



PMI[®]

Project Management Institute
Hong Kong Chapter

PMIHK *NEWSLETTER*

Issue No.2 Oct-Dec 2008

Seasonal Greetings

from

PMIHK

& its

New Born Clubs!

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Message from the President



Dear Members and Friends of PMIHK,

I am very excited to witness the launch of the THREE specific interest clubs from October onwards this year. They are the PMO Club, the Young Member's Club, and the Engineers' Club.

Content


Message from the President
 The PM Club for Engineering Professionals (Engineers' Club)
 The PM Club for IT Professionals (IT Club)
 Project Management Office (PMO) Club
 Young Project Manager Club (Young PM Club)
 From the PMIHK Membership Value Program Committee

Acknowledgements

Thanks are expressed to Advanced Intelligence Management Limited (AIML) for her generous sponsorship of the editorial coordination and graphics design work of the newsletter, especially to Guinness, Olivia, and Sonia and the whole Editorial Team who gave their time and energy to compile, edit, and review the newsletter.

As Project Director of PMO and President of PMIHK, the birth of the PMO Club is always one of my personal desires. In recent years, the roles and responsibilities of PMO evolve from simply a reporting organization into a PM Center of Excellence. Because of this trend, there is a great need for PMO practitioners to share knowledge and ideas on how to raise the competency and effectiveness of a PMO organization. Furthermore, as unfavorable economic condition draws closer to home, senior management begins to judge the contributions that PMO has made to business. So, it is no longer an issue of continuous process improvement. Rather, it could be a matter of survival. Therefore, I sincerely hope that the PMO Club will offer good value to the club members in the area of professional development. At the same time, I believe that the club will create a community of common interest where we can share PMO experience and develop friendship that would last for a life time.

As I attended the inaugural ceremony of the Engineers' Club on 22 Nov 2008, it was a real joy to my heart. This was because not only that I met a lot of young talented people from various fields of the engineering profession, but it also brought back my memories when I had been a certified professional engineer for a number of years. I know that project management is very important to Engineering. Hence, I am thrilled to see that so many friends with engineering background are interested in joining us.



It also gave me great satisfaction as I witnessed the kick-off gathering of the Young Member's Club on 25 October 2008. I was delighted to see many young and new faces showing interest to join the club. I am sure that some of them will eventually be interested to take up responsibilities at the Executive Council leading PMIHK to the next decade of growth and prosperity.

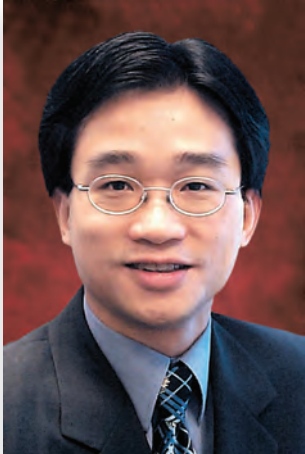
As part of our drive to give values to our members, a seminar bonus benefit program has been introduced, I am sure that it offers real value to you when you renew your PMIHK local membership. In addition, we have scheduled an annual professional enrichment workshop on 17 January 2009. The theme is about being innovative and with a healthy mind to meet the coming economic challenges. Please find more details in our website.

Thanks to the hard working editorial team, this is the second issuance of our quarterly newsletter. I would like to offer our deepest appreciation and praise to various teams of volunteers in the Chapter who contributed so much in 2008. I also wish all of you an enjoyable Christmas and New Year, with hope and peace to you and your family.

Look forward to meeting you at the coming PMIHK events.

*Raymond Wong
President – PMIHK*

The PM Club for Engineering Professionals



Alex is a reputable professional in the construction industry. He has extensive project management experience on various reputable infrastructure projects in Asia. Alex is the Immediate Past Chairman of the MC Division of the Hong Kong Institution of Engineers (HKIE). He is also the Past Chairman of the Young Members Committee of the HKIE.

The Chairperson
 Ir Alex Leung
 BEng, MBA, RPE, FHKIE,
 CEng, FIMechE, FICE, FPWS
 Senior Manager, Construction Industry Council

Key personnel of PMIHK and The Engineers' Club – L to R: Vincci Shek, Venice Hung, Rosanna Ho (PMIHK EVP), Raymond Wong (PMIHK President), Alex Chan (PMIHK Advisor), Alex Leung (Engineers' Club Chairman), Sally Leung, Johnson Lee and Carl Li



Inaugural Ceremony of the Engineers' Club on 22 November 2008

To successfully execute an engineering project on time, within budget and with quality in the ever-changing and demanding environment, Project Management (PM) plays a crucial role. To arouse the interest of engineering practitioners and associated professionals in PM professionalism and to fulfill their PM training and learning needs, the Engineers' Club was recently set up with its inaugural ceremony held on 22 November 2008.

A full house of participants



The inaugural ceremony of the Engineers' Club, in the form of a lunch banquet, was officiated by the President of PMIHK, Mr Raymond Wong who also presented certificates of appointment to the six committee members of the newly established Club. The founding Club Chairman, Ir Alex Leung, introduced the Engineers' Club and the year plan to the participants. The Engineers' Club is open to engineers of different disciplines and positions to join. Apart from engineers, Alex stressed that other associated professionals in the construction industry like architects and surveyors are also welcome to join the Club.



The Committee and Club members

Following Ir Alex Leung's introduction was the experience sharing session by the Advisor of PMIHK – Ir Dr Alex Chan, the Executive Vice President (External) of PMIHK – Ms Rosanna Ho, and the Engineers' Club Chairman – Ir Alex Leung. Rosanna discussed the requirements and benefits of becoming a PM professional. Ir Dr Alex Chan elaborated the essentials of a successful project manager. Ir Alex Leung highlighted the importance of communications and team work in project management. They shared their successful stories of being outstanding project managers in the IT and engineering industries. Alex Leung stressed that PM training would be equally important to both young engineers who want to sharpen their PM skills and experienced professionals who look for continuous development. After the sharing session, members enjoyed the fun part of the event with interesting and exciting games. The ceremony ended after the game session and all the participants left with big smiles. On the day of the inaugural ceremony, the Engineers' Club has successfully recruited 30 members which met the initial target of recruiting the first 30 Club members in the first year. The Committee of the Engineers' Club will continue

its effort in providing quality services to its members and to attract more personnel to join the Club.

Coming events of the Club include seminars, mentoring scheme, community services and social gatherings. If you are interested, please download our application form from the website of PMIHK at <http://www.pmi.org.hk> and return the completed form to the PMIHK (Fax: 2784 1616). For any enquiry, please call 2784 1880.

More photos at PMIHK Photo Gallery!

The PM Club for IT Professionals



Ms. Yau has been appointed as the Chairman of the IT Government Contractor Club, which is an outreach arm of PMI HK Chapter, since June 2007. She has held various roles such as Project Director, Quality Assurance Manager, IT Architect and DBA, in both Hong Kong and Australia.

The Chairperson
Ms. Christine Yau
Certified PMP, PRINCE2 registered Practitioner
Certified IT Project Director
Vice President of PCCW Solutions Limited

Tips of PROFESSIONAL LOOK shared in a special event held by IT Club

On the 22nd Sep 2008, Ms. Myra Lee, a Creative & Image Director, was invited by our club to share tips of image packaging under a very interesting topic called "Discover your own characteristics / personality" "找出自己的特質". The participants were enlightened with knowledge about color scheme and style.

The Magic of Color Scheme

Ms. Lee talked about the "4 seasons" color scheme and how the personal color would help making the right choice of color for clothes, hair, make-up and accessories. A person's good or bad color decision to match with his or her complexion can either render a brilliantly harmonious or a disharmonious picture of the look. People always say "I have nothing to wear" despite having a full wardrobe. When they know their own color scheme, it would help making the right purchase and hence saving money and time!

The Power of Style

Ms. Lee also talked about how to underline one's natural beauty by style elements that suit each individual, from

hair style down to footwear! The right proportions, styles, designers, fashion trends, current accessories and the characteristics of different styles: Creative (創造型), Dramatic (戲劇型), Romantic (浪漫型), Classic (經典型), Natural (自然型), and International (國際型) were all fascinating subjects elaborated in Ms. Lee's talk. This kind of knowledge is precious to help people achieve a well-balanced appearance that is important for laying down the basis for good communication both professionally and in one's private life.

The participants found the sharing very interesting, different and fruitful, bringing away with them useful tips about how to improve the impact of their personal look.

Future Events:

The coming events of IT Club include social gatherings, seminars and workshops such as "Story Telling Workshop & Sharing Sessions" and "How to be a good speaker". If you are interested to join the club, please download our application form from the website of PMIHK at <http://www.pmi.org.hk> and return the completed form to the PMIHK (Fax: 2784 1616). For any enquiry, please call 2784 1880.

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The IT Club's Chairman Ms Christine Yau presents souvenirs to the guest speaker Ms Myra Lee



Ms Myra Lee demonstrates the concept of color and style with one of the participants Mr. Kenneth Hung

Project Management Office (PMO) Club



The Chairperson
Mr. Anthony Lung
Certified PMP, Certified IT Project Director

Mr. Lung currently is the Regional Project Manager of a global financial institution with extensive background in program and project management. He focuses on large scale multi-disciplinary projects in the region. As a PMO leader, he establishes proactive organizations, providing both thought leadership and facilitating successful performance. He is also an instructor of project management courses in local universities.



The Vice Chairperson
Mr. Danny Chung
MBA, PMP, CISA

Mr. Chung has been in the IT industry for twenty years. His project portfolio covers Europe, North America and Asia. He is currently the Regional Director, PMO in the Asia Regional HQ of a leading Canadian financial services organization. His current responsible areas include China, Hong Kong, etc.. He actively participated in the Chinese Canadian IT community in Toronto and also serviced in PMI Southern Ontario Chapter (SOC) and Greater Toronto Information System Special Interest Group (GT IS SIG).

Tell us your story from the PMO perspective!

The kick-off meeting of the PMO club was very successful with new members joining from a wide spectrum of industry organizations, public sector and companies interested in PMO-related matters. The variety of members with diverse expertise and experience would contribute to the sharing of best practices and enhancing value to other members.

James Tan from the Health Information of HK Hospital Authority shared with us some of his precious experience from his 10-year project journey. First, project management skills have become part of his instinct to get any kind of jobs done. Second, the people factor is always challenging in addition to the "Triple+1" constraints (Scope, Time, Cost and Quality). Observational and mind-reading skills would be helpful, and an appreciation

of the art of people management would even be a plus in terms of motivating project stakeholders, building consensus, as well as creating and maintaining an open team atmosphere. All these elements would constitute a desirable environment for good communication vital for project success.

Let us hear from your voice so that more people could benefit from your sharing. **Don't hesitate!** Please send us your article to pmoclub@pmi.org.hk



They are chatting so happily...what is Chairman Lung talking about?



Ladies and gentleman, have a big smile :)

More photos at PMIHK Photo Gallery!

Young Project Manager Club (Young PM Club)



Mr. Wai manages a variety of client implementation projects across Asia and Europe. He has over 10 years' experience in executing and managing projects, mainly in the financial sector. Project communication, project integration management, leadership and conflict management are some of his personal research interests.

The Chairperson
Mr. Thomas K. Y. Wai
MMgt, PMP
Project manager of HSBC Securities Services

Tips of Success on Project Management shared in the kick-off meeting

In the kick-off meeting of the Young PM Club, the guest speaker Carrie shared tips of success on project management with the participants. She started with a storytelling about what Thomas had done in successfully convincing her to support the event that day. Do you know what they were? The sincerity demonstrated through the behavior was what that worked! Letting people feel that they are important is a PM strategy.



The game is not about singing, but definitely PM-related. Wanna know? Remember to join us next time.

The PM tips that Carrie shared can be summed up as follows:

- human factor assumes an important role
- protecting your capital
- never say "You are wrong!"
- showing hearty appreciation
- All of the above

About the speaker: Carrie came from the accounting field. She had been highly skilled in handling multiple projects. Now, in PCCW, she assumes an important role in monitoring the finance area playing the function in strategic development and pre-planning.

Communication is critical in Project Integration Management (a sharing from Thomas Wai, Chairman of Young PM Club)

Project Integration Management is a key control process to ensure that all other project management processes (e.g. Project Scope, Communication, Quality management, etc) are implemented effectively in order to deliver the final project goals. A variety of areas can be addressed for improving Project Integration Management within an organization, and Project Communication Management is one of those key areas.

More photos at PMIHK Photo Gallery!

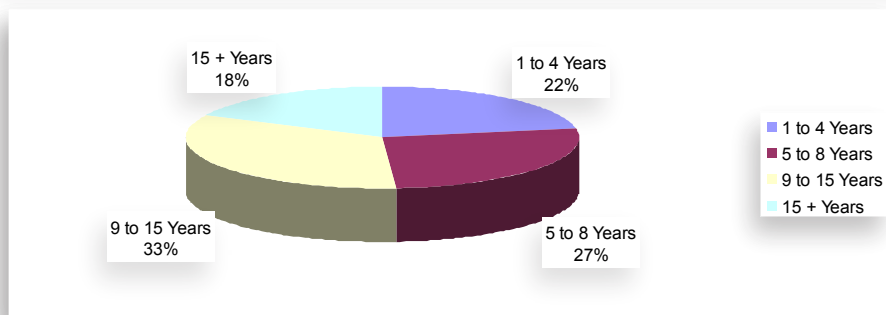
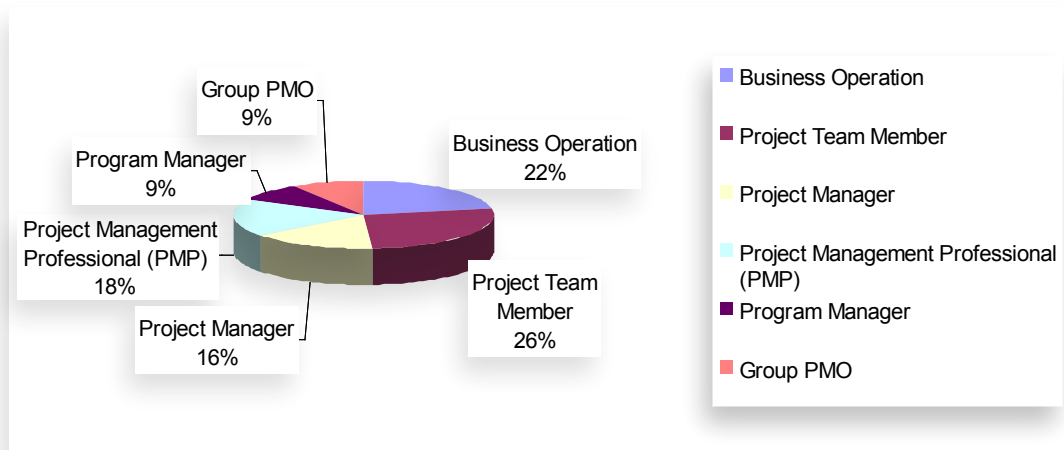


Got a clue about what they are doing?

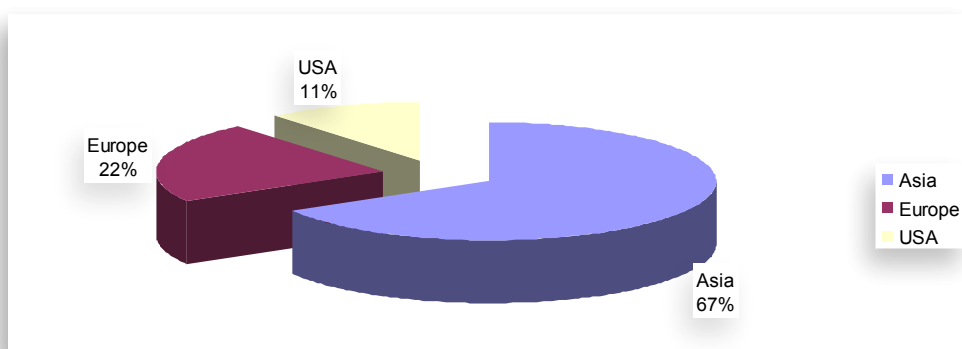
Successful project communication management plays an important role especially in global business project implementation. For one thing, better communication skills could minimize unnecessary or unplanned change requests, and could even motivate project teams to achieve goals. Moreover, it can build trust with team members located in different corners of the world and with different culture. To find out more, we have conducted a survey to gather opinions from different teams and locations within the Banking / Financial industry, and the results are shared in the following.

Demographics of the Respondents

All respondents are from the Banking and Financial industry around the world including different location offices from a global financial institution, two global assets management companies and a famous technology vendor from the United States of America (USA). All of them are experienced professionals who either manage or involve in global projects currently.



The organizations of the respondents are located in Asia (including Hong Kong, Taiwan and India), Europe (including UK, Scotland and Luxembourg), and the USA.



Survey Questions and Results

Which are the 3 MOST important project areas on Project Integration Management?

Choices	Respondents' Answer	Number of Responses	Percentage
1	Develop Project Charter or Project Master Plan / Contract	28	21.2%
2	Develop Project Scope Statement	15	11.4%
3	Develop Project Management Plan	21	15.9%
4	Direct and Manage Project Execution	26	19.7%
5	Monitor and Control Project Work	27	20.5%
6	Integrated Change Control	13	9.8%
7	Close Project	2	1.5%
Total:		132	100%

Which are the 3 MOST effective tools on Project Communication Management?

Choices	Answer	Number of Responses	Percentage
1	Project Management Committee or Project Steering Committee	37	27.2%
2	Communication Plan (define when, who and how to communicate the project information)	22	16.2%
3	Project performance report	17	12.5%
4	Issue logs or action plan	30	22.1%
5	Change request checklist	8	5.9%
6	Up-to-date project management plan	20	14.7%
7	Sign-off docs	2	1.5%
Total:		136	100%

Which are the 5 major project constraints that can have the **Most Negative** impact on project communication?

Choices	Answer	Number of Responses	Percentage
1	Language barriers	27	12.6%
2	Cultural differences	12	5.6%
3	Too many communication channels / contact points	25	11.6%
4	Geographical differences	11	5.1%
5	Information overruns	8	3.7%
6	Personal conflicts between team members	16	7.4%
7	Communication break-down	27	12.6%
8	Project manager(s) inability to communicate with the teams	33	15.3%
9	Missing management update (from or to)	13	6.0%
10	Office Politics / Conflicts of Interest	27	12.6%
11	Demanding clients	4	1.9%
12	Other	12	5.6%
Total:		215	100%

Successful project communication (both project communication management and individual communication skills within project team) will improve the overall result of project implementation?

Choices	Answer	Number of Responses	Percentage
1	Strongly Disagree	8	17.8%
2	Disagree	0	0.0%
3	Neutral	0	0.0%
4	Agree	11	24.4%
5	Strongly Agree	26	57.8%
Total:		45	100%

A project manager should be a single point of contact for the project even if the project has involved different business entities (internal & external), locations or working groups?

Choices	Answer	Number of Responses	Percentage
1	Strongly Disagree	4	8.9%
2	Disagree	9	20.0%
3	Neutral	6	13.3%
4	Agree	18	40.0%
5	Strongly Agree	8	17.8%
Total:		45	100%

Which are the 2 most effective ways to deal with communication break-down?

Choices	Answer	Number of Responses	Percentage
1	Finger pointing	0	0.0%
2	Waiting for reply from counterparty	0	0.0%
3	Do nothing and just do my part	0	0.0%
4	Have a quick review meeting and make everyone in the same page	41	51.3%
5	Revise the Project Communication Management Plan	29	36.3%
6	Project manger(s) should be the only responsible person to deal with	4	5.0%
7	Other	6	7.5%
Total:		80	100%

Key Findings:

The survey results presented above show you only the responses of the survey questions. The results from a complete interview and analysis, including comments and suggestions from the respondents, will be shared in the PM Knowledge conference to be held by PMIHK Young PM Club next year.

According to these survey results, the key areas of Project Integration Management are identified as Developing Project Charter, Managing Project Execution, Monitoring and Controlling Project Work. All those areas are emphasized on the importance of an effective and clear communication methodology for successful task completion. The Project Steering Committee, clear Communication Plan and up-to-date action plan/issue log can definitely help us to have a better communication for global projects.

On the other hand, project managers have to communicate swiftly to all stakeholders as it is the one of the critical success factors to maintain effective project communication management. Project managers or steering committees also need to deal with issues like office politics and conflicts of interests, especially during the early stage of global projects.

Is it necessary that a global project manager should be a single point of contact? Around 29% of the respondents disagreed and it is really an interesting story to find out more.

Much more will be shared from this survey. **Stay tuned!**

We will have more exclusive interviews related to this topic with us next year - PMIHK Young PM Club.

From the PMIHK Membership Value Program Committee

Real Value for Membership

PMI Hong Kong Chapter (PMIHK) has been devoted to delivering real value to our members. PMIHK membership entitles you exclusively to:

- join our training class / seminar / activities at a special discount rate;
- receive our quarterly newsletter;
- receive a complimentary PMI Pin;
- access to the privileged resources in the KM Knowledge Base of our website;
- access to the PM Professionals Network

Join us or simply renew your membership now! We will bring you additional benefits with our newly launched promotional program including:

1. A coupon with an equivalent value of \$100 effectively giving you free access to any one of our monthly-held seminars;
2. A Bundle Coupon Package for Seminar enjoying up to 25% off for a coupon package of "buy 3 get 1 free".

These additional benefits will give you real \$ saving and practically make your PMIHK local membership almost "Free of Charge"!

To enjoy these benefits, you just need to send your membership confirmation e-mail to PMIHK Chapter (admin@pmi.org.hk) within 2 months upon confirmation of your membership application or renewal, together with the "[Membership Benefits Package form](#)" completed.

Feel free to contact us at 2784 1880 for any question about our promotional program.

More benefits are coming!!! Stay tuned!!

The photos of the following events are showcased in the PMIHK Photo Gallery. [Click to view!](#)

List of Events:

PMIHK Networking 22.10.08 GPAC 2008 PMIHK Seminar PMIHK One Day Training Course

IT Club Event on "Discover your own characteristics / personality" PMO Club Opening Young PM Club Opening

Engineers' Club Opening Hong Kong IT Sector National Day Celebration Dinner on 17 Sept 08

Kornerstone-The Annual Symposium on Risk Management on 7 Nov 08 HKCS - welcome new OGCIO on 22 April