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# STATUS REPORT

The Newsletter of  
Project Management Institute  
Honolulu Chapter, Inc.

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

## COMING EVENT

### June Membership Meeting

Successes and Lessons Learned from Executing  
One of the Very First Iraq Reconstruction Projects

David L. Kline  
Sr. Project Manager  
WESTON SOLUTIONS INC

**When:**

Wednesday, June 15, 2005  
11:30 AM – 1:00 PM

**Where:**

The Plaza Club

**Reservation Deadline: June 10**

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## Coming Changes to the PMP Exam

During the week of May 16th the Project Management Institute (PMI®) sent a letter to all of its Registered Education Providers (REPs), announcing some VERY significant changes that will be implemented for the PMP® exam and the application process when the new exam (based on the new PMBOK® Guide) is officially rolled out on September 30th. There are three (3) changes in particular that you should be aware of immediately:

**Change #1: The Passing Score on the PMP Exam will be Increased to 81.7%.** The passing score on the current exam—effective thru September 24th of 2005—is 68.5%. This change represents **an increase of 13.2% in the passing score** for the PMP exam.

**Change #2: The Bar for Exam Eligibility will be Raised Significantly.** New eligibility requirements will mandate applicants document not only that they have performed certain tasks, but that they have **led and directed those specific tasks**. This is currently not a requirement to take the existing PMP exam, but any application submitted on or after August 30th must meet these new criteria.

**Change #3: Project Contact Info will be Collected to Verify Your Experience.** Applicants will be required to **provide contact information for each project that is submitted** as part of the application to take the exam. Therefore, if applicants are citing project experience from multiple positions or over an extended period, there may be challenges in accurately gathering this information.



The symbol of the community of PMPs

# PMI Honolulu Chapter – Local News

## Prepare for the PMP Exam Broaden Your Project Management Knowledge

Courses offered by Local Registered Education Providers (R.E.P.s) (as of May 2005)						
R.E.P. (point of contact; phone; e-mail; website)						ETF- approved provider <sup>1</sup>
Courses	Upcoming offerings			Location	Cost	
	Date	Time				
<b>CTA (Melanie Ajolo; 839-1200; Majolo@cta.net; www.cta.net)</b>						Yes
How to Assess and Manage Project Risk	8/25-8/26	8am-4:30pm		CTA	call for quote	
Principles and Techniques of Project Management	6/28-6/30	8am-4:30pm		CTA	call for quote	
Project Management Fast Track	6/13-6/17	8am-4:30pm		CTA	call for quote	
Project Quality Management	8/11-8/12	8am-4:30pm		CTA	call for quote	
<b>PMI Honolulu Chapter (Curt Ruotola; 545-6822; ProfessionalDevelopment@pmi-honoluluchapter.org; www.pmi-honoluluchapter.org)</b>						
An Intro to Project Planning for Non-Profit Organizations (2 offerings)	7/1	9am-3pm		Aloha Council BSA	\$25	
	8/5					
<b>PMI Maui, HI Chapter (Angela Granger; 874.9651 ext. 226; agranger@akimeka.com; www.pmi-mauichapter.org)</b>						
N/A						
<b>Project Professionals, LLC (Roy Uemura; 228-2011; royuemura@hawaii.rr.com; www.projectprofessionalsllc.com)</b>						Yes
Project Management Fundamentals	7/14-7/16	8am-4:30pm		JAIMS	\$325/day	
PMP Exam Prep Course (3 offerings)	6/17-6/18	Friday: 5-9pm;		JAIMS	\$650	
	8/26-8/27	Saturday: 8:30am-				
	11/18-11/19	5:30pm				
<b>Systems Excellence LLC (Glenn Hamamura; 781-5875; hamamura@computer.org; N/A)</b>						
N/A						
Sources: (1) <a href="http://www.occe.ou.edu/cgi-bin/PMI_Provider/repsearch.cgi">http://www.occe.ou.edu/cgi-bin/PMI_Provider/repsearch.cgi</a> , (2) <a href="http://hawaii.gov/labor/etf/">http://hawaii.gov/labor/etf/</a> , and (3) communications with R.E.P.s in Hawaii						
For more information about these courses, or to schedule a private Project Management class, please contact the Local R.E.P. points of contact directly.						
* Funding assistance may be available through the State of Hawaii Department of Labor and Industrial Relations Employment and Training Fund (ETF). For more information, please contact the R.E.P. point of contact, check the ETF website ( <a href="http://hawaii.gov/labor/etf/">http://hawaii.gov/labor/etf/</a> ) or call ETF Administration (586-8838).						

### Be "In The Know" with PMI-Honolulu Chapter

To **SUBSCRIBE** to the chapter's e-mail notification list, send an email to [eSUBSCRIBE@pmi-honoluluchapter.org](mailto:eSUBSCRIBE@pmi-honoluluchapter.org)

To **CHANGE** your e-mail address for the e-mail notification list, send an email to [eCHANGE@pmi-honoluluchapter.org](mailto:eCHANGE@pmi-honoluluchapter.org)

Please include and identify both your old and new e-mail addresses.

To be **REMOVED** from the e-mail notification list, send an email to [eREMOVE@pmi-honoluluchapter.org](mailto:eREMOVE@pmi-honoluluchapter.org)

**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 the Director of Publicity via e-mail at [Publicity@pmi-honoluluchapter.org](mailto:Publicity@pmi-honoluluchapter.org) .**

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# Maximizing Project Success

Managing Change

Paula K. Martin & Cathy Cassidy, Martin Training Associates

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Of course everything new or improved happens through projects and so by definition, projects create CHANGE. That change may be company-wide or it may be localized in a department or a division. All projects, IT implementation, process improvement, new product development, etc. create some kind of change for either a company, a department or a group of individuals.

Project leaders must, therefore, not only lead the team through the project management process and the team process (to develop the team), but he or she must also manage the change that is being created by the project. How much time do you spend managing change? How familiar are you with the stages of change and how to effectively manage it? Being able to anticipate and deal with the reaction to the change a project creates is a skill every project leader needs to acquire.

In order to anticipate stakeholders' reaction to change, you need to take three steps:

**Step 1.** Identify the types of change your project will create. At each phase in the project process, work with the team to define the changes in the organization that will occur as a result of the project deliverables. Look past the obvious changes – such as, "There will be a new system," or "There will be a new process," and identify changes that impact the people side in the business. Some examples include, "The new process will require people to do their jobs differently," or, "The new system will require employees to learn new skills." Involve stakeholders in identifying the changes that might occur as they will have the most knowledge about how your deliverables will impact them.

**Step 2.** Conduct a resistance risk assessment for each change identified. During planning, the team normally conducts a risk assessment to identify scope, schedule and budget risks. Brainstorm all the types of resistance that you might encounter based on the changes identified in step one. For each type of resistance, analyze the impact to the project if you are not able to overcome the resistance. Rate the probability of the resistance. Finally, identify risk responses for high and medium level resistance risks. Assign accountability for implementing each risk response from step two. Set up a means of tracking risk responses.

**Step 3.** For each of the changes identified in step one, continually measure the level of actual resistance you are experiencing to the project. Resistance comes in many forms: complaints, disengagement, disappointment or customer dissatisfaction. It can be displayed by project team members, stakeholders, end-users and even the sponsor. The sooner you recognize resistance and begin to deal with it, the more likely you are to be successful in overcoming it. Here are some tips for dealing with resistance:

- Tip 1: Recognize resistance formally. Resisters don't always realize they are in fact resisting. Addressing resistance formally gives them a way to recognize and change their behaviors and, even if they are not willing to change, at least it's out in the open.
- Tip 2: Deal with it immediately. Don't push resistance under the carpet with the hope that it will take care of itself. The longer it lingers, the greater the risk that

the resistance will spread. Strong resistance makes it hard for the project to move forward. Catch it earlier and deal with it early so it doesn't build to a level that's unmanageable.

- Tip 3: Use it to your advantage. Resistance can be a signal that something isn't right. View it as an opportunity to make some changes, to improve the final deliverable of the project so that it's more acceptable to the stakeholders who are resisting.

Finishing a project on time and under budget is only one measure of a successful project. Having the customer and stakeholders embrace and implement the changes created by the project is the final measure of success. Make sure you've got the skills to lead others through the process of change.

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*Paula Martin & Cathy Cassidy are with Martin Training Associates (MTA), which specializes in project management, change accountability and matrix management. See our website for information on our new Quick Guide series: Change Accountability. For more information call 866-922-3122.*

## RFP Mentor

The RFP Report is available free from <http://www.rfpmentor.com>. For the last 12 years, The RFP Report has been providing procurement executives throughout North America with valuable information about best RFP practices. Most of the subscribers were members of NIGP, or NAEB. And it was sold on a subscription basis for \$60 per year. Now it's available free! There are two issues of this valuable publication on the web site:

### **Issue #48, the current issue, dealing with The Five Best RFP Manuals.**

There are hundreds, possibly thousands, of publications dealing with RFPs. Many large entities such as federal agencies and state governments publish handbooks, guidelines or manuals about RFPs. Some of these publications are excellent - providing many different types of information and advice in a variety of formats.

### **Issue #41 - Improve Every RFP: Demand Risk Management Information**

1. A review of the treatment of risk in the context of the procurement/RFP process in Australian Capital Territory. This was the best model we found in our investigations. Includes a review of a 4-page guide for high risk procurements and Guidelines for Purchasing Officers in the Application of Quality Assurance 2. A brief discussion of Risk Assessment in IT by the state of Tennessee. 3. NASA System Documentation. A review of their tutorial dealing with risk management. 4. Other Sources Thumbnail sketches of information about RFPs and risk management from 6 different jurisdictions including Boeing, Project Management Institute, Defense System Management College and Nova Scotia

### **"The Naked Leader" author strips away the hype surrounding PM success**

With the proper attitude, project management success is not only possible but guaranteed, stated David Taylor, author of *The Naked Leader*, as he helped kick off PMI Global Congress 2005–EMEA during the Opening Session Keynote Speech in Edinburgh, Scotland, on Monday, 23 May.

Taylor, the European Business Speaker of the Year 2004, used his Formula For Guaranteed Success, the basis of *The Naked Leader*, as a starting point. He emphasized that attitude skills such as passion, belief and communication trump aptitude skills when it comes to consistently successful project management. Giving up is the norm, he explained, and only through action and persistence can positive results expect to be achieved — every time.

*The Naked Leader* — the United Kingdom's fastest selling business book — states that success is a matter of knowing where you are, what you have to do to get to where you want to be, and taking the necessary steps to bridge the gap between the two. While it is aimed at anyone looking to move forward in their profession, its message rang especially true for the hundreds of project managers in attendance.

### **Promoting PMI and project management online.**

Recently PMI's electronic advertising campaign went virtual via the *Wall Street Journal* Online. Promoting PMI's message that project management is indispensable for business results to the PMI Component community, a series of ads are currently running on wsj.com, on pages such as World News, Europe, Americas and India. The global campaign kicked off last month with placement in the *Financial Times* and *Fortune* magazine, and, in addition to wsj.com, electronic ads will also appear on certcities.com, redmondmag.com and ALLPM.com.

With over 700,000 paid subscribers worldwide, a majority of whom are senior executives or managers, placing PMI's high-profile 2005 global advertising campaign on wsj.com will help further PMI's commitment to achieving its envisioned goal that "worldwide, organizations will embrace, value and utilize project management and attribute their success to it."

### **Call for Presentations for PMI Global Congress 2005–Latin America, 31 October–2 November, Panama City, Panama.**

Do colleagues consider you an expert in your field? Do you have research findings to share? Would you like to affect the future of project management?

PMI Global Congresses combine formal learning, networking opportunities and vendor exhibits, and offer attendees a well-rounded professional development experience. Member-driven presentations that address regional issues and topics often provide the most value for attendees. If you are interested in becoming a congress speaker, see PMI's [presentation proposal submission site](#).

Presentation proposals must be submitted via the online form. For the Latin America congress, submissions may be in Spanish, Brazilian Portuguese or English. (Please note in the Program Description the language in which the presentation will be given.)

The presentation proposal submission period for PMI Global Congress 2005–Latin America closes at 24.00 GMT on Friday, 15 July 2005. For more information, please contact [jacqueline.kardon@pmi.org](mailto:jacqueline.kardon@pmi.org).

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