

2012 Was A Blast, Bring On 2013 !



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2012 Reflections by Chapter President Libby Lew

CHAPTER ACCOMPLISHMENTS: 2012 was a year of many firsts & growth:

1. **HOST FOR THE REGION 7 LEADERSHIP SUMMIT** – For the first time, PMI Honolulu Hawaii chapter hosted the 2-day PMI Region 7 Summit – Region 7 is comprised of 17 chapters in South western US. 90 Board leaders from 16 chapters attended the Honolulu Region 7 summit. Our Theme was IMUA, “to go forward with sprit”. We organized a program that was Instructional, Motivational, Understandable, and Actionable. This was also an opportunity for the entire board and the volunteers to attend PMI leadership training. We received Proclamations from State of Hawaii Governor Neil Abercrombie and (then) Lieutenant Governor Brian Schatz. and from the City and County of Honolulu. Mayor Carlisle opened the conference, delivered the importance of project management to the 10th largest manicipality of the United States...and got many visitors doing the surfer's shaka!



2. PROFESSIONAL DEVELOPMENT DAY - An 8 PDU event to sharpen your project management skills with: four (4) separate learning tracks with sixteen (16) different sessions to choose from, and three (3) keynote sessions. Our PDD had 130 attendees, a 10% increase in over last year. Again, we received Proclamations from State of Hawaii Governor Abercrombie and (then) Lieutenant Governor Schatz. and from the City and County of Honolulu. Mayor Carlisle returned to lend his support and enthusiasm to open the conference. Our thanks to the Governor's Office and Mayor's Office for their continued support towards PMI Honolulu Hawaii Chapter and the project management profession!



3. MONTHLY LUNCH MEETINGS held every 3rd Wednesday of the month at the Plaza Club downtown. Networking opportunities and a variety of project management presentations from soft skills to sharing of project experiences. Please visit www.pmihnl.org/Events webpage or Face Book page ("PMI Honolulu Hawaii Chapter ") for a list of events.

4. BREAKFAST ROUNDTABLE MEETINGS - Buy your own breakfast and enjoy informative and informal discussions facilitated by Dr Larry Rowland. This year Dr Rowland facilitated discussions on 'PM Templates and Forms', 'Communication Styles', 'Troubled Projects', and 'Doing Things Right'.



5. PMP EXAM PREP TRAINING - Professional Development director Tobias Kohler and volunteer Karen Sandhoff coordinated three (3) sets of six-week PMP Exam Prep classes with 2 of the 3 classes being fully subscribed. Wanting to know how students were doing, with assistance from Karen Sandhoff, Professional Development Director Tobias Koelher contacted the last 2 year's students and found that: 50% of our students took the PMP exam with a 90% pass rate.



6. MORE SISTER CHAPTERS - In July 2012, Past-President Amin Leiman, was invited to speak at the PMI Japan Chapter's annual PDD where he personally delivered and discussed our sister chapter agreement with President Hirotohi Kamba-san. Secretary General Shinichi Tasaka-san presented our proposed agreement to the Japan Chapter leadership which was voted on and accepted in September. In October, Publicity Director Ed Tsang and I met with the Japan Chapter leadership at PMI's North America Leadership Institute Meeting in Vancouver, British Columbia, Canada where we exchanged gifts from our chapters to further solidify our sister chapter arrangement. Benefits of the sister chapter agreement to our members is the



reciprocity of membership benefits with the much larger San Francisco Bay Area and Japan Chapters.

7. PAU HANA NETWORKING - New for 2012 – In our attempt to reach more members, Vice President Tamara Koermer and Membership Director Tim Sprowls co-chaired a very successful Pau Hana Series that provided networking opportunities to folks unable to attend the downtown luncheon meetings. Pau Hana were held around Oahu at: the '7 Palms' overlooking the Navy Marine golf course (**Moanalua**), Gordon Biersch and Chai's Bistro in Aloha Tower Marketplace (**Downtown**), Salt Kitchen & Tasting Bar (**Kaimuki**), Auntie Pasto's (**Waipahu**), The Shack (**Hawaii Kai**), and Formaggio's (**Kailua**). Please check the www.pmihnl.org website or Face Book pages for the next one...it could be in *your* neighborhood!



MEMBERSHIP STATUS

Since January 2011, under the leadership of Membership Director, Tim Sprowls, we had a 32.5% increase in membership, while many of the other chapters in our region are seeing their membership numbers decline. We now have over 430 members.

FINANCE STATUS:

Net income for this year will be about \$14,000. The increase in net income this year was due to corporate sponsorships for the region 7 summit and the PDD, full PMP exam prep classes, increase in membership and a reduction in expenses. For their efforts to secure corporate sponsors for the Region 7 Leadership Summit and Professional Development Day, we thank our sponsorship team: Amin Leiman, Greg Colbert and Danna Martell!

2012 STRATEGIC PLANNING

In January 2012, with facilitative assistance from our Past-President and Region 7 Component Mentor, Richard Polendey, the Board Of Directors held strategic planning sessions. The outcome was five (5) strategic objectives that are planned to be accomplished over the next few years.

- i. Increase Volunteerism
- ii. Provide Value to existing members
- iii. Grow the Organization
- iv. Align 2-way communication with the Chapter Vision
- v. Improve Governance & Chapter Documentation



As a result of improving our cash position over the past few years and especially in 2012, we now have a good start with a treasury to support our planning and initiatives. Our 2013 Chapter President, Tamara Koermer, will update the strategic plan early in the year and continue the chapter's growth areas (see [page 7](#) for Tamara's 'Looking Forward' address).



2012 Reflections by Chapter President Libby Lew (continued)

MAHALO NUI LOA: This extraordinary year was made possible through the financial support of our sponsors and efforts by our volunteers.

2012 SPONSORS:



Hawaiian Electric Company
Maui Electric Company
Hawaii Electric Light Company



TEST YOUR PMP KNOWLEDGE

You are managing a construction project for a client and have subcontracted out some of the project work. You negotiated different contracts with the subcontractors, which include various activities and resources, such as site excavation, raw material supplies, and labor workforce to different subcontractors. Each of these contract life cycles can end during which phase of your project life cycle? (see [page 11](#) for the Answer & Explanation)

- A) The Closing phase of the project life cycle.
- B) The Executing phase of the project life cycle.
- C) The Monitoring and Controlling phase of the project.
- D) Each contract life cycle can end during any project life cycle phase.

Hint: The life span of a contract life cycle depends upon the nature of the work involved not on the entire project work.



2012 VOLUNTEERS:

To all of our volunteers, a warm *Mahalo*. "As a volunteer in the project management profession, you are creating a ripple effect that lasts beyond what you can imagine. Your leadership while building your professional network and by give back to the profession you set a new precedent with every project – for yourselves and those who look to you for leadership." In addition to gaining leadership and/or presentation experience, volunteers also earn PDU's for their volunteer efforts

- **Communications**

John Higuchi,
Jim Steele

- **Professional Development**

Lin Dunsmore
Tom Dygon
Darrel Erickson
Aida Gordon
Geoffrey Ho
Iris Koga
Adam Ma
Karen Sandhoff
Joslyn Sato
Kevin Talbot
Dave Brauer

- **Programs**

Jaime Champagne
Jean Eltagonde
Sheri Matsuda
Ku'uipo Laumatia

- **Publicity**

Ed Tsang

- **Special Projects**

Lisa Baker
Dave Brauer
Dean Baldwin
Jackie Cabralda
Jamie Champagne
David Chang
Nacio Chavez
Greg Colbert
Brenda DeRyke
Lin Dunsmore
Kirk Durante
Timo Furhman
John Higuchi

- **Finance**

Brenda DeRyke,
John B. Russell

Greg Colbert
Glenn Hamamura
Tobias Koehler
Alfredo Lee
Gary Murakami
Ken Newman
Larry Rowland
Gerald Smith
Iovo Stefanov
Matthew Turpin
Reggie Yang

Robert J. Nievera
Jayme Nonaka
Tim Pfingsten
Kris Singh

Len Higashi
Jason Hoffman
Randy Honke
Tobias Koehler
Margaret Latonio
George LeCompte
Amin Leiman
Bob Lew
Libby Lew
Calvin Mann
Danna Martel
Sheri Masuda
Chris Miller

- **Membership**

Tamara Koermer,
Kris, Singh, Tim Sprowls

Darrell Ah Yong
Duane Chun
Mike Goetzke
Mallee Hagen
Carla Hagler
Kimberly Huntzinger
Tony Koyamatsu
Mark Matheson
Mary Osswald
Anne Sadauski
Ken Smith

Kevin Talbot
Ed Tsang
Carolyn Yoshihara

Angie Nakamoto
Ken Newman
Robert J. Nievera
Rosemary Peh
Larry Rowland
Karen Sandoff
Joslyn Sato
Iovo Stefanov
Kevin Talbot
Ed Tsang
Matt Turpin
Nikolas Yem



2012 VOLUNTEERS: (continued)

To my Board I would like to take this opportunity to thank each of you for your contributions:

- 1) **Vice President Tamara Koermer**, PMP for starting the networking pau hana series.
- 2) **Communications Director John Higuchi**, PMP for maintaining our chapter, documentation, monitoring and maintaining the chapter website, and keeping all of us informed of chapter events and opportunities.
- 3) **Finance Director Brenda DeRyke**, PMP for your diligence and attention to detail. Brenda successfully negotiated lower rates for our registration system and credit card transactions.
- 4) **Membership Director Tim Sprowls**, PgMP, PMP who will be a tough act to follow. During his tenure as membership director, membership increased by over 32%.
- 5) **Professional Development Director Tobias Koehler**, PMP our PMP Exam Prep Class has been full since he and his co-chair, Karen Sandhoff have been monitoring and enhancing the class quality where needed. Many of our students have such a good experience that a number of them have come back to share their experiences and give back to help others prepare for the PMP exam.
- 6) **Programs Director Robert J. Nievera** in addition to handling the monthly lunch, speakers and tonight's Annual dinner, Robert has implemented the use of a secure portable credit card processing system. This new process saves the chapter charge card and registration fees and it minimizes the petty cash and bank deposit requirement.
- 7) **Publicity Director Ed Tsang**, PMP, has been proactively documenting and posting our events on the chapter's Facebook page--pictures speak 1,000 words. For the Region 7 Leadership Summit and Professional Development Day Ed obtained proclamations from the Governor and Mayor for our events. 2 of his articles about our events were featured in PMI Today. The flyers, the PDD material and tonight's printed programs were prepared by Ed. The audio/video slide show you saw at the annual dinner was also created by Ed.
- 8) **Special Projects Director, David Chang**, with his leadership, the Region 7 and Professional Development Day conferences contributed over 50% of this year's net income.
- 9) **College Relations Director, Dr Larry Rowland**, PMP, coordinator for the breakfast roundtables. This year Dr .Rowland has invited our chapter members to attend a few of his workshops and project management classes at HPU.
- 10) Last but not least Mahalo to my mentor, **Past President, Corey Matsuoka**, PMP, whose corporate and personal support, quiet leadership and guidance to me personally and to our board have been very much appreciated.



Thank you all for volunteering and giving back to Hawaii Project Management community and the project management profession !

Looking Forward by Chapter President-Elect Tamara Koermer

Aloha from your incoming 2013 PMI Honolulu Chapter President. I am grateful for the last year to learn the PMI Honolulu ways under 2012 President Libby Lew and alongside our very experienced Directors on the Board. It is an encouraging sign that so many of our Directors will be returning for the 2013 Board. Conversely, with two new Directors, Kevin Talbot in Membership and Kirk Durante in Special Projects, we will have fresh energy and new ideas to benefit our chapter membership. I look forward to a very productive year ahead for PMI Honolulu. We, as a Board, will focus our efforts on providing maximum, meaningful benefit to every chapter member by harnessing the skills and abilities of our many enthusiastic chapter volunteers. Mahalo to the ~150 members, who took the time to inform our decisions of what those priorities should be, by filling out the survey sent out by Tim Sprowls, incoming Chapter Vice President. I offer warm aloha & best wishes to you for a joyous & prosperous New Year in 2013!



Yours in service,
Tamara Koermer, 2013 PMI Honolulu President

Your 2013 All-Volunteer Honolulu Hawaii Chapter Board Of Directors

Congratulations to the newly-elected 2013 PMI Honolulu Hawaii Chapter Board of Directors:

- President: Tamara Koermer, PMP
- Vice President: Tim Sprowls, PgMP, PMP
- College Relations: Larry Rowland, PMP
- Communications: John Higuchi, PMP
- Finance: Brenda DeRyke, PMP
- Membership: Kevin Talbot, PMP
- Past President: Libby Lew, PMP
- Professional Development: Tobias Koehler, PMP
- Programs: Robert J. Nievera
- Publicity: Ed Tsang, PMP
- Special Projects: Kirk Durante, PMP





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OUR PROJECT MANAGEMENT DISCIPLINE, OUR CHARTER, & OURSELVES

CONTRIBUTING WRITERS:

Maximizing Project Success Kicking-Off a Project & Building a Team by Paula K. Martin

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There are two roles that every manager must perform that aren't typically thought of as part of the manager's job: 1) contributing to the building of a network of positive relationships both within the organization and between the organization and the outside world, and 2) building organizational capability for the long term. Since you, the project manager, are, in fact, a manager, you are also accountable for building relationships and capability, in addition to your regular job of creating a project plan and monitoring and controlling that plan. Doing these additional jobs well is a major challenge and one worthy of anyone who calls himself or herself a project management professional. Let's talk about the team-building side of your role. The first time you get the team together is for the project kick-off. Kick-off is critical because it launches the process by which you mold a group of individuals into a team, which consists of four stages: forming, storming, norm-ing and performing, also known as the team development process. (This process is also known as Tuckman's stages of team development.) The forming stage begins at kick-off, when individuals that haven't worked together before come together and need to get to know one another. They usually have questions in their minds, such as:

- *What's this project about?*
- *Who are the other people on the team? Will I like working with them? Will they like me?*
- *Who is the leader? What is she like? Will I like her? Will she like me?*
- *Am I going to be successful at this? How will this project affect me? What will I have to do?*

You can help people answer these questions positively if you lead the kick-off session in the right way, or you can create negative answers if you lead it the wrong way. During the meeting, use some of the following techniques for addressing these questions effectively include: 1) review the charter with them and resolve any issues they have with it, 2) help them get to know the other members of the team using introductions and/or some type of individual and/or team profiling, such as thinking or behavioral styles, 3) have an icebreaker, and 4) have the team participate in planning the project.

If you've done a good job of putting people at ease and addressing their forming stage questions, you're ready to move onto the next stage - Storming. This stage may also occur at kick-off if you're using the kick-off meeting to begin the planning phase of the project. During storming, you'll find disagreements erupting about what needs to be done and who should do it. You'll know you're in storming when you hear, "I can't," and "that's not possible".

As much as you might like to, you can't skip over the storming stage; you need to move through it. Here are some tips for moving through storming: 1) use a participative project management process so that everyone gets to help build the project plan, 2) clearly define roles and responsibilities, 3) encourage everyone to contribute their own point of view, 4) use participative decision-making and problem-solving processes to reach consensus, 5) use a conflict resolution process to resolve conflicts, and 6) practice good communication skills in the form of effective listening and constructive feedback. If you do it right, you'll breeze through storming and head right into norm-ing, and then into performing – where you will have performed your job of building team relationships. Remember, your style and approach at the kick-off meeting are the first impression you make with your team, so set a good one by being prepared, inclusive and open -



encouraging questions and participation - and finally, being supportive so they can answer their questions about you and the project positively.

About The Author: Paula Martin is with Martin Training Associates (MTA), which specializes in project management, change accountability and matrix management. See their website for information on their new Quick Guide series, the first of which is titled: Sponsoring a Project. For more information call 866-922-3122.

CONTRIBUTING WRITER:



"Manage Expectations by Using Formal Communications" by Jeff Oltmann.

This article is the second part of a two part series.

A Key Survival Skill

To survive tough projects, experienced project leaders deliberately manage the expectations of their stakeholders. First, they use their emotional intelligence skills to forge key relationships, establish trustworthiness and build reputations as truth tellers. I described how to do this in the previous article, "How to Avoid Expectation Collisions."

This is necessary, but not sufficient. This article shows you how to complement informal relationship building with formal project communication techniques that keep the right people in-formed about important project information.

Increase Flexibility with a Baseline and Ground Rules

Create and intensely manage a baseline. The starting point for managing expectations about a project is a clear baseline, established and communicated early in the project. A baseline is simply a public summary of expectations (at an appropriate level of detail) about how long a project will take, what it will cost and what it will deliver. It may be changed at any time through mutual agreement.

Crucial conversations with stakeholders about project realities are nearly impossible without a previously established baseline and protocols about how changes will be managed. Because the people having the discussion don't have common reference point, it is likely to deteriorate into an argument about "he said, she said."

Author Eric Verzuh notes that many communication problems are rooted in changes to features, schedule or cost. Head them off by defining clear proto-cols to manage the initial definition of these elements and subsequent changes to them.

When creating a baseline, don't allow unrealistic expectations about the project to go unchallenged. As David Schmaltz says, "Remember your sacred duty to disappoint," even though it may be uncomfortable (see sidebar above).

Establish ground rules early.

Early on, take the lead to create and get buy-in on the management approaches that will be used on a project. Agreeing on ground rules in advance makes it easier to maintain the discipline of using them when the going gets tough, thus keeping expectations aligned. Here are some examples.

- How will risks and issues be identified and resolved?
- How frequently will project status be communicated and to whom?



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- What are the boundaries of the team's responsibility and authority?

A clear baseline and ground rules don't create a straitjacket – they actually increase flexibility. When something unexpected occurs in the future, as it inevitably does on every project, they give the people working on it a reference point that helps them to quickly evaluate possible changes.

Filter a Little, Not a Lot

Keep sponsors “in the loop.” Experienced project leaders talk about how they pay special attention to keeping sponsors and other key contacts appropriately informed. But “appropriately informed” varies from project to project, so ask key stakeholders about their information needs and preferences.

Communicate with them more often than you think you need to. Set up-front expectations on frequency, content, and methods of communication. This will help build relationships as well as reduce the amount of misunderstood information.

But filter out unimportant noise.

day-to-day activities of a project are messy. While keeping key stakeholders in the loop, also filter out some of the usual project noise. Don't overwhelm sponsors, and especially customers, with unimportant details about things that will change tomorrow. At the same time, don't keep them in the dark. That is a recipe for destroying their trust (see sidebar above).

Endpoint

Managing stakeholder's expectations about projects involves three elements:

- Building a network of informal, truth-telling relationships, as I covered in the previous article
- Setting up a clear project base-line and communication proto-cols, discussed here
- Creating an unbiased status re-orting and project review sys-tem, which I will cover in the next article

These three elements work – I've used them successfully on my own projects, both large and small. My clients and students have used them. You too can apply them to successfully manage the expectations of even your most challenging stakeholders.

About the Author

Jeff Oltmann is principal consultant at Synergy Professional Services, LLC in Portland, Oregon (www.spspro.com). He is also on the graduate faculty of the Division of Management at Oregon Health and Science University. Jeff welcomes your questions and ideas. You can contact him at jeff@spspro.com or read previous articles at the following website: www.spspro.com/resources.htm.





Membership Corner

During 2012, the Honolulu chapter experienced membership rate of growth the best within the Region 7 States of California, Nevada, New Mexico, Arizona, and Hawai'i. Mahalo for your support and interest in PMI Honolulu Hawaii.

New Members (October 2012)

Amanda Busser
Roger Castro
Sally Chow
Kevin Cole
Danille Ho
Thomas Jansson
Ann Ocampo
Kimberly Tobin



Our PMI Honolulu Hawaii Chapter Values:

VISION

The PMI Honolulu, Hawaii Chapter will be recognized as an organization of Professional Project Managers dedicated to serving the business and educational communities of Hawaii through the advancement of Project Management.

MISSION

The Honolulu Chapter will provide a forum for Project Managers to promote the principles of the Project Management Institute through networking with other project managers, sharing of project experiences, training, education, and certification as a Project Management Professional.

ANSWER & EXPLANATION TO "TEST YOUR PMP KNOWLEDGE"

Answer: The correct answer is D.

Explanation: A complex project can involve managing multiple contracts or subcontracts simultaneously or in sequence. In such cases, each contract life cycle can end during any phase of the project life cycle. The buyer-seller relationship can exist at many levels on any one project and between organizations internal to and external to the acquiring organization.

Reference: PMBOK Guide 4th Edition, page 315



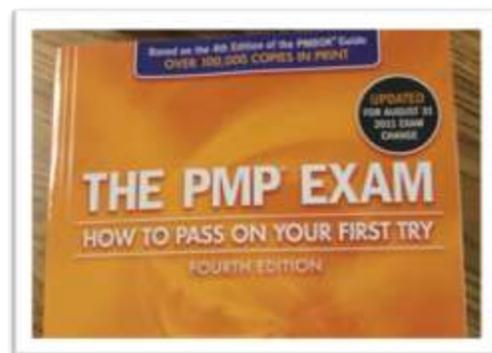
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2013 CALENDAR

PMP Exam Preparation (Spring, Late Spring, and Fall sessions)

Milestone: PMBOK 5.0 Released	Jan 1
<i>Early Bird Registration:</i> Spring PMP Exam Prep	Jan 8
Spring PMP Exam Prep Class	Jan 22 - March 2
<i>Early Bird Registration:</i> Late Spring	March 31
Late Spring PMP Exam Prep Classes	Apr 16 - May 25
Fall PMP Exam Prep	Sept TBD - Oct
PMP Exam Revised for PMBOK 5.0	July 31



Monthly Meetings (Luncheons held 3rd Wednesday each month, @ Plaza Club)

January Luncheon	Jan 16
February Luncheon	Feb 20
March Luncheon	Mar 20
April Luncheon	Apr 17
May Luncheon	May 15
June Luncheon	Jun 19
July Luncheon	Jul 17
August Luncheon	Aug 21
September Luncheon	Sep 18
October Luncheon	Oct 16



Events

Annual Professional Development Day	Sept 10
Annual Dinner	Nov 15 (tentative)

