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PMI Portland Connection

April 2013

President's Letter

The Rewards of Serving



I hope that everyone attending both the Chapter 30th Celebration and Volunteer Recognition Award Dinner last month. Our attendance was almost 200 members and volunteers. We are glad you were part of the celebration. Thank you again to the past presidents that attend and to our many volunteers. We appreciate all the past and current efforts have made our Chapter a resource to our members and the community.

Also a special thanks to everyone that brought non-perishable food items to donate to the Oregon Food Bank. It was a great to hear how our annual gift helps the Oregon Food Bank here in Oregon. I want to give a special thank you to Linda Reed, Vice President of Outreach, and her group of volunteers that made the evening such a great success.

Looking forward, the nomination period for next year's Board of Directors Election opened on April 1st, no fooling! Please go to the following URL on our web site, <http://www.pmi-portland.org/elections>. I urge you to review the open positions and if you think you are interested please open the nomination form highlighted under the "How to Become Nominated" section. Personally, that is how I decided to run for a Board position in 2007. After you review or fill out the nomination form and if you have any questions please contact Diane Brady, our President-Elect, presidentelect@pmi-portland.org. Diane becomes our Chapter President on July 1, 2013. She is always ready to answer your questions. If you would like to contact me or any of the current Board members to discuss a position or find out how we work as a team during the year contact information can be found at <http://www.pmi-portland.org/leadership>.

The timeline is as follows:

- **April 1–April 20** – Nominations accepted and reviewed
- **May 1–May 21** – Membership votes on nominees
- **May 22** – Winners are announced
- **May 22–July 1** – Winners shadow current Board members
- **July 1, 2013–June 30, 2014** – New Chapter Board is active

Being a volunteer is great chance to give back to your community and contribute to both PMI and the Portland Chapter. It is a great honor to be elected to any Board of Directors but there is added personal responsibility. As a PMI Portland Chapter Board member you will be expected to make a bigger commitment of your time and take greater ownership for a specific area than other portfolio volunteer positions within our Chapter. Your commitment requires that you attend monthly Board meetings, monthly Chapter meetings and other Chapter events. As a Board member you are asked to put the interest of our Chapter first. You will be managing a portfolio budget and carrying out the fiduciary and diligence responsibilities of the Board of Directors that could include program and policies review, monthly financial statement ownership and performing other duties that may be required such as being a committee chair or taking on special assignments.

The reward is more than just extra PDUs and reduced costs for the Chapter meetings and our Annual Conference. You will have the opportunity to increase your professional networking by participating in regional and global PMI leadership conferences each year. Most of all, you will forge long term friendships with people who share common goals.

*Alan John, President
PMI Portland Chapter*

[Read more about elections here...](#)

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Headline Article

Bonneville Power Administration, Best-In-Class Research & Development Project

Overview: Early this year, I had the opportunity to speak with some of the team leaders and Project Managers of the Technology Innovation Office at the Bonneville Power Administration (BPA) about their most salient project success stories, and to delve into some of the factors that contribute to their effectiveness. I was excited by the magnitude of what they had achieved, as recognized by the Electric Power Research Institute (EPRI) Technology Transfer Award they received in 2012 for the Heat Pump Water Heater Project (HPWH). It was clear that the PM processes and the effective management of their project portfolio are the key ingredients that have made these projects so successful.

Project Success Story: Heat Pump Water Heater Project

The HPWH project, awarded the prestigious EPRI award in 2012, was started in 2009 under Project Manager Kacie Bedney, with a cross-section of energy efficiency staff working on the demonstration project. It is certainly a standout; an energy efficiency technology that can deliver large energy savings for homeowners that replace their electric water heaters. New heat pump water heaters can save up to 50% on energy costs compared to standard electric water heaters. While the project started only in 2009, the technology had been 'on the bench' for the Pacific Northwest region for some time, because of historical experience with poor performing products, faulty control boards and poor service support as well as concerns over noise and exhaust air.

When newer versions of the technology came onto the market however, the HPWH project was able to demonstrate through elaborate field and lab testing that the technology was a good fit for the Northwest residential market. Lab testing was used to see how they performed in a perfect environment and at the same

time, BPA worked with EPRI and 14 Northwest utility companies to measure their performance in the real world by installing 40 heat pump water heaters as part of a national demonstration project. Project management strategies used in the demonstration included weekly project meetings with the implementation team, project schedules, cost tracking, "lessons learned" documentation along the way, and "installation issues" tracking. Communication with stakeholders was consistent. The project team held a conference call with each of the utilities to enable them to take an active role in the homeowner site selection process, facilitate the communication and implementation of the installations in the homes. A robust metering system for each site tracked the energy savings of the heat pump water heater technology. Data from the



lab and field-testing was then combined, and the project was given the green light by a regional energy savings approving body. According to the project team, the major success factor of this project was their ability to coordinate successfully between homeowners, installers, utility partners and data analysts and thereby demonstrate its effectiveness and likely attractiveness to customers throughout the Pacific Northwest.

Best Practice: BPA Project Portfolio Management

Successful research portfolio management facilitates more successful project management. BPA has over 50 research projects running at a time. Project managers are assigned in the business line where the research is likely to be

applied. The total annual budget for research projects is \$16 million, with a long term budget objective of half of one percent of all BPA revenues, or about \$18 million. BPA's research goals are linked to specific business challenges and technology gaps. Currently, the agency's focused on projects that advance energy efficiency technologies and improve and enhance BPA's operation of the Northwest power grid. Although there is currently no agency PMO, BPA has a PMO function for their higher risk areas like capital construction, information technology, and technology innovation.

[continued...](#)

Headline Article, continued...

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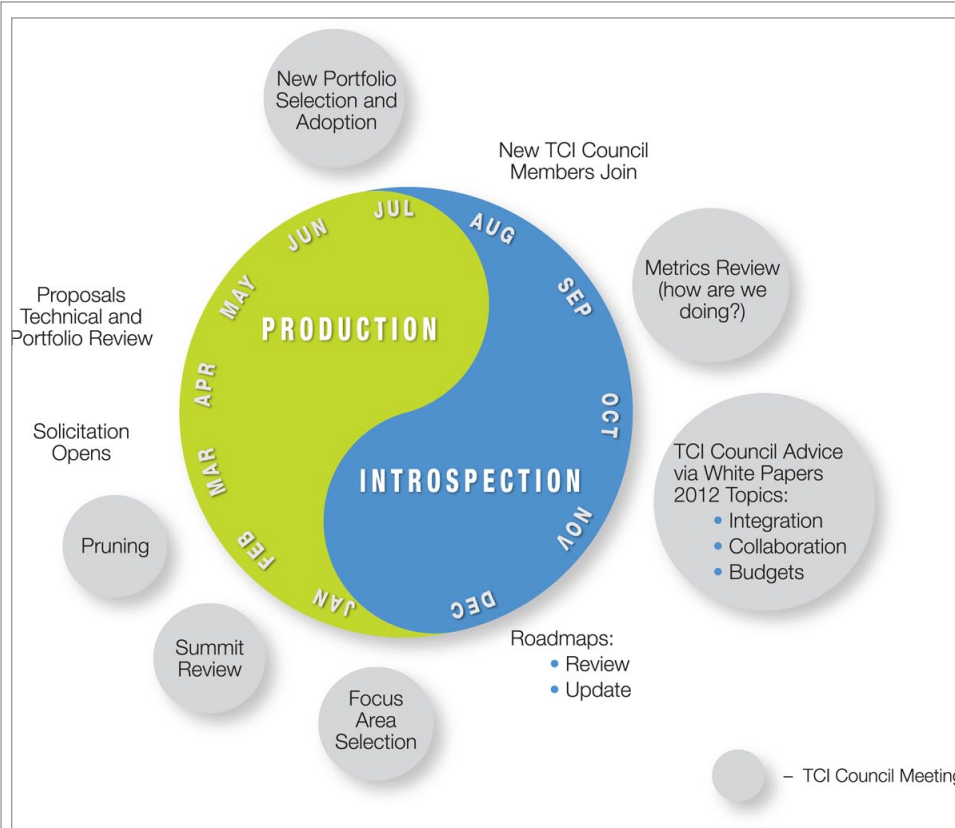
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Since 2005, BPA's Technology Innovation Office has managed the agency's annual portfolio of research. Prior to establishing the Technology Innovation Office, R&D was done ad-hoc, without a focused and disciplined program

Other aspects of BPA's portfolio management that contribute to the success of projects:

- **Stage gates' to make go/no-go project decisions.** Methodologies such as the Portfolio, Program and Project Management Maturity Model (P3M3) and the PMBOK serve as the basis to assess current project status at the time of review in relation to project objectives, benefit of the deliverables, and identified risks.
- **Cross-functional review of project progress** A group of agency executives and experts known as the Technology Confirmation/Innovation Council, and specially invited industry

experts, participate in an annual 'summit week' at the end of every January that serves as a critical stage gate for all R&D projects. Presentations are made by Project Managers and Principal Investigators to an internal cross-functional council, consisting of IT, R&D, legal, corporate strategy, energy efficiency, and from BPA's key business lines, and external participants.

- **Solicitation process.** Solicitation for the project portfolio is a structured process of proposal review by internal and external SMEs, scored by specific criteria. Final project portfolio selection is made by the Technology Innovation Council which is made up of executives and subject matter experts. The review takes place in March, a new portfolio is announced yearly in July, and the year kicks off again with a new cycle.

- **Benchmarking best practices.** Participation in national benchmarking forums including examples from Intel, IBM and Lockheed Martin has helped BPA learn how others manage R&D. As a part of these forums, they are now working on putting together a playbook to describe their own best practices

PM-Specific Success Factors

Beyond a superb portfolio management process, some of the project management specific success-elements for BPA's Research and Development program include:

- **Project communication** between Project Managers and sponsors helped to achieve an overarching view of the agency; this helped to overcome barriers and move the project along. To achieve this, project teams work to ensure that the sponsor role is understood properly; facilitated by sponsor training, and the sponsor needs to be a senior executive in the company because their influence is needed to achieve objectives and obtain buy-in.

[continued...](#)

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Headline Article, continued...

When asked about project challenges, the team described not having dedicated Project Managers. Some staff must prioritize between operational work and R&D. At times, R&D takes a back seat to what has been referred to as the 'tyranny of the urgent,' the more pressing operational problems that require immediate attention. A second challenge is the instilling greater confidence that failure is okay! It is important to know when a project is failing so that the stage gate can be used as it is intended, and stop work on a project that is off-track. Finally, the need for more flexibility is very important. Practitioners needed to learn that it is okay to take the risk to allow a project to change scope mid-stream if needed, because the stage gate is not always enough and there are cases when a change mid-stream would enable the project to make adjustments before it is too late and the project is shut down in the next review cycle.



BPA contributors to this article include: Terry Oliver (CTIO), Judith Estep (PMO), Sheila Bennett (R&D Portfolio Manager) Kacie Bedney (HPWH Project Manager), Joel Scruggs (Public Affairs Specialist).

*Sharon Watkins, Newsletter Director
PMI Portland Chapter*

Thanks to PMI Portland for leading transformation through project management for 30 years.

For three decades, the PMI Portland Chapter has promoted PMI's standards and best practices. As a PMI partner, Cadence has been privileged to show how to implement those standards with an award-winning methodology that has helped thousands of organizations and project managers to reach success through project management. Today, companies around the world count on the structure and discipline of the Cadence Methodology to deliver results on their most challenging projects.

To PMI Portland, thanks for sharing the vision and passion in this field as a valued partner of Cadence.

Congratulations!



cadencemc.com

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BizTek People, Inc. is a woman owned, end-to-end business technology consulting firm that serves the Northwest region by effectively and efficiently integrating business, technology, and people. Certified as a Minority Business Enterprise and a member of the Northwest Minority Supplier Diversity Council, we operate on holistic principles which focus on equally valuing our clients, consultants and community. Our product is our people and we recognize that our team of Consultants and Solution Experts are our greatest asset. We specialize in providing our clients talented professionals in the following verticals: Program & Project Management, Business & System Analysis, Process Improvement and Quality Assurance.

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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 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.



BizTek People, Inc.

Integrating Business, Technology & People Through Holistic Principles

About Us

We're a woman owned, end-to-end business technology consulting firm, certified as a Minority Business Enterprise and a member of the Northwest Minority Supplier Diversity Council. We operate on holistic principles which focus on equally valuing our clients, consultants and community.

Why BizTek

Our product is our people and we recognize that our team of Consultants and Solution Experts are our greatest asset. We specialize in providing our clients talented professionals in the following verticals:

- Program & Project Management
- Business & System Analysis
- Process Improvement
- Quality Assurance

Our Benefits

We offer our Consultants comprehensive benefit packages that allows the flexibility to choose their own healthcare options including healthcare and dental coverage, Life, AD&D and Long Term Disability Insurance, 125K Flexible Spending and 401k.



Contact Us

We want to hear from you! Call our team at **503.719.5270** or email careers@biztekpeople.com.

BizTek People, Inc.

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Keynote Presentation

The Unbreakable Rules of Teamwork: Going from “Me” to “We” to Get More Done and Have More Fun

Teamwork is not about adding more people to a project. It's about creating an atmosphere with a group of people, who when all their skills are combined, can do more, have more fun doing it, and be more successful than they ever could have on their own.

The Unbreakable Rules of Teamwork are critical rules on how to shift from a “me” mindset to a “we” practice.

You'll learn how:

- Collaboration is the best way to work together, even when working apart.
- Success comes from what you put in, and what value you add to the team.
- The best teams are the teams that have fun working towards a common goal.

About the Presenter



Cathey Armillas is the CEO of PURA Marketing and is the author of the award-winning book *The Unbreakable Rules of Marketing: 9 ½ Ways to Get People to Love You*.

Cathey learned the value of teamwork from an early age, living in a household of 7 kids, 2 parents, a dog, 2 cats and a couple of venomous insects. Whether she is creating viral videos, leading an organization of 3,000 plus volunteers, or helping her clients achieve marketing success, Cathey's teamwork style has been recognized internationally as fun, engaging, and very effective.

She will explain the unbreakable “rules” of teamwork and how we can use them in all areas of our lives for getting more done and having more fun.

Educational Presentation

Teambuilding Insights from Neuroscience

New discoveries in the field of neuroscience are disclosing how teams can perform at their peak, with the sharpest and clearest minds and the ability to take in more information, access intuitive insights, and see possibilities that others miss. Explore how to use emotion to create a powerful team spirit that strengthens a team's ability to perform in increasingly complex environments, and get practical pointers on how to increase creativity and performance on your own team. Jackie draws from her 25+ year career to make the concepts real and practical.

About the Presenter



Jackie Barretta is the Founding Partner of Nura Group LLC, which brings to light new research in neuroscience and shows how it can transform any team. She is a consultant and educator helping technology organizations boost creativity and innovation. Jackie has a 28-year history as a successful senior

Information Technology executive in Fortune 500 companies and Big Four consulting firms.

She is an author on the subject of innovative leadership and is the author of an upcoming book, *Primal Teams*, which describes the super-energy of elite teams and helps readers create it in their own teams. She's also the author of a popular blog.

Jackie is the former senior VP and CIO for Con way Inc., where she served for fifteen years until 2011. She holds a bachelor's degree in computer science and a master's degree in organizational communication. She has been trained in neuroscience as a licensed HeartMath provider.

She and the organizations she's led are the recipients of dozens of prestigious awards for innovation and achievement, including IT Innovator of the Year from Information Week and Premier 100 IT Leader from ComputerWorld.

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Program

- 4:00 Registration table opens
- 4:30 Educational presentation
- 5:30 Networking
- 5:35 New member welcome meeting
- 6:30 Dinner and announcements
- 7:00 Keynote presentation

Meeting Pricing

PMI Portland Chapter Members*

- Keynote presentation with meal \$25
- Educational presentation \$10

PMI Portland Chapter Student Members*

- Keynote presentation with meal \$15
- Educational presentation \$5

Non-Members

- Keynote presentation with meal \$35
- Educational presentation \$10

Registration

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

No refunds within 24 hours of the meeting. Contact

registration@pmi-portland.org.

Register Now!

** 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. acad_outreach@pmi-portland.org

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

Pot Roast served with a demi glace over mashed potatoes, seasonal vegetables, green salad

OR

Saffron Risotto cake served over lentil cassoulet, herb roasted vegetables, green salad

Top Shelf Cheesecake

2012-13 Chapter Meetings

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

May 21, 2013

Keynote Presentation: Keys to Project Management Leadership, with John Parker Stewart

Educational Presentation: 10 things I've done wrong (with projects) so you don't have to, with Judi Jarosh

Watch the Web site for details. Registration will open May 1.

Last Chapter Meeting—March 19, 2013

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Connie Plowman, past President, and Alan John, current President



John Patton, Cadence Management, sponsor



Pam Banning, volunteer



Stephen Wilks, Bruce Rosenblatt and Lori Reed, Membership Portfolio members



Jeff Busch, past President



Steve Thornton, past President, Linda Read, VP of Outreach, Dianne Johnson, past president



Record Attendance



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Sponsor an Event

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

Speak at an Event

If you would like to speak at a Chapter Meeting, contact speaker@pmi-portland.org. If you would like to present a workshop, contact workshop@pmi-portland.org.

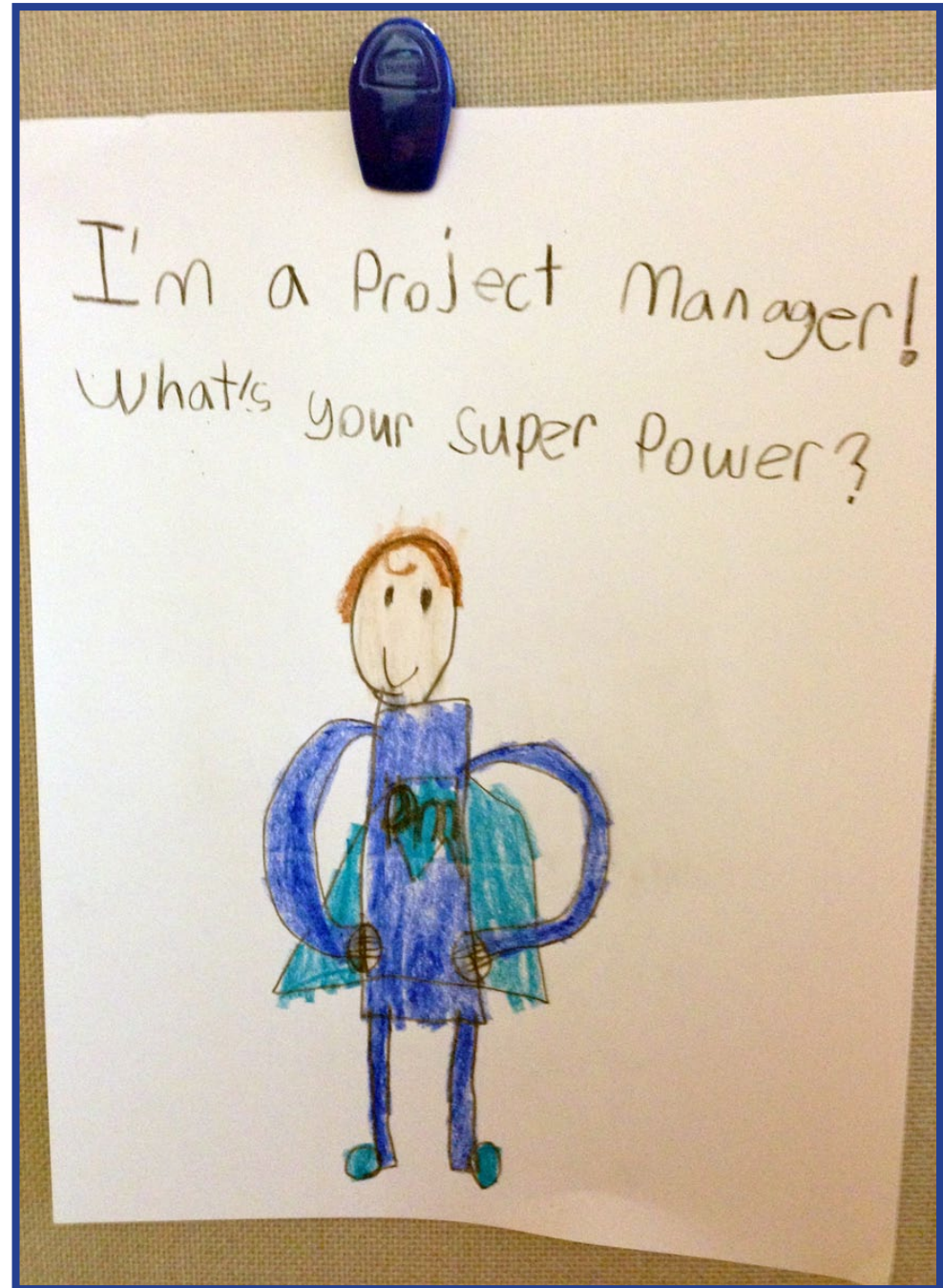
Calling All Writers!

The PMI Portland Newsletter is looking for volunteers to pen articles about local project management events, Chapter programs, interviews, book reviews, or other items relevant to our field of project management. No professional writing experience is necessary, just a willingness to commit an hour or two.

Benefits:

- Network with project management colleagues.
- Give back to the community.
- Grow your skills.
- See your name in print.
- Earn PDUs!

If you're interested, contact newsletter_dir@pmi-portland.org.



Joshua Nutt, age 7. Son of Jason Nutt, PMI Member, Northern California.

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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.

During the second quarter, Roeder Consulting has doubled your discount! Simply use the same Chapter discount code and register between April 1st to June 31st!

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

Online, Live PMP Prep course
Begins April 10, 2013

Communicate with Competence & Confidence (8 PDUs)
Begins April 11, 2013

Earn Buy-In and Win Support (8 PDUs)
April 16, 2013

International Project Management (8 PDUs)
Begins April 19, 2013

PM Negotiation (15 PDUs)
Begins April 25, 2013

Advanced Project Stakeholder Management (8 PDUs)
Begins April 26, 2013

Agile Project Management (15 PDUs)
Begins May 7, 2013

Implement Strategy & Change Behavior (8 PDUs)
Begins May 10, 2013

Is Your Project Using Quality to Gain a Competitive Edge?

May 14, 2013

Quality is the difference between delivering mediocre project results and truly delighting customers. High quality makes customers want to return. It leads to higher profits and to projects that you can be proud to work on. How can you use best practices to reliably ensure high quality on every project, rather than just hoping for the best?

This one-day class offers both seasoned and novice project managers insight and tools for building a quality management perspective into projects, including satisfying stakeholders, managing based on facts, and empowering performance.

Key Learning Objectives

- Learning from the Gurus: Deming, Juran, Ishikawa, Taguchi
- Four Core Concepts of Project Quality
- Understanding Quality Systems (PDCA, Total Quality Management, ISO 9000, 6 Sigma, Lean)
- How Quality Management Complements Project Management
- Quality Management Tools and Techniques
- PMI's Processes for Project Quality



Jeff Oltmann, PMP has 30 years of experience developing new products and managing successful programs, including running a PMO and a project portfolio for IBM. He consults to a wide variety of businesses, bringing his insight and expertise on strategy deployment, project excellence, and program and portfolio management. He teaches project management at the graduate level

and is principal consultant at Synergy Professional Services (www.spspro.com).

For hands-on articles, tips, and tools, visit <http://www.spspro.com/resources.htm>

Please watch your email and the [Chapter web site](#) for details.

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Professional Development

MS Project Level 2

Resource & Program Management with Microsoft Project 2010

April 23, 2013

This interactive course is designed to provide students with the hands-on experience necessary to master the features and functionality of Microsoft Project 2010. Held at the Advisicon training headquarters this course guides students through the management and customization process using proven training techniques. Students of this course will enjoy a free catered lunch.

Key Learning Objectives

- MS Project Best Practices Review
- Create, manage and update effective project schedules
- Create and manage resources, resource pools and assignments
- Understand how to best utilize a resource pool with multiple schedules
- Create and work with project, group, task and resource calendars
- Format different project views to meet desired layout needs
- Use reporting functions more effectively
- Overview of Demand & Capacity Planning
- Understanding and Utilizing Effort Driven Scheduling
- Review Schedule Progressing Techniques and Approaches
- Managing and Forecasting Costs with MS Project
- Building and Controlling Filters, Tables, Details and Groups

Students must bring a laptop to the workshop with Microsoft Project loaded. Advisicon Inc. has laptops available to rent for \$100 if required. Please contact Danielle.Johnson@Advisicon.com for details.

About the Presenter



Tim Runcie, MCTS, MCP, MVP, PMP, President Advisicon Inc.

This course will be taught by Advisicon President Tim Runcie. One of only a few dozen industry recognized experts worldwide who focuses on project and portfolio management technology as a Microsoft Most Valuable Professional (MVP). Tim is a leading authority on Microsoft Project and is a Project Management Institute (PMI)

Registered Education Provider (REP).

Location

Advisicon Inc.

5411 NE 107th Ave. Suite 200, Vancouver, WA

PDU's

8 PDU's

Please go to the [Chapter web site](#) for complete registration information.

Thought for the Month

Free Range Project Managers are those that are not subservient to either the process or the methodology, but achieve project success by doing what makes sense for the customer. A successful organization is smart enough not to be bound to either the process or the method.



PORTLAND CHAPTER

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Priceless!

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MON	TUE	WED	THU	FRI	SAT	SUN
April 8	9	10 PMI WV Eugene Event OODN Event	11 Roundtable Dntwn @ City of Portland	12 Roundtable NW @ Con-Way	13	14
15	16 Chapter Meeting	17 PMI WV Salem Event	18 Roundtable West @ Nike	19 Registration ends-MS Project Level 2 Workshop Earlybird deadline-Project Quality Workshop	20 Board Elections Nomination Deadline	21
22	23 Roundtable NE @ Public Health MS Project Level 2 Workshop	24	25	26 Roundtable North @ Clark	27	28
29	30 Annual Conference Call for Speakers Deadline	May 1 Roundtable NE @ Port of Portland	2	3	4	5
6	7	8	9 Roundtable Dntwn @ City of Portland	10 Roundtable NW @ Con-Way	11	12 Registration ends-Project Quality Workshop
13	14 Project Quality Workshop	15 Super Earlybird Deadline - Annual Conference	16 Roundtable West @ Nike	17	18	19

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

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Chapter News & Events

Calling All Leaders!

There is no better way to highlight your leadership skills than to serve on the Board of Directors for PMI Portland! The annual election of officers for the PMI Portland Chapter Board of Directors for the 2013-2014 Board year will be held in May.

Nomination deadline is April 20!

Serving on the Board is an excellent opportunity to give back to the profession, to gain new leadership skills, and to expand your network. Seven positions are open for nominations for the 2013-2014 Board year—those in **bold** below:

2013–2014 Board

President—Diane Brady, CSM, PMP, PMI-ACP

President Elect—Open for Nominations

Immediate Past President—Alan John

Secretary—Willem Stoeller, PMP

VP at Large—Open for Nominations

VP of Finance—Open for Nominations

VP of Marketing—Open for Nominations

VP of Membership—Saby Waraich, PMP

VP of Operations—Open for Nominations

VP of Outreach—Open for Nominations

VP of Professional Development—Patricia Kelley, PMP, CSM

VP of Programs—Open for Nominations

For more detailed information on the positions, contact the incumbents or the President Elect. You can find the contact information for each position on the [Chapter web site](#). You can find the **position descriptions** on the [elections page](#).

Nominees must be members in good standing of the PMI Portland Chapter. The **nomination form** can be found on the Chapter web site [elections page](#). Those interested in participating in this great

leadership opportunity with our Chapter should fill out and return the form to the President Elect at presidentelect@pmi-portland.org by April 20, 2013.

If you are interested in nominating a Chapter member or have questions about the election process send an email to presidentelect@pmi-portland.org. I look forward to you discussing this exciting opportunity with you.

The Commitment

Like all volunteer opportunities, you get back what you put in. Serving on the Board is an opportunity to learn and grow—but it does take a commitment from you. Some of the commitments you will be expected to make include:

- Participating in **two Saturday planning sessions** planned for the June and July timeframe. The first will be a transition workshop to help prepare the new Board members for their duties; the second a strategic planning session for the year.
- Attending **once-a-month Board meetings** on the second Thursday of every month from 6:00-8:00 p.m..
- Regularly **attending Chapter Meetings** and participating in other Chapter activities as appropriate. This is at your expense. The Chapter does not pay fees for Board members to attend the Chapter Meetings.
- If possible, attend the **PMI Region One Leadership Conference**. This year's conference will be held in 2013 Region 1 Leadership Institute Meeting in Salt Lake City, Utah in May 2013. The Chapter pays travel, hotel, and meals. This is a great opportunity to network, learn new leadership skills and meet your area Region 1 counterparts from across the Northwest in preparation for 2013-2014 Board year.
- If possible, attend the **PMI Leadership Conference** in New Orleans, Louisiana October 2013. The Chapter pays conference registration, travel, hotel, and meals. This is a great opportunity to network, learn new leadership skills, and learn about PMI.
- Plan to **spend 5 to 15 hours a month** for specific position duties, depending on the position.

[continued...](#)

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Leaders, continued...

- For all positions except President Elect, commit to **serve one year**, July 1, 2013–June 30, 2014. You have an option to extend for a second year in your elected position.
- The **President Elect commits to serve a three-year term**: July 1, 2013–June 30, 2014 as President Elect; July 1, 2014–June 30, 2015 as President, and July 1, 2015–June 30, 2016 as Immediate Past President.

Open Position Descriptions

The general descriptions for the open positions are as follows:

- The **President Elect** shall prepare for and plan to serve as President for the following year and acts for the President in his or her absence. The President Elect chairs the Nominating Committee.
- The **Vice President of Finance** shall oversee the management of funds for duly authorized purposes of the Portland Chapter and act as the chief financial officer.
- The **Vice President at Large** shall serve as the members' ombudsman advocating concerns, temporarily assist other Board members as their workloads require, temporarily fill in for other Board members, except the President, when they are not able to perform their duties and assist or direct special projects as required.
- The **Vice President of Marketing** shall provide marketing support for all Chapter activities, provide branding control over Portland Chapter communications, and manage the sponsorship program.
- The **Vice President of Operations** shall support the Portland Chapter's needs and ongoing operations through technology, asset procurement and maintenance.
- The **Vice President of Outreach** shall manage the academic, business, and community outreach programs that support the Portland Chapter's vision, mission, and goals.
- The **Vice President of Programs** shall organize, coordinate and promote the Portland Chapter's monthly Chapter meetings and roundtable events.

Visit the [Elections web page](#) for complete position descriptions.

Balloting will occur May 1-21. The election will close shortly after the May 21 Chapter Meeting.

Not only is the experience a fantastic one, but you earn PDUs. If you are interested in serving in one of these great leadership opportunities, don't wait—fill out the nomination form and send it to Diane Brady, presidentelect@pmi-portland.org. For more information, go to the [Elections web page](#) on the Chapter web site.

12th Annual Conference

Managing Projects, Programs and Portfolios

August 23, 2011

Registration is Now Open!

The theme this year is “**The Power of Professionalism**” and to promote this theme the keynote speakers will be Traci Duez with “Breaking Free: Leading the Way,” and Randy Black with “The Future of Project Management”.

The morning keynote will be followed up by your choice of four tracks to further your professional development:

- **Leading the Way**
- **Making the Leap**
- **Driving for Success**
- **Proving the Value**

Don't miss this important annual event and professional development opportunity.

For more information, visit www.pmi-portland.org/annual-conference

[Register Now!](#)

Chapter News & Events

Monthly Roundtable Meetings

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Roundtable North Clark

1200 Fort Vancouver Way,
Vancouver, WA
Community Room

4th Friday 7:15 a.m.

Roundtable NW Con-Way

2055 NW Savier
Portland, OR
Ask for room at desk

2nd Friday 7:15 a.m.

Roundtable West Nike

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

3rd Thursday 7:30 a.m.

Roundtable NE Port of Portland

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

1st Wednesday 4:30 p.m.

Roundtable NE Public Health

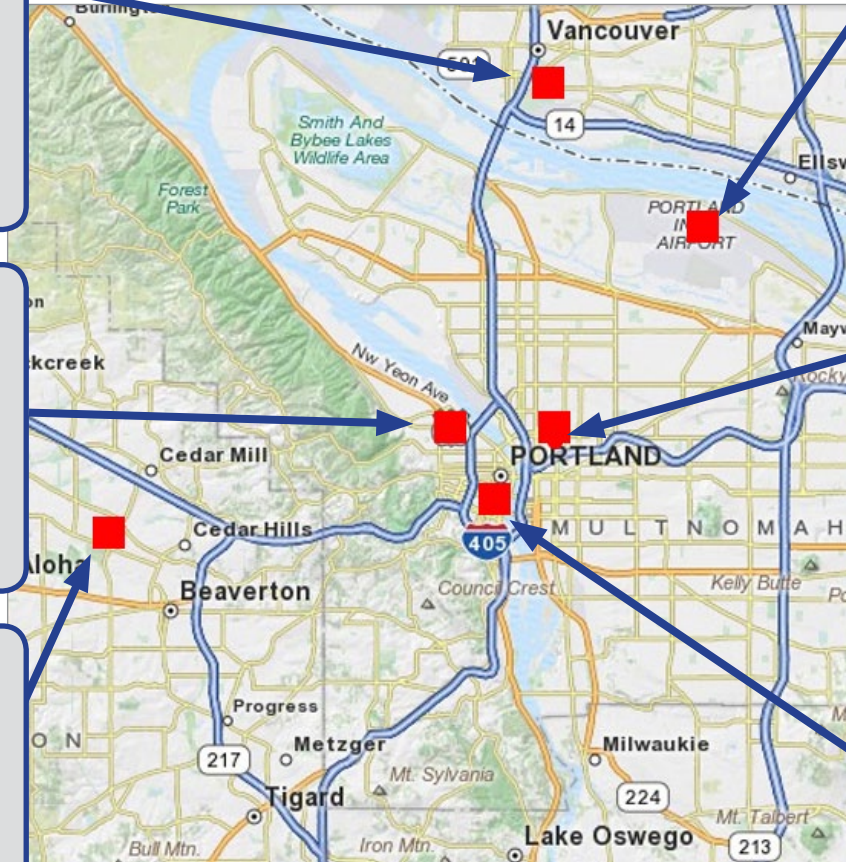
Portland State Office Bldg.
800 NE Oregon Street,
Portland, OR
Room 1C-30

4th Tuesday 7:30 a.m.

Roundtable Downtown—City of Portland

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

2nd Thursday 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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PMI Portland Chapter Milestone Scholarship



The PMI Portland 30-Year Milestone Scholarship is a professional development scholarship administered by the PMI Educational Foundation (PMIEF) Scholarship and Awards Program. PMIEF, a charitable nonprofit organization, supports development of the project management practitioners worldwide by providing professional development scholarships to practitioners taking project management courses.

Below you will find additional information:

Applications are due by June 15, 2013 In order to be considered eligible for a scholarship, applicants must specify a project management course that is either stand-alone or as part of a certificate or certification program with the following order of priority:

- **1st priority:** must be a member of the PMI Portland Chapter in good standing
- **2nd priority:** must live in the area that the PMI Portland Chapter serves

[Click here](#) for more information or to apply online.

Please forward all questions regarding the scholarship and the application process to the PMI Educational Foundation at pmief@pmi.org.



FAITHFUL+GOULD
CONSTRUCTIVE EXPERTISE

A PROJECT IS ONLY AS GOOD AS THE PROJECT MANAGER ... AND OUR PROJECTS ARE INCREDIBLE.

With our team of dedicated project managers, we protect and maximize our clients' interests in the planning and delivery of projects. Our PM's are industry experts and while we are proud of their core skills, it's the passion for looking after their clients that really sets them apart. We call it 'Constructive Expertise'.

If your project needs a little passion, visit fgould.com.

FGOULD.COM 1.866.828.5467

Share the Wealth—Project Stories Wanted

Have you recently closed on a project in the Portland area that other PMI Portland Chapter members might be interested in hearing about? We will interview you and capture the fascinating details that describe your methods, approach, outcomes and lessons learned.

Contact newsletter_dir@pmi-portland.org if interested..

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Become a Volunteer

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

- **ACP Certification Assistant Director**, Professional Development Team
- **ACP Certification Instructor**, Professional Development Team
- **Sponsor Team Project Manager**, 2013 Annual Conference
- **Day of Event Manager**, 2013 Annual Conference
- **Marketing Team Member**, 2013 Annual Conference
- **Sponsor Team Member**, 2013 Annual Conference
- **Instructor, Certification Prep Course**—Professional Development Team
- **Administrator, Mentoring Program**—Professional Development team

For more information, go to the [Volunteer FAQs](#) and the [Volunteer Opportunities](#) pages 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.

- IT infrastructure PM
- Technical Business Analyst
- Sr. PM for IT infrastructure
- PM for Healthcare software

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

Call for Conference Speakers!

Managing Projects, Programs, and Portfolios—12th Annual Conference “The Power of Professionalism”

Portland, OR | August 23, 2013

Deadline for Submission: April 20, 2013

Submit Abstract and Bio and identify type of session from the choices below. The PMI Portland annual conference is designed to provide ongoing and emerging educational topics to project managers, students and executives.

Conference Tracks:

- Leading the Way
- Making the Leap
- Driving for Success
- Proving the Value

Conference Presentations:

- Four 90-Minute presentations
- Eight 60-Minute Presentations

If you are interested in presenting, submit your Abstract and Bio, with preferred choice for conference track and 60 or 90 minute presentation indicated to:

annual_conf_speakers@pmi-portland.org

Speaker Guidelines:

The purpose of the Managing Projects, Programs, and Portfolios annual conference is to provide educational value.

Topic and message must deliver education value and be focused on providing skills and/or participant action items which will give or improve project/program management competencies.

For more information, contact:

annual_conf_speakers@pmi-portland.org

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Gearing Up for the 2013 Managing Projects, Programs & Portfolios Conference!

Each year the PMI Portland Chapter provides a premier educational event for project, program and portfolio professionals. It is volunteers like you that ensure the high quality value and success of this event year after year. Volunteer teams are forming now to participate in the following key areas:

- Marketing
- Sponsorship & Exhibitor recruitment and coordination
- Speaker recruitment and coordination.
- Volunteer Recruitment! (This is an especially important role for a successful conference.)
- Registration
- Venue planning and logistics
- Day of the Event management and coordination

There are many benefits to volunteering for the conference including:

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

You'll find volunteer job descriptions posted on the PMI Portland [Chapter web site](#) now! Come join the team for this premier educational event!

For more information, contact annual_conf@pmi-portland.org.

Showcase Your Organization at This Year's Annual Conference

The Managing Projects, Programs and Portfolios conference is happening on August 23—a perfect time to get your products and services in front of our growing project management community and membership. This event, held once a year, is our largest educational experience. Attendees want to be a part of this conference to grow their knowledge, learn from other practitioners, and hear about products and services which support the project management profession and their career goals.

A wide variety of sponsor and exhibit packages provide everything you need to interact with the people who matter most to your business.

Top 10 reasons to be a sponsor or exhibitor at this year's conference:

1. Showcase your products or services to a growing PMI Portland Chapter membership and expanding PM community
2. Connect with decision makers and key influencers, and make new business connections
3. Engage in face-to-face conversations with your target audience
4. Receive complementary registrations for your employees and/or key customers
5. Get noticed by 1600+ members on the PMI Portland Chapter's web site and in its monthly newsletters
6. Be featured in the conference event guide and signage
7. Impress attendees by participating in the conference raffle
8. Be part of the "most attended" event in PMI Portland Chapter
9. Be seen as a supporter of the project management profession
10. Make a strong and lasting impression on all conference attendees

To get started, download the Sponsor and Exhibitor Prospectus on the [Chapter web site](#). Mark your calendar for August 23—you won't want to miss this unique opportunity!

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Membership News

Welcome New Volunteers!

Sid Ramachandran PMP, ACP, CSM—Director ACP Certifications



Sid is a project manager with 18 years' experience in the IT industry. Consulting has been a big part of his past career where he worked with a number of public utilities as part of IBM's GBS Energy and Utilities practice. Sid is currently managing a major Health Care Reform initiative at Kaiser Permanente. As an ACP and Certified ScrumMaster he has found adopting Agile practices in some of his recent BI/DW software projects a huge plus in successful project delivery. This is one of the

reasons why he is promoting the ACP as a key certification in his new role as Director ACP certification and sees this as a natural fit for complex projects needing iterative development in a changing environment.

Contact Sid at pmp_certification@pmi-portland.org.

Saravanan Mysamy—Quality Team



Saravanan Mysamy has completed his PMP certification in Nov. 2012 and is excited to be part of the great PMI Portland Chapter. He believes this opportunity will provide him with networking opportunity with like-minded people and help him learn, grow and give back. He holds a master's degree in computer science and works as software development manager at Jeld-Wen for the past 11 years. Saravanan's passion is ERP, he has done extensive work in that area and had helped with

the implementation of global ERP solution at Jeld-Wen. He has been instrumental in standardizing software development best practices, operating procedures and methodologies. Saravanan is also a Certified Scrum Professional and introduced agile methodologies in his work environment. He also has interest in Business Intelligence and big data analytics.

Saravanan loves the outdoors and relishes what the amazing Southern Oregon / Northern Cali has to offer. He is an avid triathlete and has completed half IronMan distances and is training for a full IronMan next year. He also loves playing tennis and works as a volunteer for Klamath hospice."

Michael Ballenger—Quality Team



Michael is currently a senior MIS student at WSU-Vancouver, scheduled to graduate this summer. In addition to being a full time student, he teaches part time in the Computer and Business Technology departments at Clark College in Vancouver. Michael retired from the Air Force where he specialized in technical training as an instructor and supervisor and where he managed a number of education-related projects successfully incorporating

new technology and training solutions into classroom and online environments. Michael has a wonderful wife, Michelle, and lives in Vancouver.

Advertise with PMI Portland

Purchase advertising in the PMI Portland Chapter newsletter. We reach over 4000 Project Professionals, 1700+ of whom are local Chapter members, every month.

Our advertising rates are very competitive. Visit this [web page](#) for complete information, or contact newsletter_dir@pmi-portland.org.

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Volunteer Column

When you walk up to check in at a PMI Portland Chapter meeting you are always greeted by smiling faces that make you feel quite welcome. I had the pleasure of sharing a table with three of those smiling volunteers during the Chapter's 30th anniversary celebration. In fact, I had the pleasure of sitting at a table full of PMI volunteers. In addition to the three from the check in table, I also sat with Jim Molay who had worked at the Annual Conference last year, Tom Parker who has volunteered as an instructor, and Jean Richardson whom you can read more about later.

After they finished at the check in table, three smiling ladies walked up and asked if they could join us. I found out they were all students at Clackamas Community College, working to get a Project Management Certificate and/or Associate's degree. They could get extra credit in their MS Project 2010 class by volunteering for PMI. It was the first night that Kelly Slater had volunteered at a PMI meeting. For Nicole Parts and Sheila Steele it was their second time volunteering for the Chapter. All three were glad they did. One said it was nice to get out and do something different. They all mentioned they met wonderful people from so many different walks. They were amazed at the variation of job titles. One attendee may be in data entry and the next could be the president of a company, yet all were getting together and networking. Sheila Steele could see what a great opportunity the chapter meetings are to network and knows how important that can be, because it opens doors to other possibilities. Since she is working on her project management certification, when the opportunity came up she figured it was a great way to get her feet wet and see what Project Management is all about. So the extra credit was only one part of a two-fold benefit. Her main reason for coming was to see the meeting and what it was all about. All three students were glad they chose to volunteer.

I went from talking to the new Chapter volunteers to a long term volunteer. Jean Richardson said she has been a volunteer since she was a small child. She was taught young that is just part of what you do. Jean is currently a volunteer for PMI, Agile PDX, and the court system. Her favorite volunteer experience was when she led a book discussion group for teen girls in a medium

security lockdown facility, where she was working with the girls behind two locked doors. In alignment with Proust, Jean feels literature can be healing and transformative. Some of the girls in the group made tremendous progress. There was the seventeen year old girl who had been reading at a fourth grade level. They were reading a Marion Zimmer Bradley novel and the girl's teacher said she would never finish the book. However, she fell in love with the hero and read the entire book twice. Jean also has really enjoyed her work with mentoring groups, as well. She led a very successful mentoring program for the local chapter of the Society for Technical Communication well over a decade ago, and was Chapter President of that organization 22 years ago. Now she is working as a mentor in PMI Portland Chapter's mentoring program, and is the local Chapter Engagement Representative for PMI's Agile Community of Practice.

I would like to write about PMI volunteers and/or volunteering in each newsletter. If you have a great volunteer story or experience you would like to share please let me know. Also, let me know if there is information about volunteering that you would be interested in reading about in the newsletter. I would especially love to hear any stories about how volunteering may have helped you make a connection to a job or helped build your career in some way. Please send any tips or information for future volunteer articles to volunteer4pmi@gmail.com.



Kelly Slater, Sheila Steele, and Jean Richardson

*Kristina Salaz, Sr. Systems Analyst
Volunteer Newsletter Article Writer
volunteer4pmi@gmail.com*

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- Calling All Leaders!
- 12th Annual Conference
- Roundtable Meetings

Opportunities

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- Volunteer Column
- **New Members and Certifications**
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Articles

- Continuous Improvement with Agile Retrospectives

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Welcome New Members!

Allen, Christine	Gariepy, Richard	Payne, Katherine
Beisell, J.	Gault, Patrick	Reece, Darrell
Bennett, Sheila	George, Rodrigo	Rhoads, Thomas
Brugge, Bob	Habibi, Hamid	Rosson, Kathryn
Carruthers, William	Harrison, Marla	Sebben, Tracy
Caton, Jeffrey	Holmes, Amy	Sommerfeld, Richard
Chaffee, Mary	Jagger, Justin	Talbert, Melanie
Cheng, Heung-for	Johnston, Heather	Tavisala, Kalyani
Clark, William	Kaye, Saul	Taylor, Theodore
Cullimore, NFN	Kutschera, Rachel	Tedesco, Joseph
Darrow, Andrew	Kwee-Nguyen, Lina	Terra, Trudy
Davies, Judie	LaGood, Dawn	Thomas, Dwayne
Dinham, Carol	Lepler, Nancy	Thomas, Robert
Dondlinger, Gregory	Luna Plascencia, Maria Teresa	Tierney, Annette
Estep, Judith	Majors, Vincent	Wallis, Michael
Fossoy, Rachel	Musson, Shannon	Walmsley, Stacy
Garber, CaSaundra		Yun, Suzy

Congrats New Certifications!

Armatys, Joe, PMP	Koelle, Sandra, PMP
Barbero, Christopher, PMP	Limon, Joe, PMP
Breeden, Eddie, PMP	Lockyear, Carol, PMP
Brophy, Megan, PMP	Papka, Melissa, CAPM
Buchser, Rochelle, PMP	Perian, Kirill, CAPM
Camacho, Carie, PMP	Roduner, Lisa, CAPM
Clem, Bette, PMP	Rueda, Kevin, PMP
Darrow, Andrew, PMP	Sanchez, Ruben, PMP
DeCarlo, Robert, PMP	Siefken, Barbara, PMP, PMI-ACP
Deschand, Reid, PMP	Stewart, Robert, PMP, PMI-RMP
Fleming, Gregg, PMP	Wallis, Michael, PMP
Gaudren, Danny, PMP	Walts, Jennifer, PMP
Holmes, Amy, PMP	

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Join the PMI Portland Chapter

PMI Portland Chapter is a local Chapter of the international organization, PMI (Project Management Institute). The PMI Portland Chapter prides itself on being an active and growing project management community and is one of the largest chapters in the Pacific Northwest.

How to Join

To become a member of the Portland Chapter, you must first join PMI Global. You can join online or download an application.

Click [here](#) to join PMI Global. You will be given an opportunity to join a chapter. Select the Portland Chapter (C031) from the list.

If you're already a PMI member and want to join the PMI Portland Chapter, you can renew using the link above.

We are honored to welcome you as a new member! You will begin receiving the benefits of membership right away!

Membership Benefits

- Network with Project Management Professionals
- Professional Development
- Discounts on Chapter Events
- Monthly Roundtables
- PMI Portland Chapter Monthly Newsletter
- Current Job Listings
- Volunteer Opportunities

Good things happen when you join PMI Portland.



For more information see the [Chapter web site](#), or contact the [VP of Membership](#).

President's Letter

Headline Article

Chapter Meeting

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

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Articles

Continuous Project Improvement with Agile Retrospectives

Many years ago, Fred, a project manager and colleague, heard that Esther Derby and I were writing a book on retrospectives—a way of holding collaborative meetings for reviewing and improving project work. He scoffed, “How can you write a whole book on retrospectives? It’s just three questions!” Then with a smug grin he showed me the lessons learned flip charts from his most recent project. He had three brainstormed lists titled: “what went well? what got in our way? what should we do differently next time?” He’d used those lists to write up his end of project report.

“My company adopted Agile and we’ve started working in iterations. I’m going to ask the same three questions in the retrospectives and make lists at the end of each iteration. They work great. Why would I need more?” Fred said.

A few months later, he came to me, “I don’t understand. My team complains about our iteration retrospectives. Team members tell me the meetings are boring, plus they don’t make any improvements, and they still complain about stuff that’s blocking their productivity. I don’t know what’s wrong. My three questions always worked for lessons learned before!”

Fred’s three questions weren’t working as expected.

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As a common practice, at the close of a project or phase, project managers document lessons learned, including both opportunities for improvement and identified best practices. PMs may collect documentation on their own or hold a meeting, sometimes called an “after action review,” “post mortem,” “team review,” or “retrospective” to gather data and observations from stakeholders and project participants. These meetings help everyone investigate what went well on a project, but more often the focus is on all the instances when things didn’t go according to plan or when unforeseen events gummed up the works or when performance lagged, and, worse, who’s to blame for it all. Unfortunately, at

the end of the project, it’s too late to make things better on THAT PROJECT.

Agile projects take a different approach. Excellent work processes, effective technical/professional practices, collaborative teamwork, and high quality products or services grow out of ongoing reflection, shared empirical data, improvement experiments, and adjustments to planning. Holding an Agile retrospective meeting at the end of each 2-week iteration (work time box, also known as a “sprint”) or on a pre-determined, regular, frequent cadence helps to stimulate continuous learning and improvement through the project. It focuses attention on systemic issues that inhibit performance and away from blaming individuals.

The good news is you don’t need an Agile project to benefit from holding Agile retrospectives with your team. Pick a regular cadence, say every two weeks or once a month, and set aside time for the retrospective meeting.

Gaining benefit from retrospectives takes effort and attention. Good planning, taking time for meeting design, and growing your skills in facilitating meetings make a difference. That’s because well-run Agile retrospectives include much more than three questions. This is, while there is value in the three questions, we value a well-designed retrospective more. (See <http://agilemanifesto.org>)

How do you design a great retrospective? Follow the “Flexible Framework for Retrospectives” and design a meeting of any length or for any number of participants.

Flexible Framework for Retrospectives

- **Set the Stage**
- **Gather Data**
- **Generate Insights**
- **Decide What to Do**
- **Close the Retrospective**

[continued...](#)

April 2013

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Set the Stage

Begin by bringing people's attention into the meeting. Show the agenda. Describe the area of improvement you'll focus on to narrow the scope of the discussion. Help everyone set aside other concerns and remind them of any meeting ground rules they may use. Encourage everyone to participate right from the start with a brief check-in. Distribute "fidgets" to help team members engage kinesthetically. (I like koosh balls, colorful craft stems/pipe cleaners, small stuffed animals, and other small manipulable toys.)

Gather Data

So that every team member has the benefit of every other team members experiences and the whole team develops a shared understanding of the data, answer the "what?" questions. What happened during the period of time or chunk of work in question? What did we see, hear, observe, or experience? When did things shift? What happened elsewhere in the organization that affected us? What about this iteration was the same or different than the last one? What delighted, surprised or troubled us? What themes or patterns recurred? Use group process activities to keep everyone involved and make the data collection fun; e.g., create a joint timeline, use building toys to represent the work, conduct paired interviews, and so forth. Help team members learn about their work together.

Generate Insights

Once team members can work from a shared set of data, they move into analyzing the data, making information from it. Now the question becomes, so what? What meaning do we make of the data? What are the implications for future work? What insights have we gained? What do we see now that we couldn't see before? Which differences make the most difference? Will the themes and patterns we perceive help us or hinder us? (This is where "what worked well? what got in our way?" comes into play.)

Decide What to Do

After thinking deeply together to interpret the data, the team begins to move into action; i.e., what will they do differently as they go forward? Team members choose a few high priority issues to improve or sustain. They develop an hypothesis about how best

to improve. They design an experiment that they expect will make the situation better. They identify areas they need to research. They decide together (for whole team buy-in) on a small number of actions to take during the next work period.

Close the Retrospective

Bring the meeting to close on time. Review action items and commitments team members chose. Offer time for team members to express appreciation for each other's participation in the meeting. Ask for feedback for the facilitator—we need continuous improvement in our meetings too! Adjourn the meeting.

I've used the same basic framework designing a retrospective meeting for 2 people who met for 20 minutes or for 75 people over 4 days. The framework is scalable and generalizable. For a two week period of work with a team of 6-12 people, I generally allow 90 minutes for the meeting (unless the meeting shapes up to be particularly complex). For a month (or 4 weeks or 30 days) of work, plan 3-3.5 hours. Hold the retrospective in the team's work space, in a nearby conference room, or, for special occasions, off-site. Factors that increase complexity include: longer periods of time, more people, breadth of topic (releases rather than iterations for instance), extraordinary controversy or conflict during the iteration, and so forth. For more about planning, designing and leading retrospectives, refer to one of the resources listed below.

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I took Fred aside and explained that his three questions weren't enough to help his team move into continuous improvement actions. Listing things alone wouldn't result in change. The lists served him, not the team. Team members needed to create a joint plan for improvement. People don't take action simply from seeing items on a list.

[continued...](#)

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Instead of relying on three questions, I suggested he design the flow of his meetings so that:

- team members participated and stayed engaged
- they worked together to develop a common perspective and understanding to learn about their shared work experience
- team members analyzed their shared experience
- their analysis led them to take action on their highest priority productivity blockers
- everyone left the meeting energized and committed to the action

“Where can I get a copy of that book?” He asked with a grin.

About the Author



A founder of FutureWorks Consulting LLC, **Diana Larsen** partners with leaders to design work systems, improve project team performance, and transition to Agile methods. She is the author of *Agile Retrospectives: Making Good Teams Great* (2006) and *Liftoff: Launching Agile Teams and Projects* (2011).

Diana can be reached at

<http://futureworksconsulting.com>

Quick Links

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Resource List:

Derby & Larsen. *Agile Retrospectives: Making Good Teams Great Pragmatic Bookshelf* (2006) On the list of “Reference Materials for PMI Agile Certified Practitioner (PMI-ACP)® Examination” <http://www.pmi.org/Certification/~media/Files/PDF/Agile/PMI000-GainInsightsAIGLE418.ashx>

Kerth. *Project Retrospectives: A Handbook for Team Reviews*. Dorset House (1999)

Kua. *The Retrospective Handbook: A Guide for Agile Teams*. Leanpub.com (2013)

<http://futureworksconsulting.com/blog/category/retrospectives>
retrospectives-subscribe@yahoo.com

<http://www.linkedin.com/groups/Retrospectives-95111/about>

2012-13 Board of Directors

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