Over. Do it Right or do it Over.

From "The Unbreakable Rules of Marketing…and Life," by Cathey Armillas (PMI Speaker Consultant)

PORTLAND CHAPTER

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Chapter News & Events

MON	TUE	WED	THU	FRI	SAT / SUN
December 3	4	5 Roundtable NE @ Port of Portland	6	7 Roundtable North @ Clark	8 / 9
10	11 **Chapter Meeting**	12 OODN Event TAO Event	13 TAO Event	14 Roundtable NW @ Con-Way PMI WV Corvallis Meeting	15 / 16
17	18	19 PMI WV Annual Business Meeting	20 Roundtable West @ Nike	21	22 / 23
24	25	26	27	28	29 / 30
31	January 1	2 Roundtable NE @ Port of Portland	3	4	5 / 6
7	8 OODN Event	9 OODN Event	10	11 Roundtable NW @ Con-Way	12 Agile Practices Workshop / 13
14	15 **Chapter Meeting**	16 PMI WV Salem Event	17 Roundtable West @ Nike	18 PMI WV Corvallis Event	19 / 20

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

Chapter News & Events

Roundtable North Clark

1200 Fort Vancouver Way,
Vancouver, WA
Community Room

4th Friday 7:15 a.m.

Meeting date is Dec. 7

Roundtable NE Port of Portland

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

1st Wednesday 4:30 p.m.

Roundtable NW Con-Way

2055 NW Savier
Portland, OR
Ask for room at desk

2nd Friday 7:15 a.m.

Roundtable NE Public Health

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

4th Tuesday 7:30 a.m.

Roundtable West Nike

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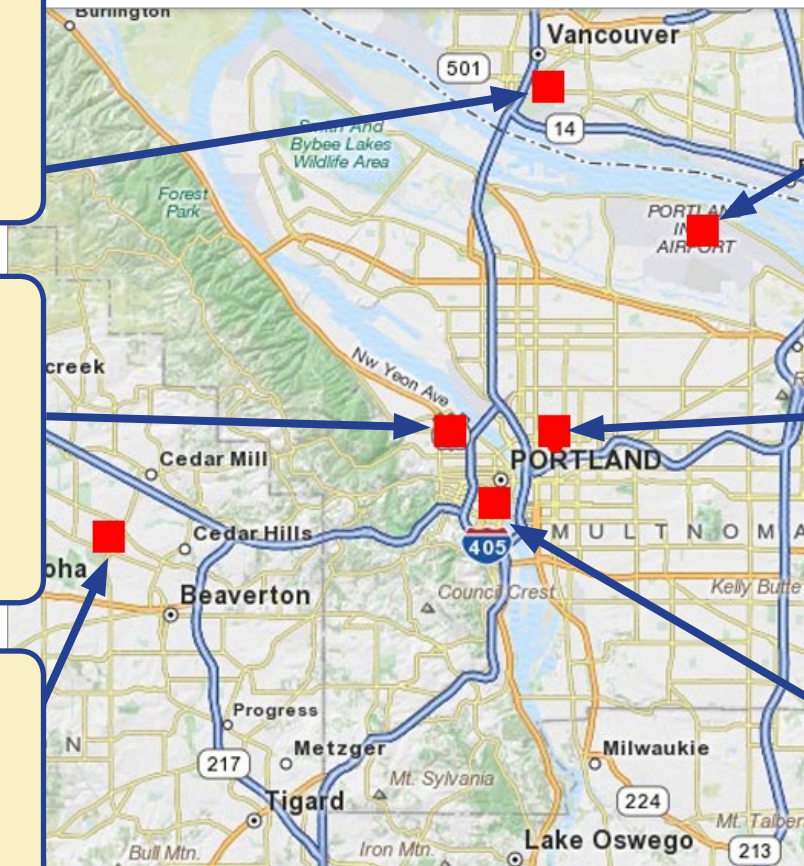Nolan Ryan Bldg.,
Air Huarache, 1st Floor

3rd Thursday 7:30 a.m.

Roundtable Downtown–City of Portland

The Portland Building
1120 SW 5th Ave.
Portland, OR
2nd floor, Room B

2nd Thursday 7:30 a.m.

No Meeting in Dec.

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.

www.pmi-portland.org

PM News Briefs

PMI Willamette Valley Chapter

Willamette Valley Chapter Annual Meeting

Lunch Meeting–Wednesday, Dec. 19, 2012
11:45 a.m. - 1:00 p.m.

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

Speaker Jon Lazarus, Chapter CEO–Willamette Valley Chapter Annual Meeting

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

Eugene Branch

Dinner Meeting–Wednesday, December 12, 2012
6:00–8:00 p.m.

Location Valley River Inn
1000 Valley River Way
Eugene, OR 97401

Speaker Clyde Raymer, Jr.–Having Your Project Go to the Dogs (Iditarod)

Cost $20 (online) or $25 at the door.

Corvallis Branch

Lunch Meeting–Friday, December 14, 2012
11:45 a.m.- 1:30 p.m.

Location 700 SW Washington Ave.,
Corvallis, OR

Speaker Brad hermanson, PE, PMP–Creating a Great Project Management Service Experience

Cost $10 members/students, $15 non-members.

www.pmiwv.org

Salem Branch

Lunch Meeting–Wednesday, January 16, 2013
11:45 a.m. - 1:00 p.m.

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

Speaker TBD

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

Calling All Writers!

The PMI Portland Newsletter is looking for volunteers to serve as article writers. Newsletter writers will pen articles about local project management educational events, Chapter programs, along with other items relevant to our field of project management. No previous writing experience is necessary, just a willingness to commit an hour or two per month attending an event, or interviewing someone and then writing about the experience.

In this role, you'll have the opportunity to meet and work with project management colleagues across the Portland/Vancouver area. You'll also have the opportunity to give back to the community by improving communication among PMI Portland Chapter members. You can also earn PDUs!

If you'd like to explore one of these writing opportunities, just drop us a line at newsletter_dir@pmi-portland.org.

Sharon Watkins, PMP, MBA, CSM
Dean Cheatham, PMP, CPHIMS
Newsletter Directors, PMI Portland Chapter

PM News Briefs

OODN Events

Monthly Program–Annual Holiday Gathering

December 12, 2012–6:00 - 8:30 p.m.

Location: Beveland St. Coffee House
7357 SW Beveland Rd.
Portland, OR 97223

Topic: Potluck

Cost: Free to PMI members. Non-members, $10.

Monthly Program

January 9, 2013–6:00 - 8:30 p.m.

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

Topic: Making it in the OD Profession

Cost: Free to PMI members. Non-members, $10.

Embodied Learning Workshop

January 8, 2013–2:00-5:00 p.m.

Location: Awakenings Wellness Center,
1016 SE 12th Ave.
Portland, OR 97214

Cost: $45 for OODN members and partners (**PMI members**)
$55 for non-members

www.odnoregon.org

TAO Events

TAO Forum

December 12, 2012–6:00 - 9:00 p.m.

Location: OMSI–Planetarium
1945 SE Water Ave.
Portland, OR

Topic: The Intersections of Technology & Design–An Evening with Jeff Faulkner, UX Creative Director, Xbox

Sales & Marketing Forum

December 13, 2012–7:00-9:00 a.m.

Location: TBD

Topic: Sales & Marketing Leadership Exchange 2012

www.techoregon.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 $139/year. PMI Portland Chapter membership costs $25/year

Renew: PMI Membership renewal costs $129/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

Visit the PMI Portland Chapter web site. Read the Chapter brochure. New Member? See your web page.

www.pmi-portland.org

Membership

Become a Volunteer

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

- **Art Director**–Marketing team
- **Quality Team Members (4)**–Membership team
- **Instructors, Certification Prep course**–Professional Development team
- **Administrator, Mentoring Program**–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 Coordinator, Apprise Health Insights
- Senior Program Manager, Eid Passport
- Software Project Manager, Elemental Technologies
- Cloud Project Manager, Elemental Technologies

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

Project Stories Wanted

With nearly 1,600 members, PMI Portland Chapter is a diverse organization with tremendous depth. As project managers ("doers"), we often shy away from self-promotion or even simply talking about our projects. That would be rude, right?

Wrong.

All of us are inundated with theories, best practices and over 40 processes in the PMBOK. However, when it comes to actual, real-world projects that we're exposed to, we're often limited to the ones in our own company. If you work at a large company with multiple portfolios, that might suffice. However, many of us, work in smaller shops where our exposure to real-world projects is limited.

This is where the PMI Portland Newsletter can help. We want to write about projects happening in the Portland/Vancouver area.

As a project manager for over six years, and a PMP for over four, I can tell you that none of my projects have ever come close to utilizing all 42 of the processes identified in the PMBOK. In fact, in my world, "Project Charter" equates to "approved capital request." Why do I mention this? Because projects can succeed or fail for 1,000 different reasons–not just 42–and we want to write about the projects and realities our members face every day.

If you'd like to talk with us about one of your projects, we'd like to listen. And, if after the conversation you're comfortable sharing your success (or lack thereof!) with others, we'll showcase your experiences in an upcoming newsletter.

Drop us a line at newsletter_dir@pmi-portland.org. It will help your colleagues and it will help you. At the end of the day, all of us are in this project management "stuff" together!

Dean Cheatham, PMP, CPHIMS, Newsletter Director

Membership

Welcome New Members!

Addleman, Ashlee	MonBarren, Kimberly
Arp, Troy	Murray, Jacquie
Balogh, Matthew	Ngov, Linda
Bell, Brian	Nunez, Dan
Chase, Luke	Parker, Michael
Cornett, Kristine	Phillips, Karen
Costa, Kaitlin	Prince, Aaron
Craig, Christina	Procassini, Albert
Creecy, Derrick	Sahu, Anil
Crocker, Kyler	Schumann, Ryan
Deters-Long, Amy	Sharma, Sid
Duffey, Laura	Shevchenko, David
Elolaimi, Khalid	Sieng, Michelle
Evans, Aaron	Smallwood, Mark
Gaudren, Danny	Spenski, Justin
Ghim, Minje	Stahl, Warren
Gordon, Kelly	Stark, Catherine
Hart, Debbie	Stephens, Jeff
Helmberger, Jill	Storms, Katherine
Hensley, Stacie	Surya, Kirti
Herd, Junia	Tangen, Rebecca
Hyacinthe, Rhonda	Taylor, Corey
Jannen, Peter	Thurman, Gayle
Johnson, James	Tuominen, Daniel
Johnson, Danielle	Ushigome, Denise
Jusupovic, Jana	Valdivia, Gabriela
Karl, Louis	Young, Jessica
Kulak, Joshua	
Kulak, Rachel	
LaPorte, Glenn	
Luciani, Bryan	
Magenheimer, David	
Marquez, Tammi	
McClintock, Gerald	
McWhirter, Michael	

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.

Congrats New Credentials!

Heymann, Robert, PMP

Kirk, John, PMP

Lubbe, Kai, PMP

Murrain, Tina, PMP

Oberholtzer, Carole, PMP

Webber, A. Dow, PMP

Zaharchook, Bernadette, PMP

Thought for the Month

How You Can Help with Questions about Applying for PMI Certifications

In the past few months I have received a number of phone calls and emails from new or prospective members requesting assistance on the CAPM, PMP, ACP and other certifications. I always enjoy hearing from people that are curious, excited, or both, about becoming PMI certified. During these conversations I always refer them to the *Certification* tab on www.pmi.org. The overview section is a great place to answer many of their questions.

If an individual is ready to prepare for an exam I ask them to contact our Directors of Certification, either PMP or ACP. The contact information can be found on the PMI Portland web site under the About Us / Contact Us tabs.

If a work colleague or friend asks about PMI and the certifications PMI offers, I recommend you refer them to the PMI web site or have them contact our Chapter Professional Development team Certification Directors.

Alan John, President

Articles

Perspectives from the PMI Global Congress 2012– Vancouver, Canada

The PMI Global Congress 2012–North America, took place in Vancouver, B.C. October 20-23, 2012, with pre-congress events that included the Leadership Institute Meeting (LIM).

We have solicited contributions from Portland Chapter members and leadership to share their experience at these events within this and future newsletters.

Leadership Institute Meeting (LIM)

The LIM facilitates collaboration by leaders of PMI communities in curriculum driven educational sessions. It is designed to inspire and support PMI leaders as they deepen their knowledge of leadership, add to their experience and sharpen their skills. The meetings offer face-to-face opportunities to connect with, and learn from, fellow volunteer leaders and prepare attendees for greater leadership roles within PMI and to advance the profession on a global level.

Saby Waraich, VP of Membership, PMI Portland Chapter

LIM 2012 was an excellent learning experience for me as a Volunteer Leader. I was able to network with other volunteer leaders from across the world, and to share and learn from our experiences. To quote a thought from a presentation about our reasons for attending LIM, "The Leadership Institute Meetings are continually preparing us for a greater role in our communities. We are not only gaining experience and improving our leadership capabilities; we are also becoming mentors, people who have the ability to help others find ways to make a difference in their lives, in their businesses, and in their PMI Community. Thereby, we are all making a difference."

It was an interesting start to the journey even at the registration desk. Apparently some of my colleagues' as well as my own nametags were printed with the description of members from the "Poland Chapter" instead of the Portland Chapter. This worked out to be a great icebreaker.

I enjoyed the seminar on "The Leader in the Mirror" given by Ron Taylor. He provided examples with short stories on how to develop a model to lead volunteers. One of the take-aways was that there is a big difference between an Employee and Volunteer; "Employees work because they have to and Volunteers work because they want to, which means Volunteers are one bad conversation away from quitting."

Sometimes we get so carried away or excited about something for the Chapter that we start treating volunteers like employees. There is a need however for a differentiated model for leading volunteers. One model outlined by Ron included 4 main points:

- Don't expect trust–nurture it
- Use 'Leadership Moments' to set an example
- Provide opportunities for successes and safe failures
- Show a whole bunch of appreciation

The LIM provided validation that PMI Portland Chapter is doing everything that other Chapters of similar or larger sizes are doing. Other Chapters have similar challenges to those that we face. Some have come up with creative ideas that we can learn from and perhaps also implement at our Chapter.

Four months ago we began a pilot of the new Volunteer Relationship Management System (VRMS) provided by PMI Global. During the pilot, we discovered that potential volunteers are unable to search for an volunteer opportunity. During the LIM VRMS presentation, we learned that the Search functionality works great for all Chapters except for ours. They assured me that the PMI technology team is working hard to fix this bug.

I would like to end by saying that my journey as a Volunteer Leader is a continuing journey of self-discovery, and the LIM events further stimulated this journey.

Saby Waraich, VP of Membership, PMI Portland Chapter

PMI

President's Letter

As 2012 comes to an end it is a great time to reflect on the value the Portland Chapter has provided to our membership this past year. The Professional Development team provided not only the PMP and ACP prep courses for our members, but eight workshops in addition to our August Annual Conference. The Programs team delivered ten educational and ten keynote speakers, while maintaining seven active roundtable opportunities to learn more about our profession and share ideas and solutions. Membership continues to provide our mentoring program, new member orientation, and an active volunteer program to match volunteers with the many openings we have to support the overall Chapter activities during the year. The Outreach team continues their work with nonprofit community associations; sponsoring students at our monthly meetings, and sponsoring the Excellence in Project Management Award for project of the year and the project management student of the year award and scholarship. In addition, the past year we also expanded the newsletter to include projects from local organizations.

As we look forward to 2013, our goal is to provide and enhance our services to the membership. Each of the teams will be working to find the service they offer which provides the best value to the Chapter members and see if there is an opportunity (and available resources) to enhance or expand our service offerings in these areas. We want to thank all our volunteers that have helped make your Chapter successful, and we would like to ask all of our members to consider volunteering to help out in some way in 2013.

Thanks to everyone for a fantastic year. Please let us know how we are doing. Your input on how we can improve is always welcome.

Alan John, President
PMI Portland Chapter

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PORTLAND CHAPTER

December 2012

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2012-13 Board of Directors

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

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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.