



Building professionalism in project management.™
Volume 4 No. 3

STATUS REPORT

The Newsletter of

Project Management Institute
 Honolulu Chapter, Inc.

COMING EVENTS –

April

Wednesday, April 21 – **General Membership Meeting** – Peggy Wiley, PMP, and Project Manager with Hawaii Medical Service Association will speak on the topic: "Offshore Resources - A Viable Alternative?"

May

Wednesday, May 19 – **General Membership Meeting** – Natalie Scott, PMP, will speak on "A Lessons Learned Process: A Process to Learn From the Successes and Opportunities."

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

Board of Directors

President - Alan Yamashiro, PMP, MBA;
 (808) 535-7887
 Vice President - Ku'uipo Laumatia, PMP, MBA;
 (808) 351-0061
 Director of Membership - Rick Kooker, PMP,
 MBA; (808) 351-0589
 Director of Finance – Craig Naito, PMP, P.E.,
 MBA; (808) 543-7533
 Director of Communications – Richard Polendey,
 PMP, MSIS; (808) 535-7046
 Director of Publicity – Sally Campbell, PMP,
 MSIS; (808) 471-8509
 Director of Education – Curt Ruotola, PMP, MBA;
 (808) 265-5177
 Director of Programs - Roy T. Uemura, PMP,
 P.E., MBA; royuemura@hawaii.rr.com
 Director of Special Programs – Sheri Yoshida,
 PMP, MBA; (808) 541-5382
 Past President - Carolyn Yoshihara, PMP, MBA;
 (808) 693-0870

PMI HONOLULU CHAPTER
P.O. BOX 1161
HONOLULU, HI 96807-1161
www.pmi-honoluluchapter.org

INSIDE THIS ISSUE

- General Membership Meeting Announcement
- PMI Honolulu Chapter Local News
- *Stop Micromanaging* by Paula Martin
- PMI World News
- Chapter Stats

51 Attended the March General Membership Meeting

Seating for our 2004 luncheon meeting is still scarce! This month 51 project management professionals attended the meeting held at 11:30AM on March 17th at the Plaza Club.



The guest speaker was Kersti Nogeste, PMP is a candidate in the Doctor of project Management (DPM) program at RMIT University (Melbourne, Australia) who spoke on "Increase The Likelihood of Project Success By Collaboratively Defining Intangible Project Outcomes." If you missed it, the presentation slides will be posted on the Chapter Website.

April 21, 2004

PDU Reporting Change for General Membership Meeting Attendance

PMI has changed the procedure for reporting attendance at luncheon meetings for claiming 1 Category 3 Professional Development Unit (PDU). Beginning with the April General Meeting, PMI will report your attendance directly to PMI. Therefore, if you do not register in advance, please legibly print your PMI Membership number on the sign-in sheet to ensure smooth, timely reporting.

Plan to attend future
 GENERAL MEMBERSHIP MEETINGS:

May 19, 2004 – 11:30 Plaza Club
June 16, 2004 – 11:30 Plaza Club

PMI Honolulu Chapter – Local News

Congratulations! ~ Since the last *Status Report* issue, two PMI Honolulu Chapter members have earned their Project Management Professional (PMP) certifications. With these new additions, the Chapter now has 67 PMPs! *Congratulations* to our new PMPs!

- Mr. **Neil Tagawa**, PMP
- Ms. **Michelle L. Taft**, PMP

Chapter Membership Breaks 200 ~ **Rick Kooker**, Membership Director reports that our local chapter now has 205 active members! This is a major milestone the Board of Directors wants to celebrate. At the **April 21st General Membership** meeting, we will draw the one name from our current chapter membership roster for a **free registration** to this September's **Professional Development Day**. The winner need not be present, but to ensure your name is included in the drawing, be certain your membership is current.

If you're not yet a member, consider visiting the PMI Website; when you do, please consider the value you receive from your \$20 chapter membership fee. And of course, spread the word!

Non-Profit Training Volunteers ~ Every year, the PMI Honolulu Chapter contributes to the advancement of project management in the local community by providing project management training to local non-profit organizations. The Harry and Jeannette Weinberg Foundation sponsor the program. Consider this avenue for giving back to the local community by contacting **Curt Ruotola**, Education Director at (808) 265-5177 or ruotola@hawaii.rr.com.

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

Project Management: Today and Tomorrow
~ The 2004 Professional Development Day (PDD) is just around the corner! The Special Projects PDD committee is seeking six individuals who would like to share their project management knowledge by speaking at this event. Each

person must be available on **September 29, 2004** to speak at one morning and one afternoon session. Their topic should be related to the overall theme of "**Project Management: Today and Tomorrow**" and should be about one hour in length.

If you are interested in speaking at this event, please contact Misty Wayne at Mistywayne@yahoo.com with your name, company, contact information and topic no later than **April 30, 2004**. In addition to sharing your knowledge, PMPs will also earn 10 PDUs.

The committee is also looking for a **keynote speaker**. If you are interested or know someone in Hawaii or on the mainland who would like to be the keynote speaker at the PDD, please contact **Misty Wayne** with the name, company, contact information and topic.

University of Hawai'i at Mānoa



A comprehensive **project management program** that provides practical techniques for successfully completing projects within time, budget and scope/quality constraints. Participants learn a step-by-step model to initiate, plan, execute, control and close a project. Proven project management techniques are applied to an in-class project. Five process areas are covered through lecture, discussion and team exercises that take a project through the project life cycle. The program concludes with an interactive discussion of the nine knowledge areas that support the project management methodology. Instructors: Project Professionals, LLC.

May 6, 7 and 8 at 8:00am-5:00pm • UH-Downtown, Pioneer Plaza (lower level, Ste 10), 900 Fort Street Mall • \$325 each. **For More Information**, call Outreach College at (808) 956-8244 or www.outreach.hawaii.edu/ibpd

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

Stop Micromanaging

by: Paula K. Martin, CEO, Martin Training Associates
Copyright 2004, Paula K. Martin, All Rights Reserved

Recently, a client said to me, "One of the characteristics of any really good project manager is an obsessive-compulsive personality, a person that checks up on every detail of a project." I, on the other hand, think that one of the characteristics of a control freak is a person obsessed with micromanaging every detail and he or she makes a lousy project manager. The idea that someone needs to micromanage to be a good PM comes out of an old, now obsolete, paradigm of management.

The command and control paradigm was built on certain beliefs that were assumed to be true. There were that one person could exercise control over another. That in order to get anything accomplished, one had to have authority, and thus control, over others. That people cannot be trusted and do not want to work, and the only way to get them to work is to provide either rewards or punishment. And, the manager knows more and has better judgment than all the people he manages collectively. Based on these beliefs, my client is correct. Micromanagement is a good thing.

Unfortunately for my client, these beliefs have been proven to be false. First, you cannot control other people. Under extreme conditions you may be able to exercise control over someone else's body, but you cannot control his heart, his mind, or his will to act. The fact is that the only person you can control is yourself and most of us do a pretty miserable job at controlling our own actions, thoughts, and emotions. Secondly, you can get work done without control or authority over others. You do that through aligning the work with larger goals, developing understanding of what needs to get done and why, and creating ownership and buy-in. That engages the minds and hearts of the people involved, creating a will to act, because most people do want to do a good job and most people can be trusted to do so, if we set up the appropriate conditions for success. Finally, we know that teams, not individuals, make the best decisions.

Not only isn't micromanagement the best way to get the work done, it has some very negative effects.

1. Micromanagement demoralizes people. It takes away their sense of personal capability. People who are constantly being checked up on feel they aren't trusted and so abdicate any sense of personal responsibility for the work. They no

longer take initiative. "Let the PM worry about it," they decide.

2. People can begin to feel victimized by the micromanager, withdrawing from active engagement in the project. Some may become passive aggressive or even aggressive when feeling victimized.

So, if we can't control other people, what do we do? We inspire them to want to contribute. But is that enough? No. Some of the other things we need to do include:

1. Create the right granularity of work breakdown. This is usually at the deliverable, not the task level. We then the person accountable for the deliverable to create a plan to produce it and to manage that part of the process on their own – with feedback loops built in so we know if their process is in control.
2. Ensure that resources are provided to get the work done.
3. Ensure that team members aren't overcommitted and therefore being set up to fail.
4. Create ownership in the project by using collaborative processes for managing the project, making decisions, solving problems, etc.
5. Make sure the team defines clear accountability for the outcomes required from the project.
6. Create visible process controls so that everyone on the team knows if the project management and technical processes are in control or not.
7. When problem arise, engage the team in coming up with solutions. This keeps the ownership of the project with the team, not on the shoulders of the PM.

In conclusion, I must disagree with my now ex-client that micromanagement is the key to success. In fact, I would submit that micromanaging is a symptom that the project is out of control. Better to have a project controlled by a whole team of people than by one, lone individual trying to hold up the world.

Paula Martin is the CEO of  a management training and consulting firm. Information on collaborative project management can be found on one of the new MTA web sites: www.appliedmatrixmanagement.com.

Did you sign up for the printed version of Project Management Journal® between 27 February and 7 March 2004? During that time, PMI was experiencing technical problems with its e-mail server, and we may not have received or recorded your request. Please resend your request to pmjinprint@pmi.org and include your name, member identification number and mailing address. Although you will not get the April *Journal* in your regular mailing, PMI will make every effort to separately mail a copy of the printed April *Journal* to all those requesting it between now and the end of March. The deadline to sign up for receipt of the June edition of the *Journal* in your regular mailing is Friday, 7 May 2004. (natasha.pollard@pmi.org)

The PMI Bookstore is offering free shipping. The PMI Bookstore is offering free shipping for all orders placed at the PMI Leadership Meeting on 25-27 March 2004, in Vancouver, British Columbia, Canada. An important reminder: Have you designated your representative to receive materials as well as a location? Orders can only be shipped to one designated location per organization. To designate your shipping location, please be sure to contact regina.madonna@pmi.org by Friday, 19 March. Please include the name of your representative. (regina.madonna@pmi.org)

Project management scholarships available! Thirteen scholarships are available through the PMI Educational Foundation (PMIEF). The scholarship program is open to any student preparing to enter or already attending an accredited degree-granting college or university. Scholarships are available for students at the bachelor's, master's or doctoral level. For additional information, please go to the [PMIEF Web site](#) or contact diane.fromm@pmi.org.

The PMI Continuing Certification Requirements (CCR) Handbook has been revised. The new version is now available for [download](#) from the certification section of the PMI Web site. Among the updates are details on renewal processing fees.

Certified Project Management Professionals (PMP®) should become familiar with the CCR program requirements in order to maintain their credential. (adam.potts@pmi.org)

PMI and APQC collaborate on Best Practices benchmarking study. PMI and the American Productivity & Quality Center (APQC) invite you to participate in "Project Management: Best Practices in Action," a consortium benchmarking study to determine how best-practice organizations (1) build project portfolios based on credible scopes and prioritization efforts; (2) drive consistency in project management approaches and skill sets; and (3) measure project delivery and end results to ensure value. APQC is conducting this study, and PMI will serve in an advisory role. For sponsorship or more information on this study, please visit www.apqc.org/proposal/6535. (rebecca.moore@pmi.org)

Promoting PMI and project management. Coming soon ... the exciting kickoff of PMI's high-profile 2004 global advertising campaign. Look for the first compelling advertisement in the 25 March 2004 issue of *Financial Times*. We will then carry our message on the value of project management in achieving successful business results, and additional messages as well, to other highly regarded publications such as *Fortune*, *Strategy & Business*, *Project Manager Today* and *Training and Development*. This campaign is an integral part of PMI's commitment to achieving its envisioned goal that, "Worldwide, organizations will embrace, value and utilize project management and attribute their success to it." (melissa.diegidio@pmi.org)

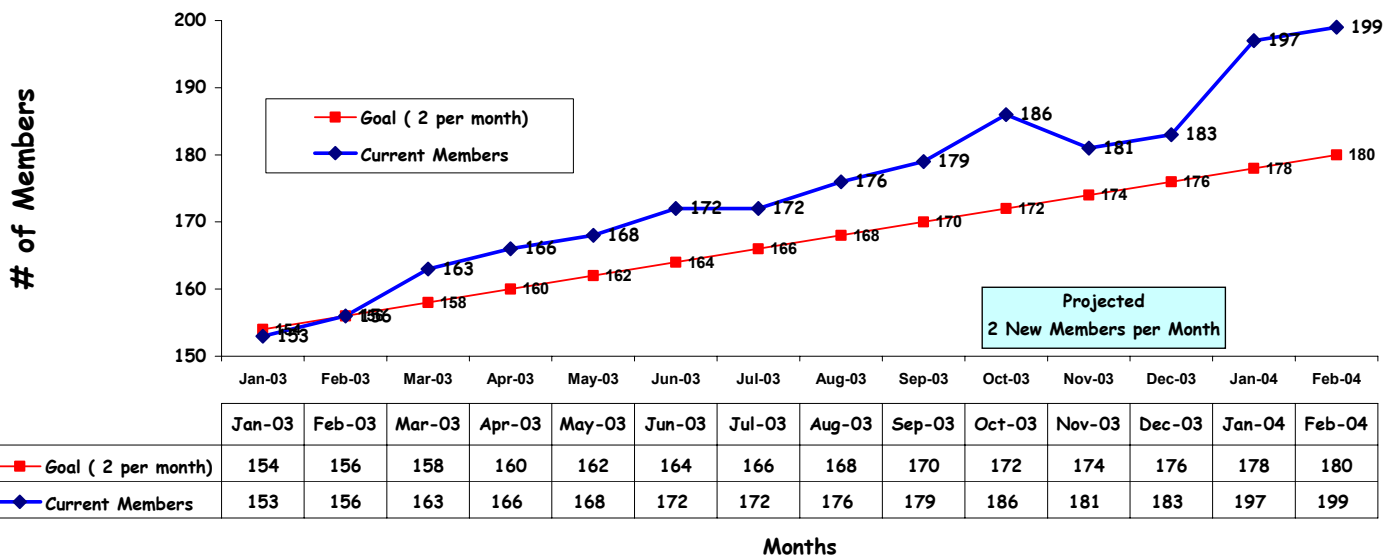
SeminarsWorld®

An unequalled opportunity to expand your skills and knowledge base in project management.

Chapter Stats



PMI HONOLULU CHAPTER MEMBERSHIP 2003-04



©2004 Project Management Institute, Inc. All rights reserved. [Terms of Use](#) - "PMI" and the PMI logo are service and trademarks registered in the United States and other nations; "PMP" and the PMP logo are certification marks registered in the United States and other nations; "PMBOK", "PM Network", and "PMI Today" are trademarks registered in the United States and other nations; and "Project Management Journal" and "Building professionalism in project management." are trademarks of the Project Management Institute, Inc.