



PMI Honolulu Comes to Olelo Ch. 53!



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Special: PMI Seminars @ Sea

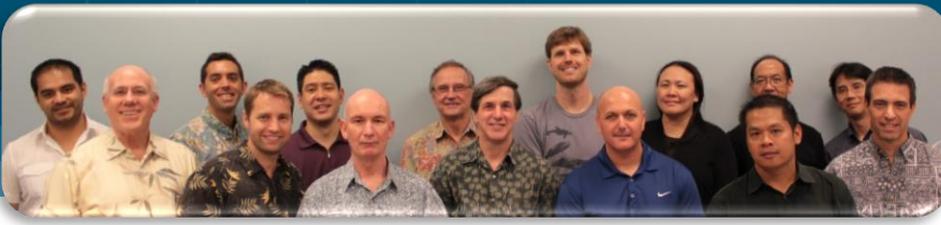
Details at page 11.



Olelo Community Media video tapes PMI Honolulu Hawai'i Chapter's 2013 Professional Development Day (PDD). (Top) Being recorded is keynote speaker, Mark Oliver, Chief of Staff for Yahoo! addressing the largest audience to date at the PDD. Schedule details are listed at the back of this newsletter. (Bottom Left) Publicity Director, Ed Tsang, and Olelo Video Production Director, Angela Angel, exchange a warm handshake on the partnership between Olelo Community Media and PMI Honolulu Hawai'i Chapter. (Bottom Right) Olelo's high definition video camera poised for the next lecture on project management.

Project Management Content on Your TV: 6 PM Every 2nd Wed., Encore at Noon the Following Sunday.

The PMI Honolulu Hawai'i Chapter kicks off 2014 with cablecasts on Olelo Community Media's **Channel 53**. Ten (10) presentations from the 2013 Professional Development Day will be available on the Oahu cable channel from February to November; at 6:00 PM every second Wednesday of the month with an encore/repeat cablecast (same channel 53) on Sunday at Noon. The first cablecast was shown on February 12, 2014. Video streaming for on demand viewing will be posted at the chapter website (www.pmihnl.org) and our social media outlets (Facebook, Twitter, and LinkedIn). For scheduling details, see the back of this newsletter. If you're interested in presenting at our 2014 PDD or would like to be sponsor, please contact our chapter President Tim Sprowls via email: President@pmihnl.org



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OUR PROJECT MANAGEMENT DISCIPLINE, OUR CHAPTER, & OURSELVES

PM Skill Versatility: Applying Project Management at a Non-Profit Organization

An Interview with Kevin St. George, PMP, Project Coordinator at Tribalco and former Kamehameha District Executive for the *Boy Scouts of America Aloha Council*. Written by Stephanie Lum, PMP



According to *Wikipedia*, a non-profit organization uses its surplus revenue to achieve its goals rather than distributing it as profits or dividends. This does not mean that the organization does not wish to make a profit; rather the organization doesn't have an owner or shareholders and funds made aren't for the benefit of an owner or shareholder. For-profit organizations also have missions and visions, but they need to provide a return on investment to their owners and shareholders.

Kevin St. George has had experience at both non-profit and for-profit organizations and took time out of his busy schedule to share with PMI Honolulu some insights about his experiences. Kevin recently graduated with a degree in journalism and landed his first full-time job with the Aloha Council of the Boy Scouts of America. Previously he had been a Boy Scout and during college worked at their Philmont Scout Ranch in New Mexico as a backpacking instructor and then a camp director

where he managed their commissary.

The commissary was fifteen miles from civilization and during their camping and adventures, scouts at the ranch would stop by to stock up for an additional 4-6 days in the wilderness. Without realizing it, he was learning about supply chain management as he monitored the demands and placed orders to manage the inventory. Working at the Aloha Council he was in charge of up to five events per year and quickly realized that even though each event was separate and distinct there were repeatable processes that occurred as he managed each one.

Kevin didn't start off wanting or studying to become a project manager. Instead he ended up working with a diverse group of people in an organization that allowed him to diversify his skills as he learned about project management to improve the organization and himself. As he learned about PMI and project management, he was able to give a vocabulary to what he was doing.

The processes and tools that he learned provided him with a structure and standardization to his projects that resulted in repeated successes. This allowed him to recognize tasks as being associated with initiation, planning, monitoring, control and execution and not being something new each time which would've required re-inventing the wheel. Being able to identify milestones helped with gate-keeping and transitioning between phases.

At the Aloha Council, as at other non-profit organizations, needs are associated with the organization's mission as well as generating the resources to maintain the organization and its mission. For the Aloha Council, their mission is to grow the scouting organization and its participants while providing both quality and quantity of activities to support its members. In addition, they need to do fundraising to keep the organization and event offerings going.

One key difference about a non-profit does is it relies more on personal marketing to make appeals to stakeholders. People are more receptive to a personal approach from non-profits so workers at a non-profit are often viewed as personal representative of both the project and the organization. Stakeholders want to know that there is a person they can talk to



for fundraising, suggestions and complaints. Project managers at a non-profit are evangelists for more than just their project, but for the organization as well by defining and defending their brand.

Working for a non-profit requires a strong set of soft-skills. Change management is different at non-profits because of the decentralization stakeholder power. In a for-profit organization, decision making power is often in a centralized location – there is a central place for funding approvals and ultimate business responsibility. At a non-profit, evaluating the impact of a change requests can be different and more complicated depending on the source of the request.

Another difference about event based project management at non-profit organizations is that more time is spent on the planning, monitoring and controlling phases of the project, and the event is time boxed and shorter making for a high pressure and high visibility point in the project. It's not like construction or software development where the work gets done over a longer period of time and progress is more easily monitored.

More than most, non-profits operate with limited resources, depending on donations and volunteers to accomplish much of their work. Additionally, employees and volunteers come from varied backgrounds and skill sets. By applying the analysis and evaluation of project management, non-profits could align their resources more effectively to meet their mission.

PMI Honolulu could help by providing training to non-profit personnel on basic project management concepts and tools. We do have a non-profit training course that is offered to those who have requested it. PMI could look to market this more to the organizations and invite their personnel to PMI offerings to help them develop their skills, vocabulary and resources, and perhaps put on an event aimed specifically at non-profits.

Kevin is an active member of PMI Honolulu and plans to continue in project management. He has found that he enjoys this work and there is a busy market for what he currently does at Tribalco on the federal contracting side in IT. He would like to pursue additional training and certifications in quality and technology. He also says that he would like to return to the non-profit world as a involved stakeholder and volunteer. They are always looking for volunteers and non-profit work is a good way to gain valuable experience and network as well as giving back to the community.

Snapshots of Project Management

Close-to-home Project Management insights. Written by Stephanie Lum, PMP

Last fall, I saw the convergence of the implementation of a new dealership management system across eight dealerships, planning and organizing a 50th wedding anniversary celebration for my in-laws and Halloween - all within a month's time. All of these presented different challenges: Coordinating processes and system set-ups across multiple dealerships, managing help from my in-laws both here in Hawai'i and on the mainland, and ensuring candies and costumes were ready for the big event. One of the common threads to make these projects successful was stakeholder management.

Project Stakeholder Management was added as a knowledge area to the PMBOK 5th edition with the following processes:

- **Identify Stakeholders**
- **Plan Stakeholder Management** - new
- **Manage Stakeholder Engagement** – new
- **Control Stakeholder Engagement** – new



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One of the key concepts of stakeholder management is to manage and control stakeholder engagement. Having a say in decision making is one way to enable stakeholder engagement. In my project at work, the main constraint was schedule, so decisions needed to be made in a timely manner. In order to facilitate this, whenever we identified a problem we also presented possible solutions, along with pros and cons, people or areas affected, and a recommendation. In the same way, I didn't ask my son open-ended questions like "What do you want to be for Halloween?" I asked him if he wanted to be an Autobot Transformer or a Decepticon Transformer. For my mother-in-law, I learned what I was able to do on my own, like hire the lion dance team and purchase party favour items, and what to let her do, like deciding on the menu and the seating arrangements.

Good project managers do this every day. We have an 'elevator pitch' for our projects, we know how to ask our spouses for what we want for Christmas, and we know how to tell our kids or co-workers what they need to do to get the job done. Most of the time we do it subconsciously. However, the next time you are faced with a challenging situation at work or at home, try the following:

1. **Define and focus on your objective** – for example, I would like to ask my parents to babysit my sons so that my husband and I can go out for dinner
2. **Identify the key people who are affected and you need help from** – in this case my parents and my children
3. **Develop a plan to communicate your needs and requests of the team** – I check the calendars for both my parents and the kids' schools and find a date that will work for everyone
4. **Gather the necessary stakeholders and make your request** – I know that asking my mom is easier and I also let her know where we're going and why we need a break (so my husband can recover from hosting Christmas dinner at her request).
5. **Create next steps and action plan** – set the date, make reservations, make sure the kids are rested, provide parents with money for their dinner, and then go out and have a good time!

About the Contributing Author



Stephanie Lum is a certified Project Management Professional and active member of the PMI Honolulu Hawai'i Chapter. Stephanie is a Process Analyst at Servco Pacific, Inc and has served as the chapter's Special Projects Director as well as being a member of the Program and Finance committees. Stephanie holds a Bachelor of Arts degree in Physics from Colorado College and a Masters in Library and Information Studies from the University of Hawai'i at Manoa.



Riddle Me This Project: Understanding Requirements

Written By Ed Tsang, PMP

A key to any project success is delivering what your client asked for. It can be like a *riddle*, one that can be solved over time. Riddles are a challenge: you hear bits and pieces from different stakeholders with different interests, it may not be complete set of answers for the riddle, some stakeholders come and go, not everyone expresses answers the same way. There are technical issues and project considerations. And you have to deliver, so how does one make sense of this chaos?

First let's look at the **types of requirements**: technical requirements and project requirements. Technical requirements are statements that describe what the "to-be" or future envisioned product, or service, would be. Project requirements state the legal, time and cost constraints to realize the product or service. For example, a project requirement for building a fast food restaurant would require local government permits before construction could start and health inspection certifications before the building is open for business to the public. Another project requirement could be that the existing roadway or computer must be operational (cannot be shutdown) and will be upgraded in-place. A technical requirement could be that new and legacy software systems must be backward compatible.

Second, look at **what caused the need**: what is the "as-is" or current situation and circumstances? This could be expressed as the technical problem being addressed. This knowledge adds clarity to the reasons for the requirements such as overcoming design and implementation short-comings, inefficiencies, inadequacies or address obsolescence with the current applications, architecture, infrastructure and the arrangement of users and maintainers. There may be technical constraints: the capacity of the equipment or the new required skill level. There maybe project constraints: funding and resources are limited and available completion date is set to 12 months upon award.

Third, look at **project scope**: where and what the changes are allowed to be made. This is not solutioning but how far adjustments in tools, process, and training can go. Also how will the as-is system be transitioned to the new system? Take our fast food restaurant. How can we upgrade the kitchen while keeping the restaurant running? How could we introduce the new kitchen operations without confusing the staff?

Fourth, the requirements may be stated but are they still **valid and complete**? The time gap between what was known at the time to when the need was requested, or changes in stakeholders, could change the requirements. It is important to note that what was specified at the time may be based on the information, knowledge and business decisions at the time. Conditions could change technically and programmatically. Therefore, validating requirements is essential to synchronize stakeholders expectations.

And lastly, **requirements must be documented, reviewed, and changes managed**. A specification serves as the textual blueprint lending structure by which the stakeholders could refer to and the product or service tested from. *A documented reference serves better than multiple recollections.*

About the Contributing Author



Edward W. (Ed) Tsang is a certified Project Management Professional serving as the chapter's Publicity Director since 2011. Ed manages the social media portals, creates videos, organized the 2013 PDD video taping by Olelo Community Media, and helps formulate the chapter's marketing strategy. Ed's professional roles include Business Process Expert, Project Manager, Project Systems Engineer, Lead Instructor, New Business Development and Business Analyst in the Defense, Federal, State, and Commercial IT sectors. Ed earned his Bachelor of Science degree in Electrical Engineering from the Polytechnic Institute of New York University.



Special Announcement: PMI Seminars @ Sea
Details at page 11.



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OUR PROJECT MANAGEMENT DISCIPLINE, OUR CHAPTER, & OURSELVES

Volunteer Corner: Aloha from Your New Chapter Officers

Written by Ed Tsang, PMP, Publicity Director

A wonderful aspect of 'giving back' to project management community is the ability to affect change as an officer on the Board of Directors for the Honolulu chapter. With over 500 members, officers strive to deliver value to the membership. This year, we have four (4) new volunteers in Programs, Communications, Professional Development and Finance who will serve two (2) year terms. We also have our 2013 Professional Development Director elected as the 2014 Vice President and, in accordance with chapter by-laws, will serve as the 2015 Chapter President. The returning elected officers are: **Tim Sprowls**, chapter President; **Larry Roland**, College Relations; **Yoh Kawanami**, Membership Director; **Kirk Durante**, Special Projects Director; and **Ed Tsang**, Publicity Director. *Please feel free to reach out to our officers during the year, we love to hear from you on how we can better bring value to you: our members, sponsors, and volunteers.* Each officer can be reached via email by their title@pmihnl.org as highlighted in the article.



Vice President, Tobias Koehler, PMP, MS, MBA is a PM with over 9 years of experience in the Environmental Consulting industry. In his role as an Environmental Planner, he meets with various municipal, State and Federal agency personnel, clients, and the general public to negotiate win-win solutions and ensure project success. For the past three years, he served as PMI Honolulu's Director of Professional Development, leading teams that have successfully delivered eight PMP exam prep courses. He draws on his training and professional experience in industry to support innovative and effective professional development programs. Tobias shares, *"My goal is to position the PMI Honolulu Hawai'i Chapter as a leader in local, national and international networks of Project, Program and Portfolio Management through Member Engagement and Volunteerism."* Tobias could be reached at VicePresident@pmihnl.org.



Programs Director, Dan Yousey, PMP is the General Manager of ProSIS Hawai'i LLC, a Kaneohe-based IT consulting firm. He is a twelve year Technical Project Manager veteran who excels at leading highly effective teams. A former USAF Communications Officer, he served as the Operations Chief of the Pacific Air Forces Network Operations and Security Center overseeing the Operations & Maintenance for a \$1.1B enterprise network spanning five time zones and supporting 45,000 users. His latest PM success was managing the computer network and phone system EFI&T effort for the Disney Aulani Resort & Spa. Dan states, *"I will work tirelessly with the Board of Directors and our membership to continue to bring high-value programs and speakers to the fore that will inspire and empower our membership in the science and art of project management."* Dan could be reached at Programs@pmihnl.org.

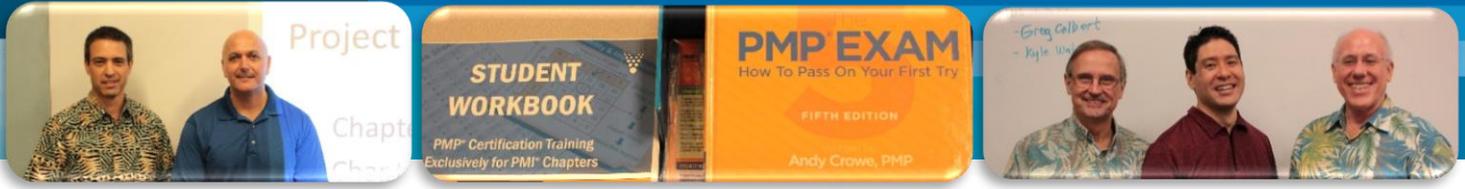


Communications Director, Lisa Baker, PMP says *"My career and professional history has been in the field of marketing communications initially for the high-tech computing sector and more recently in energy & public utilities. As such, communications through various means – website, email or text, print, social media – has been and is a main-stay of my project & program management world. I am articulate in written and spoken mediums, and bring a flare of color and creativity to the civil engineering world where I'm currently employed. I enjoy mixing fun with business to make memorable experiences for others to enjoy. In the capacity of Communications Director (or assistant to the Communications Director), I look forward to bringing out the diversity and colorful richness of our PMI Hawai'i community. I would like the opportunity to work with the Board and members to simplify and make more efficient their use of our website and communication tools. Working to further promote our PMI Chapter, while creating open forum*



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discussions, webinars, blogs, tweets, etc. both within our local community as well as connecting to the rest of the PMI world, would be an exciting opportunity to embark on." Lisa could be reached at Communications@pmihnl.org.



Professional Development Director, Rick Knaggs, PMP is a 30+ years veteran of the project management wars and a 10-year member of PMI with the San Francisco and San Diego Chapters. Having spent over 25 years with such firms as Boeing, Fujitsu, and CACI, he has a background in both Federal Government and Commercial project environments alike. Later, Rick worked in PM consulting: establishing and running PMOs, managing large complex global programs, and being a PM mentor/coach. He transferred his membership to the Honolulu Chapter of PMI in March 2013 when he joined the Hawaiian Electric Company as their Director, Customer Service PMO. Rick says, "I began my career teaching at the collegiate level. Since joining the business ranks, I have maintained my credentials teaching mathematics and project management at various Universities near my then-residences and through the University of Phoenix." Furthermore he adds, "Always keen on mentoring and career development – I am a near perfect fit for the role of Professional Development Director. In addition to managing the myriad development opportunities for PMI members throughout the year, I have a strong bent towards community support (I am a professional cycle coach for the Leukemia and Lymphoma Society) and I feel strongly about re-energizing PMI Honolulu's support in project management to not-for-profits." Rick could be reached at ProfessionalDevelopment@pmihnl.org.



Financial Director, Joel Wasson, PMP works for the Hawaiian Electric Company as the Senior Business Process Engineer for the Enterprise Project Management Office. He is a certified Project Management Professional, Scrum Master, and holds an MBA with distinction from Hawai'i Pacific University with masters certificates in advanced strategic project management, business analysis, and black belt lean six sigma. He has lived in Hawai'i for the last 18 years and has over 15 years of experience in project, program and portfolio management including expertise in: PMO development, telecom, IT infrastructure and networking technologies, software development, engineering, procurement, construction management; system integration, electrical contracting, strategic planning; business and product development; and business process improvement. Joel could be reached at Finance@pmihnl.org.

2013 Professional Development Day – Speakers



KEYNOTE


Oliver

KEYNOTE


Shim


Woods


Newman


Bice


Rowland


Kyle


Hoffman


Peh


Ruotola


Blash


Champagne


Sato


Hamamura


Walling

KEYNOTE SPEAKERS

- Mark Oliver, Chief of Staff to the CIO at Yahoo!, Inc
- Pono Shim, CEO, Enterprise Honolulu

SESSION PRESENTERS

- Robert Bice, Pacific Jet Stream Bus Development Consultant, Dale Carnegie Leadership
- Greta Blash, PMP, PMI-ACP, Blash Enterprises
- Jamie Champagne, PMP, CBAP; Innovation Manager, Bank Of Hawaii
- Glenn Hamamura, PMP, CFP, CQM, Systems Excellence LLC
- Jason Hoffman, Consultant, The Strategic Allies
- Ted Kyle, P.E., Deputy Program Manager, City & County of Honolulu
- Kenneth Newman, PMP, Senior Vice President, Central Pacific Bank
- Rosemary Peh, PMP, Enterprise Project Management, Hawaiian Electric Co.
- Dr. Larry Rowland, Ph.D, PMP, Hawaii Pacific University
- Curt Ruotola, PMP, Sr Project Manager, Kamehameha Schools
- Joslyn Sato, PMP, Consultant
- Christopher Walling, AIA, PMP, LEED-AP, Senior Architect/Senior PM
- Dr. James Wood, PMP, Leadership Consultant, Franklin Covey

SEPTEMBER 4, 2013



Oahu Channel 53

2nd Wednesdays @ 6 PM
&
Following Sundays @ Noon

(See schedule at page 11)



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OUR PROJECT MANAGEMENT DISCIPLINE, OUR CHAPTER, & OURSELVES

Membership Corner

In the 2011-2013 period, the PMI Honolulu, Hawai'i Chapter has one of the best sustained membership growth rate in the PMI Region 7 chapters of California, Nevada, New Mexico, Arizona, and Hawai'i. Our chapter membership has about 50% certified PMPs! Mahalo (thank you) for your support and interest in PMI Honolulu Hawai'i Chapter. Please welcome our new members and congratulate our new Project Management Professionals (PMPs).

New Members (October 2013 to January 2014)

Amy Stouffer

Arn Guthrie-Angvik

Arvin Fujii

Benita Shults

Beth Taone

Casey Cho

Catherine Calio

Corinna Martinez

David Shibano

Debra Gagne

Derek Vale

Deven Latimer

Douglas Schultz

Gary Keith

Gregory Messier

Hiroki Toyama

Ilki Hong

Jafet Zuniga

Jason Nakasato

Jayce Arakaki

John Demory

John Murphy

Jonathan Perez

Josette Knapp

Joshua Lee

Katherine Doan

Keone Kali

Kris Nakasone

Krisen Singh

Kristy Kastner

Kurt Naito

Marshall Humble

Martin Trukillo

Megan Seki

Michele Higa

Monika Zieba

Penny DelCarmen

Randy Baldemor

Richard Filanc

Robert Jones

Robert Roy

Robert Su

Rose Adkins

Sanjeev Bhagowalia

Satinder Juneja

Satya Prakash

Scott Ruppel

Sharon Wong

Sherry Murphy

Suet Ho

Timothy Barrett

Todd Crosby

Todd Kingman

Todd Xayphone

Valerie Iinuma

William Goodmana





New PMPs (October 2013 to January 2014)

Antonio Moscatelli
Benita Shults
Casey Brown
Chris Orlando
Dana Schreiber

David Sundberg
Gary Keith
Jafet Zuniga
Jamie Tanigawa
Kanealii Ng-Osorio

Katherine Ray
Kyle Watari
Lisa Harmon
Melissa Pescatore
Thomas Moszkowicz

TEST YOUR PMP KNOWLEDGE

Question #1: At what point are cost and staffing levels highest in the generic project life cycle?

- A) At the start of the project
- B) When the project work is actually being performed
- C) At the close of the project
- D) These levels remain throughout the project

Hint: Cost and staffing levels peak as the actual project work is being performed.

Question #2: Which of the following is a tool & technique of the Develop Project Charter process?

- A) Project selection methods
- B) Facilitation techniques
- C) Project management methodology
- D) Project Management information system

Hint: The other tool and technique is Expert Judgment.





Our PMI Honolulu Hawai'i Chapter Values:

VISION

The PMI Honolulu, Hawai'i Chapter will be recognized as an organization of Professional Project Managers dedicated to serving the business and educational communities of Hawai'i 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 to #1: The correct answer is **B**.

Explanation: During the generic project life cycle, generally the cost and staffing levels are low at the start, peak as work is carried out, and drop rapidly as the project draws to a close. Reference: PMBOK Guide 5th Edition, pages 39-40

Answer to #2: The correct answer is **B**.

Explanation: Expert Judgment and Facilitation Skills are two tools and techniques of the Develop Project Charter process. Reference: PMBOK Guide 5th Edition, Page 66

Source: Cornelius Fichtner, PMP; President, OSP International LLC - <http://www.project-management-prepcast.com>





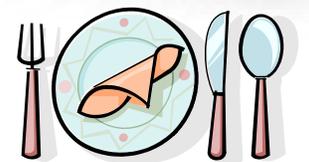
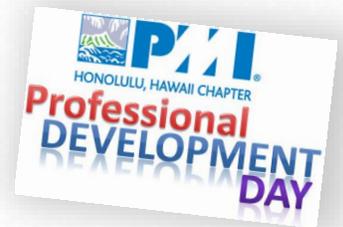
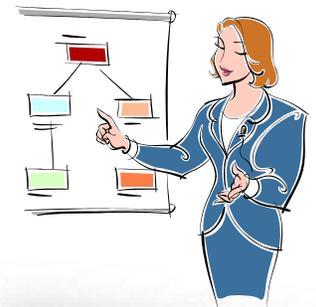
2014 CALENDAR of EVENTS

PMP Exam Preparation classes

Spring class	Feb 18 - Mar 29
Summer class	Jun 3 - Jul 15
Fall class	Sept 9 - Oct 18

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

February	Feb 19
March	Mar 19
April	Apr 16
May	May 21
June	Jun 18
July	Jul 16
August	Aug 20
September	<i>Not Scheduled due to PDD</i>
October	Oct 15



Stay Tuned:

- Evening Meeting (two planned in 2014)
- Breakfast Roundtable Meetings @ 2nd Wednesday (Jan - Oct 2014)
- Pau Hana Networking Mixer @ 4th Thursday (Jan - Oct 2014)

Annual Events

2014 Professional Development Day (Ala Moana Hotel)	Sept 17
2014 Awards Dinner Meeting (Location TBD)	Nov (TBD)

Sister-chapter Courtesy Announcement: PMI Seminars @ Sea

Join the PMI Clear Lake – Galveston Chapter for its ninth annual seminar cruise **March 20-24, 2014!** Cabins remain available starting at just \$535. Earn PDUs, network, and have fun! Bring the family!

Details may be downloaded at

http://www.pmiclg.org/javascripts/tiny_mce/plugins/filemanager/files/2014_pmi_ix_seminar.docx





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2014 Cable Cast Schedule: (Olelo Community Media, Oahu Channel 53, every 2nd Wednesday, 6:00 pm - 7:00 pm, with encore showing on the following Sunday, Noon to 1:00 pm; from February to November).

<u>No.</u>	<u>Date (2014)</u>	<u>Title</u>	<u>Presenter(s)</u>
1	FEB 12, 16	Open & Velocity, Capacity & the Delivery of Excellence http://olelo.granicus.com/MediaPlayer.php?view_id=30&clip_id=39046	Tim Sprowls, Mark Oliver
2	MAR 12, 16	Visualizing Project Management	Joslyn Sato
3	APR 9, 13	Design What? Managing Projects When the Scope is Something...	Christopher Walling
4	MAY 14, 18	Measuring the Value of Project & Portfolio Management	Rosemary Peh
5	JUN 11, 15	Conflict in Teams: Causes, Concerns, Cures	Robert Bice
6	JUL 9, 13	Inspiring & Maintaining Leadership Trust	Dr. James Wood
7	AUG 13, 17	A Picture is Worth a Thousand Words	Larry Rowland, Glenn Hamamura
8	SEP 10, 14	Extending Agile Concept Beyond IT	Greta Blash
9	OCT 8, 12	Rethinking Project Risk	Kenneth Newman
10	NOV 12, 16	Aloha Leadership	Pono Shim

Presentation decks are available through the chapter website at www.pmihnl.org or through the Face Book ("PMI Honolulu Hawai'i Chapter" under the '2013 Professional Development Day' Notes page).

Newsletter Staff: Lead Writer - Stephanie Lum; Membership Corner - Yoh Kawanami; Newsletter Layout & Photography - Ed Tsang; Editors – Stephanie Lum, Tobias Koehler, Ed Tsang. Acknowledgement to Cornelius Fichtner for the "Test Your PMP Knowledge" content. Earlier newsletter editions are available from our chapter website.

GOT NEWS or an ARTICLE? For newsletter inquiries, submissions & newsletter volunteering opportunities, please contact Ed Tsang, Publicity Director, at publicity@pmihnl.org