



Building professionalism in project management.™

STATUS REPORT

The Newsletter of
Project Management Institute
Honolulu Chapter, Inc.

Volume 7 No. 01

www.pmi-honoluluchapter.org

COMING EVENT

February Monthly Luncheon Meeting

"Business Continuity: Economic Security Helps Assure Homeland Security"

Anthony Gelish, CHE
Associate
Booze – Allen Hamilton

When:
February 21, 2007 11:30 AM – 1:00 PM

Where:
Plaza Club, 20th Floor, Fort Street Mall

Session # C166-P72210
PMP's will earn 1 PDU /Category 3

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PMI Honolulu Chapter, Inc.
P.O. Box 1161
Honolulu, HI 96807

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2007 General Membership Luncheon Meetings

March 21 - Roy Henk Rogers, "Managing a Computer Game Project"
April 18 – Cookie, Nakai "Quality Management"
May 16 – No meeting (PDD 2007 held on May 2nd)
June 20 - Kerstan Wong, "Topic to be determined"
July 18, Speaker TBD
August 15, Speaker TBD
September 19, Speaker TBD
October 17, Speaker TBD
November 21, Annual Dinner Meeting, Speaker TBD
December 2007 – No Meeting Scheduled

If you, or someone you know would like to present a topic relevant to PMI, please contact the Director of Programs, Amin Leiman, PMP at:
Programs@pmi-honoluluchapter.org

Conferences: PMI Research Conference

Warsaw Poland

13 -16 July 2008

Call from Paper June 2007

Mark your calendars!

PMI-Honolulu will hold its 4th annual Professional Development Day on May 2, 2007 at the Prince Kuhio hotel in Waikiki. The theme of our conference is "Project Management – Creating Organizational Value." Watch this space for more details on the program and registration.

PMI Honolulu Chapter – Local News

PMI Honolulu Chapter presents Seminars World in Honolulu
May 3 – 4, 2007 Following Professional Development Day

Early Registration Deadline: April 6, 2007

Seminars Offered

Date	Topic
3-4 May	Risk Management
3-4 May	Defining, Estimating, Scheduling, Statusing and Forecasting Projects: Time to Stop Talking About it and Start Doing it!
3-4 May	No Nonsense Advice for Successful Projects

For Out of Town Participants:

The Waikiki Prince Kuhio hotel is located in the heart of Waikiki, just steps from Waikiki Beach. This Honolulu, Hawaii hotel is also convenient to the Bishop Museum, Iolani Palace, USS Arizona Memorial and many other Honolulu attractions and only 9 miles from Honolulu International airport (HNL). A block of guestrooms has been reserved at the special low rate of \$223.92 (US) per night (taxes included). This special single-occupancy rate is offered until 12 April 2007 or until the room block sells out.

Make reservations early, as rooms tend to sell out quickly. Call the hotel directly at + 808-922-0811 to make a reservation. Be sure to mention the Project Management Institute to receive the SeminarsWorld® rates.

To Register: Go to <http://www.pmi.org> then SeminarsWorld Overview, Location, Honolulu

Broaden Your Project Management Knowledge

Watch for Information – PMI Honolulu Chapter's PMP Exam Prep Course

The PMI Honolulu Chapter conducts a Project Management Professional (PMP) exam preparation workshop. To be included in future chapter workshops please contact professionaldevelopment@pmi-honoluluchapter.org.

Project Management Training – PMI R.E.P.*

Project Professionals LLC is offering project management training throughout the year. Contact Roy Uemura via email at royuemura@hawaii.rr.com or by phone at 228.2011.

The Project Management Program at UH Manoa, also offered by Project Professionals LLC, consists of 3 courses designed to provide participants with skills, techniques, experience, and feedback in the discipline of project management. The program is provided with the assistance of the Project Management Institute Honolulu Hawai'i Chapter and each day of instruction is eligible for 8 PDUs (PMP Professional Development Units).

Dates	Course	Location
April 11, 2007 – Wednesday 8:00 am-5:00pm	Project Management: Introduction and Initiating Projects (S08948) \$325	UHM Krauss 012 (Yukiyoshi Room)
April 12, 2007 – Thursday 8:00am-5:00pm	Project Management: Planning Projects (S08949) \$325	UHM Krauss 012 (Yukiyoshi Room)
April 13, 2007 – Friday 8:00am-5:00pm	Project Management: Executing, Controlling, and Closing Projects (S08950) \$325	UHM Krauss 012 (Yukiyoshi Room)

Check www.pmi.org for many options for your Project Management training through PMI R.E.P. organizations throughout the world! Here are just a few...

www.rmcpj.com www.cheetahlearning.org www.performanceweb.org www.pmptools.com

* PMI R.E.P. organizations are registered with the PMI International as a registered educational provider.



Enjoy the professional advantages of being a [Project Management Professional \(PMP®\)](#)

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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 .

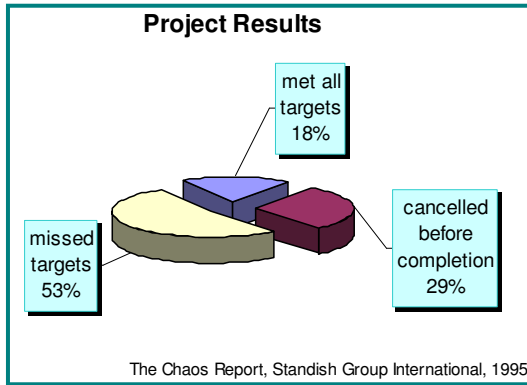
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What Makes Projects Succeed

By Jeff Oltman - Synergy Professional Services LLC

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How Often Do Projects Succeed? – In 1994, the Standish Group released a study of project failure rates that caused shock waves around the world. It quantified what many had privately feared – far more projects failed than people admitted. Only 16% of surveyed IT projects were completely successful, defined as on time and budget, with full functionality and features. The Standish group has repeated the study every year since 1994, creating a useful look at trends in project success. The good news is that project success is improving in several important categories. The table below compares several key statistics.¹



a PERT / CPM system crashes. However, they frequently fail for non-technical reasons such as lack of commitment on the part of the staff, political gaffes, and the inability to communicate ideas effectively... excessive concern with tools diverts attention from other important matters, such as managing and satisfying customer needs and wants, motivating employees, and acquiring political skills.²

Therefore, project success requires more than mastering the technical aspects of project management. Being able to define a critical path and plot variances are important, but not enough.

Eric Verzuh takes us further. In *Fast Forward MBA in Project Management*, he observes five characteristics that successful projects have no matter what industry.³ Combining observations from both Frame and Verzuh, we can come up with a list of success factors:

Customer Involvement: It's easy to recite the phrase, "The customer comes first!" But deeply involving the customer takes persistence, hard work, and time in order to learn what they really need and then deliver it.

Agreement on the Goals of the Project: Duh! Isn't this obvious? Not so fast! Many projects get far into execution without clear agreement on what their end deliverable should be. They've headed down the road to failure almost before they've begun.

Frequent Progress Checks and Course Corrections: Take a tip from sailors, who must constantly navigate shifting winds and changing conditions to arrive safely at their home port. Lives depend on always knowing where the ship is and where it is supposed to be. Similarly, projects won't stay on course without frequent measurements of progress versus plan, coupled with a nimble ability to adjust course for unexpected conditions.

A Plan that Shows Overall Path and Responsibilities: The project plan is the roadmap for how to get the project done. Would YOU embark on any other perilous journey without a map? Enough said
Constant and Effective Communication to Everyone:

Many project managers tell me that effective communication is both the most important and most difficult success factors on their projects. It is challenging to reach stakeholders who are

Metric	1994	2003	Trend
No. of Projects in Survey	8,380	13,522	NA
Fully Successful Project	16%	34%	Better
Projects Cancelled before completion	31%	15%	Better
"Challenged" Projects	53%	51%	Similar
Average size of schedule overrun	222%	82%	Better
Average size of cost overrun	189%	43%	Better
Average size of reduced cost	61%	52%	Worse

The Difference – What factors distinguish the few fully successful projects from the majority that are "challenged" or cancelled? J. Davison Frame, author of *The New Project Management*, shares some insight on where to look for these factors. He says "... projects seldom fail because

deafened by the workplace din of too many projects and too much work.

Controlled Scope: Many project die of bloat, killed by uncontrolled growth in their scope. First, prepare for inevitable change by getting an early baseline agreement on goals (success factor #2). Then when change hits, make explicit decisions about how to modify scope, fully understand the tradeoffs with schedule and cost.

Management Support: Managers have the power to knock down roadblocks and keep an organization focused on making the project successful. Most project managers depend on indirect influence, so management is an indispensable ally.

Each of these seven success factors seems almost painfully obvious. Yet, precious few projects would get an A+ grade on all of these factors, and thousands of projects that are in progress right now are failing most or all of them. While the factors may be obvious, they are far from easy. Achieving them on a project will take every ounce of your persistence, but if you focus on them you will be well on your way to joining the distinguished minority of completely successful projects.

1. Customer Involvement
2. Agreement on the Goals of the Project
3. Frequent Progress Checks and Course Corrections
4. A Plan that shows Overall Path and Responsibilities
5. Constant and Effective Communication to Everyone
6. Controlled Scope
7. Management Support

¹ The CHAOS Report, 1994 edition and 2003 update, www.standish.com.

Overrun and deficiency numbers are expressed as percentages or original estimates. "Challenged" projects were not cancelled, but missed their original schedule, cost or feature objectives.

² J. Davidson Frame, *The New Project Management*,

2nd edition, 2002, p 6-7.

³ Eric Verzuh, *Fast Forward MBA in Project Management 2nd ed*, John Wiley & Sons, 2005, p. 373.

About the Author

Jeff Oltmann is on the faculty of the department of Management of Science and Technology at the OGI School of Oregon Health and Science University. He is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). Jeff welcomes your questions and ideas. You can contact him at jeff@spspro.com.

PMI REGIONAL/WORLD NEWS



PMI Global Congress 2007—Asia Pacific sets new records, 29-31 January 2007

PMI Global Congress 2007—Asia Pacific had an uplifting start in Hong Kong and set a new attendance record with an all day queue on the congress opening day. This regional premier gathering for project management professionals to learn and share knowledge and build valuable networks was held at the beautiful Hong Kong Convention and Exhibition Centre on Victoria Harbor.

PMI CEO Gregory Balestrero in his opening speech noted, "Forbes Asia magazine is reporting on the short supply of qualified project managers in India and China; projects are getting bigger and more complex, more multinational and more multicultural. As projects become more dissimilar, project management will help."

Mark your Calendars:

PMI Global Congress 2008 – Asia Pacific in Sydney, Australia.