



Building professionalism in project management.™
January 2004

STATUS REPORT The Newsletter of

Project Management Institute
Honolulu Chapter, Inc.

COMING EVENTS –

February

Wednesday, February 18 – **General Membership Meeting** – Speaker: Manuel G. Menendez III, topic: “Unique Applications of Project Management in Government...Increasing Effectiveness of Programs, Projects, and Services”

March

Wednesday, March 17 – **General Membership Meeting** – Topic and Speaker to be announced

☛ **See the Complete Events Calendar at**
www.pmi-honoluluchapter.org

Board of Directors

President - Alan Yamashiro, PMP, MBA;
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Vice President - Ku`uipo Laumatia, PMP, MBA;
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60 Attended the January General Membership Meeting

The first 2004 GENERAL MEMBERSHIP MEETING was held at 11:30AM on Wednesday, January 21st at the Plaza Club, featuring Stanley Kawaguchi speaking on “Successful Project Management: The Key to Future Survival.” Attendance topped 60 people ~ reaching the maximum capacity for the meeting room. The Plaza Club willingly cordoned off tables adjacent to the room to seat latecomers. If you missed it, visit the chapter website:

<http://www.pmi-honoluluchapter.org/>

for the presentation slides.

Lesson Learned ~ Make your reservations early; arrive on time!

February 18, 2004 General Membership Meeting

Join your colleagues for the monthly general membership luncheon at the Plaza Club for networking, eating delicious food, and hearing Manny Menendez speak on “Unique Applications of Project Management in Government... Increasing Effectiveness of Programs, Projects, and Services”

Note that the Board of Directors has reduced the price for PMI Honolulu Chapter members to \$22; non-members \$25.

This meeting will be worth 1 PDU classified as a Category 3.
E-mail royuemura@hawaii.rr.com by February 9th to RSVP.

Plan to attend future
GENERAL MEMBERSHIP MEETINGS:

March 17, 2004 – 11:30 Plaza Club

2004 Project Management Community Service Awards

The PMI Honolulu Chapter has enjoyed tremendous growth over the past year, and the Project Management profession is gaining recognition throughout the Islands. Many of you have helped make this happen, particularly through your participation in committees, in our very successful Professional Development Day, and in helping with various training efforts including the annual Project Management Professional (PMP) exam preparation course and Project Management for non-profit organizations.

What may be less obvious is the tremendous support PMI Honolulu Chapter has enjoyed from many corporate sponsors. In our January 2004 general membership meeting, three sponsors were recognized for their significant sustained contributions in promoting professionalism in project management in Hawaii.

The **University of Hawaii at Manoa Outreach College** (UHMOC) has partnered with the PMI Honolulu Chapter over the past two years to provide a Project Management training series based on the internationally recognized PMI project management methodology. The UHMOC program is one of the premier project management training series in the state and has provided training to 100 students and practitioners of project management in Hawaii.



Mr. Alan Yamashiro, PMI Honolulu Chapter President, and Ms. Pamela Fujita-Stark of UHMOC

In accepting the award, Ms. Pamela Fujita-Stark, Education Director, Noncredit Professional and Special Programs, noted that providing project management education is consistent with UHMOC key mission of extending diversified educational opportunities to the community.

CTA has been an invaluable major supporter of the goals and objectives of the PMI Honolulu Chapter and has contributed substantially to the success of the Chapter. During the past year, CTA contributed time and materials to the Professional Development Day (PDD), very generously donated the use of their classroom facilities for the PMP Exam Preparation training series, and have consistently been strong advocates of the Information Technology Business Development and Project Management efforts within the State of Hawaii. A recognized PMI Registered Education Provider, CTA has become the major PM training facility in the state providing PMI-approved project management training based on the internationally recognized PMI project management methodology.



Mr. Rick Kooker, PMI Honolulu Chapter Membership Director, with Mr. Jeff Bloom and Mr. Andy Jackson of CTA

In accepting the award, Jeff Bloom, Chief Executive Officer, remarked that since its inception CTA has sought comprehensive and repeatable project management practices to incorporate into its Department of Defense and State of Hawaii projects. Andy Jackson, Chief Operating Officer, added that CTA is very committed to advancing project management throughout Hawaii.

Maximizing Project Success – Matrix Territory

by: Paula K. Martin, CEO, Martin Training Associates
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Matrix management hasn't gotten much attention lately, but it's more important than ever. Almost all project managers must work in a matrix, whether or not their organizations are formally structured as one. Why? Because almost all projects cross functional boundaries – team members, customers and stakeholders all come from or reside in different functional areas. And, as soon as you cross functional boundaries, you are in Matrix Territory. How well prepared are you to survive in this difficult terrain? Do you have the supplies you need?

Do you have the supplies you need to survive?

In Matrix Territory, leaders must lead without authority. Work gets done outside the realm of the boss and subordinate relationship, a relationship that depends on authority to get things done. In Matrix Territory, there is no control over others. There is only control of oneself. There is no power over others, only the opportunity to empower.

So how does one accomplish anything in this strange and foreign land? By creating commitment and accountability for the work. And how does one do that? One does that, whether or not one has authority, through participation. When team members participate in planning, monitoring and controlling processes, they create more ideas and better, more realistic plans. They achieve a greater understanding of the big picture as well as the interdependencies between individual tasks; and as a result, are committed to the end goal. When a leader allows a team to truly participate, the team assumes ownership of the project. The problems that arise are their problems and so they work hard to solve them.

If the team is doing the planning and monitoring of the project, and if the members own the outcomes of the project, what is the new role of the project leader in Matrix Territory? A few of the key functions include:

1. Facilitator – The project leader facilitates the project management process, leading the team through the steps of creating and implementing a plan. She facilitates the team process, leading the team through the stages of forming, storming, norming, performing and mourning.
2. Ambassador – The leader is the primary ambassador to the world outside the project team. She is the liaison to the project customer

and sponsor. She is also an ambassador to other stakeholders, such as resource managers. As an ambassador, her listening skills are as important as her negotiating skills.

3. Salesperson – It's important that the project leader sell the project in its initial stages and if commitment and enthusiasm wane, she must continue to sell the project to the outside world, assuming it makes sense to continue. If the project is no longer viable, the project leader becomes the salesperson for shutting it down.
4. Cheerleader – Just as outside commitment and enthusiasm can ebb and flow over the life of a project, so can the spirits of the project team if not properly supported and cheered on. Cheerleading means finding what's going right and focusing on the positive. It means recognizing individual and team accomplishments. It means celebrating successes and learning from losses.
5. Meeting Leader – The project leader needs to design the meetings so they will be effective and efficient, achieve the results desired, and take as little time as possible. When the meeting is over, he needs to gather feedback in order to continually improve the way his meetings are run.
6. Team Builder – A strong team, focused on a common goal, can accomplish just about anything. It's the project leader's role to build the team.

In Matrix Territory, the roles that are most important are those that address organizational and people issues. All of the roles require good communication skills. We spend an awful lot of time improving our technical skills but not enough time improving the softer skills – the skills that make the difference for most projects. So, as you venture into Matrix Territory with your next project, make sure your wagon is full of the kinds of skills and tools that will help you and your project survive. You don't want to get stuck at Donner Pass.

Paula Martin is the CEO of **MARTIN TRAINING ASSOCIATES**, a management training and consulting firm. Paula's talk on matrix management, *Caught in the Cross-Hairs*, was taped by the LI PMI Chapter and can be viewed at www.iteampro.com. For more information on matrix management, visit: www.appliedmatrixmanagement.com.

PMI Honolulu Chapter From the Boardroom

Happy New Year! Your Board of Directors has launched this year with great plans for working together, repeating our past successes, learning from past experiences, and including *you* in our programs and activities. The purpose of this column is to introduce each Director's vision for 2004, so that you can decide where you would like to participate. Your participation will benefit you: earning Professional Development Units, serving the community, accumulating project management experience, expanding your network of local project management professionals, and simply having fun! Contact the respective Board member if you are interested in helping with a committee.

President, Alan Yamashiro - PMI Honolulu Chapter provides a forum for Project Managers to promote professionalism in project management by networking with other project managers, sharing project experiences, and through training, education and certification. I encourage you to contact one of our Directors and get involved with a committee sometime this year. It is a great opportunity to meet other project managers, chapter members and become actively involved in areas that interest you.

Programs, Roy Uemura – Our monthly general membership meetings showcase guest speakers predominantly from our local project management community. Participation on the Programs Committee only two meetings per year: a planning meeting and a celebration at the end of the year. Committee members then contribute in the following ways:

- Find speakers to speak on the topics selected
- Try to rotate the Program Chair of the month. This involves getting the names of the people who sign up for the meeting from me and input the names into a spreadsheet for the Finance Chairman and the person handling the nametags.
- Select one person to handle nametags (permanent and temporary)
- Select one person, if possible to pick up leis for the guest speaker

Education, Curt Ruotola - 2004 holds much promise for the Education Committee and those of you who are interested in helping our Chapter to expand and build upon the impressive, ambitious, and highly-regarded educational programs developed over the past few years. Here's how you can participate:

Program	Number of offerings anticipated (subject to demand)	Number of volunteer instructors needed	Eligibility	Estimated time commitment	PDU's
"Project Planning for Non-Profit Organizations" training class	At least five, including one on a neighbor island	At least 10 (two per class)	Instructors must be PMPs or aspiring PMPs	10-12 hours	up to 10
"PMP Exam Preparation" training course	At least one	~12 (one per class)	Instructors must be PMPs	4-6 hours	up to 10

Note: The Education Committee will also have opportunities for Chapter members who are not yet PMPs to assist with committee activities.

Membership, Rick Kooker – Last year was a banner year for our membership and this year has followed the trend. We plan to experience 20 percent growth this year, which translates to roughly 3 new members per month, making us one of the fastest growing PMI Chapters in the world. February is our biggest renewal month, with 22 memberships up for renewal. A big *Mahalo* to all of you for making our membership drives so successful. How can you help? You can continue to spread the word about the value of PMI membership, PMP certification, and active participation in the Honolulu Chapter, and if appropriate, you can renew your membership in a timely manner.

Special Projects, Sheri Yoshida – The Special Project committee plans and executes the single largest project of our Chapter. Last year's inaugural Professional Development Day success underscored the value of hosting another. This year, we plan to apply many lessons learned, not the least of which was involving more people and taking more time to accomplish the myriad tasks. Gain significant project management experience through your committee membership!

Communications, Tom Ihsle – The communication committee focuses primarily on the Chapter Website and email distribution list. This year, the committee plans to bring many improvements to the Chapter Website, and to ensure information is disseminated to members and interested non-members. Bring your ideas for improvement to the fore by helping with Website content planning.

Publicity, Sally Campbell – This year, the Publicity Committee plans to continue production of this newsletter, distribute press releases for monthly meetings and newsworthy events, and establish a Speakers Bureau for promoting project management in the professional community. Your assistance in any of these dimensions is welcomed!

Director of Finance, Craig Naito – The Finance Committee's vision for 2004 is to keep accurate and current accounting of all Chapter finances to support its efforts in promoting Project Management in the community. The committee needs two volunteers to collect money at the monthly luncheon meetings.

Student Chapters, Sujit Thomas – Hawaii Pacific University students are encouraged to participate in the HPU Project Management Club, as well as any of the above committees. Additionally, the Club periodically sponsors Career Nights that provide a social forum for interacting and networking with local project management professionals.

PMI Local News

Luncheon Price Reduced for Members! PMI Honolulu Chapter members who RSVP by the deadline will enjoy a lower ticket price (\$22). Regular price for non-members remains \$25.

Welcome Sujit Thomas! The Hawaii Pacific University (HPU) Project Management Club President sits on the PMI Honolulu Chapter Board of Directors as a non-voting member. Please welcome Sujit Thomas as he assumes this role from Anand Krishnaiah, effective January 2004.

On-line Membership Renewal ~ Renew your membership quickly and easily by visiting the PMI Website at:
https://secure.pmi.org/memberapp/code/member_welcome.asp



Board Member Moves ~ **Tom Ihsle** has been offered a career opportunity that he's unable to refuse and will be moving to the mainland this month. We appreciate his willingness to continue serving as our Communication Director remotely. **Richard Polendey** has agreed to "understudy" the role and provide local support. Thanks to you both!

PMI CHAPTER MEMBERS CAN UPDATE THEIR ADDRESS BY LOGGING IN TO:

<https://secure.pmi.org/memberapp/code/login.asp>

If you have ideas about a topic you would like to see covered in this newsletter, or if you would like to submit an article for this newsletter please send it to Sally Campbell at campbells004@hawaii.rr.com

Important information for those scheduling a computer-based exam at Prometric Centers.

There is a wide range of lead-times to schedule an exam at Prometric Centers, ranging from a few days to two months. Lead times are driven by a number of factors, such as the location of the center, the time of year, the amount of candidates wishing to use the center, the number of seats at the center, the number of different exam programs that are being offered, etc. Owing to these factors, it is difficult to estimate how much lead-time a candidate will require when scheduling an exam at a center. PMI therefore suggests that candidates allow six weeks in advance to schedule an exam. This should ensure that the candidate secures his or her preferred testing date, while also leaving adequate time for final study preparations. We are sharing this information with you to help you manage exam expectations, and to ensure that the same message is being communicated by PMI leaders and staff. (laurie.cooke@pmi.org)

Continuing Certification Requirements (CCR)

Update. Throughout the year, many component leaders may be handling inquiries from PMI-certified Project Management Professionals (PMP®s) regarding continuing certification requirements. The following information should assist leadership in answering many of these questions:

Currently, PMI Records is processing claims within two to three weeks of receipt. Individuals should review their online PDU transcript to check their PDU history, <http://www.occe.ou.edu/aia/pmi/PDUlogin.php3>. Plan now to update your PDUs throughout the year so you aren't faced with the last-minute rush to update your certification. This will help avoid any action taken due to expiration date, suspension deadline or fee implementation date.

PMPs are automatically sent an Application for Certification Renewal when they meet their PDU requirement. Individuals who report the necessary 60 PDUs by the end of the calendar year will be given 90 days to return this form without penalty even if this timeframe extends beyond their deadline. PMPs who are approaching their certification expiration date of at the end of the year must have all of their required PDUs completed and reported by then to avoid suspension. Failure to complete this requirement will result in the official expiration of their certification. Questions on the CCR program can be directed to PMI's Certification Department at adam.potts@pmi.org.

Project Management Professional (PMP) credential receives accolade!

The PMP® credential has recently been named as one of CertCities.com's "10 Hottest Certifications for 2004". The list is based on the results of CertCities.com's annual reader survey, which asked a diverse group of information technology professionals what certification titles they plan to achieve within the next 12 months. These results were then compiled into a "reader interest score" for each title. A "buzz score" from industry experts and contributing editors was also added based on the certification's reputation, the industry's take on the title and accolades it received. The winners were announced Thursday, 18 December 2003, on CertCities.com. Take a moment to [view the article](#). (denny.smith@pmi.org)

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