

Project Management Congress

December 2015



PMI Hong Kong Asia Pacific Congress 2015

By Simon Ho, PMP, Marketing sub-committee

In December 2015, PMI Hong Kong Chapter hosted its premier one day event, the PMI Asia Pacific Project Management Congress, at the Cyberport. This year's theme, "Preparing for the future; are we ready for the next wave of opportunities and challenges?" are key questions facing businesses, organisations and the project management profession which must be addressed to ensure future successes and survival.

To kick off the Congress, Chapter President, Mrs. Rossana Ho presented a keynote message from Mr. Allen Yueng, Government Chief Information Officer (HKSAR Government). In his message, Allen stated that project management plays a vital role in deploying innovative technology projects that deliver key business benefits. To achieve this, the Government Chief Information Office constantly develops best practices and guidelines based on international best practices.

To further discuss the theme, President Rossana engaged in a unique one to one dialogue with Mr. Raymond Cheng, Group General Manager and Chief Operating Officer, Asia Pacific The Hong Kong and Shanghai Banking Corporation Limited. Literally sitting on two armchairs on stage, they discussed the future drivers, such as cloud computing, big data and disruptive technologies and advised that one should approach them as opportunities rather than challenges.

The Congress was well represented by guest speakers covering different perspectives of the theme. We have summarized most of their presentations as far as possible, to share with our readers who were not able to attend, and as a refresher to those who attended, in the next section of this article.

A group photo was cleverly snapped to squeeze the 230 plus attendees at the Congress. President Rossana thanked the attendees, volunteers, Hong Kong Chapter executive committee and members for making Congress 2015 a success.



Summary of Speakers' Presentations

“How should banks position themselves in this Cyber world” – Mr. Y.B. Yeung

Mr. Y.B. Yeung, Distinguished Fellow of Hong Kong Computer Society and Adjunct Professor, City University of Hong Kong, was our first speaker whose topic was “How should banks position themselves in this Cyber world”. In his presentation, he pointed out that the pressures on the banking industry are Keen Competition, Tight Margins, Customer Demands, Rising Operating Cost and Frauds. To overcome all these challenges, Mr. Yeung suggested a roadmap in Cyber World which the banks can follow. The elements are, Leveraging ICT Technology, Building Customer Centric Model, and Be Aware of the competition from non-banks area, Develop the Social Media Space and Cooperate with Fintech. In summary, Mr. Yeung believed that the Banks must be sensitive to customers' needs, have to consider technology as critical success factor, leveraging social media to connect with customers is a must and to pay attention to Fintech space.

The banking roadmap in the cyber world

- ▶ Fully leverage on ICT technology
- ▶ Customer centric
- ▶ Competition from non-banks
- ▶ Watch the Social media space
- ▶ FinTech

“Leadership Challenges of the New Millennia” – Mr. Johnny Leung

Mr. Johnny Leung is the Managing Director of Virtual Semiconductor Ltd and also the Co-founder with Honorary Advisor of Leadership Training Association in Hong Kong. He pointed out that the current leadership challenges include “Unable to adapt to changing environment”, “Knowledge explosion and the obsolescence of old ones”, “People don't like to think and only want to offload the problem”. To overcome these kinds of challenges, he suggested the leadership focuses on being able “To interrogate the reality” and “Help people face reality and make change”. At the same time, leaders have to consider “What is Important”, “What is expendable”, “What values do we stand for”, “Are there gaps between those values and how we actually behave”, “What are our skills and talents and are there gaps between what we have and what market demands” and “What opportunities does the future hold and are there gaps between those opportunities and our ability to capitalize them”

“The Future of the Learning Organization” – Mr. Gary V. Watkins

Mr. Gary Watkins is the Professorial Research Fellow and Head of Discipline for MRO Human Factors in Aviation Services Research Centre of Hong Kong Polytechnic University. In his presentation, he shared his concept that a future learning organization that never stops learning is a must and acts and accepts the following:

- Experience and Learning through Experience makes all the difference
- Expect lots of change in the future
- “The way we've always done it” won't be the way you always will be doing it
- Learning Organizations exists on many levels, starting with you
- Expand your learning by partnering with like-minded industries
- Maintain your competitive edge, be up-to-date
- The future is shaped by learners



“The Devil is in the Data – How Analytics Help Transform a Public Transport Business” - Alok Jain

Mr. Alok Jain is the Head of Strategic Planning in Kowloon Motor Bus Company. He shared the recent strategies on how to use the data analysis for transforming the Kowloon Motor Bus Company (KMB). Since 2012, KMB has been facing many challenges, such as:

- More than half of KMB’s routes were loss-making
- KMB’s major cost components (e.g. wages) were constantly rising
- KMB’s declining average daily ridership from 2002 to 2012
- KMB’s cost structure inflexible and not entirely under its control

To overcome these challenges, Mr. Jain shared the new approaches including:

1. New measurement implemented on

- Best practice scheduling
- Bus route rationalization
- New long-haul routes
- Telematics
- Estimated Time of Arrival

2. Drive and rollout KMB plans:

- Real Time Operation Management System (ROM)
- Conduct a platform (on website or smartphone application) for customers with personalized features on Virtual bus stop, Favourite routes and Advanced journey planner

“Innovation-Successful Step Change” – Mr. Simon Tong

Mr. Simon Tong is the CEO of Smartway Technologies and he shared his views on how to change innovation to be successful.

He described the Innovation Capability Maturity Model (ICMM) which guides companies to implement innovative ideas successfully from Seeding, Championing, Managing, Strategizing and Venturing perspective. He added that some characteristics of Innovative Company are that, it must have an inspiring leader, strategic limitation with non-linear growth and a model for future prediction and prediction.



“Working with Multi Generation Project Teams” – Ms. Virginia CHOI J.P.

Ms. Virginia Choi J.P. is the Managing Consultant and Country Manager of Tamty McGill International Consultants.

She shared her research on working with multi-generations (Generation Y and Z) in project teams, analysing their characteristics and preferences at the workplace, for both



Hong Kong and Mainland, as well as identifying the differences between the two regions. Based on this understanding, employers will be able to develop appropriate strategies and tactics to work effectively with Generation Y and Z. She also expressed her thoughts on how to exploit talents of Generation Y and Z for future business development on that day.

“Prioritizing Project Capability and Surviving Scrutiny” - Mr. Will Noble

Mr. Will Noble is the Managing Director (Asia Pacific) of Human Systems International. He walked through with the audiences on the differences and relationships between maturity of a process, an organizational capability, and the maturity level of an organization. He also shared his thoughts on how to leverage the organizational capabilities as a source of competitive advantage. In addition, he shared three categories of organizational capability that are useful for improving organizational project management as well as demonstrated how to improve organizational project management capabilities for delivering of corporate strategy. Finally, he described some alternative approaches for improving the organizational project management (OPM) within an organization.

“The Future of Project Management: Trends that matter” – Dr. Jiwat Ram

Dr. Jiwat Ram is the Director for M.Sc Program in Project Management of International Business School, Suzhou, Xi'an Jiaotong-Liverpool University of China. Dr Ram said that the future of project management will become globalized, commoditized with professionals. For this future trend, it will be realized from 5 Districts:

- District 1: Apply the new knowledge from PMBOK; Benefits Management, Issue Management, Project Networks Management and Blended Project Management
- District 2: Develop agility and flexibility in project management capabilities, both in structure and governance, to adapt to a variety of scenarios and requirements
- District 3: Build strengths and maturity to regularly develop and integrate knowledge for creation of tailored KPIs, Processes, Tools and Techniques, and Skills Inventory
- District 4: Focus on developing capabilities and knowledge infrastructure to nurture and leverage upon human capital to induce creativity in project management systems
- District 5: Develop capabilities for building a more mature PMO infrastructure at Enterprise level to support, both strategic and tactical, goals of the organization

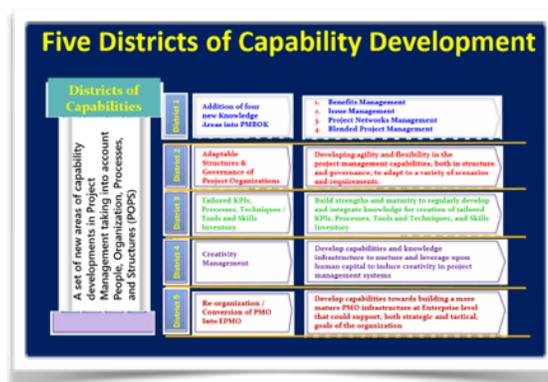


Photo Gallery



Feedback: University Students on PMI HK Project Management Congress 2015

As part of the Hong Kong Chapter's initiative in developing young project managers, Mr. Alex Sin, VP Young PM Development, and Ms Janet Yu, VP Certification, invited students from local Hong Kong universities to be our special guests at our Congress 2015. 14 students and 7 professors attended the Congress and we are pleased to share some of the feedback from students in their letters below:



Letter from Benjamin Huber, Information Systems, Hong Kong University of Science and Technology

The PMI Congress was a great opportunity for students to not only learn about new and upcoming information in the field of Project Management, but also to meet with professionals and fellow students, and to discover inspiring career paths. Four HKUST students majoring in Information Systems had the honor to be invited to attend the Congress and join the great experience.

The whole day event offered an impressive selection of speeches in both variety and depth. At the beginning of the Congress, it was very interesting to watch a keynote address given by Mr. YB Yeung, from the Hong Kong Computer Society, who talked about the latest technological trend in the banking industry, especially in the area of financial technology. Another fascinating keynote was given by Mr. Alok Jain from Kowloon Motor Bus, who talked about the role of big data and predictive analytics in improving Hong Kong's public transportation.

During lunchtime, we were able to network with Project Management professionals as well as other students from different universities. PMI members were very welcoming towards the students and were willing to answer different questions. Furthermore, students were given their own introduction to PMI and the available certifications, kindly delivered by Mr. Alex Sin. This included a detailed explanation on how the CAPM and PMP certifications can be obtained, which was especially useful information for us, students interested to pursue a career in the field of Project Management. Even though the Congress was a very formal and intellectual event, our students always felt welcome in the warm PMI family and we are grateful to have been a part of it for the day. As a result, some students and PMI officers are working towards having more collaboration between each other and we hope to see that this will be beneficial for future generations of both students and professionals in the field.

We would like to take this opportunity to thank all the PMI officers for organizing the Congress and inviting us to the event, in particular Ms. Janet Yu and Mr. Alex Sin for their great efforts to extend to us students.

Regards

Abyan, Benjamin, Jessie and Libby

Letter from Marco Lee, City University of Hong Kong

Overall it is a fascinating day for me. It is very compelling, and the keynote addresses are very educational and informative. The variety of aspects covered are wide and related to my concerns and preferences. Most importantly, it is not only a great learning experience for me, but it is also a valuable opportunity to meet successful businessmen and professors across the globe. Indeed, it is a great Congress for students to experience and expand their horizons.



Editorial

Since the last issue in November, our Chapter hosted its mega event, the Project Management Congress in December 2015. In February 2016, there were a number of high profile Project Management events hosted in Hong Kong as well, such as the PMI-PMP Mega Exam workshop. Reports of this event is included in this March e-newsletter

The Chapter is pleased to announce that it will be holding its Congress 2016 on 5 November at Cyberport Conference and Exhibition Centre. The Chapter executive believes that the Congress is for its members, and therefore will be seeking suggestions from them, such as the theme, speakers they would like to invite, improvements etc. and will be organising prizes for their contributions. We will be creating online forum tools soon. In the meantime, you can still email your suggestions to mktcongress2016@pmi.org.hk.

The next major event in our calendar is the Chapter's Annual General Meeting to be held on 26 April 2016, so look out for our email invitations in the next couple of months. Wishing all of our readers Happy Easter Holidays. For most of our readers, workload for the year is starting to build and so are stress levels. In the coming long days ahead, give yourself a few moments in your day to be happy. On that note, I leave some quotes about happiness.

“Don't cry because it's over, smile because it happened” – Dr Seuss

“Count your age by friends, not years. Count your life by smiles, not tears” – John Lennon

“The best vitamin to be happy is B1” – Unknown author

Happy reading

Keen Lam

Editor, VP Marketing

Latest Announcements:

March 2016

1. PMI Hong Kong Annual General Meeting - 26 April

The Chapter invites all members to attend the AGM on Tuesday, 26 April, 7:00 to 9:30 pm, which is **free** to all members. Details below:

Date & Time	7:00 to 9:30 pm, Tuesday 26 April 2016
Venue	Rooms 508 -520 Hutchison House 101 Harcourt Road, Central Hong Kong SAR
Agenda	<ul style="list-style-type: none"> • Welcome Address • PMI HK Chapter 2015 - 16 Achievements • 2015 Financial Report • Voting n proposed amendments to PMI HK Chapter By-laws • Guest Speaker Seminar Topic: Making Smart Decisions Speaker: Dr Patty Farh • Networking Drinks and Refreshments • Lucky Draw
PDU	1 (for eligible PMP Certification holders)

Don't miss this annual opportunity to share in our Chapter's achievements and to network with your fellow project management professionals. As the number of seats are limited, REGISTER now, by filling in the [registration form](#) and emailing the completed form to admini@pmi.org.hk by 18 April, 2016. For more information, please contact us at +852 2784 1880.

2. PMI Hong Kong Project Management Congress 2016

Our Chapter's Congress 2016 is now set for **Saturday, 5 November 2016** at the **Cyberport & Exhibition Centre**. The planning is still in its early stages and this year, the Chapter will be inviting Chapter members and PMP's in Hong Kong to send in their suggestions for the Congress theme, topics and speakers for the event. Stay tuned for more details . . .

3. PMI Hong Kong Project Management Congress 2016

Our Chapter has been receiving requests from employers to post their job postings on their behalf. After due consideration, the Hong Kong Chapter is planning to introduce a **free** job posting service for both employers and job seekers, on its website, in the near future. Employers can submit their applications with job descriptions for project management related jobs (subject to terms and conditions) and job seeking members can access these postings and submit their applications directly to the relevant employers.

Again stay tuned for updates on our website <http://www.pmi.org.hk/Default.aspx>

PMI Mega Exam Development Workshop, Hong Kong, 19 to 21 February 2016

It is an honour for our project management community to have such an important PMI event held in Hong Kong, which is the first time in 20 years. The PMI MEGA Exam Development Workshop, was organised by PMI (Head Office), and was held on 19 to 21 February at the Kowloon Shangri-la in Kowloon. The objective of the Workshop is for selected volunteers to review and write questions for PMP exams.

Expression of interests were sent out to all PMP certified PMI members in Hong Kong and Asia Pacific to participate in this workshop, who are not directly involved in teaching PMP exam courses. 100 volunteers (80% from Hong Kong) were selected from over 250 applications and each volunteer were granted 14 PDU's.

The Workshop kicked off with volunteer registrations and Welcome Networking Reception. PMI HK Chapter President, Rossana Ho, gave a presentation to the audience. She welcomed the participants and shared its proud history of the Hong Kong Chapter, from its inception in 1997 with 5 founding members to its present membership of over 1,200 members, the successful 2015 Congress and announced the upcoming 2016 Congress to be held on 5 November, 2016 at the Cyberport Convention & Exhibition Centre. She also invited the audience to put forward their ideas for Congress theme, topics and guest speaker, and with a free Congress ticket for the best idea.

The participants diligently spent the next 2 full days working on the reviewing and writing exam questions. The event not only was successful in developing quality PMP exams, but also built a strong professional network among the participants from Asia Pacific and PMI.



Mr Mark Langley, PMI CEO at Project Management Events in Hong Kong

Mr Langley, PMI President and Chief Executive Officer attended and led two major Project Management events in Hong Kong, in February 2016. As the chief spokesperson for PMI's thought leadership and advocacy platform, Mark spends countless hours demonstrating the value of project, program and portfolio management to organization executives, government leaders, and the media.

Strategic Initiative Management Summit: 1 – 3 February 2016

The Strategic Initiative Management Summit is a series of events which started in Boston (USA) with the last one held in Hong Kong. PMI and the Boston Consulting Group are continually working together to assemble a group of influential and interested parties to work together to develop a shared agenda on how to bridge the gap between the development and the implementation of business strategy. The Hong Kong Summit focused on 3 key topics:

1. Business leaders should demonstrate strategic leadership by their “ownership” of the strategy in word and deed and should possess the ability to communicate with clarity and precision about what the strategy implies for people in all parts of their organizations. They should form a “human bridge” from strategy development through implementation to strategy sustainment by being accountable for translating strategy into strategic initiatives that are set up for success
2. Strategic initiatives should have leadership that can both work with business leaders inside and outside the organization to create the conditions for successful transformation and also work with management at all levels within the organization to deliver the strategic initiatives successfully. This leadership requires diverse competencies that may not necessarily be embodied in a single director, but selection and preparation of the right people is pivotal
3. Both business leaders and strategic initiative leadership should work within an enabling framework that uses readily available tools to make risks, progress and issues visible to all, that encourages and enhances organizational agility, and that provides impactful verbal and graphical communication

Media interview on Project Management: 4 February 2016

Mr Langley conducted interviews with business and main stream media on realising the value of project management and on the Pulse of the Profession. The interviews were published in the local press.



2015 PMI - Taiwan International Congress: Accommodating Changing Environment, Facing Further Challenges

By Keen Lam, VP Marketing

The National Museum of Marine Science and Technology complex in Keelung was the venue for Taiwan Congress 2015, held on 21 and 22 November 2015. A bit of history about the venue, this location was formerly the site of the Pei-Pu Steam Power Station, which was constructed in 1937 during the Japanese occupation of the island.



The Welcoming Address was presented by Dr Simon Fu, the out-going President, PMI Taipei Taiwan Chapter, which was followed by the speech from the guest of honour, Mr You-Chang Lin, the Mayor of Keelung City. This was then followed by a strong line up of speakers, including:

Mr Steve DelGrosso, Chair 2015 Board of Directors who spoke at length on Talent Management as a Strategic Imperative

One very interesting topic was “Global Climate Change – Integration, Coherence and Governance” and covered successful projects in Taiwan where Taipei’s river and water management system was designed to meet the challenging extreme weather patterns such as flooding due to tropical cyclones



Dr Barry Hsiung, Founder and Past President, PMI Taipei Taiwan Chapter, emphasized the importance of soft skills for successful projects, in his presentation topic, “Reach the Crest of Project Success – Salient Soft Skills Lead You There”



It was full busy day two, with 6 breakout sessions and over 20 guest speakers from Taiwan and Asia. PMI Hong Kong Chapter had a significant contribution to these sessions with 5 presentations from Mrs Rossana Ho (President), Ms Christine Yau (Executive VP External), Danny Chung (Executive VP Finance), Ms Rose Chu (VP Special Projects) and Mr Alex Sin (VP Young PM

Development). The Congress concluded with a round table discussion hosted by Mr Wei Chuan Yeh, Administrative Deputy Minister, CSPTC.

As a participant, I thoroughly enjoyed the wide range of business and government sectors covered in the presentations and was highly impressed with the smooth efficient management of the Congress and finally the wonderful warm hospitality of the hosts, the members of PMI Taipei Taiwan Chapter.



PMI Hong Kong Chapter Executive representatives at the Congress

PMI HK February 2016 Seminar Bringing Innovation and Agility to the Organisation

By Keen Lam, VP Marketing

Mr Daryl Chan was the distinguished guest speaker who presented on this very relevant topic of “bringing innovation and agility to the organisation”. In our present global business environment, disruptive technologies have brought down giants of industry such as Nokia and Kodak.

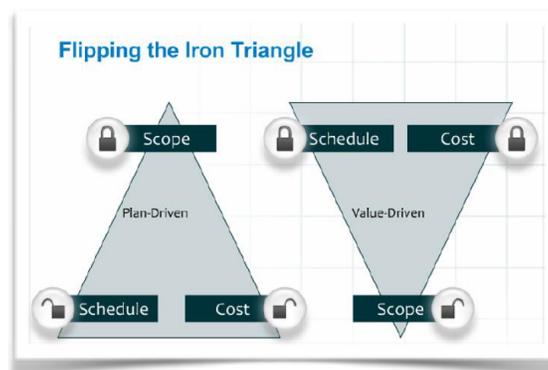
Mr Daryl Chan is a Senior Consultant of Why Innovation!, Certified Business Analysis and Certified Scrum Professional with over 10 years of Consulting experience across multiple industries (Financial Services, Government, Telecommunications, Oil & Energy, and Education). He holds a Bachelor of Business Systems from Monash University and is a graduate of General Electric’s Information Management Leadership Program.

Daryl took the audience through the evolution of management, starting with the concepts of tasks and planned work, through to the leadership skills and the learning organisation, as advocated by past management advocates through the decades:

- Frederick Taylor (1911): “The work of every workman is fully planned out by the management at least one day in advance.”
- Kelly and Walker (1959): “. . . in project work that detailed schedules be developed from gross estimates of total requirements and achievements based on past experience. The main reason for this over-simplification stems from the in-ability of unaided human beings to cope with sheer complexity”
- Peter Drucker (1973): “We will have to learn to lead people rather than to contain them.”
- Senge (1990)” “In a learning organisation, leaders are designers, stewards and teachers.”

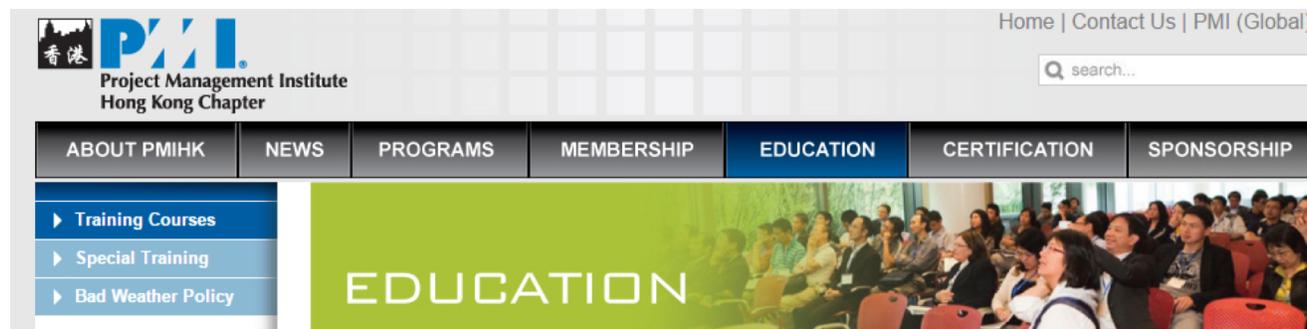
Next he introduced tools and methodologies to help build agility and innovation into organisations, such as “GE (General Electric) innovation process”, “Spotify Engineering Culture”, “Nexus Framework” and the “Scaled Agile Framework”. These methodologies range from being lightweight and flexible to the heavy and prescriptive approaches and each organisation has to decide which one is the best approach for itself. Coupled with these approaches, are two different methods of learning, (i) knowledge put into practice and (ii) shifting the mindset, by “Flipping the Iron Triangle” from Locking the Scope while varying the Schedule and Cost, to Locking both Schedule and Cost and varying the Scope, as shown in the attached diagram.

In summary, he left the audience with 4 key words on agility and innovation; Explore, Educate, Experiment and Encourage. The audience were highly appreciative of his presentation and gave Daryl a huge round of applause.



Chapter Training Quality Assurance Program (CTQAP) for PMI HK Chapter Education

By Joseph Tam, VP Education



Congratulations to the Hong Kong Chapter for achieving a vital milestone in Education Quality Standards

In April 2015, PMI Hong Kong Chapter was honoured to be chosen to participate in the Chapter Training Quality Assurance Program (CTQAP). The PMIHK Executive Committee appointed Joseph Tam, VP Education, to lead a task force to work on the program.

The PMI Chapter Training Quality Assurance Program (CTQAP) is designed to promote brand and quality consistency in certification training across all PMI chapters, to instill a level of confidence across our global chapter community and to ensure that our members receive exceptional value when they choose a PMI chapter for their training needs. The CTQAP requires an independent review once every three years and include only a review of certification exam preparation courses, which include PMP, ACP, PGMP, PFMP, RMP, SP and OPM3. The program will ensure that every chapter that provides certification exam preparation training meets specific quality standards in the content development and in the design of course material, development of learning objectives, instructor selection, course evaluation, marketing and the award of PDU's.

Quality Assurance is defined as the following three items:

- 1) the measure of performance
- 2) value and consistency
- 3) PMI intellectual property compliance

During the program, the PMI appointed auditor requested the Instructor profile, Course material, Course evaluation and Submission checklist including Questionnaire and Survey for the Chapter's training courses. The PMIHK Task Force worked closely and cooperated with the auditor and submitted the requested documents and responses for the auditor's evaluation.

In December 2015, PMI issued a review report stating 5 recommendations with Quantitative Grade 75 and concluded that "This was an Excellent Quality Review".

PMIHK greatly appreciated the outcomes of the Program and will study and implement the recommendations. PMIHK will continue to maintain the high quality standards of the Advanced Training and Education for our valuable PMI members.

To view and register for the training courses, please visit our PMIHK web-site. Under Education tab, you will find the course information, instructor and course profiles, registration and contact information. Refer to our link: <http://www.pmi.org.hk/education/default.aspx>

Please check out our [PMI Hong Kong website](#) for further details/updates and register as early as possible to avoid disappointment.

ADVANCE TRAINING COURSES & CONGRESS – March to June 2016

COURSE TITLE / VENUE	DATE / TIME
Unleashing the Power of the PMBOK® Guide and managing yourself before managing a project Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	2016-04-09 9:00 am to 6:00 pm
Advanced Soft Skills in NLP for Project Managers Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	2016-04-16 9:00 am to 6:00 pm
Managing Stress in Pressurized Projects Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	2016-04-23 9:00 am to 6:00 pm
Leading BPR Project using Business Process Modelling Approach (2 days) Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	2016-05-21 2016-05-28 9:00 am to 6:00 pm
Tools (Hard Skills & Soft Skills) inside the Project Manager's Pouch Bag Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	2016-06-04 9:00 am to 6:00 pm

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 our PMI administration staff at 2784 1880 or email to admin1@pmi.org.hk.