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Project Management Institute  
Hong Kong Chapter



# AGM 2014

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# Annual General Meeting of PMI Hong Kong Chapter 22 May 2014

The Annual General Meeting for 2014 was held at the HKPC Building, in Kowloon Tong and was attended by more than one hundred Chapter members as well as volunteers and the Executive Committee.

This is the first year of the two year term for the 2013 elected executive committee and is the 17th year of PMI in Hong Kong. President Rossana Ho was very pleased to report to the members on the successes of the 2013 to 2014 year and present the initiatives for the year ahead.



By Keen Lam, VP Publications

## *Facts and figures as at end of March 2014:*

- 1,309 Chapter members
- 5,157 certified PMP's in Hong Kong
- Cash surplus of HKD\$ 494,182



The Chapter is proud to have hosted and participated in these events and activities during the year:

- Renewed PMI HK Office lease
- Monthly Seminars
- Training courses
- Regional PMI HK Congress 2013
- Attendance at overseas PMI Congresses
- 2014 Thank You Party

Building on these achievements, the Committee is looking forward to drive its 3 major initiatives as part of the Chapter's strategy for 2014 to 2017 horizon:

1. Penetrate into different industries
2. Develop PM's in young generations
3. Collaborate with Universities



The Chapter has kicked off these initiatives with a number of "outreach" activities, with PM career talks to universities, attending and introducing the Chapter at university students union inauguration ceremonies at various Hong Kong universities. To penetrate into different industries and extend PMI's presence, the Chapter has also reached out and collaborated with other professional and industry associations.





Chapter's bylaw amendment "Change of the title Vice President Finance (VP, Finance) to Executive Vice President – Finance (EVP – Finance), to align the titles of those positions requiring minimum service requirements of one year in the PMI HK Chapter executive committee" and was voted on by members present (with the required quorum) and adopted with the result of 102 for and 3 against.

As is the usual practice, the Chapter was honoured to have Ir Dr Andrew KC Chan, Chairman of ARUP Group Trusts, as Honourary Guest Speaker. Dr Chan captivated the audience with interesting and inspiring stories of Arup's prominent projects such as the Sydney Opera House, Centre Pompidou and the Hong Kong Bank Building. In his wrap up, he posed the question, "how can Hong Kong attain a higher level quality for its buildings and environment in the current business and political landscape?"

In closing the AGM, President Rossana thanked the committee, members, advisors, volunteers and administration staff members, for their tremendous support in making 2013 to 2014 term another successful year for the Chapter and finished the evening with inviting long term members on to the stage.



## EDITOR'S LETTER

The Chapter held its AGM at the end of May and this event represents a major milestone for the elected Executive Committee of 2013, which is a year in serving the members of the project management community in Hong Kong. Since our previous issue in March 2014, I am pleased to report on the AGM and bring you articles on the Korea Congress 2014, our Joint Club event and of course, our monthly guest speaker events.

The PMI organisation and the PMP certification has played an important role in the career of project managers. So wouldn't it be a good idea if we could ask experienced project managers in our community to share their thoughts on what PMI and PMP certification means to them and their views on the future of our profession? In this issue, I have invited our President, Mrs Rossana Ho, to share her thoughts with us and you can read all about this in the interview article.

I am pleased to have two new volunteers, Dick Tse and Simon Ho join the Publication sub-committee and would also like to thank Sharon Brooker for writing the article for the March seminar which she attended. The Publication team is always seeking new volunteers and ideas, so please contact me at [keen.lam@pmi.org.hk](mailto:keen.lam@pmi.org.hk). I leave you with an interesting quote on Planning.

"Planning without action is futile, action without planning is fatal." — Cornelius Fitchner

Happy Reading and Best Regards  
Keen Lam  
PMIHK VP Publication



## Interview with Mrs Rossana Ho, President of PMI Hong Kong Chapter on PMI and PMP certification

The PMI HK e-newsletter is starting a series of interviews with prominent leaders in the project management field on how PMI and the PMP certification has impacted their career and their lives. Our first interview is with Mrs Rossana Ho, President of PMI Hong Kong Chapter. Rossana has been on the executive committee of the Chapter for over 10 years before being elected as President for the 2013 to 2015 term. She is an IT professional with more than 25 years in the IT industry working for multi-national companies, in Hong Kong and previously in Canada.

Before moving on to the interview, here is a brief introduction on PMI and PMP.

♣ Project Management Institute (PMI) is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession. Founded in 1969, PMI has more than 2.9 million professional members world-wide. The Hong Kong Chapter was established in 1997 by a small group of dedicated volunteers and its membership has grown to more than 1,500 in 2014.

♣ PMI's Project Management Professional (PMP) credential is one of the most important industry-recognized certification for project managers. Globally recognized and demanded, the PMP® demonstrates that certified holder has the experience, education and competency

to lead and direct projects. For more information, click on <http://www.pmi.org/en/Certification/Project-Management-Professional-PMP.aspx>

### **How did you get into project management?**

*Starting as a consultant, I began taking on project roles and I then moved on to leading major projects over the years. I am pleased to have successfully led major government projects such as the Hong Kong Government's public library system, which involved migrating the legacy systems to one centralised system for all the public libraries in Hong Kong, and the Hong Kong Government's total driver and vehicle licensing system for all classes of vehicles.*

### **What encouraged you to take the PMP certification?**

*Studying and building on the skills and experience for the PMP certification will enhance my knowledge and skills to run projects successfully and therefore fulfil the expectations of my role. Once I have obtained the PMP certification, I encouraged my team members to do the same. I am grateful that my company realises the value of PMP and strongly supports its employees involved in projects to attain this.*

### How has the certification helped you?

*In addition to running projects, I was involved with PMO for half a year. PMP certification provides a very strong foundation for a project manager and definitely improves the quality of the managers leading to quality projects. PMP provides credibility to a project manager's credentials as it is globally recognised as the certification for project management professionals.*

### What current and future opportunities do you see for PMP's and project management?

*With globalisation, projects are becoming bigger and increasingly complex. PM skill set is a must to manage projects in virtual teams, the PMI standards provide a solid framework to benchmark standards across organisations. The PMP certification equips project managers*

*with these set of skills and knowledge to run successful projects across these big and complex organisations and will continue to be relevant to businesses running projects.*

### Do you have any other interesting thoughts you would like to share with our readers?

*One of the challenges in one's career is to continually be passionate in one's profession over the years. I rejuvenate my passion by keeping up with the latest innovations in project management and the IT industry and taking on new challenges. To this end, I urge and encourage our readers to join our upcoming 2014 PM Congress in Hong Kong on 8 November 2014.*

*On behalf of PMI HK e-newsletter team, we would like to thank Rosanna for participating in the first of our series of interviews and sharing your experiences and wisdom with our readers.*

## PMI Korea 2014 Congress - 15 May 2014

By Rose Chu, PMI HK VP Sponsorship

The second PMI South Korea Conference, led by President Young-min Park, was successfully launched on 15th May 2014, with international seasoned project management leaders, mentors and experts as speakers. Below are highlights from two of the many renowned speakers who presented at the conference:

Peter Monkhouse, 2014 PMI Board of Directors, reinforced the relevance of talent management, in developing technical project managers to be strategic project managers. Mr Jack Hsieh, PMI Region 9 Mentor, emphasised the importance of applying OPM3 9 (Organisational Maturity Model 3) which would help to increase the strategic skills of project managers.

Dr Seung-Chul Kim, Associate Dean, Graduate School of Business, Hanyang University and President of Korean Society of Project Management, gave his presentation on "PM is Era of Innovation".

In his speech, Dr Kim shared the following key points:

1. Innovation is difficult to learn and emulate because it involves creativity and many different forms of changes.
2. Innovation can be divided into 2 stages: idea generation and idea realization.
3. On the surface, it seems that Korea falls short in innovation because we cannot generate good ideas. But when delving further into the innovation process and comparing each country's innovation capability (via the Global Innovation Index), the analysis infers that Korea may fall behind in idea realization, yet achieve success in idea generation.

Dr Kim concluded that sound project management can help Korea improve their innovation capability, because project management methodology can stimulate idea realization.



## Joint Club Event, June 2014

By Joseph Tam, Chairman of IT Club, PMI HK Chapter

The Joint Club event was co-sponsored by IT Club and PMO Club of PMI Hong Kong and was successfully held on June 13, 2014. The event kicked off with a welcome speech by Adrian Li – VP Club Development and the chairman of the PMO Club. Joseph Tam, the newly elected chairman of the IT Club thanked the past Chairman of IT Club, Christine Yau for her tremendous past contributions, especially in the growth of the Club.

The highlight of the evening was the presentation entitled “A PM Story – Life after IT Career”, by the keynote speaker, Joe Tam, who shared his very interesting and enlightening

experiences of his IT and Business career. The presentation was well appreciated by the members and generated a lot of interest and discussion.

The PMO Club and IT Club will be coming up with more exciting and stimulating activities of their own in the near future. So to our PMI HK members and fellow club members, watch out for upcoming announcements and join our future events. For enquiries on club membership or posting suggestions, please contact Adrian Li ([adrian.li@pmi.org.hk](mailto:adrian.li@pmi.org.hk)) or Joseph Tam ([josephtam@pmi.org.hk](mailto:josephtam@pmi.org.hk)).

## PMIHK January 2014 Seminar Business Analysis Skills for Project Managers

By Raymond Kwok, Sub-committee Member, Publications



For project managers, building a top performing project team can often lead to a higher probability of project success. One regular and important member of the project team is the Business Analyst (BA). In January, Rod van Buuren presented to PMI HK members on the role of the BA in projects and on the International Institute of Business Analysis (IIBA) Hong Kong chapter.

Mr. Rod van Buuren is Senior Principal with Infosys Lodestone Hong Kong and has extensive international experience in Business & Technology consulting. He holds a Bachelor of Applied Science (Planning) from RMIT University, Melbourne and serves as Vice President of the International Institute of Business Analysts (IIBA), Hong Kong chapter.

The drive for change within an organisation will often lead to the formation of a project. Critical to understanding the need for change

and enabling change to happen is the function of the business analyst. The role of the BA is to help identify and define solutions that will maximise the value delivered by an organisation to its stakeholders. The BA does this by performing business analysis, identifying and articulating the need for change in how organisations work, and to facilitate that change. Like the PMBOK is for project managers, the BABOK (Business Analysis Body of Knowledge) defines the set of tasks and techniques used by the BA for performing business analysis.

The BA is responsible for ensuring the product is built correctly according to the requirements. The essential skill set of a BA includes:

- Analytical thinking and problem solving
- Leadership and influencing

- Facilitation
- Negotiating and mediation
- Business knowledge
- Communication – written and verbal

IIBA is the professional body aimed at developing the business analysis profession through networking and mentoring opportunities, professional development and speaker events, organising BABOK study groups and exposure to business analysis tools and techniques.

There is synergy between the BA and PM disciplines. Business analysis is a formally defined profession and is invaluable to PMs to help prevent scope creep, reduce project risk and rework. Both roles work hand in hand to help deliver projects successfully.

## PMIHK February 2014 - Leadership Success

By Anthony Tsui, VP Programs

As a Senior Manager, Manager or Project Manager, key leadership competencies include influencing others, being a change catalyst, collaboration, managing conflict and inspirational leadership. In fact, the higher up you are in an organization, the more vital these competencies are to leadership success. PMI Hong Kong was pleased to have Mr. Salim Ladak present and share his experiences on the topic of leadership success and its importance in project management.

Mr. Ladak is CEO of EQ How, a Leadership Coaching and Consultancy specializing in the field of Emotional Quotient (EQ) competencies and impact on its leadership success. He has 18 years of leadership development, consulting and management experience and holds an MBA from Queen's University & B.Applied Science in Industrial Engineering from University of Toronto.

Mr Ladak introduced the importance of leadership with the audience, sharing with the audience 2 leading EQ models and also

insights from his extensive background in leadership development, consulting and management. In looking at Emotional Intelligence, we learned about the EQ-i model, which comprises of 5 major areas and 15 sub-areas as below.

Self-perception : Self Regard, Self Actualisation, Emotional Self-awareness

Self-expression : Emotional Expression, Assertiveness, Independence

Interpersonal : Interpersonal Relationships, Empathy, Social Responsibility

Decision Making : Problem Solving, Reality Testing, Impulse Control

Stress Management : Flexibility, Stress Tolerance, Optimism

As a result of the sharing, the audience gained a greater awareness and appreciation of the importance of emotional intelligence and its practical application for project management professionals.

# PMIHK March 2014 Seminar

## Systematic Innovation and its linkage to Project Management

By Sharon Brooker, PM Volunteer, PMI Hong Kong



In all innovation projects, it is key to understand that there are proven clear patterns for problems and their solutions, technical evolution and innovative ideas, oftentimes, from outside their related field and which are key to a project's success. PMI Hong Kong was pleased to have Mr. Simon Tong present and share his depth of knowledge and expertise in this area and introduce to the audience, clear methodologies to help uncover and drive people's behavior to aid you in design and delivery of all products, services and messages.

Mr. Tong is CEO of Smartway Management Technologies Limited, a productivity consultancy company which has close ties with Systematic Innovation Limited UK and specializes in providing Systematic Innovation and Quality Management advice to a diverse range of industries and sectors. Mr. Tong is also Promotion Director of Institute of Systematic Innovation Hong Kong. He obtained his Bachelor of Science and Master of Science from City University, and is PMP certified.

Mr. Tong highlighted that the most important role of a PM is to fulfil the customers' requirements and to understand what the customer really wants and this is not always as simple as it seems.

The key areas that are consistent over innovation projects are clear.

**The Importance of Trends:** That they are predictable, repeated over time, they interact with each other, success is closely related to TRENDS matching and importantly we can utilise behavioural trends to speed up innovation progress

**Systematic Innovation:** is FUNCTION focused and these can be tangible or intangible, individual or collective. That overall Innovation is a white space.

**As Is/To be:** At the heart of all Innovation projects "As is" – is defined as the current state and "To Be" – is defined as the goal

**TrenDNAModel:** In relation to As is/To be there are clear models and processes that can be followed:

| Models        |
|---------------|
| Possibilities |
| Probables     |
| Inherents     |
| Inevitables   |
| Absolutes     |

| Processes  |
|--|
| 0 Goal Setting: Definition stage (As is/To be, Measure project outcome)  |
| 1 Outcomes & Players: absolutes, final results, identifying all current/future products/technology requiring the same result |
| 2 Defining Perfection: ideal final results, identify conflicts and contradictions  |
| 3 Where to Innovate: identifying past innovations  |
| 4 Defining Customers: Inherents, defining age groups, project launch   |
| 5 Defining Customers: characteristics/Trends of customer target groups   |
| 6 Towards the right solution: resolving contradictions in trends   |

Mr Tong rounded off his presentation by outlining some examples of areas in which this methodology could be applied and clearly showed those present how to analyse problems, complete a contradiction analysis and 'clues' to solutions for these concepts. He shared with us his network mapping process.

His most defining lesson is that innovation can only happen and that innovation projects can only succeed when the voice of the customer matches the voice of the system.

# PMIHK May 2014 Seminar

## Financial Fundamentals and its application to Project

By Simon Ho, PMIHK Chapter member



PMI Hong Kong was honoured to have Mr. Keen Lam share his experiences in applying financial fundamental knowledge to Project and Program management. Financial knowledge

is one of the critical competencies for driving project and business successes.

Keen is a senior project management consultant and has extensive project management experience in implementing ERP projects, having held a variety of senior roles such as IT Director, PMO Director and Financial Controller. He is a qualified Chartered Accountant and certified PMP with a Bachelor of Commerce degree (University of Otago), and is serving as Vice President of Publications with the PMI Hong Kong Chapter.

During the seminar, Mr. Lam provided an introduction of Financial Accounting to the audience and discussed how this knowledge is applied to building a project proposal, based on a case study of Accounting System replacement and Business Processing Re-engineering. His presentation is summarized for the reader under the following headings:

### **Accounting Concepts & Financial Reporting**

Keen introduced the Accounting concept, financial statements of Income Statement, Balance Sheet Statement and Cash Flow Statement, with the breakdowns of those Statements. Audience learned how to interpret the Statements and the meanings behind some

of the significant items like Net Income, Cost of Sales, Gross Profit, Assets, Liabilities, Equity, Net Cash Flow...and etc.

### **Financial Analysis**

Mr. Lam discussed how one can analyse Financial Statements by using Liquidity Ratio, Profitability Ratio, Solvency and Market Ratio for extracting meaningful insights from different perspectives.

### **Capital Projects Evaluation**

Mr. Lam talked about Project related costs in Financial Statements like Capitalization, Expenditure, Depreciation/Amortization, and Evaluation methods such as Payback Period, Net Present Value and Internal Rate of Return.

### **Case Study on Project Proposal**

Keen shared a case study of an ERP project proposal with references to the processes of 7.1 Plan Cost Management and 7.2 Estimate Costs from Project Cost Management section in PMBOK. He highlighted that the key components of a funding request are not only the costing and proposed solution, but also included the soft / hard benefits.

Mr. Lam closed his presentation with the message that having a better understanding of financial fundamentals will assist the Project Manager communicate and work effectively with Finance teams. The audience was appreciative for this presentation and gave Mr. Lam a huge round of applause.

# PMIHK May 2014

## Global Leadership Training Management

By Anthony Tsui, VP Programs

As a result of globalisation and the changing business environment, Project Management professionals are now increasingly required to adopt a global mindset and to collaborate with stakeholders from different disciplines, countries and culture.

PMI Hong Kong in conjunction with PMI Japan Chapter was pleased to host a 3 day Global leadership Training program bringing together participants from China, Hong Kong, Japan, Korea, Taiwan and Macau.

### **Day 1 : Topic: Requirements Management, Instructor: Mr. Raymond Wong**

Raymond has over 30 years of IT management experience in leading edge corporations. He has held senior positions such as Managing Director and General Manager in Canada, Hong Kong and China. He was one of the founders and a past President of PMI Hong Kong Chapter and is a visiting lecturer of Hong Kong Chinese University and University of Hong Kong.

This workshop provided the opportunity for us to interact in small groups and gain valuable hands-on practice in elicitation, documentation and management of project requirements. Different tools and techniques were practised on a realistic business scenario with generous amounts of time for discussion and sharing.

### **Day 2 : Topic: Risk Management, Instructor: Mr Mark Beresford**

Mr Mark Beresford is the Managing Director of Innova Solutions, a project management consultancy based in Tokyo, Japan.

This workshop reiterates the importance of Risk Management and again provided an opportunity to interact in small groups and gain valuable hands-on practice. With the help of a realistic project scenario, it was a good opportunity to put the entire Risk Management process into practice from identification, to

Qualitative & Quantitative analysis through to monitoring and controlling of risk.

### **Day 3 : Topic: Innovation, Instructor: Mr Simon Tam**

Mr Simon Tam is the co-founder and CEO of the Academy of Innovation, a training organization found to help governments, corporations, institutions and individuals to become relentless innovators. Prior to this, for twenty years, Simon was Assistant Professor at the Hong Kong University Business School.

This workshop provided valuable insights into innovation, its importance to organisations and its relevance to project managers. With the use of numerous real life examples, Mr Tam articulated the 8 different types of innovation that organisations may exhibit and how a solid understanding of these fundamentals can help both the organisation and individual to realise their true passion and potential.

Overall, the program was a resounding success with the combination of a well-organised and insightful training together with a real spirit of collaboration, friendship and fun with all the participants involved.

Event Photos:



Upcoming Asia Pacific Project Management Congress 2014, Nov 8 2014, at Cyberport  
 Save Nov 8, 2014 (Saturday) in your calendar for this year's Congress and join us at Cyberport.  
 More details coming soon on our website <http://www.pmi.org.hk/>

## ADVANCE TRAINING COURSES JULY TO AUGUST 2014

Please check out our PMI Hong Kong website (<http://www.pmi.org.hk/education/default.aspx>) for further details/updates and register as early as possible to avoid disappointment.

| Course Title   | Date/Time                      | Fee  |
|--|--------------------------------|--|
| The tendering tips and skills for Project Managers<br>Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon   | 2014-07-19<br>9:00am to 6:00pm | PMI-HK member:<br>HKD 1,300<br>Non-PMI-HK member:<br>HKD 1,500 |
| <a href="#">Advanced Soft Skills in NLP for Project Managers</a><br>Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon   | 2014-08-02<br>9:00am to 6:00pm | PMI-HK member:<br>HKD 1,300<br>Non-PMI-HK member:<br>HKD 1,500 |
| <a href="#">Unleashing the Power of the PMBOK® Guide and managing yourself before managing a project</a><br>Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon | 2014-08-09<br>9:00am to 6:00pm | PMI-HK member:<br>HKD 1,300<br>Non-PMI-HK member:<br>HKD 1,500 |
| <a href="#">Stakeholder Management Workshop</a><br>Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon  | 2014-08-16<br>9:00am to 6:00pm | PMI-HK member:<br>HKD 1,300<br>Non-PMI-HK member:<br>HKD 1,500 |

### Payment Information

Students can enjoy a 10% discount for registering 3 or more PMI training courses at the same time (excluding courses marked with an "\*"). For details, please call PMI admin at 2784 1880 or email to [admin1@pmi.org.hk](mailto:admin1@pmi.org.hk).