PMI Honolulu

Professional Development
Day 2018

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Mahalo to all our partners who've made this book possible!

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The Conference Reporter Team

Aleksander Eid Kjærstad, Cassidy Taylor, Emma Andersen, Katherine Keough, Nam Nguyen, Talia Abraham, Tanja Kambel

A group of student reporters from the Hawai'i Pacific University wrote this conference booklet in a one-day Book Sprint, taking notes in every session, editing between sessions, so by the time the conference was over, the book was done!

The photos were taken by the reporter team and by Bhawna Mundotia.

Opening Session

Ramsay Taum

Founder and President of the Life
Enhancement Institute of the Pacific

The Way of Aloha

Opening keynote

Observations

Ramsay Taum explored the connections between Aloha and Project Management, personally and professionally, and helped us see the best of Hawai'i — our ancient thoughts & wisdom, how they inform our actions now, and keep us grounded.

The opening of the conference

Ramsay opening the keynote session

A full house

Ramsay asked everyone in the room to stand and take part in a "Hawaiian aerobics" exercise that emphasized the words "mana" and "aloha" – mana, specifically referring to life energy.

Hawaiian aerobics

Ramsay highlighted a key element that everyone can relate to, the concept of food and eating together, and the fact that everything can be associated with food.

"Ka wa ma mua, Ka wa ma hope"
– Looking to the past to sustain the future.

Understand the gifts passed on to us — understand the origin. Even our Hawaiian ancestors encompassed some form of project management in their daily lives. They used management, manpower, food, and resources to accomplish tasks such as building a temple by hand, constructed of *pohaku* or rocks.

It is important to understand our role in the community and environment. Ramsay repeatedly stressed sustainability, because the same principles and practices are incorporated in all aspects of life.

WORLD VIEWS VS. ISLAND VIEWS

If we impose continental thought on the islands, it could clash. Ramsay assimilated an example of a continental view to the controversy surround a mainland based food and restaurant store called *Aloha Poke*, where they issued cease and desist letters ordering everyone to stop using the words "Aloha Poke."
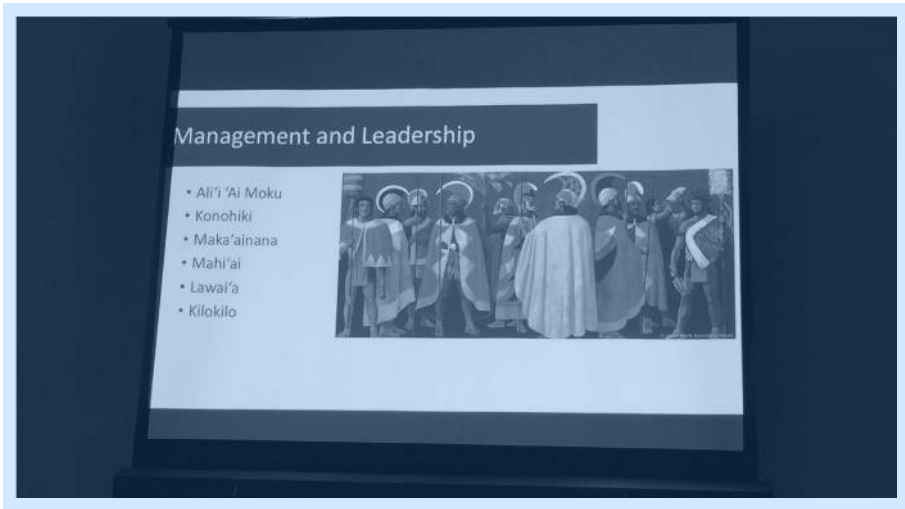
`"Be centered in self, and less self-centered."`

`"Hawaiian language is an elemental language."`

Ramsay noted that Hawaii is the piko or belly button of the planet. When we are here in Hawaii, we are centered and therefore we should be pono, or balanced.

Olelo Hawaiʻi

"Kakou — Belonging therefore I am, not just I think therefore I am."

Ramsay stressed that if you feed the taro, a food staple in Hawaii, then the taro will feed you, relating to the fact that what you put into something is what you get out of it.

"When things look down, look up!"

Operating Values: Five Pillars of ALOHA:

- Akahai — Kindness

- Lokahi — Unity

- Oluolu — Agreeable

- Ha'aha'a — Humility

- Ahonui — Patience

Aloha is in project management because it is in us. Do it with aloha: live up to your obligations, respect others in a way that embraces the sense of belonging. It will bring a shift in the way things are done in the project, how do i support others, how do we work together.

"Live aloha, share aloha, be aloha."

"The real voyage of discovery consists not in seeking new landscapes but in having new eyes."

– Marcel Proust

AUDIENCE QUESTIONS DURING THE SESSION:

? Has Ramsay ever done a TED Talk? Because he should.
Ramsay said he hasn't done a TED Talk, but a TED X here in Hawai'i.

AUDIENCE TESTIMONIALS AFTER THE SESSION:

"He was passionate about sustainability, and really tied all the concepts into project management."

– Jade, Hawaiian Electric

Creative Approaches

Rachel Bambusch &
Stefanie Angsioco

Achieving Organizational Productivity Through Games

Track 1: Creative Approaches

Observations

Rachel and Stefanie presented their approach to achieving productivity in the workplace through an interactive session with the audience while explaining why and how gamification can aide and be applied to identify, understand and meet goals.

The opening slide of the session

Gamification can be a cure for *poor engagement in the workplace*, increase the engagement at work by 60%, *enhance social interaction* among co-workers, encourage *feedback*, improve *knowledge retention* and *problem solving*.

Rachel and Stefanie had offered examples of applied gamification and how it relates to problem solving at work. One example was a game where the audience divided into groups and were told to attempt to hit a target on the floor by dropping a card from a standing position. This was done in multiple attempts with different approaches, signifying throwing random solutions and money at the problem does not necessarily solve the problem.

The last part of the session gave ample time for audience discussion and questions where they were encouraged to share suggestions and experiences related to gamification in the workplace.

Some of the topics discussed were:

- "How do you start to think of where you can apply gamification?" – Ask employees what motivates them; know your employees and what they respond well to.

- Enticing employees to solve a problem and elaborate on how to get it done instead of providing them with the answer and how to get there.

- Make sure people understand the reason behind the game, such as teamwork, productivity, problems solving.

Dr. Joslyn Sato
PMP

Be Well to PM Well: Leveraging Wellness to Create High Performing Project Teams

Observations

The presentation started with Dr. Joslyn Sato asking whether the attendees feel drained after work and more than half of them raised their hand. For her next session, it turned out that no more than ten of the project managers (PM) in the room actually get up, leave the desk and have proper lunch at work.

Dr. Sato talked about the importance of wellness. Managers have control of their project environment and if their employees are not well, they will not be able to get work done regardless of what tools they have. In other words, wellness has a considerable impact on human resources.

Joslyn stretching with the audience

Throughout the workshop, attendees had the opportunity to engage in two exercises: office stretching (3 minutes) and de-stressing breathing (2 minutes). The key to the second exercise is to breath in positivity and breath out negative energy. Typical sources of stress are the triple constraints, plus managing stakeholders and team members which leaves PMs with no or very limited amount of time to relax. Another integral aspect of wellness is eating. Joslyn gave out healthy snack samples which can be bought at reasonable prices for team projects.

Stretching exercise during the session

Finally, the presenter encouraged attendees to schedule a meeting every two weeks to evaluate the implementation of wellness improvements. PMs should start with themselves, create environments that promotes wellbeing, and create healthy teams that naturally thrive to achieve project success.

KEY QUOTES FROM THE PRESENTATION:

"We all have control of our longevity because we can choose what lifestyle we have."
– Dr. Joslyn Sato

REFERENCES / ADDITIONAL RESOURCES (BOOKS, WEBSITES):

§   https://communities.bluezonesproject.com/

AUDIENCE QUESTIONS DURING THE SESSION:

?   Q: I am quite good at taking breaks at work and eating healthy but my colleagues are not on the same page. What solutions would you recommend so that I can make an impact on my working environment?

A: That's actually a common question and my suggestion is that we make exercise fun and simple. Your colleagues would like to get involved in activities like office stretching when they don't have to change to their gym kit.

Christine P. Rose
MPM

Communication: It's Not Just a Buzz Word

Track 1: Career Pathways

Observations

Christine's session echoed many of the themes of the morning keynote and applied them to the day-to-day life of PMs.

- 90% of what we do during the day is communication — and as a project manager we do: one-on-ones, coaching, training, etc.

- How to become a Project Management Super Star? Working on communication and having it happen the right way.

- Hawaii is all about relationships, communication with ALOHA.

ALOHA — it's not just a word, it's a way of life:

- Akahai — kindness

- Lokahi — unity

- Olu'olu — agreeable

- Ha'aha'a — humility

- Ahonui — patience

We have all had fights, disagreements, and people shutting us down, Christine said.

Communication Shutdowns are phrases that end the conversation — like "that's not my responsibility" or "we don't have time." It can be communicated through tone, position, or body language.

Christine started an interactive exercise with the purpose of practicing how to get around a communication shutdown. The crowd divided into teams of two. Each person received a communication shutdown phrase, and was tasked with finding different ways to keep the conversation going, while focusing on ALOHA.

Some of the phrases practiced by the crowd, and their creative way of getting around it:

- "We don't have time." — "We don't have time not to do it. — Learn how to do it quicker."

- "It will never sell." — First off, you have to acknowledge that the person may be right, it may not sell, and then ask why he thinks it won't sell, what are the reasons.

"Managers light a fire under people. Leaders light fire in people." - Kathy Austin, Management Consultant.

§   Christine C. Rose: Everything's a Project and Everyone is a Project Manager Book Series

"It was really good, I like interactive sessions because I can remember more of the lecture when I practice it."

"Very well presented. Communication is always something we can improve upon, I loved the communication problem, it really helps you be more prepared. Very engaging."

Heather Mylan-Mains

CBAP, MBA, CSM

Scope IS the Big Picture

Track 1: Creative Approaches

Observations

Mylan-Mains opened the session by asking the audience what scope is. "Scope is what you're doing", "scope is about boundaries", and "scope is what you're not doing" could be heard from different areas of the room. She then went on to talk about the importance of communication and that scope requires a lot of it. Since communication is such an elemental part of scope, the audience was divided into two groups to compete against each other in the communication exercise.

Everyone in the room was given a picture they had to study. They were not allowed to show it to anyone but instead they had to describe their picture to the others without showing them the picture. The goal of the activity was to place the pictures in sequential order by asking and answering questions about the pictures to determine the sequence.

An exercise in communication

After the activity Mylan-Mains went on to talk about how to understand context through techniques such as Context Data Flow Diagram and Structured Problem Statement.

The four parts of the Structured Problem Statement:

1. The problem of (name the problem)

2. Affects (name the stakeholders that are affected)

3. The impact of which (what is the impact to the stakeholders)

4. A successful solution (what would the outcome be? This isn't the solution)

Mylan-Mains concluded that Scope IS the Big Picture! We need to understand what that whole picture is, we need to understand it to a point where we can communicate it to our project teams and help them understand.

QUOTES

"I wish I could find an institute that teaches people how to listen. Business people need to listen at least as much as they need to talk. Too many people fail to realize that real communication goes in both directions"
– Lee Iacocca, former CEO Chrysler Corporation

"A good listener is not only popular everywhere, but after a while he knows something"
– Wilson Mizner

REFERENCES

- § www.BAsWithoutBorders.com, Blog

- § @HeatherM_M, Twitter

Erin Kaohelaulii-Brett

Retrospect-O-Fall: How to Create High Performing, Self-Motivated Teams

Track 1: Creative Approaches

Observations

Erin opened the session by posing a question to the audience and having each audience member submit their answer virtually to create a live word cloud combining all of the answers. "Why run a retrospective?" she asked, and the audience flooded the screen with answers such as to learn, to gain insights, to see reasons for failures, and so on.

Erin then went on to explain what retrospectives are, and how they can really help project managers and their teams be more successful. She explained that a retrospective is an activity held for team members to inspect where things have gone wrong, and adapt to these changes, before the project is over. These activities foster communication between team members about issues they are facing, while also encouraging transparency within teams, and identifying improvement opportunities.

Different retrospective approaches include placing retrospectives between each phase of the project, to ensure that the findings and conclusions can be applied in the next phase. This approach helps create a better outcome overall by checking periodically on progress and failures after each phase. Retrospectives also help to implement more of an "Aloha" project management strategy, so that the team can act as a family when working through issues that may arise.

Erin then split the group into 6 teams instructing each team to go through 6 different retrospective activities, each having a certain time limit. Each member of each team was asked to come up with a goal for themselves in their own project management positions. The first activity that the teams went through utilized a chart that had illustrations of different weather conditions on it. Each team member was asked to choose which weather condition represented their current emotions.

Everyone seemed to really enjoy this part of the activity, and most people related their emotions to partly sunny weather, and fully sunny weather. The overall vibe of the room was good and everyone was happy to be there. The teams went through the rest of the retrospective activities, and worked together to generate insights to help them achieve their collaborative goals. The room was loud with chatter and laughter during this time as the teams worked together and talked through these activities.

The speaker ended the session with presenting some ideas on how to create a more "Aloha" team, and ways to turn a team into an "Ohana", or highly functioning family. The audience left the session with smiles on their faces,

and it seemed like everyone really enjoyed the activities and the presentation.

"What type of leader do you want to be? Do you want to be a leader who is only there for your team when something goes wrong, or do you want to be an effective and supportive leader?"`

– Erin Kaohelaulii-Brett, Scrummaster and presenter

REFERENCES / ADDITIONAL RESOURCES (BOOKS, WEBSITES):

§   http://agilemanifesto.org

§   https://www.menti.com/

§   *The Art of Doing Twice the Work in Half the Time* by Jeff Sutherland

§   *The Age of Agile* by Stephen Denning

Career Paths

Ryland Leyton

Be seen, be understood! Tell your career story and give STAR answers!

Track 2: Career Pathways

Observations

Ryland opened the session with his personal story, then moved on to talking about job interviews and how to tackle them. Most of the session was interactive, and for the first part of the active participation the audience filled out a worksheet to tell their career story to another participant, and then got feedback about it. The second part of the active participation was about giving STAR answers to showcase your abilities.

STAR ANSWERS

- Situation — Context, framing, setup

- Task — Objective, goal, event

- Action — What I did, what I said, skills I used

- Result — Outcomes, achievements, the difference

TYPES OF INTERVIEWS

- Social — "*looking for their next best friend*"

- Skill — "*looking for skills through testing or exercise*"

- Behavior — "*looking for complex answers to complex questions*" (STAR answers)

- Disorganized — "could be anything"

I think the interview process is actually *collaborative*

I need to know if they are right for me...

I need to know if I am right for them...

© Ryland Leyton 2018   www.RylandLeyton.com   12

"I need to know if they are right for me... I need to know if I am right for them..."
– *Ryland Leyton*

REFERENCES

§ *It's About Your Career* by Ryland Leyton (available on Amazon soon)

§ *Agile Business Analyst* by Ryland Leyton (available on Amazon)

§ RylandLeyton.com

§ @RylandTheBA (Twitter)

AUDIENCE TESTIMONIALS

"This was an excellent session. Mr. Leyton is an enthusiastic and passionate speaker. I really enjoyed the hands on exercises."

"As a young professional I found this session and the exercises to be remarkably useful for me. I would love to attend his full workshop sometime in the future."

"Amazing speaker, excellent content."

Petr Lewis

Outside the PMO — Utilizing Project Management Competencies in Alternate Career Paths

Track 2: Career Pathways

Petr's presentation included achievements and mistakes he had learned along the way in his career. He wanted to deliver a more personal presentation because he believes that in doing so he will be able to connect with his audience.

Examples of what makes project management challenging are lack of perceived value, poor planning and undefined goals/scope, matrixed organizations, inadequate risk management, the iron triangle- one thing is going to affect another, and the PMO roundabout — one idea rapidly replaces another.

Petr says that project management is a force multiplier, by which he means that it is a key component of a successful organization, and is critical to running a business effectively. He also says that as a project manager, you do what you have to, to get the job done. Change the process if you have to, but ultimately it is the outcome that is important.

His strong belief in good leadership is evident, and the attributes that makes a good leader is much the same as attributes that makes a good project manager. As a leader, you should be vulnerable, honest, apologetic, and truthful.

Having the skills of a project manager also makes you an ideal candidate in many other fields.

James Snyder

PMI Founder

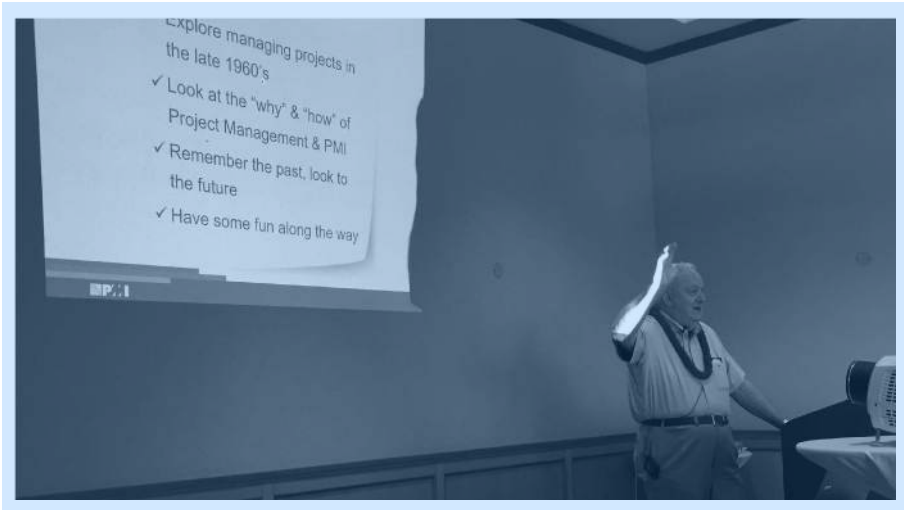# Reflections on the History of Project Management & PMI

Track 2: Career Pathways

Observations

Mr. James Snyder's agenda consisted of the following:

- Explore managing projects in the late 1960s

- Look at the "why" & "how" of project management and PMI

- Remember the past, know the future

- Have fun!

Mr. Snyder's opening remarks
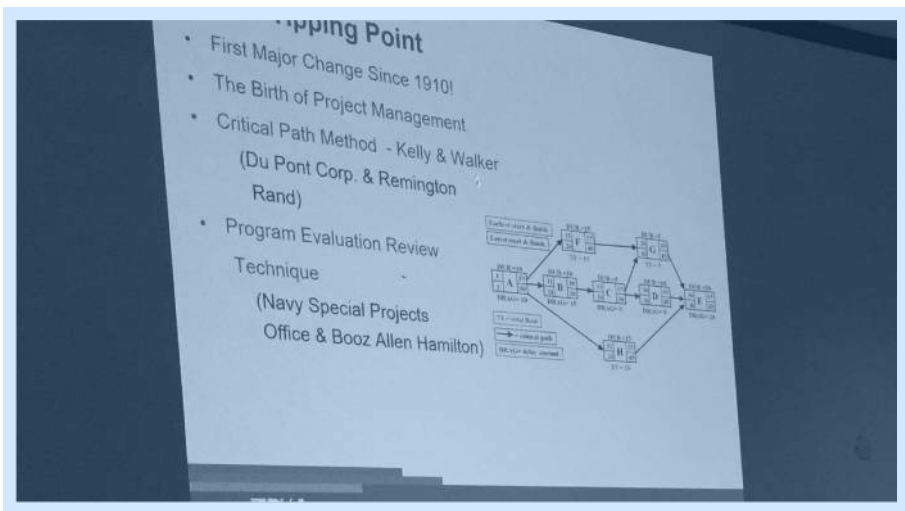

The attentive audience

James took a moment to highlight some of the important things that happened during this year. It was the time of NASA's successful lunar landing mission by Apollo 11, the internet was invented with an expansive network that encompassed all of four hubs, three in California and one in Utah. Communication tools were primitive in comparison to those utilized today, with the telephone network switch and hand written notes and letters. Most importantly, this was the year that PMI was formed.

WHY & HOW OF PROJECT MANAGEMENT & PMI

One of the key names identified was that of Henry Gantt (1861-1919). Mr. Gantt created the first tools that helped scientifically manage projects, focusing on the interrelations of activities. It became obvious that more specific tools were needed, thus came the birth of Project Management.

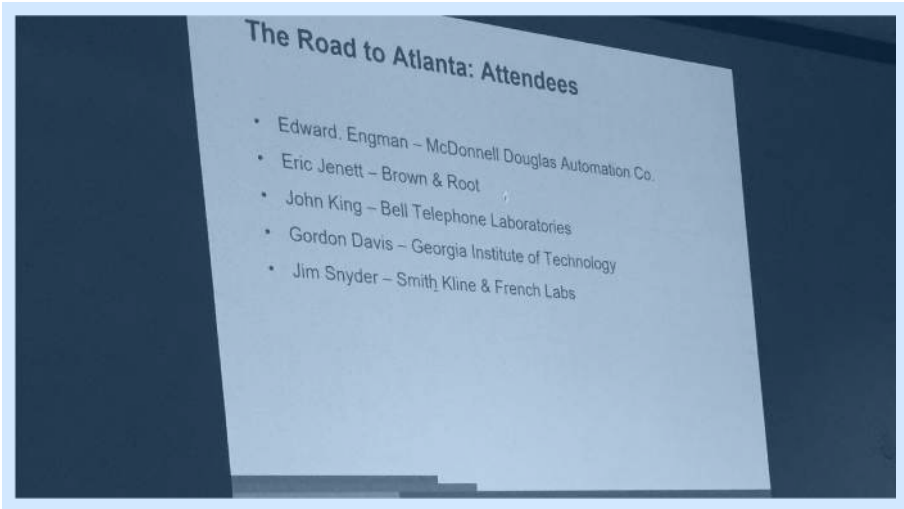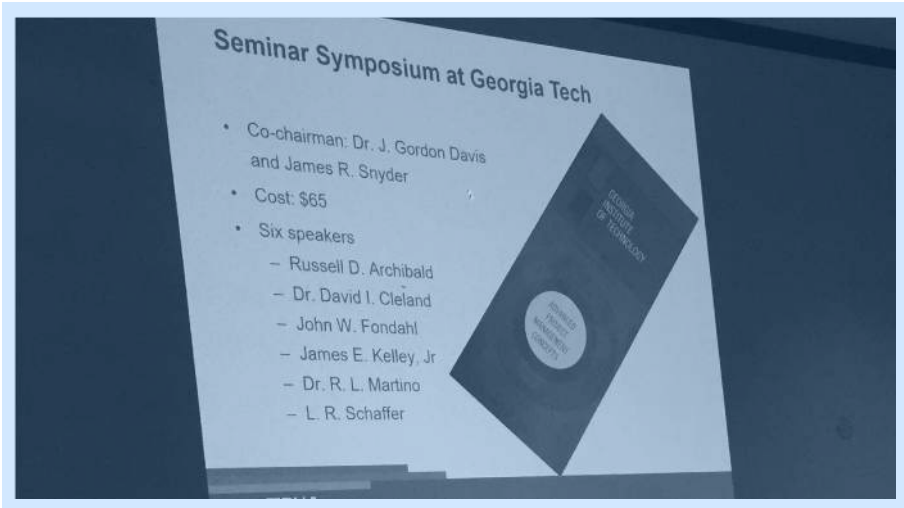The Birth of Project Management

REMEMBER THE PAST, KNOW THE FUTURE

Essentially, PMI evolved out of the need to provide better tools and ways to bring people together to exchange ideas and concepts, while keeping up the the ever growing and developing technologies. James jokingly mentioned how these "new" tools in the 60s helped improved collaborations, while utilizing advanced computer technologies that were largely over-sized and cost approximately $40-$45K.

After taking this conceptual idea of project management across the primarily eastern continent, from Atlanta, to Philadelphia, five key people then gathered at the Roosevelt Hotel in New Orleans on Feb. 11, 1968 to discuss potential opportunities. Thus, the PMI organization was born.
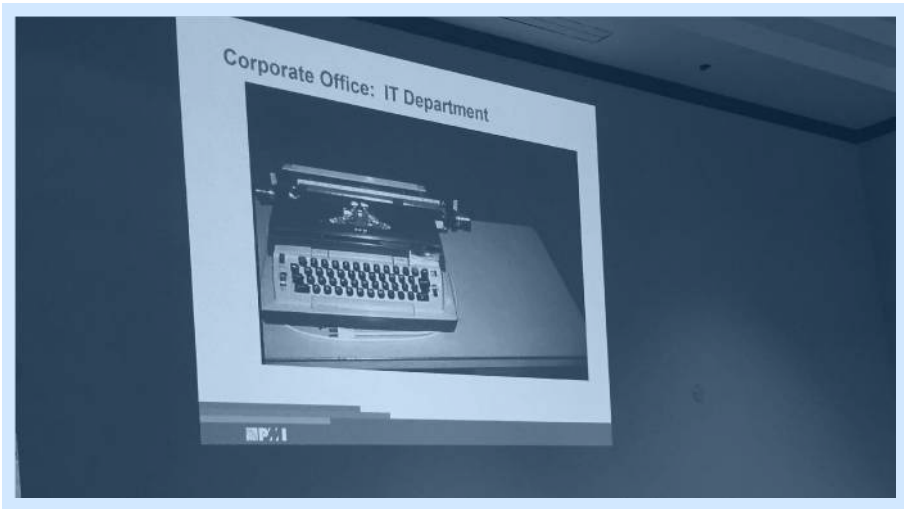
PMI — The Start of Something Amazing

Seminar Symposium at Georgia Tech

With only $600 initially invested, PMI was incorporated on Oct. 3, 1969. The first PMI Seminar Symposium was held at Georgia Tech on Oct. 9-10, 1969. The theme was *Advanced Project Management Concepts*.

AUDIENCE QUESTIONS:

? When you started it all did you envision PMI to be what it is as it stands today?

Mr. Snyder referenced Mr. Gordon Davis who once stated he assumed they could attain approximately 1,000 people in their organization. Mr. Snyder went on to explain that he and his fellow founders did not know organizations could be as big as PMI is, nonetheless that they would be one of those organizations.

Petr Lewis,
Ryland Leyton,
Berry Dunn

Stepping Stones: Talking Story About Decision Making in Your Career — Panel Discussion

Track 2: Career Pathways

This panel discussion consisted of three of the guest speakers from the conference, with the intent of having questions from the audience.

One of the first questions from the audience was whether the panel members would have done anything different with their career thinking back. Ryland said he would have liked to have taken advantage of traveling and doing international opportunities and advised to take advantage of opportunities earlier that you might not get later in life. Petr would have liked to have had a mentor earlier in his career. You can benefit from someone who have achieved some of the similar things as you would like to achieve in the future. They can also benefit you with guidance in emotional maturity.

Mentoring was something all the panel members agreed on was an important feature in building your career and networking. Having a mentor would also benefit you greater in looking to superiors than to look to supervisors in the way that you are going to be able to make out a vulnerability and openness in a mentor that you are not going to find in a supervisor.

Another question that was asked was how the panel members dealt with the fear of change. Ryland believe that the fear of nothing will change is greater than something will change. He also says that once you know what the right thing for you is, it is impossible not to be drawn to or do that exact thing. Petr brought up the feature of mentoring again, and says that there is support out there to help you break down the problem you are facing.

Building on the question of change, one audience member asked how the panel members separate the courage to stay from the courage to change. Offering his point of view, another audience member believed that a different perspective would be beneficial in differing the two objectives. Ryland added the basic fact that if what you seek is something new, perhaps leaving/changing is the best option.

Wrapping up the panel discussion, an audience member asked how you might find a future job that you can be passionate about. Petr's answer to the question was a key word that has been mentioned several times during the discussion and also throughout the day in other presentations: Networking!

Practitioner Stories

Rosemary Peh,
PMP

Life from Behind the Scenes of a Large Project

Track 3: Practitioner Stories

Observations

Rosemary opened with a short introduction, and then went straight to asking attendees what they hoped to gain from the session.

A crowded room at Rosemary's session

The crowd, a little stunned from the unexpected question, went quiet for a few seconds but then answered: "We came here for your wisdom!", "I want to hear about organizational tricks!", "The lessons learned!", "Stress management!"

Rosemary presenting her slides

Rosemary then discussed an example of a large project, the integration of an SAP platform. She explained the scope, the budget, and time frame of the project.

The scope: SAP platform integration. Not just replacing legacy systems for the sake of progress, but implementing an integrated solution to achieve business optimization.

This time-frame: It started in 2012, and only 5 years later, in 2017 the implementation phase begun. It took 21 month to get from the implementation phase to 'go live'.

The budget: The budget estimates for his huge project amounted to $82.4M.

There are many challenges with a project this size, such as:

- How to make project management relevant to the place — 'Aina connection

- How to make cost estimates that would remain relevant over time — 5 years to implementation phase

- How to help people understand the 'end game'

- How to have a clear purpose

- There were also other challenges than the expected IT challenges, like getting the timing right to meet the deadlines.

Some of the solutions that Rosemary presented were:

- Paint the bigger picture — make people understand the process and communicate the change. Help people understand the end game.

- Define the purpose — try to define the outcome that you're looking for but allow for movement and change. How does the crowd defines 'purpose'? "the deliverables", "the benefits", "the objectives", "goals", and "values — how we do it".

- Try again, fail fast, do it till you succeed.

- Be flexible — The business continues to change during the project, so flexibility is key.

Rosemary advises to have a canary, that is, to find people with alternate views, find diversity, and try to avoid 'groupthink'. Even though that is hard and challenging, it is healthy and beneficial to have.

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For projects this large, it is a 'people project
with IT'.
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– *RoseMary PeH*

The biggest challenge is how to work together, how to use values to make the common goal meaningful to everyone. Support and leadership are key, knowing how to to persevere, to get back down from the mountain, be urgent yet calm.

Other lessons learned included:

- Food is a great equalizer, like Indian and Hawaiian food — samosa, lassi, chai, loko moko...

- Heart/ Attitude — have heart! Most likely that a big project like that will only be done once every ten years, so not many people could say that they have done this before. 95% have not, but now they need to lead the change. Recognize that it is okay if things do not go as planned.

- Gut Busting Laughter — find the things you can laugh about, have a sense of humor. These projects span years, so you need an open attitude.

- A way to explain cultural differences can be a sharing a funny video, for example the Indian Nod.

§ *The Indian Nod*, https://www.youtube.com/watch?v=0RaBxH_MKQI

Rosemary also gave the following advice to anyone with these mega projects:

- Keep your Sanity — crowd "exercise", "sail", "hiking", "surfing", "community service"

- How to do that with a team? For example "office yoga", "eat", "pau hana"

- How to do that with leadership? For example "meditation", having a service of massage available

- How to handle the 24/7 work and stress? Be self-aware of what you consider good. Also know your limits, find a mentor (someone to share with), mind your health, and unplug — have a hobby!

One of the things Rosemary does to relieve stress is photography, she finished her presentation with a video of her own photography.

R. Kalani Fronda
CCIM

What's Your Function?

Track 3: Practitioner Stories

Observations

In a packed room of spectators, Mr. Kalani Fronda began the session by recounting a personal story about a small group of "team players" working together to accomplish a mission. The goal — taking the church collection box to the safe as quickly, efficiently, and unified as possible. Kalani asked, "What is it about you that makes you, you?"

In relation to the question, "What is your function?" There were four main points:

1. HEAD — Know your function

2. SHOULDER — Carry your weight

3. KNEES — Serve your team and client

4. TOES — Establish your footprint

Kalani presenting to the audience

Kalani asked the crowded room one simple rhetorical question, "Who are you?" He then invited everyone to stand and participate in a game, colloquially named "Junk-And-Po", as it was known to him as a youth, but more commonly referred to as "Rock, Paper, Scissors." Each winner advanced, until the last two standing claimed the first and second place winner titles. The room was filled with giddy excitement and laughs as everyone worked

through the exercise. The outcome of this all familiar child-like game, helped shed light on each person's personalities, asking similar questions to the following:

- Did you realize you had a competitive spirit?

- Did you have a strategy?

- Were you worried about the decision you were about to make?

- Are you one that didn't give a rip, and were not worried about the risk?

Playing Rock, Paper, Scissors with the audience

Another round

Kalani then delved deeper into the aspects that comprised the *Four Main Points*.

1. HEAD: Core Values

C — CAPTAIN — Need to arrive quickly

O — OBSERVE — Need to be accurate

R — RELATOR — Need for everybody to get along

E — EXHORTER — Need for everybody to be included

2. SHOULDERS: Carry your Kuleana (responsibility)

Activity: Two teams of three people used ping-pong balls to unscramble the seven-letter Hawaiian word "Laulima", meaning cooperation and many hands, and the eight-letter English word "Together", thus promoting successful, collaborative team dynamics.

3. KNEES: Serve Your Team & Clients

Kalani showed a brief clip from the movie *The Blind Side* to stress the importance of building relations. If you take the time to invest in the matter, you will be all the more successful in your endeavors. *A'ohe Hana Nui Ke Alu'ia* — No task is too big when done together.

Activity: In order to promote the concept of building relationships, participants first organized themselves in groups of four. Next, each person stated their name and their favorite childhood song. When placed in the spotlight, the team that recalled their team member's name and song the fastest, won.
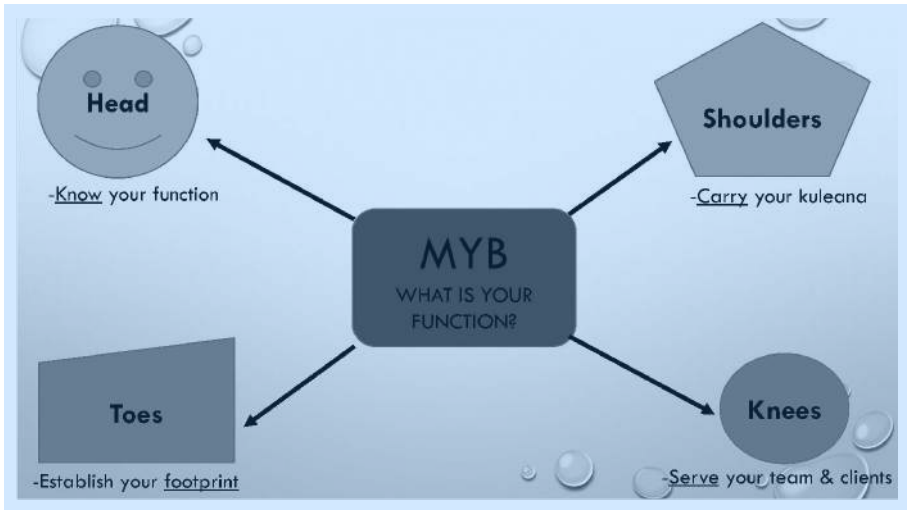
4. TOES: Establish Your Footprint

Key Notes:

- Take responsibility for telling your story, possibly reshaping it if necessary

- Create a digital footprint

- Build your business and personal networks (ambassadors)

With those four main points strategically detailed, Kalani then told a story about a native Hawaiian man who eventually became a king. He described how that king revived a previously forbidden and abolished traditional art

form of *hula*, rebuilt a palace which still stands today-the Iolāni Palace, and built a highly regarded, commemorative statue of King Kamehameha I, just to name a few of his accomplishments. The time of his reign was known as the first Hawaiian Renaissance. That man was King Kalākaua, also known as the Merrie Monarch. King Kalākaua is the perfect example of a person who *knew his function*.

One of the presentation slides

KEY QUOTES FROM THE PRESENTATION:

"What is your function?"

"What is it about you that makes you, you?"

"Who are you?"

REFERENCES

§   King David Kalākaua

AUDIENCE TESTIMONIALS AFTER THE SESSION:

"This reminded me of an adage, 'People don't care about what you know, rather than how much you care.'" – Gary, Hawaiian Electric.

Columbus Brown

Bringing Corporate Strategy and the Portfolio Along Together

Track 3: Practitioner Stories

Observations

Columbus Brown opened the session with humor and continued to cause laughter throughout the hour. He transitioned into talking about strategy; what is strategy and why it's important that a company's strategy is clearly communicated. A quote from Dr. Max McKeown, "desirable ends with available means", was used to describe strategy. Brown also mentioned that you cannot wait for the perfect business plan because the business itself cannot wait. About a half hour into his speech, he split the audience up between 10 groups. On the presentation slide was a "Survival on the Moon" challenge with a scenario of being stuck on the moon with 15 items. Each group had to come together to decide on the importance of each item and rank them 1-15 from most important to least. The purpose of this task was to ask the groups these questions afterwards:

- Was there a common objective?

- Did a team leader form?

- Were there any conflicts? Were those conflicts resolved or not brought up?

- And if participants individually felt internal emotions that are different from their business persona.

Brown gave three strategies to assessing your portfolio. The first method was a picture of 3 buckets, labeled "now", "soon", and "later". He described how people have ideas and can organize them into these 'buckets', but it isn't very effective nor beneficial. The next method was an image of a big square split into 4 squares. Labeled low effort, low value; low effort high value, high effort, low value; and high effort, high value. He compared this to as "picking up a low hanging fruit". It's good but not the best. The last method was the one preferred. It was a value streams and capabilities diagram which went into detail and was very thorough compared to the others. For being one of the last events of the day, the audience was very engaged and seemed to be grateful to be there.

KEY QUOTES FROM THE PRESENTATION:

"Most companies have a more detailed process for ordering post-it notes than for formulating and communicating corporate strategy"

– Jeff scott, Business InNovation Partners

"Do not antagonize those who don't desire to swim in change, they will drown you as you try to save them"

– Columbus Brown

REFERENCES:

§ makeiteasy.com

§ _The New How by Nilofer Merchant_

Katelyn Shelly,
Kevin Rasmussen

When you are the new PM and Kick-Off starts tomorrow… What do you do?

Observations

The session opened with Katelyn Shelly informing the audience that "If you came here to sleep after your lecture, you're in the wrong place," which was followed by laughter. The speakers were highly interactive with the audience throughout the whole event. The people who were sitting in the back were told to move up closer to the front so teams could be formed.

Katelyn and Kevin having fun at their session

Once teams were arranged, each were given cards labeled A to E. Multiple Project Manager scenarios were given in the presentation and the teams would decide on a mutual agreement answer. Once they had an answer, they would hold up the corresponding answer card. Katelyn and Kevin then asked the reasoning behind why they had chosen that answer, if anyone had been in the same situation as the scenario given, and would go through the pro's and con's of each option. There was a lot of teamwork, chatter, and laughter. Katelyn and Kevin had friendly conversations with audience members and had everyone involved.

The audience holding up letters A to E

presentation slide of a scenario

Scenario 5: "Why didn't you ask that in the meeting?"

Team Meetings are well-attended but lack participation and active engagement. Following the meetings you notice a trend of people following up individually via email or stopping by your desk to address topics discussed during the team meeting…how do you address this and change the dynamic?

A. Keep meeting as-is, but change your approach to call on people specifically during the meeting for real-time feedback and opinions

B. Consider a different meeting structure; smaller groups or 1:1s to gather feedback in advance of the larger group meeting

C. Pre-assign agenda items to individuals and have them report at the meeting

D. Start bringing manapua to meetings (realize you have some team-building to do, and figure out how best to accomplish that)

E. Ask different team members to plan and lead upcoming meetings

F. Any or all of the above

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		Pros	Cons
A	Call on people directly…	✓ Helps engage people to speak & participate ✓ Individuals emboldened to offer input and	✗ May be ignoring cultural dynamics that are barriers to participation ✗ Risk discomfort by "forcing"
B	Change meeting(s) structure	✓ May provide a more comfortable, "talk story" approach for individuals to offer input and suggestions	✗ Takes more of your time for coordination ✗ Some may feel "left out" if not included
C	Pre-assign agenda items…	✓ Provides a structured mechanism for individuals to provide input ✓ Assumes that team members will do their preparation prior to the meeting	✗ Individuals may still be uncomfortable, especially if its perceived as too "formal" ✗ Requires more individual follow-up and
D	Bring manapua to meetings & team building…	✓ Living in Hawaii, it is important to acknowledge & understand the concept of "Pilina" or team-building	✗ May not have a lot of "time" to do team-building
E	Have team members lead meetings…	✓ Takes some of the pressure off you ✓ Gives team members opportunity to drive discussion	✗ Some team members may not feel comfortable taking the lead ✗ Can you really relinquish control???
F	Any / All of the Above…	✓ This one is tough! Trust your instincts…	✗ It's going to take time & patience…

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KEY QUOTES FROM THE PRESENTATION:

"Do the right thing. It will gratify some people and astonish the rest."
– *Mark Twain*

"It always seems impossible until it's done."
– *Nelson Mandela*

Dean Anthony Ramos (T)

Save 80 Hours, Build Better Relationships

Track 3: Practitioner Stories

Observations

The presenter created a welcoming atmosphere with his warm smile and by asking attendees what they had for breakfast. Diversity among attendees is noticeable: some of them work in banking and education whereas others are specialized in IT.

Dean presenting at his session

With his IT background, Dean started his business, Dean's Solution in 2017 with the aim to help cut administrative work up to 50% without the overwhelm of technology. He shared several personal stories in which his friends and family members find it difficult to keep up with the rapid development of technology. In other words, Dean tries to put IT technical terms into context to reach bigger audience.

Of all his experiences at Toyota, the presenter claims that Kaizen is the biggest takeaway and his business idea is based on Toyota productions system. As a result, he is able to condense 80 hours of work into 10-15 minutes. Beside automation, maintenance is another valuable set of skills. From Dean's experience, listening, giving colleagues respect, and getting knowledge from them is a positive way to build relationships.

KEY QUOTES FROM THE PRESENTATION:

"A place for everything and everything in its place."

– Benjamin Franklin, one of the founding fathers of the united states

REFERENCES

§   https://www.deanssolutions.com/

§   https://mailchi.mp/a7efccb48299/dspddgift2018

AUDIENCE QUESTIONS DURING THE SESSION:

?   Q: How much time did you invest in helping your co-workers?

A: As much time as it takes. If people think as business analysts, it would be easier to communicate. However, the key is to keep is simple.

?   Q: At the beginning of the presentation, you said that we will talk about Kanban. What are basic Kanban principles?

A: You can always look up Kanban on Google but my interpretation of it is there is a place for everything. I actually got this idea from Legos.

"More testimonials"

Closing Session

Curtis Michelson &
Kupe Kupersmith

Collective Learning

Closing session

Observations

Pulling it all together, Kupe facilitated an ad-hoc networking activity by dividing the room into four corners. Attendees had the chance to share their best takeaways from the sessions with those who were not there. (Kupe did an exercise in behaviour assessment. Starting from the assumption that it is important to understand HOW people want to interact to take things to the next level, he asked the audience the following questions:

? Are you fast-paced and outspoken or cautious and reflective? Questioning and sceptical? Accepting and warm?

Each member of the audience could answer the question for themselves and move into the respective group. The groups were defined as such:

- Dominant group: goal-driven, getting stuff done

- Influential group: party animals, collaborative

- S group: reliable, big support of the group, loving collaboration

- C group: analytical, with need to know why

The exercise was followed by a networking activity of 3 minutes to meet new people, and exchange takeaways from the sessions. This was repeated three times.

Raji Sivaraman
CP Principal of ASBA LLC

Closing Keynote: A Musical Perspective on Project Management

Closing session

Observations

Raji brought a unique perspective to the event, the idea of creative project management with insights from music. Starting from the question, "What does music has to do with project management?", she explained how she came about to writing her book, "Making Projects Sing", drawing on ideas of Jim Snyder.

Showing video, Raji explained the concept of the virtual choir, how unique and complicated it is to get people to sing together virtually.

The virtual choir translates to working with virtual teams, which requires discipline and learning a specific technique. Discipline exists in everything we do: dance, sing, play an instrument.

There is inspiration in music: to improvise and to innovate in the moment. In a jazz session, for example, the crowd watching never notices if the group isn't on key or in sync. This can translate to insights about team management — how teams do not show their weaknesses, how each player can back up the team — just like in making music.

For the last exercise of the day, Raji called the keynote speaker of the opening session, Ramsay Taum, to join her on stage. She divided the crowd into two groups to teach them to sing a song, starting with the clapping the rhythm. When everyone was clapping the rhythm, she invited the audience to sing two lines along with her. For the second round, Raji did not sing into her microphone but signaled with her hands for different parts of the audience to sing.

The result of the second round wasn't as good as the audience got confused and missed their cue. Raji drew the conclusion from the exercise, that in project management as well as in music, the PM needs to give proper guidance and make sure that people know exactly what their task is and what they need to do.

KEY QUOTES FROM THE PRESENTATION:

"It's so simple when you stop to think about it —
all aspects of music relate to projects and the
management of all aspects of music requires project
management."

– Jim Snyder, founder of PMI

"I believe you have to be willing to be
misunderstood if you're going to innovate."
– *Jeff Bezos*

REFERENCES:

§ Making Projects Sing, Raji Sivaraman