

## MESSAGE FROM THE PRESIDENT



Aloha, 2007 has been a very busy year for your Chapter and your Board of Directors. For the first six months, your Chapter has grown in membership and been very active with various programs.

Since January, we grew by twenty-two (22) new members for a total of 315 strong. There were ten (10) new PMP's for a total of 156 PMP's, or over 49% of the Chapter's membership. Congratulations to all the new PMP's for your hard work to increase your project management knowledge, skills, and credentials. Your Membership Director, Rick Kooker, PMP, raised his monthly new member goal from two (2) per month to three (3). And he's on track to exceed it.

The PMI Honolulu Chapter Monthly meetings have been fully attended for many very informative topics and material. Topics ranged from how an entrepreneur managed a computer game project and grew it into a multi-million company, to managing an award-winning  
*continued on page 2*

## How Did You Get *That* Out Of What I Just Said?

### 5 Rules to Communicating

Have you found yourself wondering those exact words just moments after a conversation with a co-worker? Or...found yourself in a heated discussion because of something you've said to your spouse or loved one? Better still...your teenager gives you the "deer caught in the headlights" look when you ask where have they been so late at night? You may find yourself in these situations time and time again although you know that you were perfectly clear in what you communicated. So...something must be wrong with these folks and their hearing!

Communication, no matter how much we try can just go off the deep end when we talk to some people. Is it us? That's not possible because so many others understand us, why not these particular people? Here are some basic rules to help you be clear no matter whom you are speaking with.

#### Rule #1 – People Do Not Do Things to You or Against You, They Do Things For Themselves

If you can understand this first and foremost, you should be able to side step feeling misunderstood; undermined and even avoid the most heated conversations. How? By understanding that most people don't spend their time and energy trying to confuse, misuse and abuse you. They have goals they are trying to accomplish and sometime you are in the middle of the path that they are heading down.

#### Rule #2 – You are 100% Responsible for the Conversation...As the Sender

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## **Presidents Message**...continued from page 1

project, to the sharing of practical project and quality tools and techniques, which are used at Servco, Inc. and HEI, Inc. today. Amin Leiman, PMP, Programs Director, and his team have more exciting and informative sessions planned for the rest of this year.

“Project Management: Creating Organizational Value”, the theme of this year’s Professional Development Day was a resounding success. Over 135 attendees enjoyed a day of informative sessions and networking with their peers. The “Meet the Speakers” event, held the evening before, was well attended and it enabled the attendees to interact with the speakers. PDD’07 Keynote Speaker, Neil Whitten, PMP, was informative and entertaining. Over 81% of the survey respondents were very satisfied with his presentation (another 13% were somewhat satisfied). Over 98% of attendees were very or somewhat satisfied with the PDD itself and over 80% would most likely return next year. Mahalo to Sharon Rundell, PMP, Special Projects Director and her team for coordinating this outstanding event.

During May thru June, thirteen students attended a PMP Exam Preparation Class conducted by the chapter. Classes were held during the weekdays and weekends and the students thoroughly enjoyed the material and interaction with the instructors. Shortly after completing the Prep Class and with the information still “fresh” in her mind, Cathy Barnes took the PMP exam and passed it. Congratulations to our newest PMP. Mahalo to co-class managers Corey Matusoka, PMP and Earlynne Oshiro, PMP in leading their team of instructors.

To date, four Non-Profit classes were held with 28 participants. Additional classes have been scheduled for the upcoming months. The Weinberg Foundation, who is extremely supportive of Project Management and the “Not for Profit” classes, partners with PMI Honolulu, by doing the marketing, securing the location and providing lunch for the participants. PMI Honolulu members develop the instructional materials as well as teach the classes. This program is a community service activity and it brings valuable skills and information to help our State’s non-profit organizations. Mahalo to Roy Uemura, PMP, Professional Development Director, and Sharon Rundell, PMP for leading this program.

Two new Directors were appointed to your Board of Directors in 2007. Grace Vo, PMP as Director of Publicity and Alan Yue, PMP as Finance Director. A big mahalo to them for stepping forward and willingness to serve as your Board members. They both have already made valuable contributions.

Your Chapter continues to look for ways to bring value to our members. To help your Chapter do this, we always want members to volunteer for a committee and provide feedback on what how we can improve. Mahalo to each of you for being part of this Chapter. We look forward to great second half of this year.

Mahalo,

Lester Muraoka, PMP, MBA, President



**Project Management Institute**  
Building professionalism in project management.®

## **PMI Regional/World News**

### Upcoming Conferences/Conventions

- **2007 North American Global Congress**  
Atlanta, Georgia October 6-9 2007  
Registration now open!  
<http://congresses.pmi.org/NorthAmerica2007/>
- **Latin American Global Congress**  
Cancun, Mexico November 12-14 2007
- **Asia Pacific Global Congress**  
Sydney, Australia March 3-5 2008

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### **ISO Standard for Project Management**

ISO, the International Organization for Standardization, has initiated a new project management standard under the title ISO/PC 236, Project Management. The first plenary meeting of the project committee to develop ISO/PC 236 is scheduled for late October.

Project management practitioners can participate as subject matter experts in the development of ISO/PC 236 through the process used by their country’s national standards body. Since ISO/PC 236 is not a PMI standard, participants would represent their country, not PMI.

Currently, 15 countries have agreed to participate through their national standards body. One country has agreed to be an observer. For additional information, please contact:

*Steve Fahrenkrog, PMP*  
PMI Director, Knowledge Delivery Group  
E-mail: [steve.fahrenkrog@pmi.org](mailto:steve.fahrenkrog@pmi.org)

## **Communicating**...continued from page 1

When sending a message it is your responsibility to make sure that you are being heard and understood. How do you do that? Ask for assurance that your message has been received? Use simple questions: *Do you understand what I mean? Can I answer any questions about what I just said? Would you like for me to restate that in a different way?* As the Sender of a message, it is your job to make sure that the message that you have sent was received as you intended.

### **Rule #3 – You are 100% Responsible for the Conversation...As the Receiver**

One complicated fact about communicating effectively is that we are able to think/process faster than a speaker can talk. This gives us ample time to “get ready” to respond, to “mentally argue” to actually be “some place else” during the conversation. Staying tuned in takes a concentrated effort and listening effectively takes practice. How do you know if you received the message as it was intended? *Suspend judgment, don't look for hidden meanings. Ask for clarification. Summarize the message to be sure you understood what you thought you heard.*

### **Rule #4 – Be Aware Of How You Nonverbally Communicate**

Of the three elements of communication: Tone of voice, Body Language and Words, Body Language accounts for 55% of how we communicate. When sending a message is it congruent, meaning that your words match your body language? When receiving a message, do you stop multi-tasking, face the person and give them your full attention? Your nonverbal communication says more about you and how effectively you communicate than your carefully chosen words.

### **Rule #5 – Apologize**

Apologize? Yes. Why? Because there is a misunderstanding and when you sent the message, you weren't clear. Learn to say the same thing another way. Apologize because when you received the message you misinterpreted the meaning, intent, and purpose and now you must take a step back and get

clarification. Apologize because it's no skin off of your nose to attempt to make the communication effective so that the relationship can work. You have the information on how to be a better communicator so that makes you the flexible one.

An understanding of communication and effective listening can help lessen the amount of times you ask that nagging question? *"How did you get that out of what I just said?"*

### **About the author**

Taylor Sparks, Principal Encourager of Sparks & Associates, has taught for Global Knowledge for several years. She is certified in Human Behavior Studies and continues a life-long passion for encouraging people to improve in all areas of their lives. With more than 20 years experience in business administration, management, sales and marketing, many people have laughed and learned from Sparks as she speaks with understanding to business people, educators, parents and teens.

Global Knowledge ([www.globalknowledge.com/PMILocal](http://www.globalknowledge.com/PMILocal)) delivers comprehensive hands-on project management, business process, and professional skills training. Visit our Knowledge Center for free white papers, webinars, and more. This article was originally published in *Chief Project Officer* magazine.

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### **BECOME THE ULTIMATE VOLUNTEER - Join the PMI- Honolulu Board!**

This year, PMI-Honolulu will hold elections in September for the 2008 Board Positions.

A Nominations Committee has been formed and will be accepting nominations. As a member of PMI-Honolulu, this is your opportunity to become involved in the governance of this chapter.

View the [Chapter's Bylaws](#) online, which briefly describes the Board of Directors roles and responsibilities.

If you would like to nominate someone or yourself, or request more information, email [nominations@pmi-honoluluchapter.org](mailto:nominations@pmi-honoluluchapter.org) **no later than August 17, 2007.**

# Managing Team Fireworks

by Michelle LaBrosse, PMP,  
Chief Cheetah, [Cheetah Learning](#)

*Watching fireworks light up a summer sky awakens the wonder in us all. When fireworks light up a conference room and team members are ready to explode, it can be the true test of your Project Management and leadership skills.*

## Healthy vs. Destructive Conflict

The first thing to identify is whether the conflict is healthy or destructive. When team conflict is enthusiastic, challenging and results in a better outcome, it's healthy and a sign of a team that trusts each other enough to engage in debate and discourse. When the conflict is mean-spirited, personal and results in communication shutting down or barriers to success, it's destructive, and the team needs to get to the true root of the conflict and solve it.

## Getting to the Root of the Conflict

If conflict is destructive and slowing your team down, here are some areas to focus on:

**Expectations.** Is the conflict or disagreement because team members had different expectations? This is where a Project Agreement is like the Holy Grail. When a Project Agreement is developed and when the entire team buys into it, everyone has a document that outlines expectations, roles and responsibilities, and deadlines.

**Communication.** How is the team communicating? Is there a regular time when they meet, have a conference call or go over the project status? Many times, conflict is caused by a lack of communication or silo communication where communication isn't making its way to all members of the team. If there's a silo, break it down and create a communication chain that connects all team members.

**Understanding personality types.** If your team has never worked with the Myers-Briggs Type Indicator®, it can be an illuminating exercise and can give team members insight and understanding about each other. As a team leader, it can give you ideas about managing your team and communicating with them.

Here is a simplified personality assessment based on the four key personality dimensions.

**E or I – Are You an Extrovert (E) or an Introvert (I)**  
How are you energized? Do you get excited or animated around others (E) or do you prefer to be on your own? (I)

## N or S – Are You Intuitive (N) or Sensory (S)?

What do you focus on in your environment? Do you look at what could be (N)? Or do you see “what is” (S)? People who fit the N classification are “Idea” people, and the people who fit the “S” classification are driven by “real” facts and data.

## T or F – Are You a Thinker (T) or a Feeler (F)?

How do you make decisions? Do you make them impersonally with comments such as “I think...” (T)? Or do you make decisions based on your own values, prefacing comments with “I feel...” (F)?

## J or P – Are You Judging (J) or Perceiving (P)?

How do you choose to live? Do you keep your desk neat and tidy (J)? Or do you prefer to keep it more spontaneously organized and flexible (P)? People who fit the J classification prefer an orderly life and are happiest when matters are settled. People who fit the P classification prefer to be spontaneous and are happiest when their lives are more flexible.

## Tips for Reading People's Personality Types

- 1. Notice their behavior around others.** Do they get excited and draw energy from others (E), or do they prefer to be on their own (I)?
- 2. Where do they place their focus?** Do they look at what could be (N) or at what is (S)?
- 3. How do they make decisions?** Do they preface their opinions with “I think” (T) or “I feel”? (F)
- 4. Do the desk test.** Is their desk neat, tidy and structured (J)? Or is it more spontaneously organized and flexible (P)?

## Communication Approaches

After you identify a personality type, then you need to know how to communicate with that person. Here are a few examples:

**INTJ:** Be brief and to the point. Acknowledge their work and thank them – especially in front of others.

**ISTJ:** They like details, so make sure you give them enough information to be comfortable. Be logical and clear, letting them know you understand their current challenges, and can help them find solutions.

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## Team Fireworks...continued from page 4

**ENTP:** Let them share ideas and participate in the process. Be clear about the deliverable and what you need.

**ESTJ:** Engage them in discussion. Let them talk about personal matters. Ask them how they can help you with your problem.

**Ground rules.** If you see a pattern that keeps rearing its ugly head, such as a team member who is always negative about an idea versus building on it, break the pattern by establishing ground rules that make it unacceptable.

**Both sides now.** When you walk a mile in another person's shoes, you often get a different perspective. When team members who are opposed argue the opposite side, they are forced to see the other person's perspective, and it also may generate ideas that no one had thought of before.

**Humor.** When was the last time your team had a good laugh together? A real belly buster? Humor is one of the world's best tension breakers; if your team is too serious, it may be time to prescribe some laughter. A quick team-building exercise that can bring some laughs into the room is the "nickname" roundtable. Everyone goes around the room or takes a turn on a conference call and discloses their funniest nickname. It's a good way to bring some laughter into the room before you tackle a tough subject.

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**Learn More:** To learn more about personality types and negotiation techniques, read [Cheetah Negotiations](#).



### About the Author

Michelle LaBrosse, PMP, CEO, Cheetah Learning has created a simple and highly effective project management process that is outlined in her book Cheetah Project Management. Michelle is consistently recognized as a leader who practices what she preaches. Based on applying her accelerated learning and project management principles to her own business, she grew Cheetah Learning 2900 percent in four years to become the industry leader in project management training. She is profiled in the best selling book *Rich Dad Success Stories*. ❖

## Broaden Your Project Management Knowledge

**Just Announced!!!**

### PMI Honolulu Chapter's PMP Exam Prep Course

For those of you that missed attending the recent Project Management (PMP) Exam Prep Course, PMI Honolulu Chapter will be conducting another series of classes in the Fall. They are scheduled to be held from September 22, 2007 thru October 30, 2007.

See page 7 for more information.

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

- **Project Professionals LLC** offers project management training throughout the year. Contact Roy Uemura via email at [royuemura@hawaii.rr.com](mailto:royuemura@hawaii.rr.com) or by phone at 228.2011.

Dates	Course	Location
August 22-24, 2007	Project Management Fundamentals	TBA
September 5-7, 2007	Advance Project Management: Course	TBA
September 20-21, 2007	PMP Prep Course	TBA

- **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 PMI Honolulu and each day of instruction is eligible for 8 PDUs toward PMP re-certification.

Dates	Course	Location
October 10-12, 2007	Project Management Fundamentals	TBA
November 1-2, 2007	PMP Prep Course	TBA

\*\*\*\* Both PPLLC and the UHMOC courses qualify for Education and Training Funds by the State Dept. of Labor and Industrial Relations. This means that you/company may qualify to have the State co-fund the course fees.

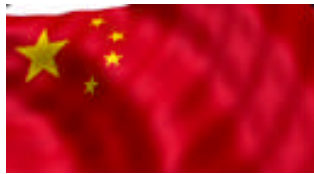
- Check [www.pmi.org](http://www.pmi.org) for many options for your Project Management training through PMI R.E.P. organizations throughout the world! Here are just a few...

[www.rmcpj.com](http://www.rmcpj.com) [www.cheetahlearning.org](http://www.cheetahlearning.org)

[www.performanceweb.org](http://www.performanceweb.org) [www.pmpptools.com](http://www.pmpptools.com)

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

## Despite China's Phenomenal Growth in Project Management



### Expertise, Demand Still Outpaces Supply

by Carolyn Yoshihara, PMP, MBA  
Vice President, Bank of Hawaii

Recently, I had the opportunity to participate in Japan-America Institute for Management Science's (JAIMS) "Global Skills Refresh – China" program, which took place from July 16 -30. Nineteen university students from Shanghai, China were key participants of this inaugural program held at JAIMS. The students explored the skill sets utilized by global managers; assessed the gap between their current skills and the skills required for success; and determined what must be done to close this gap. Of the ten-day curriculum, one day was entirely devoted to project management, which makes a statement as to its importance in today's global economy.

Thanks to Richard Polendey, PMP, who shared extra inventory of PMI literature from the chapter's recent Professional Development Day, each student will be taking back materials on PMI. 75% of the students indicated that they were interested in the PMP®/CAPM® certification, so we may be contributing to China's PMI chapter membership.

In preparation for the class, I did some research on the internet about project management in China, and I was absolutely astounded. Here are some of the facts that I gathered:

In 2000, PMP certification was introduced in China.

By 2004:

- 100,000 had taken project management classes
- 10,000 had taken the PMP exam
- 5,000 had passed the PMP exam

In 2005, PMI opened a Beijing Office to promote project management in China, and PMI reported more than 7,000 PMP's by February of 2005.

In 2005, PMI released the following:

- There are 1.7 million project managers in China (less than 1% of the 700 million-labor force).
- To meet demand for project management skills in China over the next three years, China needs:
  - 600,000 trained project management practitioners
  - 100,000 certified PMPs

*Business Week* in its April 18, 2007 article, "Calling All Project Managers," reported that China has had the fastest growth in project management professionals. It has more than 22,000 certified PMP's, and its growth rate is about 50 to 60% per year

Based on these facts, there is still a demand for another 78,000 PMP's. Given the rapid growth that is taking place in China, project management appears to be a critical skill. July 2007's *PMI Today* shows active PMP's at 233,330; China represents more than 9% of that total. This incredible growth has only taken place over less than seven years. Perhaps we will be attending a PMI Global Congress in Shanghai in the near future

### PMI Honolulu: COMING EVENTS

For additional info, visit [www.pmi-honoluluchapter.org](http://www.pmi-honoluluchapter.org)

#### ❖ General Membership Luncheon Meeting August 15, 2007

##### *"Establishing Customer Service Standards"*

Steve Bovey,  
Quality Improvement Coordinator, Castle Medical Center

11:30 a.m. – 1:00 p.m.  
Plaza Club, 20<sup>th</sup> Floor, Fort Street Mall

Session # C166-P78150  
PMP's will earn 1 PDU /Category 3

Parking: (Validation is not available)  
Plaza Club Parking: \$6.50/hr Harbor Court Parking: \$3.00/hr

#### ❖ General Membership Luncheon Meeting September 19, 2007

##### *"Understanding Personal Communications Styles"*

Dr. Nancy Pace

11:30 a.m. – 1:00 p.m.  
Plaza Club, 20<sup>th</sup> Floor, Fort Street Mall

Session # C166-P79190  
PMP's will earn 1 PDU /Category 3

Parking: (Validation is not available)  
Plaza Club Parking: \$6.50/hr Harbor Court Parking: \$3.00/hr

## Just Announced!!!



### PMI Honolulu Chapter Project Management Professional (PMP®) Exam Preparation Workshop September 22, 2007 thru October 30, 2007

#### Workshop Goals

To prepare participants for taking the certification exam of the project management profession's most recognized and respected global credential, PMP, and provide up to 36 contact hours of project management education (*Note: PMI requires applicants to document 35 contact hours of project management education/training—available from this course or from a number of other providers—as an exam prerequisite*).

#### Workshop Details

##### Dates/Times:

September 22, 2007 thru October 30, 2007  
12 sessions: (meeting on Tuesdays and Saturdays)  
Tuesdays (6 pm – 9 pm) and Saturdays (9 am-12 pm)

##### Location:

SSFM International, Inc.  
501 Sumner Street, Suite 620  
Honolulu, HI 96817

#### Workshop Considerations

1. Participants must be experienced project managers – this is not a tutorial on project management, but a course to help PM's prepare for the exam.
2. There are no guarantees or warranties provided by the chapter that the participants will be able to pass the exam.
3. Participants must provide their own copy of the PMBOK® Guide (3rd Edition; available at the PMI Bookstore and others) for workshop use.
4. The chapter will provide lecture handouts and one PMP Prep books.
5. The instructors are PMPs and members of the PMI Honolulu Chapter and are volunteering their time to instruct and share their knowledge and experiences.
6. The workshop will be focused on preparing participants for the examination, and will consist primarily of in-class content review, practice tests and shared experiences from the PMP instructors.

#### Workshop Cost

The charge for PMI Honolulu chapter members will be \$390 (for non-members, the cost will be \$565).

*\*\*\* Watch your e-mail, as well as, be sure to check the chapter's website, as registration information will be updated as it becomes available.*

Note: If you have any questions, please contact Ms. Earlynne Oshiro (543-7825, [Earlynee.Oshiro@heco.net](mailto:Earlynee.Oshiro@heco.net)) or Mr. Corey Matsuoka (531-1308, [CMatsuoka@ssfm.com](mailto:CMatsuoka@ssfm.com)).

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## BE "IN THE KNOW" WITH PMI-HONOLULU CHAPTER

To **SUBSCRIBE** to the chapter's e-mail notification list, send an email to:

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

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## IDEAS/ARTICLES SUBMISSION

If you have ideas about a topic that 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).

## ENJOY THE PROFESSIONAL ADVANTAGES OF BEING A

[Project Management Professional \(PMP®\)](#)



## Need PDU's?

- Get involved... Volunteer to be on a committee.
- Be a speaker at one of the monthly meetings.

Contact one of the Directors for more information.