

June 2013

Headline Article

President's Letter

Chapter Meeting

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

Professional Development

- Being Agile in a Waterfall World workshop
- Leading Agile Retrospectives workshop
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- Fall ACP exam prep course - Interested?

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[www.pmi-portland.org](http://www.pmi-portland.org)



# PMI Portland Connection

June 2013

## Headline Article

### 2013 EMEA PMI Global Congress—Istanbul, Turkey

by Sharon Watkins, Newsletter Director

The PMI Global Congress 2013—Europe, Middle East and Africa (EMEA), took place in Istanbul, Turkey April 22-24, 2013. In this article I will highlight some of the take-aways from the Global Congress keynote speeches by Nader Mousavizadeh on “*Navigating Today’s Global Markets in Times of Conflict and Complexity*,” and Cathy O’Dowd, “*Reach for the Heights: Team Dynamics and Leadership on the Slopes of the World’s Highest Mountain*.”

#### Nader Mousavizadeh, “*Navigating Today’s Global Markets in Times of Conflict and Complexity*”

Nader Mousavizadeh spoke on the first day of the congress about geopolitics and economic affairs in today’s globalized world, with relevance to the dynamics we see unfolding in the Middle East and North Africa. Mr. Mousavizadeh spoke about the shifting power relations among global players such as the US, China, Turkey and Brazil. This came with the projection that we can expect to see many more shifts in the coming years, given the current trajectories and the dynamics between the key players. Developing nations and rising powers such as Turkey and China are seeking their “place at the table”, and are now seeking this outside of the traditional institutions such as World Bank, IMF, United Nations and so on. The impetus for this change is that the relative power of the developing powers built into traditional power structures is often less equitable. He characterized China as a country that “relies on earned power, but delivers on power without democracy,” the Middle East as “not delivering on promises, therefore with less earned power,” which has led to the recent collection of uprisings.

Therefore, the US and China are unlikely to experience events like those we see elsewhere. His address ended with a prediction that Turkey and Brazil may join hands to create new institutions and associations, which will enable them to have more relative power and facilitate their move farther away from efforts to enter the EU, and UN associations. This is part of a shifting balance of power that we will likely see in the future.

While this speech was off-topic from project management per se, it is impossible to escape the global context in which we work and particularly as the location of the EMEA Congress was Istanbul, this was timely content.

*Mr. Mousavizadeh is CEO of Oxford Analytica, a global analysis and strategic advisory firm that looks at macro forces, risks and opportunities and how they impact corporations and investors. He also advises on the relationship of private sector concerns to*

[continued...](#)

### Online Newsletter is Coming!

The PMI Portland Chapter Newsletter is undergoing a major change! In September you will receive an online/email newsletter, instead of a link to this PDF.

We hope you enjoy the new format, and will send a survey to collect your feedback after it is rolled out.

We welcome any and all suggestions from our readers, especially if you have ideas for new content.

For more information contact [newsletter\\_dir@pmi-portland.org](mailto:newsletter_dir@pmi-portland.org).



PORTLAND CHAPTER

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*economics, state and business. He is also a Columnist for Reuters and served at the United Nations as Special Assistant to UN Secretary-General Kofi Annan.*

## Cathy O'Dowd, "Reach for the Heights: Team Dynamics and Leadership on the Slopes of the World's Highest Mountain"

Motivational speaker and author Cathy O'Dowd was the closing Keynote Speaker. Her inspirational talk was on self-motivation, risk assessment, team dynamics, leadership and tackling obstacles a step at a time. She was recruited in 1995 to join the First South African Everest Expedition to place the new South African flag at the summit of Everest and is the first woman to climb Mt. Everest from both the south and north sides.

Ms. O'Dowd conveyed some basic principles regarding the importance of team dynamics, and that confidence and attitude matter more than skill and capability. Through her story of the harrowing climb of Mount Everest, she demonstrated that the real difficulty lies not with the environment in which we operate, but in our own heads. Even the most skilled and qualified people can become victims of negative self-talk without even realizing it, and a split second spent focused on the enormity of the challenge rather than on the objective can be enough to cause us to fail. Along similar lines, far more risky than any event or challenge you can encounter on the world's tallest mountain; snow, ice, avalanches or crevasses, the lesson she brought home to the audience was that the riskiest thing you can encounter on the mountain is your own team. Especially in such a perilous environment team members must rely on each other for survival, and there is no room for error, which can be brought on by team dynamics turning sour, and escalating into conflict.

Another lesson from her speech was that motivation is most successful in the form of recognition; and it is most important for individuals and teams at the moment when no one knows if a project will be a great success or a terrible failure. Not afterwards, when everyone knows you are succeeding, but during the uncertainty, when you are having the hardest time and the greatest challenges are still there to overcome. That's when you want the big names on your teams standing up for you. She demonstrated this point recalling when South African President Nelson Mandela called up the expedition team and conveyed to them that he was

proud of them for trying, and that he believed they could do it. Nelson Mandela knew nothing about rock climbing or how skilled the team was, but this event gave them something to live up to, and the impetus to keep striving at a critical moment on their journey.

My personal favorite of her topics was the precarious nature of team dynamics if proper care is not taken to develop them in a structured way, often with the help of a more experienced team member or team lead. When teams work properly, people are the greatest asset, and when they do not, the worst frustration. She described a scenario in which the team lead took the decision to let the team start off the trip alone while he stayed behind to wait for missing equipment. This decision was taken despite the fact it was a new and less experienced team, and the lack of structure resulted in poor team dynamics and set the team off on the wrong foot. As Ms. O'Dowd described, this was the classic PM decision of short term benefit and cost savings in response to a crisis situation, over long-term benefit and team cohesiveness; "in theory, all we had to do was spend two weeks walking up the Himalayan valley to bond and get to know each other...in reality, it was two weeks to discover how much we disliked each other."

*Cathy O'Dowd is a rock climber, mountaineer, author and one of Europe's top motivational speakers. She has been speaking professionally for ten years, presenting to corporations in 30 countries on five continents. She is the author of two books; "Just for the Love of It," the dramatic account of her first three Everest expeditions and, "Everest: Free To Decide"*

## About the Author



These perspectives were contributed by PMI Portland Chapter **Newsletter Director Sharon Watkins**, PMP, MBA, CSM, who was on-site at the 2013 EMEA Global Congress in Istanbul. Watch the newsletter for more reports from the EMEA Global Congress.

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## President's Letter



Please welcome the newly elected members of the PMI Portland Chapter Board of Directors:

- President Elect—Bob Bondaruk, PMP
- VP of Finance—Shelley Crabtree, CPA, PMP
- VP of Marketing—Anne Chalmers, PMP
- VP of Outreach—Mandalyn Echols
- VP of Operations—Mike Wallis, PMP
- VP of Programs—Jimmy Godard, MBA, PMP

I am very pleased with the caliber of all our Chapter volunteers, especially those on the 2013-2014 Board of Directors. Thank you to Jeff Henderson, Brad Taylor and Christi Loya for your past two years of service on the Board. Many thanks to Steven Thornton, and best wishes as he completes his three years of service to the Chapter.

I want to remind everyone about our upcoming Annual Conference and ongoing training sessions. To sign up for our Annual Conference on August 23, 2013, visit the [Annual Conference web page](#). If you want to volunteer to help during the conference and possibly defer part or all the cost of the conference please visit the [Volunteer Opportunities web page](#).

As many of you know, June 30, 2013, is the end of my term as president of the PMI Portland Chapter. The past year has really gone by quickly and I want to reflect on a few things I believe are memorable:

**First**, I hope our monthly educational and keynote Chapter meeting speakers and the fantastic training provided throughout the year was a good value, offering variety while you worked to maintain your certifications. In addition we strive to provide a good environment for networking with other project managers during our monthly meetings. I hope we achieved that goal also. Thank you to the Programs and Professional Development Portfolio staff members for such great results across the Board this year.

**Second**, for all of who participated in our 30th Year Celebration and Volunteer Recognition Event in March 2013—thank you for attending. I especially want to thank Linda Read, VP of Outreach,

her great group of event volunteers, the Membership Portfolio volunteers, our sponsor and all the past presidents who attended for making this both memorable and an event that smashed all past attendance records for a evening event! We also gave away some cool stuff. Thanks to all those who contributed.

**Finally**, to the current PMI Portland Chapter Board Members, Assistant Vice Presidents, Portfolio Directors, ALL Chapter volunteers and our part-time staff: Thank you for the focus, commitment, energy and leadership you all demonstrated every time you supported our Chapter. It has been an honor and a privilege to serve as your Chapter President in 2012–2013.

**Looking forward**, I ask all of you to support Diane Brady and her Board of Directors, just as you have supported me this past year. I believe that Diane has great ideas and plans that will help the Portland PMI Chapter meet your needs as members, promote these to PMI overall and to represent project management and our value statement within the Portland Metro Area.

I am also on the Board next year filling the past presidents slot. I know that Diane has a number of activities she is ready to assign to me to support the Chapter and I will be looking for volunteers out there to help. Have a great summer everyone!

*Alan John, President  
PMI Portland Chapter*

## Thought for the Month

**“When life throws you a curve, lean into it!”**

*Seen on the front of a Harley-Davidson T-shirt at Paradise Harley-Davidson, Tigard, OR. What a great way to stay positive when you take on any challenge these days.*

AJ



# Chapter Meeting—June 18, 2013

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## Thank you! 2012-13 Board of Directors

We very much appreciate your hard work and dedication during the past year.

**President** Alan John, PMP

**President Elect** Diane Brady, CSM, PMP, PMI-ACP

**Past President** Steve Thornton

**Secretary** Willem Stoeller, PMP

**VP of Finance** Jeff Henderson, PMP

**VP at Large** Robert Bondaruk, PMP

**VP of Marketing** Robert Bondaruk, PMP

**VP of Membership** Saby Waraich, PMP

**VP of Operations** Brad Taylor, PMP

**VP of Outreach** Linda Read, PMP

**VP of Professional Development** Trish Kelley, PMP, CSM

**VP of Programs** Christi Loya, MBA, MPM, PMP

For more information, go to the [Chapter Leadership](#) web page.

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## Chapter Meeting—June 18, 2013

### Keynote Presentation

#### Agile—Broadly

What is agile? No, really, what is agile? Have you ever tried to answer that question for yourself? Many project managers today are grappling with the emergence of agile in their workplaces. It might be called Scrum, XP, Kanban, the agile framework, the agile methodology or many other things. But when agile comes, things change. Some love the change, some not so much.

The panelists this evening have deep background and agile and Lean. Some of us travel the world talking to agilists and companies considering or deep in an agile transition. Many of us live and work right here in Portland. One of us was at the development and signing of the manifesto so many people today site, the document that started the wave.

Come for a delightful, dynamic, and highly informative evening of dialogue about what agile is, how it came to be, and what it means to us all.

#### About the Panel

##### Jean Richardson, Panel Facilitator



Jean plays many roles in her consultancy which specializes in uncomfortable work-related situations. We work with issues between two or more individuals, problems between individuals and organizations, and challenges among different groups in an organization and/or across an entire project or program. She walks on in various roles: agile coach, management consultant, project manager, mediator, Scrum Master, turnaround leader, training facilitator, and adjunct professor.

##### Adam Light, Panelist



Adam Light is Management Consultant and Principal at SoTech Advisors where he helps organizations apply lean and agile methods to unlock greater value from software development. Adam works with enterprise clients to adopt and scale agile methods, design and operate agile work systems, plan and deliver critical projects, and build the knowledge foundation necessary to sustain continuous improvement.

##### Diana Larsen, Panelist



Diana Larsen is a founding partner of FutureWorks Consulting. She is considered an international authority in the areas of Agile software development, team leadership, and Agile transitions. Diana works with organizations in the western US and around the world. Deeply in tune with how work teams grow, adapt, and develop, she co-authored Agile Retrospectives: Making Good Teams Great, Liftoff: Launching Agile Teams and Projects, and most recently, "Your Path through Agile Fluency: A Brief Guide to Success with Agile" at [www.agilefluency.com](http://www.agilefluency.com)

##### Ward Cunningham, Panelist



Ward had devoted his career to improving the effectiveness of technical experts, mostly by creating new computer tools, but also by radically simplifying methods. He is most well known for his contributions to object-oriented design, agile methodology, and collaborative software. He is the inventor of the wiki technology that drives wiki's around the world. The wiki is the original social software and is now generalized to refer to any democratized creation.

[continued...](#)

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## Joseph Flahiff, Panelist



Joseph is President and CEO of Whitewater Projects, Inc. and author of the forthcoming book "Being Agile in a Waterfall World: A guide for complex organizations." He is focused on helping people in Mixed Agile AND Waterfall business contexts make sense of the conflicting approaches, methods and cultures.

## Lonnie Weaver-Johnson, Panelist



Lonnie is a collaborative, energetic coach and Certified Scrum Trainer (CST) who excels in the areas of facilitation and developing others. She enjoys educating, motivating, and encouraging others in order to drive change in both individuals and organizations. Her years of experience of "on-the-ground" coaching is reflected upon in her classrooms and her coaching engagements so they can learn from her many varied experiences. Having been involved in coaching organizations from 20 to 90,000 employees, she has experience in many environments and has seen both success and failure with agile and Scrum. She knows what works and encourages an environment of transparency and collaboration to achieve positive results.

## Quote of the Month

**"Strategy comes in two parts, a goal and a path.**

**Don't take off running towards the path until you know where you're going. "**

*from "The Unbreakable Rules of Marketing...and Life,"  
by Cathey Armillas*

## Educational Presentation

### Agile in Portland: A Lean Coffee Experience

Tonight the panelists from the dinner meeting will provide you with agile culture immersion experience: Lean Coffee. Lean Coffee is a structured, but agenda-less meeting. Participants gather, build an agenda, and begin talking. Conversations are directed and productive because the agenda for the meeting was democratically generated.

Lean Coffee started in Seattle in 2009. Jim Benson and Jeremy Lightsmith wanted to start a group that would discuss Lean techniques in knowledge work—but didn't want to start a whole new cumbersome organization with steering committees, speakers, and such. They wanted a group that did not rely on anything other than people showing up and wanting to learn or create.

Please arrive on time and ready to participate, topics in hand. The first few minutes will be spent teaching the audience the guidelines for the Lean Coffee experience and building the list of topics to be discussed.

### About the Panel

**Adam Light, Diana Larsen, Joseph Flahiff and Lonnie Weaver-Johnson**

Please see [page 5](#) for panelist bios and photos.



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## Chapter Meeting—June 18, 2013

### 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](mailto: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](mailto: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

TBD

## 2013-14 Chapter Meetings

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

**September 17, 2013**  
**October 15, 2013**

Watch your email and the Chapter web site for details.  
Registration will open September 1.



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# Professional Development

## Being Agile in a Waterfall World

Wednesday June 19, 2013

Agile can and frequently does work in mixed agile/waterfall environments, but “Scrum by the Book” will struggle. Know the context, know what form of agile fits best. Although many practitioners take a black-and-white stance regarding agile and waterfall, you can benefit from a shade of grey. If you are part of an enterprise organization, it is likely that a large percentage of your projects are run using the traditional waterfall approach to project management. But grey agile projects can fit in this world. Take a fresh look at the benefits and challenges of implementing agile projects in a waterfall world.

### Key Learning Objectives

- How agile in an enterprise (non-software company) is different from agile in a small software company and what can be expected.
- How to mix agile and sequential project approaches in a single project.
- How to apply agile learning to non-agile projects

### About the Presenter



**Joseph Flahiff** is President and CEO of Whitewater Projects, Inc. and author of the forthcoming book “Being Agile in a Waterfall World: A guide for complex organizations.” He is focused on helping people in Mixed Agile AND Waterfall business contexts make sense of the conflicting approaches, methods and cultures.

Joseph has more than 15 years of experience in both traditional and agile project delivery in large scale complex enterprise IT organizations. Joseph’s provocative, engaging, and energetic agile training courses are in demand in USA and in Europe. Joseph speaks internationally to industry leading organizations about the challenges organizations face in making the transition to agile. Joseph is currently serving on the PMI-ACP Content Support team, developing ACP study materials for PMI.

[joseph@josephflahiff.com](mailto:joseph@josephflahiff.com) / [www.whitewaterprojects.com](http://www.whitewaterprojects.com)

### Location

Doubletree Lloyd Center  
1000 NE Multnomah  
Portland, OR

### PDU's

8 PDU's

### Pricing

PMI Portland Chapter Members - \$350

Non-Members - \$450

Registration ends June 17 at 5:00 p.m.

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

## 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](mailto:newsletter_dir@pmi-portland.org).



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## Professional Development

### Leading Agile Retrospectives for Continuous Improvement

Thursday June 20, 2013

"If you're not holding regular retrospectives, you're not practicing Agile!" say experienced thought leaders in the Agile community. Why? How will your project benefit from holding retrospectives?

Diana Larsen's book, "Agile Retrospectives" tops the PMI-ACP recommended reading list. Attend this workshop for answers to your questions about retrospectives.

#### Key Learning Objectives

- Learn how retrospectives contribute to continuous process and teamwork improvement on every project
- Practice using a flexible framework for designing and leading iterative retrospectives
- Experience an exemplary retrospective and examine how it works
- Participants will have a resource and template for enabling continuous process improvement on every project.

#### About the Presenter



**Diana Larsen** is a founding partner of FutureWorks Consulting. She is considered an international authority in the areas of Agile software development, team leadership, and Agile transitions. Diana works with organizations in the western US and around the world. Deeply in tune with how work teams grow, adapt, and develop, she co-authored Agile Retrospectives: Making Good Teams Great, Liftoff: Launching

Agile Teams and Projects, and most recently, "Your Path through Agile Fluency: A Brief Guide to Success with Agile" at [www.agilefluency.com](http://www.agilefluency.com).

You can follow her on Twitter (@DianaOfPortland) or contact her directly at [diana@futureworksconsulting.com](mailto:diana@futureworksconsulting.com).

#### Location

Doubletree Lloyd Center  
1000 NE Multnomah  
Portland, OR

#### PDUs

8 PDUs

#### Pricing

PMI Portland Chapter Members - \$350  
Non-Members - \$450  
Registration ends June 18 at 5:00 p.m.

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

### 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](mailto:sponsor_programs@pmi-portland.org).

### Speak at an Event

If you would like to speak at a Chapter Meeting, contact [speaker@pmi-portland.org](mailto:speaker@pmi-portland.org). If you would like to present a workshop, contact [workshop@pmi-portland.org](mailto:workshop@pmi-portland.org).



PORTLAND CHAPTER

## June 2013

### Headline Article

### President's Letter

### Chapter Meeting

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- Educational Presentation
- Chapter Meeting Logistics

### Professional Development

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- Leading Agile Retrospectives workshop
- **Roeder Online Courses**
- **ODDN workshops**
- PMP/CAPM Exam Prep course
- Fall ACP exam prep course - Interested?

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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.

***Roeder Consulting has doubled your discount! Simply use the usual Chapter discount code and register by June 31!***

## 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

**Dynamic Leadership Skills for Better Project Results** (8 PDUs)  
Begins June 7, 2013

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

**International Project Management** (8 PDUs)  
Begins July 2, 2013

**Project Management Negotiation** (15 PDUs)  
Begins July 10, 2013

**Managing Virtual Teams** (8 PDUs)  
Begins Aug. 2, 2013

**Agile Project Management** (15 PDUs)  
Begins Aug. 20, 2013

**Advanced Project Stakeholder Management** (8 PDUs)  
Begins August 28, 2013

## Free OODN Offerings

### Are Your Social Media Profiles Helping or Hurting Your Professional Credibility? with Barbara Barde

June 12, 2013

This session will help OD professionals clearly articulate their credentials and reflect them professionally on social networking sites. Improve the way you articulate your value proposition and learn what the decision makers look for. Even if you're an internal OD professional (i.e., an employee of a company to which you provide OD services), your social networking skills are increasingly important.

The speaker is Barbara Barde, CPC, is President of Barde Career & Corporate Solutions.

#### Time

5:30 - 8:15 p.m.

#### Cost

**Free to current members in good standing of PMI, ODN, ASTD-Cascadia, PHRMA.** The cost for non-members is \$10. The \$10 fee can be used to offset the annual membership investment of \$75.00 if paid at the program.

#### Location

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

#### Details

[www.odnoregon.org](http://www.odnoregon.org)

RSVP to [president@odnoregon.org](mailto:president@odnoregon.org).

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## Professional Development

### PMP/CAPM Exam Prep Class

**Begins Sept. 17, 2013—PCC CLIMB Center for Advancement—Downtown Portland**

The PMI Portland Chapter's Fall PMP/CAPM class will start on Tuesday, September 17, and will run for seven consecutive weeks with classes on Tuesday and Thursday evenings, 6:00 to 9:00 p.m. The class will be held at the Portland Community College CLIMB Center for Advancement located at 1626 SE Water Ave. Portland, OR 97214.

With the release of the 5th Edition PMBOK<sup>®</sup>, we have revised our program to include up-to-date study materials to address the 5th edition changes. In addition, we are responding to student feedback and offering an additional make-up class in our schedule. This will allow some flexibility for students with demanding schedules that may need to miss one of the classes. This will also assure that our students can acquire the necessary 35 classroom contact hours required to sit for the PMP exam.

If you are getting ready to take the PMP or CAPM exam, don't miss the opportunity that many of our Chapter members have found to be essential to their success:

*"I couldn't have done it without the prep course, no how...no way. Thank you for everything!"*

Chris Snethen, PMP

Our PMP certified instructors will provide you with a wide range of tips and strategies for successfully passing this rigorous exam. Completing our exam prep class also satisfies the 35 hours of classroom training required by PMI to take the exam.

Check [www.pmi-portland.org](http://www.pmi-portland.org) for super early bird registration to begin July 22, 2013. For questions regarding PMP or CAPM exam eligibility requirements, check [www.pmi.org/certification](http://www.pmi.org/certification). For all other questions regarding this class, or if you are a current PMP that is interested in joining our instructor team, send e-mail to: [pmp\\_certification@pmi-portland.org](mailto:pmp_certification@pmi-portland.org).

### Fall ACP Exam Prep Class—Are You Interested?

**What?**

2013 Fall—Agile Certified Professional (ACP) Exam Prep class

**When?**

September 28, October 5, and October 12th—dates are still tentative and will be finalized during the summer.

**Interested?**

If you're interested in knowing more about the red hot industry trend in Agile (Scrum, XP, Lean etc) including certification eligibility requirements for the ACP, please visit:

<http://www.pmi.org/Certification/New-PMI-Agile-Certification.aspx>

If you are interested in enrolling in the Portland Prep Class, please contact [acp\\_certification@pmi-portland.org](mailto:acp_certification@pmi-portland.org).

If you are already ACP certified and would like to help teach this class as a volunteer instructor, please contact [acp\\_certification@pmi-portland.org](mailto:acp_certification@pmi-portland.org).

### Quick Links

- |   |                                    |
|---|------------------------------------|
| <a href="#">Join PMI and the Portland Chapter</a> | <a href="#">Chapter Bylaws</a>     |
| <a href="#">Event Calendar</a>                    | <a href="#">Editorial Policy</a>   |
| <a href="#">Chapter Brochure</a>                  | <a href="#">Newsletter Archive</a> |





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MON	TUE	WED	THU	FRI	SAT	SUN
10	11	12 OODN Event	13 Roundtable Dntwn @ City of Portland	14 Roundtable NW @ Con-Way	15 PMIEF Scholarship App deadline	16
17 Reg. ends--Agile in a Waterfall World Workshop	18 Chapter Meeting Reg. ends--Agile retrospectives Workshop	19 PMI WV Salem Event Agile in a Waterfall World Workshop	20 Roundtable West @ Nike Agile Retrospectives Workshop	21	22	23
24	25 Roundtable NE @ Public Health	26	27	28 Roundtable North @ Clark	29	30 Member Earlybird Deadline - Annual Conference
July 1	2	3		5	6	7
8	9	10	11	12 Roundtable NW @ Con-Way	13	14
15	16	17	18	19	20	21
<p><i>Consider volunteering with the PMI Portland Chapter--new teams are forming now! Visit <a href="http://www.pmi-portland.org/volunteer-opportunities">www.pmi-portland.org/volunteer-opportunities</a></i></p>						

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

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## Chapter News & Events

### Welcome 2013–2014 PMI Portland Chapter Board Members!

Congratulations to the individuals who have committed and were elected to lead the Chapter for the 2013-14 Board year! The new Board will take office on July 1, and transition begins June 29.

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

As the new Board sets its strategy and tactical plans for the upcoming year, we will be looking to fill the volunteer roster for the year. If you are interested in serving the Chapter once or in a recurring role, please contact [volunteer@pmi-portland.org](mailto:volunteer@pmi-portland.org).

#### 2013-2014 Elected Board of Directors

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

**President Elect**—Bob Bondaruk, MBA, PMP

**Past President**—Alan John, PMP

**Secretary**—Willem Stoeller, PMP

**VP of Finance**—Shelley Crabtree, CPA, PMP

**VP at Large**—Linda Read, PMP

**VP of Marketing**—Anne Chalmers, PMP

**VP of Membership**—Sarabjeet (Saby) Waraich, PMP

**VP of Operations**—Michael Wallis, PMP

**VP of Outreach**—Mandalyn Echols

**VP of Professional Development**—Patricia Kelley, PMP

**VP of Programs**—Jimmy Godard, MBA, PMP



**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](mailto:careers@biztekpeople.com).

**BizTek People, Inc.**

506 SW Sixth Avenue | Wilcox Building, Suite 1000 | Portland, Oregon 97204  
[www.biztekpeople.com](http://www.biztekpeople.com) | [info@biztekpeople.com](mailto:info@biztekpeople.com)

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## Chapter News & Events

### 2013 Annual Conference

#### Managing Projects, Programs and Portfolios:

#### “The Power of Professionalism”

Friday, August 23, 2013

This premier event includes some of project management's leading experts.

Come join us to:

- Learn the latest tools, tips, techniques and trends to help you take your career to the next level and improve your success
- Participate in the four conference tracks with project management industry's experts
- Earn 8 PDUs for the entire conference

Conference Keynote Speakers:

**Traci Duez** with “Breaking Free: Leading the Way”. Traci is a sought-after speaker in the project management community. She has spoken at over 100 events in the past 4 years including PMI Global Congresses in North America and Europe.

**Randy Black** with “The Future of Project Management”. He continues to be an experienced practitioner, adult educator, organizational leader and project facilitator in Project Management for more than 30 years.

These are some of the fine speakers presenting in the four conference tracks this year:

**Leading the Way**

**Wilfred James:** Rock Star PM—What Does It Take?

**Making the Leap**

**Christine Richards:** Are You an Influencing Leader? You Should Be!

**Driving for Success**

**Vicki James:** Strategies for Project Sponsorship

**Proving the Value**

**Teri Gutierrez:** Organization Agility: Adopting Project Management Systems

**Diana Larsen:** Managing in a Complex World: Leveraging Uncertainty—Agile & Adaptive Action

Conference Location:

Doubletree Hotel—Lloyd Center  
1000 NE Multnomah  
Portland, Oregon 97232

Conference Pricing:

PMI Portland Chapter Student Members	\$ 99
PMI Portland Chapter Members—by 6/30 at 5 p.m.	\$249
PMI Portland Chapter Members—after 6/30	\$299
Non-Members	\$349
Late registration—after 8/19 at 5 p.m.	\$+50

[Click here](#) for complete conference information and registration.

### Social Media & PMI Portland

To get the latest and greatest news about the PMI Portland Chapter, we invite you to connect to our social networking destinations on LinkedIn, Facebook, and Twitter. Click on the icons below to get to your preferred locations:



In all destinations, you can learn more about its members, events, conferences, training classes, and more. Once you've connected to these services, you can contribute your own announcements, questions, or comments.

PMI Portland Chapter's social networking services can also be amazing venues for finding helpful information for our pursuits in project management because we can share useful tips and tricks with other fellow professionals.

Please visit our [Social Networking web page](#) for much more information on this topic, including links to articles, useful hashtags, and more.

Contact [marketing@pmi-portland.org](mailto:marketing@pmi-portland.org) for more information or to submit tips and resources.



# Chapter News & Events

## Monthly Roundtable Meetings

June 2013

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[www.pmi-portland.org](http://www.pmi-portland.org)

### 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.

**No July or August meetings!**

### Roundtable NE Port of Portland

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

1st Wednesday 4:30 p.m.

**No July meeting!**

### Roundtable NE Public Health

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

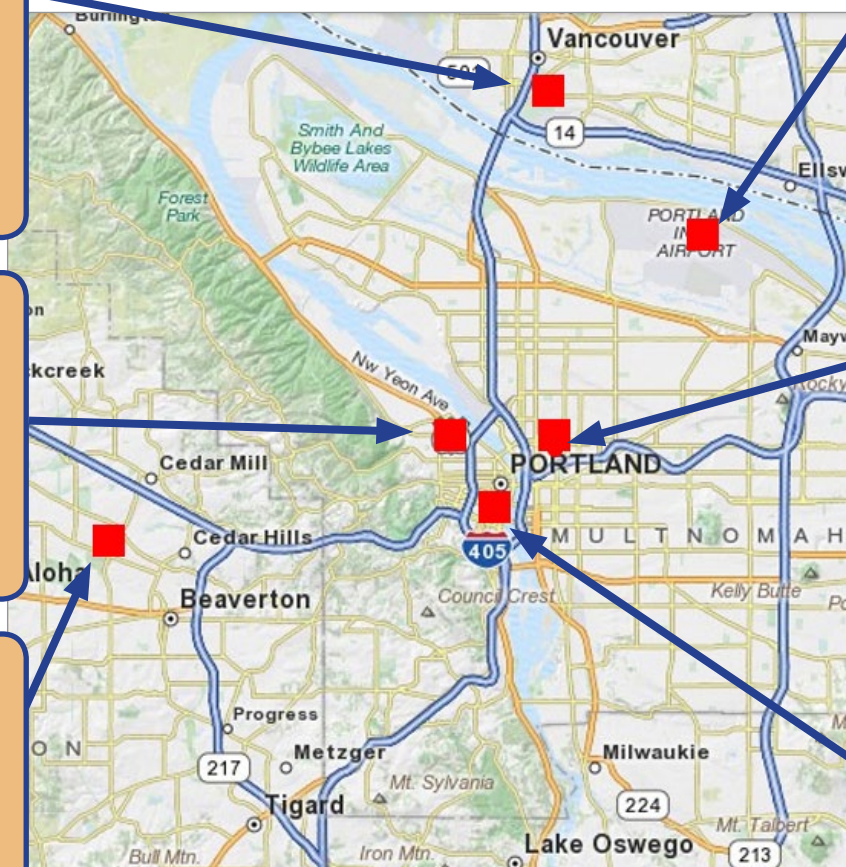
4th Tuesday 7:30 a.m.

### Roundtable Downtown—City of Portland

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

2nd Thursday 7:30 a.m.

**No July or August meetings!**



## 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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## Opportunities

### Become a Volunteer

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

- **Director of Sponsor Programs**, Marketing Team
- **ACP Certification Instructor**, Professional Development Team
- **Session Coordinator**, 2013 Annual Conference
- **Marketing 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](mailto:volunteer@pmi-portland.org).

### PM Job Postings

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

- Program manager, Design & Manufacturing firm
- Revenue Cycle Project Manager, Health Care system
- Technical Business Analyst
- Senior Project Manager

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



## Helping you Build a Project Management Culture

Advisicon University offers the industry's leading project management education. As a thank you to our hard working project managers we invite you to take advantage of **25% off** any of our course offerings. **Please use Promo Code: PMIPORTLAND** when registering

Offer valid through 6.30.13

At Advisicon we recognize the need for convenient, affordable project management education. We offer virtual courses on the latest, cutting-edge industry:

- Technology
- Methodologies
- Soft Skills

Advisicon offers the following educational delivery methods:

- Traditional Classroom
- Online, Instructor-Led Courses
- Webinars
- Customized, Private Trainings

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## Resources & Articles

### Anatomy of an Effective Project Manager

by Gary Hamilton, Gareth Byatt, and Jeff Hodgkinson

It's first thing in the morning, and you are preparing to interview prospective project managers for an open position on your team. Whether it is your first candidate interview or you have conducted many before in your career, you are likely to be contemplating the line of questioning you will ask of the prospective candidates. Perhaps you are thinking of questions from a "Strengths and Weaknesses: Project Manager Profile" that you typically use, however, any line of questioning can only provide a limited insight about the candidate and their potential to be an effective project manager for your organization. Understand that a skilled candidate may well have sat through similar interviews recently, researched your organization, and prepared competent answers to what they believe are the most typical interview questions. Or maybe they haven't, because this is the first interview they are going to—although they are a first-rate project manager that is well thought of in their existing organization. In order to assess whether a person has the potential to be an effective project manager in your organization, we contend that you need to conduct specific assessments beyond interviews and references of previous work assignments.

There is no "magic formula" for success in finding a project manager that transcends the needs of all organizations. A project manager who is highly successful in one organization or company may find limited success in another. Much may depend, for example, on how the organization sets itself up for running projects (strong matrix, weak matrix, projectized, or functional). Knowing how your own organization operates its projects is crucial to selecting new project management talent, and to make sure a new starter is not placed into a role where they will not realize their potential and the organization will not reap the maximum amount of benefit.

We believe there are certain personal characteristics/traits that, if present in a person, will make them more likely to be effective as a project manager in a variety of organizations. We broached this

topic in our article; "Program & Project Manager Power—What are your most important traits to achieve success?" For this article we put forth what we believe are a set of core personal characteristics for project managers that, put together, can comprise a profile of an effective project manager for most organizations.

- Be an extrovert
- Display personal courage (lead from the front)
- Possess charisma
- Be an enabler with a "can do" attitude
- Have a strong sense of teamwork

Let's cover these points in more detail.

**First, the need to be an extrovert.** It is commonplace for project managers to give presentations and lead work groups—after all, a project manager's job is 90% communication. The audience for their presentations range from project teams to project sponsors and perhaps customers and/or investors. A project manager needs to be comfortable addressing any size of stakeholder and/or customer group in a wide variety of situations. An introverted person will likely have to undergo long-term training and coaching to "come out of their shell" in order to be truly effective in all environments. Extroverted people tend to exhibit a natural comfort in such situations and are at an advantage.

**Next, the need to display personal courage.** In many projects the project manager will need to settle disputes and difference of opinion amongst stakeholders. Negotiations can often be delicate, particularly at tight moments in the project's life. The "right decision" is usually not one that is favorable to all stakeholders. An effective project manager should display personal courage in all decisions made, to see them through and ensure the team continues to pull together for the benefit of the project. Maintaining respect from all stakeholders takes skill, which can be learned through experience.

**This leads us to charisma.** A charismatic project manager is more likely to have others willing and wanting to follow their lead because they have faith in their leadership. More than likely the charismatic project manager is in a better position to mentor and train others.

[continued...](#)



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Neither of these two core characteristics of courage or charisma are present in the core personality traits of all people, and it is important to tease out how much of these characteristics the new candidates you are interviewing possess.

**Having a consistent “can do” attitude** is akin to being positive at all teams, and always seeing a solution to a challenge or a problem. Such an outlook can make a huge difference in the face of “road blocks” when they appear. This positive attitude says a lot about the persons’ character and how they will react to adverse situations.

An effective project manager while being results driven will also have a **sense of team and enablement**. He or she is focused on the team and the project over and above their individual needs. The project manager is continually encouraging the team to challenge themselves and to rise to heights that may even go beyond the expectations of the project (though not to „gold plate” a solution, of course). To be effective, the project manager should consider their long-term relationships with the project team. If he or she is totally results driven, without a sense of team and enablement, sure, their particular project may get done within the project constraints, but at what price, and what if they have another project with the same team member(s) in future? With a sense of team and enablement, a project manager is prone to be more effective in the long term. And people will want to work with them (even more so if they are charismatic and have a “can do” attitude). If your organization preference is to focus on each project by project without regards for the long-term, bringing in someone who is focused on „just getting the work done” would be the best option, but nowadays this type of approach is rarely pursued.

In conclusion, we assert that there are 5 particular personal characteristics that can make a person effective as a project manager—the need to be an extrovert, to display personal courage, to possess a measure of charisma, to have a “can do” attitude and to be a good team worker. When these characteristics are present, along with core project management skills such as being a good organizer, being detail-oriented, and other “discipline-orientated skills”, the project manager is more likely to be effective across many types of organizations and industries. Those who are making key hiring decisions for project management talent should consider

appropriate assessments in addition to a person’s experience and interviews in order to gain a complete picture of potential project managers. Taking the time to select the right people can pay huge dividends.

### About the Authors

**Gary Hamilton, Gareth Byatt, and Jeff Hodgkinson** are experienced PMO, program, and project managers who developed a mutual friendship by realizing they shared a common passion to help others and share knowledge about PMO, portfolio, program and project management. In February 2010 they decided to collaborate on a three (3) year goal to write 50 PM subject articles for publication in any/all PM subject websites, newsletters, and professional magazines / journals.

You can read more of their articles at [www.pmoracles.com](http://www.pmoracles.com).

## 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](mailto:newsletter_dir@pmi-portland.org) if interested..

## 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.

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PORTLAND CHAPTER

June 2013

Headline Article

President's Letter

Chapter Meeting

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

Professional Development

- Being Agile in a Waterfall World workshop
- Leading Agile Retrospectives workshop
- Roeder Online Courses
- OODN workshops
- PMP/CAPM Exam Prep course
- Fall ACP exam prep course - Interested?

Chapter News & Events

- Event Calendar
- Welcome 2013-2014 Board!
- Annual Conference is coming
- Social Media & PMI Portland
- Roundtable Meetings--note summer closures!

Opportunities

- Become a Volunteer
- PM Job Postings

Resources & Articles

- Anatomy of an Effective Project Manager

Membership News

- New Members and Certifications
- Join PMI Portland

[www.pmi-portland.org](http://www.pmi-portland.org)

## Membership News

### Welcome New Members!

Adekoya, Helen	Moore, Mark
Akula, Sireesha	Moorhead, Tiana
Bahl, Parerana	Ordenez, Omar
Baird, Patricia	Phillips-Mead, Jesse
Byrne, Kevin	Pond, Marisa
Christie, Brandi	Roman, Jill
Cobb, Eva	Rosales, Nicole
Garcia, Dyanna	Sanderson, Rebecca
Hay, Hayli	Singla, Puniti
Hraish, Abdulkareem	Steib, Mark
Jacobs, Douglas	Stevanus, Erin
Moon, Chung	

**New Chapter Members--be sure to read the [New Member Info web page!](#)**

### Congrats New Certifications!

Boire, Jason, PMP, CAPM	McDougald, Rob, PMP
Carrington, Craig, PMI-ACP	Nelson, Jennifer, CAPM
Chee, Peili, PMP	Salamon Greene, Julia, PMP
DeLong, Matthew, PMP	Turiel, Alwin, PMP
English, Nancy, PMP	Valdez, Vickie, PMP
Erickson, Kenneth, PMP	West, Shelli, PMP
Gage, Christina, PMP	Yergin, Amie, PMP
Helmberger, Jill, PMP	
Holm, Ginny, PMP	
Humphrey, Kelly, PMP	
Lepler, Nancy, PMP	
McClintic, Jordan, CAPM	

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](http://www.pmi.org) to change or manage your membership profile information.

## 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](#).