



San Francisco Bay Area Chapter Project Management Institute

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Dedicated to Advancing the Art and Science of Project Management

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Have something to share?

You are encouraged to submit notes, articles, or interesting tidbits on relevant Chapter happenings or PM topics.

Submit content to

Newsletter@pmi-sfbac.org

The preferred format is MSWord or text.

This is intended to be a professional newsletter; defamatory or discriminatory content will not be published.

We reserve the right to:

- edit content to fit space constraints.

- reformat to Newsletter style.

- decide appropriateness of submission.

[Newsletter Archive](#)



Message from the President:

Welcome to the holiday season! We've eaten our share of sugar over Halloween and are gearing up for our Thanksgiving and the December festivities. And all the while, our leadership teams and committees are continuing to drive efforts forward to make the San Francisco Bay Area Chapter of PMI the absolute best place to go for project management related activities and expertise in the region.

The Chapter's leadership travelled last month to Orlando to participate in the North America Leadership Institute Meeting hosted by PMI and had the opportunity over three days to participate in seminars, workshops, breakout sessions, and lots of networking opportunities. We even had our Community Relations team give a seminar! Look for their take-aways and insights in this and next month's newsletters. There was an abundance of best practices and exciting new ideas that we brought back with us and we'll be getting together at a planning session mid-month to determine how we can implement these for you and our other members' benefit.

I spent much of my time there examining how to employ technology and other tools to enhance the governance and strategic direction of the board's various activities, of which there is an ever-growing abundance. Speaking of which, take a look at just *some* of the volunteer opportunities available with the Chapter that appears further in this newsletter and consider participating in some of the exciting activities that are ramping up.

Of course, you've also recently received notice of elections for next year's board and approval of some bylaws changes. We heartily request that you take a few minutes to review the proposed changes and the officers and cast your votes as you deem appropriate. Later this month, we'll also be asking you to participate in our Annual Membership Survey to get your thoughts about what you would like to see us start, stop, and continue doing so that we're serving your needs and interests.

All in all, it's an exciting time to be a member and the board wishes you a safe a happy November!

Cheers,
Tony Appleby, PMP, SCPM
[PMI SFBAC President](#)

Agile Open – California

Impressions from AOCA 2009:

A PM's Perspective

By Patrick Mage

I attended this conference with the goal of finding out why this methodology is getting traction in both the press and on job search boards. I also wanted to determine if the methodology can be used outside its current identity as an application development framework. I approached the conference from the perspective of a PMP with 12 years of IT management and 18 years of PM experience.

So, what's the difference is between a PMI-certified project manager and a Scrum Master? You may feel that you always coach your project team and encourage collaborative decision making—I know I do! However, the Agile methodology outlines a framework for forming and running collaborative teams better than other methods that I have encountered. As such, it could become a valuable tool for any PM.

Key elements that potentially lead Agile to become a framework expanding from its boundary of application development to general use include: collaborative decision-making, decomposition of project into “chunks” run by a self-organizing team, and the adherence to continuous improvement. The key values embodied in the SCRUM methodology provide valuable tools for team collaboration in traditional project management practices.

Agile may be difficult for some project managers to adapt or even see the value of — especially those used to a “top-down-the-buck-stops-here” approach. However, the Agile method of empowering individuals within a self-organized team may be a superior way for moving projects forward. Its ability to harvest the collaborative wisdom of a group cannot be overlooked.

The conference was successful in its gathering of new ideas. However, as a project methodology,

Agile needs to redefine and expand itself from the current comfortable alignment with application development to be more broadly defined and gain acceptance as a tool outside application development. Overall, Agile, especially Scrum, has the potential of becoming a new paradigm for the areas of project management that address collaboration.

Producing the Agile Open Conference

By Ainsley Nies

As convener of the organizing team for the third Agile Open California, I was reminded how much structure it takes to produce an event that offers self-organization experience, and how fantastic the outcomes are when one lets go and watches things unfold. The all-volunteer organizing team, using Agile project management, is made up of a small core group that began planning roughly nine months ago with no budget, no sponsors, no venue and no conference date. We faced the same challenges as any other project team, with particular emphasis on sponsorship (recruitment), risk assessment, procurement and, most critical, communication.

Most team meetings are virtual. However, we start each year with face-to-face chartering sessions to review and modify our vision, mission, principles, objectives and detailed boundary model. Although the charter is an important document, it's the *chartering* that builds the team, creates shared understanding and is critical to our success. We strive to make meeting time productive, and there is always an agenda (often in modified real-time), minutes with action items, and real-time comments on how to improve the process.

After each conference we have a face-to-face retrospective using data from participant and organizing team surveys. We test outcomes against the charter objectives, make recommendations for

change and create action items to implement the changes for next year.

Lessons Learned from Agile Open Northern California

By Margaret Motamed

For two wonderful days at Fort Mason in San Francisco I was amazed, educated, and entertained. I have been a student of Agile for several months, starting when I read an article by Jesse Fewell inviting PMPs to come help build the new PMI Agile Community of Practice. Since that time, my company has started several Scrum Team pilots and I have attended several Agile/Scrum classes. But open space is a format that stands alone, and nothing quite compares to *Agile Open California!*

It's easy to think that we need to sit at the feet of an expert to learn, but Agile Open California was full of ordinary people collaborating together and learning from one another. There were no official presenters, and no room filled with chairs facing a stage. At this conference, facilitators welcomed us in a circle, reiterating our theme and the guidelines for open space:

- Whoever comes is the right person
- Whatever happens is the only thing that could have
- Whenever it starts is the right time
- Whenever it's over, it's over
- Be prepared to be surprised

There was a predefined structure of session times and spaces. People came up to a microphone to announce topics that they would like to host a discussion about, such as Agile with remote teams, or Agile chartering. The topics were written on sticky-notes attached to a wall next to session times and places. People expressed interest by adding their initials. Soon we had a conference agenda and everyone moved to the space where there was a discussion of interest. We also moved between

groups during sessions. It was very freeing to know that it was "OK" to leave a session where I was not giving or receiving value!



One big "ah ha" for me was realizing I could learn from fellow attendees. We each have so much information about topics we are interested in...so when we discuss and pool the knowledge we can discover new ideas and solutions quickly. My perspective on teams shifted center a bit. I started to see that teams are more important than I was willing to realize. People want to engage, build teams that learn and trust, and be a part of teams that know and help one another. Hmmm, so it doesn't usually work out that well just to shuffle team members around. And once a team has achieved success, now I am learning that I can ask, what else can this team create or solve next?

Teams that perform well achieve group coherence, which is defined by Joanna Zweig as "the shared energetic state reached by a group of people that allows them to perform one or more tasks in perfect rhythm and harmony with great energy to overcome obstacles." As PMPs we can help teams by enabling some of the ingredients that nurture group coherence. At Agile Open, we learned and practiced many games that demonstrated the value of both Scrum and Agile. As Project and Program Managers we are called to take a leadership role in bringing Agile ideas into our companies because in order to get things done, on time, we know that change is needed. It's time to embrace Agile creatively, to pilot new ways of working that will deliver more value sooner and with less effort. Join us!

Insights on the PMI Leadership Institute Meeting

Editor's Note: Following are some insights gained from the PMI Leadership Institute Meeting held October 8 – 12 in Orlando, Fla. Due to the relevance of this topic to the PMI-SFBAC membership, this will be the first of two series of articles on this topic.

Setting a Baseline

Nathalie Udo, Past President, PMI-SFBAC

I have actively volunteered for PMI off and on for the last eight years, and currently serve as the immediate past President of the San Francisco Chapter. Starting in January, I will be a member of the Leadership Institute Advisory Group. Throughout my eight years of volunteering, I have attended several Leadership Institute Meetings in the US and Europe. I attended the PMI Leadership Institute Meeting October 8-12, and after that the PMI Congress. I find that Leadership Institute Meetings are an opportunity for active volunteers in leadership roles to learn best practices from each other.

After awhile you notice a trend in questions and issues that are brought up by new volunteer leaders. There is a certain expectation that PMI Global should do “xyz” (fill in the blank) for the volunteer leader. Although there is some truth in this, I personally believe that as leaders we should take responsibility, set our own chapter strategy, and execute against it. This year it struck me that if the same questions keep coming up, something is not getting addressed. On the other hand, so much progress has been made that new volunteer leaders are unaware of.

What we are missing is a collective baseline. My baseline with PMI is 2001 when I joined the organization. Between 2001 and now, huge progress has been made both in the support of the chapters, but more importantly, in bringing visibility and recognition to the profession. In 2001, PMI was an unknown organization to me having moved here from Europe a few years earlier. In the 2002 downturn, project managers were seen as overhead and kicked to the curb faster than you can say “project manager.” Now eight years later, PMI is

internationally recognized. The profession is internationally recognized and seen in most organizations as a strategic value.

Being stuck in today's realities, we have a tendency to forget the progress we have made both for our own personal lives as well as the organizations we work with. How as an organization can we create a collective baseline? If we set a collective baseline we can measure our overall progress. People who are new to the organization will understand where we came from and can focus their energy to all those improvement areas that are still there. Are you interested to take on this challenge? I am...

Finance Perspectives on the 'LIM'

JP Zingmark, CFO, PMI-SFBAC

Each October, chapter leaders from around the world come together for PMI's Leadership Institute Meeting (LIM). The recent event in Orlando, FL provided SF-BAC board members with the opportunity to learn more about PMI's mission, to share best practices, and to stretch beyond our comfort zones to achieve chapter success. Such practical advice focused on ways that chapter leaders can encourage chapter growth, enrich program offerings, and contribute to members' professional fulfillment.

While the overall conference focused on issues common to all chapters, it also allowed team leaders to meet with their peers by role. In the finance meeting, attendees discussed the key strategic and operational policies necessary for healthy chapter management and the procedures that guide its smooth operation. The accounting tools subject was so engaging that Finance members from our Region 7 (South West North America, composed of 17 chapters) met online two weeks later to review and discuss common issues and to share tips/tricks.

Honolulu chapter President Alan Lue led the informative, well-run, and productive meeting, setting a solid precedent for future follow-ups.

An important takeaway from the conference was that all Finance teams share a common *dual role* and that they must both be executed well. The role's first part, and most visible, is that Finance teams employ consistent financial management policies and procedures in doing chapter business. This applies to such areas as ongoing operations; board communications; monthly and annual reporting; and tax filings. The second part, and possibly more important, is that Finance works with the board to provide strategic guidance through things like annual budgeting processes and regular portfolio reviews. Ensuring that both sides of our role receive our focus is a primarily objective as we wind down 2009 and look ahead to ongoing improvements in 2010.

In pursuing PMI-SFBAC goals now and in the future, the board continues to work together as a team to set the bar high and to provide true member value. Our Orlando hosts reminded us of something Walt Disney once said, "*If I can dream it, I can achieve it.*" Thank you for telling us about your dreams through your continued feedback at dinner meetings, in program evaluations, and through upcoming annual member surveys.



From left: JP Zingmark, CFO; Dhiraj Dogra, VP, Operations; James Snyder; Neal Cronin, Professional Development; Natalia Boyadjiev, Director of Communications.

During the PMI Leadership Institute Meeting, our Chapter's team was able to meet James R. Snyder, a "Father of PMI" ([more about James R. Snyder](#)).

At the meeting, PMI provided information about PMI Online Communities for user groups who actively engage in information sharing. These websites provide members the ability to communicate with each other.

[Learn more about PMI's various online communities](#) »

PMI-SFBAC October 21 Dinner Meeting Presentation

At the monthly dinner meeting on October 21, Mark Adams presented "Turn it Around During Challenging Times." Mark was a college basketball coach and is now an ESPN's college basketball analyst and public speaker. He attended our October dinner meeting to share his secrets of success.

Mark began by asking, "Why is a basketball guy speaking to a bunch of project managers?" The answer: We are all coaches and we all face difficult times. With an action packed agenda of moving videos, questions with which to brainstorm and thoughtful commentary, Mark laid out three steps PMs can use both in business and personal situations to keep things on track during challenging times.

1. **KEEP IT SIMPLE.** A video was presented showing an Amish barn raising that was completed in a nine hours. We discussed the factors that made this so successful. Mark explained that the team leader had presided over 400 barn-raising events in his lifetime and is a master planner and motivator. The Amish execute using

materials that are tried and true. Each team member has a role and is held accountable to their timelines and goals. They finish what they start and celebrate together. They are innovative in finding ways to use simple technology to drive efficiency and profitability. These are powerful reminders that the old ways still work!

2. **BE CLEAR ABOUT EXPECTATIONS.** Be clear, decisive, specific, and choose attainable goals. Pick a priority and develop a best effort statement and accountability strategy around it. Mark shared some examples that made him successful:

- I make 5 calls or e-mails per day to generate new business!
- I read three articles per week for professional growth!
- I prepare presentations and game notes well in advance! (This is the one that made my career in broadcasting!)

He also shared the communication technique he uses in his career as a broadcaster and that can be used by PMs as well to set expectations. Give the audience three things:

- The Headline – Give the audience a reason to watch
- Forecast Events – Tell the audience what will happen before it happens
- Reinforce the Headline – Explain, teach, review, and report on what is happening

3. **RECREATE THE VISION.** Ask yourself a series of “How Can I” questions, such as: How can I...

- ...better coach myself today?
- ...coach one team member to greater success today?

Along with several “How Can We” questions, such as: “How can we experience joy by creating value for our customers and each other?”

When you and your team faces great obstacles...

- Do you go to the whip or do you go to the pat on the back?
- Do you review the individual failures or do you create a path to collective success?
- Do you re-visit history or do you re-create a new vision?

In summary, through his eyes as a professional athlete and broadcaster, Mark was able to reinforce some of the age-old adages of project management: Keep things simple, know where you’re going and communicate it to your team, and motivate those around you by leading by example.

The Rewards of Volunteering

By Angeline Yuen

The best thing that has happened to me this year was getting laid off from my job of 9.5 years because of California’s budget crisis. In retrospect, I was getting trapped in a comfortable cocoon, working a stiff routine and not taking time to explore the world outside my work and family. Losing my job has provided tremendous opportunities that were never on my radar.

I have always been a passive member of PMI-SFBAC; with the time on my hands I decided to San Francisco Bay Area Chapter – Project Management Institute

begin contributing actively. At a dinner meeting I filled out a short skill inventory questionnaire and two weeks later I received a phone call from Ray Ju, Vice President of PMI-SFBAC, inviting me to join the Community Relations (CR) team. Without hesitation I accepted the invitation because I felt the desperate need to be useful and I wanted to keep engaged by learning from others.

Little did I know how much my professional world would expand. Through my volunteer engagement in the CR team, I was introduced to industry leaders and the latest ideas in Project

Management. Through working with the CR team, I found my professional world growing, especially when I was introduced to Ainsley Nies, an Agile “Yoda.” I was interested in Agile Project Management, and went on a journey from a novice to a Jedi Knight-in-training in the Agile universe. Ainsley connected me to the local Agile communities like the Bay Area Agile Project Leadership Network (BayAPLN). There were opportunities to attend meetings, meet Agile practitioners, trainers/coaches, and even some of the signers of the Agile Manifesto. Most recently, I attended my first Agile Open Northern California where I met some fellow SFBAC members.

Volunteering does take time and commitment; however, the rewards that I reaped far exceeded my expectations. I was expecting to stave off unemployment blues and perhaps network a little. Instead, I not only re-discovered myself professionally but reinvented myself for a more satisfying and meaningful Project Management career. I emerged from the day I received my pink slip into a more self-assured and versatile Project Manager. Looking back, I am glad I made the decision to refuse to feel sorry for myself but to engage myself with my professional community and the PMI-SFBAC. I have since added the Certificate in Agile Project Management, Certified ScrumMaster, and Certified ITIL v.3 credentials to my résumé, all of which I would not have done without the aegis of Ray Ju, the CR team, and last

but not least, PMI-SFBAC. For fellow members who are thinking about volunteering for our chapter, I think you will find your experience just as rewarding.

Coming Soon – The PM Forum

The PM Forum is a new PMI-SFBAC Newsletter section in which you can post rants, raves, or cerebral discourses on any project management-related matter that’s on your mind. Don't like a new policy your PMO has implemented? Here's the place to vent. Come across a handy new trick in MS-Project? We'd love to hear about it. Have some thoughtful insights on critical path analysis? Please elaborate. Post your thoughts, tips, and questions -- and invite feedback from your fellow PMs. Letters can be as good-naturedly boisterous or as intellectual and academic as you like. The only guidelines are:

- Letters should be no longer than about one-half page in length
- Nothing patently offensive or abusive will be published
- Please, no solicitations for any product or service
- And, as always, letters may be edited for content, length, or other reasons.

Send your thoughts to newsletter@pmi-sfbac.org. The first articles will be published next month. Looking forward to hearing from you!

Reminder: Two Upcoming Seminars with John Stenbeck

Breakthrough Project Management, Friday, November 13, 2009

12 PDUs, upon completing a 5-hour homework assignment before the seminar begins.

Do you want to unlock the mysteries of project management? ...accurately estimate “unknowns”...get the right resources? In this PM Boot Camp seminar you will learn the robust project planning system enshrined in the Intel © “Make A Project Plan (MAPP) Day” process and in Siemens © Project Acceleration by Coaching and Teamwork (PACT) methodology. The system is based on Team-based Planning Technology that applies a unique methodology, combining waterfall and agile techniques. The outcome is best described as an “agile waterfall.” It is part of why both Intel and Siemens deliver results that have been the envy of world for many years! This unique training experience gives you a solid understanding of Team-based Planning Technology, as well as the experience of comprehensive labs to practice its application! Concise and to the point, this course creates a learning environment designed for interactive, concrete growth. You will also meet colleagues facing similar challenges, share ideas, participate in exercises, and see how Team-based Planning Technology can meet your needs. Upon completion you will be ready to return to your job and take action!

[Information & Registration](#)

Crash Course in Leadership, Saturday, November 14, 2009

12 PDUs, upon completing a 5-hour homework assignment before the seminar begins.

In this Crash Course in Leadership, you will learn the quantitatively-proven keys that unlock the combination to your personal power house. You will learn how to define the roadmap that unlocks the full development of all your potential. You will learn to write the code that harnesses all of your resources to exponentially improve your results. And, if you've had one of those "sales" courses on leadership, you will find out why they didn't work for you!

Technical professionals demand results, because they know improving results is the key to career opportunity! The system is based on scientific and quantitatively-proven techniques that will revolutionize your thinking and improve your results for many, many years! In this high-impact seminar you will focus on the real life process obstacles and behavioral challenges you face every day... and amplify them for learning!

[Information & Registration](#)

Registration Closes November 8, 2009



VOLUNTEER OPPORTUNITIES

Good Things Happen When You Get Involved with PMI

"Getting involved with the Chapter is the best thing I could have done for networking and my career! Besides earning PDUs, I get the opportunity to make new, lasting friendships, learn so much more about our profession, and give back to our community!"

-- Chapter Volunteer

To express your interest, please simply send an email to volunteers@pmi-sfbac.org and indicate the position(s) in which you are interested. Volunteers must be Chapter members in good standing and be willing to expend two or three hours weekly (usually at their convenience) to meet the commitment.

Current Openings:

- Director of Certifications** – This position reports to the VP of Professional Development and is responsible for overseeing a team of dedicated volunteers who are collectively responsible for the establishment of a curriculum of certification offerings that supports the Chapters needs. This position requires more than the usual amount of time commitment and the selected individual will have proven demonstrated leadership skills.
- Certification Selection Committee** – The team will be responsible for crafting an RFP selection process for education providers in 2010. But wait! There's more! The committee will be responsible for scheduling PMP Certification Preparation classes (and Scrum Master, etc.) and collating feedback to monitor member satisfaction ensuring each provider is meeting the needs of our members.
- Director of Speakers** – This position reports to the VP of Professional Development and is responsible for overseeing a team of dedicated volunteers who are collectively responsible for the establishment of processes and procedures for selecting sensational and high-quality speakers for dinner meetings and events. This position requires more than the usual amount of time commitment and the selected individual will have proven demonstrated leadership skills.
- Speaker Selection Committee Members** – Help establish a mechanism by which the Chapter selects the absolute best speakers and course providers in 2010! Maintain a database of potential candidates and develop a robust process through which potential speakers are reviewed and assessed.
- Project of the Year Committee Members (including Chair)** – Set standards for soliciting, reviewing, selecting, and awarding the San Francisco Bay Area Project of the Year! Help develop a gala that will present the award along with other similar awards for Bay Area PMO of the Year, Project Manager of the Year, Educational Provider of the Year, and the like.

- Mentoring Project Committee Members** – Determine and implement best practices for providing mentoring support service activities to Chapter members. The Board has determined this is a must-win endeavor and the effort is underway!
- Special Events Project Manager** – Work directly with the VP of Professional Development and the rest of the board to develop an event outline, build a team, and lead the effort to have an exceptional International Project Management Day event in November of 2010 that will pull out all the stops!
- Chapter Auditors** – Get to know the ins and outs of the Board of Directors and Key Director positions by helping to monitor activities, decisions, and projects! Assist with the collection and development of materials to support the Chapter's applications for national recognition!
- Sister Chapter Initiative Committee Members** – Establish processes and criteria for establishing a Sister Chapter Initiative with other PMI Chapters worldwide! The team has just signed its first Sister Chapter agreement with PMI Washington, DC, earlier this month and there are presently three positions open within this group to keep the momentum moving forward smoothly:
 - Communications Secretary** – Ensures that project activities are recorded, tracked, and communicated. Assists the team by helping establish intra-Chapter events!
 - Event Coordinator** – Assists the team to arrange various activities such as speaker exchanges, webinars, and conference calls. And gets to be a part of them all!
 - Program Lead (Asian Continent)** – Assist the team with identifying and reaching out to one (or more) Chapters in Asia as part of the next step in growing this important initiative!
- PMO Local Interest Group Committee Members** – Play a leadership role in getting this important initiative up-and-running! The work is just getting underway and this is a ground-floor opportunity to contribute in a very meaningful way! We need folks to help select speakers, be thought leaders, and help us development meaningful content and activities.
- Operations Manual Team Member** – Assist the Board with crafting an update to the Chapter's Operations Manual. Get to know the ins and outs of, well, *everything!*
- PMP® Study Group Coordinator** – This critical role provides a single-point of contact for helping those members who have yet to earn their PMP find study groups in their area! Organize new groups, leverage best practices for studying, and be the go-to person for the board and the Chapter!
- Don't see something that tickles your fancy?** Click [here](#) to be added you to our volunteer pool! As new opportunities arise, you'll be the first to know!
- Have an idea that isn't being addressed?** We want to know about it! Send us an [email](#) and someone from the Chapter will reach out to you to see what you're thinking and how we can act on it!

Thank you in advance for your willingness to assist your Chapter!

Benefits of volunteering:

- Exposure to professionals in the local area and from your own and other industries,
- Stay connected to the Chapter and make a positive difference in the community,
- Exceptional networking opportunities with other Chapter members and beyond,
- Earn additional Professional Development Units (PDUs),
- Recognition and awards,
- Professional and leadership experience,
- Learning opportunities to gain new skills and expand on existing skills,
- Make new friends and have fun,
- Access to Chapter leadership,
- Free cookies,
- And so much more!

Future Dinner Meetings

Date	Program Title	Presenter	Location
Nov 19, 2009	Innovating for Today's Economy (2 PDUs)	Beth Britt	San Francisco
Dec 9, 2009	Career Development/Networking Event	Multiple	San Francisco

Links to Content of Past Presentations

Date	Program Title	Presenter	Link to Slides
Oct 21, 2009	Turning It Around During Challenging Times	Mark Adams	Presentation
Sep 17, 2009	How Social Networking is changing the way to recognize and grow talent for your next project	Yves Lermusi	Presentation
Aug 19, 2009	The Five Time-Tested Keys to Estimating that Successful PM's Can't Live Without!	John Stenbeck	Presentation
	Leading Organizations Back to Growth	Mark Morgan	Presentation

Additional Networking Opportunities for Project Managers

Breakfast Roundtables are informal gatherings of 10 to 15 Project Managers or people interested in the field for discussing current topics in the profession, gathering suggestions from the other attendees on current project challenges, or receiving information on items of interest. These meetings also provide members an additional way to participate and gain benefit from their membership. PMPs earn one PDU/hour. Most Breakfast Roundtables are one hour in length but our new option in San Bruno is slated for an hour and a half.



[Breakfast Roundtable Information](#)

Breakfast Roundtable meetings are from 7:30AM – 8:30AM unless otherwise indicated

[Belmont Breakfast Roundtable](#)

[Novato Breakfast Roundtable](#)

[Dublin Breakfast Roundtable](#)

[Oakland Breakfast Roundtable](#)

[Fremont Breakfast Roundtable](#)

[San Bruno Breakfast Roundtable](#)

[NorCal PharmaLIG Breakfast Roundtable](#)

[San Francisco Breakfast Roundtable](#)

We need to know if you plan to attend to make table arrangements at the restaurant. Please register using these links for each location. The only cost is what you order from the menu; who knows what value you may receive – or contribute.

WE ARE LOOKING FOR YOUR INPUT – We want our members to hear what you are doing in your Breakfast Roundtables...what tips or tricks do you take away from the sessions...what benefit do you realize in interacting with other PM professionals from your local or professional community. Please provide us a brief synopsis for inclusion in future newsletters at Newsletter@pmi-sfbac.org – and of course, pictures are encouraged.

Membership News

The San Francisco Bay Area Chapter of PMI is the 15th largest chapter of over 200 worldwide, with more than 2500 members. [Click here](#) to find out more about our chapter. The Chapter has been serving the needs of Bay Area professionals for more than 30 years and offers: Dinner Meetings, Breakfast Roundtables, Career Center, Professional Development Opportunities, Free Webinars, Conferences and Seminars, Specific Interest Groups, and access to PMI Publications. See [How to join PMI and our chapter](#) or [download](#) our Chapter brochure.

Congratulations on Attaining your PMP Certification – October 2009

Arvind Bhavaraghan	Megan Hallin	Terri Mullen
Amanda Staloch	An Tran	George Campbell
Earl Hill	Martha Westland	

Welcome New Members to the San Francisco Bay Area Chapter: October 2009

Matthew Neal	10/2	Mari-jo Suzuki	10/13	Lois Hereria	10/21
Brett McCulloch	10/2	Jennifer Hunt	10/13	John Jones	10/22
Kundra Ravinder	10/2	Julia Holian	10/13	Raphael Hoch	10/22
Jennifer Beauchamp	10/2	Christopher Auxier	10/13	Navid Baradaran Jafary	10/22
Sudhir Savalajkar	10/4	Sudeep Banerjee	10/15	Karen Davis	10/25
Lyne Butler	10/4	Joseph Williamson	10/16	Brian Hart	10/26
John Dolive	10/5	Karin Hazelkorn	10/16	Monica Cato	10/26
Sandra Weins	10/6	Stephen Jackson	10/18	Natarajan Sambamoorthy	10/27
Renee Muldowney	10/6	Mari Yvonne Williams	10/19	Brenda Pitts	10/27
Sara Kimber	10/6	Harriet Nibbelin	10/19	Scott Griffith	10/27
Shane Hare	10/7	Cynthia Esposito	10/19	Jaime Barcnas	10/27
Susan Bryggman	10/7	Daniela Colbasso	10/19	Soizic Viltot	10/28
Parag Shrivastava	10/8	Jo Singleton	10/19	William Poplawski	10/28
Jesus Altuna	10/8	Ashraf Soussa	10/20	Terence Newman	10/28
Gregory Thornbury	10/9	Niraj Shrivastava	10/20	Rachael Tauber	10/29
William Nicholas	10/11	Carin Hubins	10/20	Donovan Messier	10/29
Chris Sims	10/12	Diana Chen	10/20	Prasad Kuruvilla	10/29
Donald McKay	10/12	Heidi Schisel	10/21	Drake Linforth	10/29
Angela Carmen Brown	10/12	Margot Nack	10/21		

Newsletter Staff

Editor	Copy Editor	Layout Editor	Proofreader	Distribution
Drew Powers	Mark Franks	Betti Daniels	Reagan Vincennes Scanlon	Bruce Sierra

Contact the Newsletter staff with comments or submissions at Newsletter@pmi-sfbac.org. This newsletter is a product of the Project Management Institute – San Francisco Bay Area Chapter.

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