


Project Management Congress 2016



PMI[®]
Project Management Institute
Hong Kong Chapter

August 2016
Issue 25



Building a better tomorrow, making a difference through project management

Project Management Institute Hong Kong Chapter is delighted to host the Asia Pacific Project Management Congress 2016 on 5th November at Cyberport Conference and Exhibition Centre.

Organisations and governments of all shapes and sizes are now increasingly focused on building a new tomorrow and making a difference to its customers, employees, its citizens, the economies and environments that they live in. How are they doing and will they arrive at a better tomorrow?

Project management has a critical and indispensable role to play in the journey towards building a better tomorrow. Whether it be building connected cities; transforming & strengthening economies, industries & organisations through to saving the environment, the common enablers are excellent and effective leadership and effective project management. However, project management professionals and business leaders face a myriad of hurdles, a dynamic & complex state of play and the underlying need for strategic alignment along the journey.

This Congress will explore the building blocks for building a better tomorrow, reflect on experiences and best practices that are applicable across organisations, industries, cultures and geographical boundaries. It will also encompass a focus on the challenges and opportunities, risks and rewards, building a better tomorrow & making a difference through project management.

The Congress program will feature Keynote Addresses, Breakout Streams (sub-themes - Leveraging Technology, Business & Strategic Alignment, Talent Management), Workshop sessions and more! Stay tuned for more details.

PMI HK Asia Pacific Project Management Congress 2016

5th November 2016 | Cyberport Conference and Exhibition Centre



PMI HK Asia Pacific
Project Management Congress 2016

Registration : Register now and enjoy our early bird discounts. To register online, use this link

http://www.pmi.org.hk/education/Default_Show.aspx?id=121

Registration Fees (per person)	PMI HK Member	Non-PMI HK Member
1 Day Congress - Early Bird Rate - on or before 18th Sep 2016 - 8 PDU	HKD \$1,380	HKD \$1,680
1 Day Congress - Regular Rate - 8 PDU	HKD \$1,580	HKD \$1,880
Group Rate - 5 or more registrations - Early Bird Rate - on or before 18th Sep 2016 - 8 PDU each	HKD \$1,380	
Group Rate - 5 or more registrations - Regular Rate - 8 PDU each	HKD \$1,580	

Benefits for Congress Attendees

- ▶ **Knowledge Sharing:** Congress program featuring local and international Distinguished Guest Speakers
- ▶ **Professional Development Units:** Entitled for 8 Professional Development units (PDU)
- ▶ **Networking:** Opportunities for professional networking
- ▶ **Complimentary Buffet Lunch/Transport:** Complimentary return transport between Cyberport & Admiralty (limited seats)

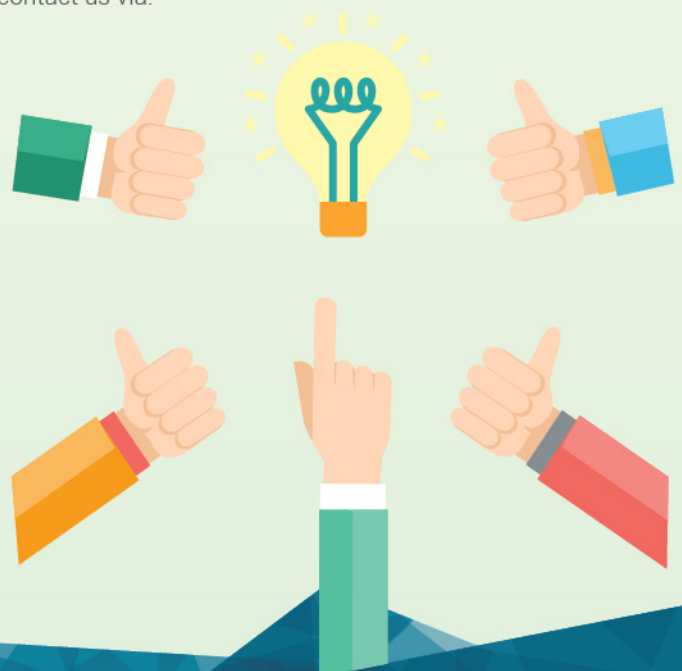
For more information on Congress 2016, please visit our website or contact us via:

Phone: + 852 2559 9973

Fax: +852 2547 9528

Email: congress@pmi.org.hk

Website: www.pmi.org.hk



PMI Hong Kong Chapter Annual General Meeting 2016

By Raymond Kwok, Marketing Sub-Committee member

PMI Hong Kong Chapter held its 2016 Annual General Meeting on 26 Apr 2016, at Cliftons Hong Kong venue at Hutchison House, Admiralty. The Hong Kong Chapter celebrates its 19th year since inception in 1997 and now has over 1,200 members.

President Rossana Ho presented the Chapter's report on its activities for the 2015/ 2016 year. Major highlights included the PMP Exam Mega Workshop held earlier this year. Hong Kong Chapter had the privilege of hosting this critical workshop, where selected volunteer subject matter experts (SMEs) are asked to write, review and edit questions for possible use in future PMI certification exams. The Chapter and its members are very proud to have contributed to furthering the profession and to be recognised by PMI to have the workshop in Hong Kong for the first time.



Further, Rosanna touched on the Chapter's 2015-2017 top 3 focused initiatives:

1. Penetrate into different industries
2. Develop and nurture next generation PMs
3. Engage, Collaborate and Outreach with the community, which the Chapter is on track.

The Chapter's financial position is healthy and is in a good position to support and fund future activities. We are also happy to report the passing of the proposed by-law which states that voting of by-laws by proxy is permitted (for further details please contact the Chapter secretary).



Our distinguished guest speaker, Adjunct Professor Patty Farh (School of Business and Management, HK University of Science and Technology) delivered her presentation on "Making Smarter Decisions." A very lively presentation which provoked equally lively responses from the audience, the topic touched on different factors – especially the influence of psychology and the mind in trying to rationalise our decisions. To illustrate her point, the audience were influenced to accept an offer, by the way the question was phrased, rather than by pure rational thought. The audience went away with the knowledge to apply different decision making processes – for the office and at home.

The Chapter's volunteers were also recognised at the AGM. PMI Hong Kong Chapter relies heavily on the generous support and contribution from its volunteers who aid in running events and serving as sub-committee members – it is very encouraging that younger members of the profession are volunteering and giving back. They were presented with awards to show the Chapter's appreciation of their contribution. The Chapter also thanked Clifton Hong Kong for sponsoring the venue for the AGM.

Photo Gallery



Hong Kong Chapter Executive



Voting on By-Laws



Thanking our dedicated volunteers



Attentive Audience



AGM Master of Ceremony



Refreshments and Snacks



Networking with Members



Lucky Draws

Editorial

In this issue, I am pleased to include a report on our Annual General Meeting 2016 held on 26 April, which was well attended and included an entertaining and thought provoking presentation on "Making Smart Decisions" by Adjunct Professor Patty Farh. The Chapter is delighted to announce its premier event, PMI HK Asia Pacific Project Management Congress 2016 to be held on 5 November 2016 at the Cyberport Conference and Exhibition Centre, Hong Kong SAR. Online registration is now open, so register now and enjoy our early bird discounts. Click on this link: http://www.pmi.org.hk/education/Default_Show.aspx?id=121

After introducing the Career Corner service, our Chapter is adding another service, the Academic Research Survey, for our members who are part of the academic community. This service provides suitable applicants the tool to invite Chapter members to participate in their academic surveys relating to Project Management. The latest survey is conducted by Gilman Tam on a survey titled "Managing Project Sustainability: A study of the construction industry in Hong Kong".

The feature article this issue is by Ms Rosalinda Bernabe giving her personal insights on Japanese Management style. Rosalinda is a freelance consultant and project manager in Japan, who has given a number of presentations at the PMI conferences for the Region 9 countries.

I would like to welcome Mr Law Chi Chun, who has recently joined the Chapter's administration team as Office Manager. His experience and expertise will be greatly appreciated.

With so much depressing news and negativity in the world, I would like to leave our readers with a number of quotes, accentuating the Positive:

"Some men see things as they are and say why – I dream things that never were and say why not" – George Bernard Shaw

"Life is 10% what happens to you and 90% how you react to it" – Charles R Swindoll

"Life is like riding a bicycle, to keep your balance, you must keep moving" – Albert Einstein

Happy reading

Keen Lam

Editor, VP Marketing

Academic Research Survey requests for participants

PMI HK Chapter regularly receives requests from the Academic community conducting research surveys on project management topics, to invite participants from our Chapter members. To view the active Survey(s) links, please refer to the details below:

Survey Period	Survey Title and Survey Link	Survey Conducted by
Valid until 5 Sep 16	Managing Project Sustainability : A study of the construction industry in Hong Kong https://www.surveymonkey.com/r/ManagingProjectSustainability-PMI	Gilman Tam Doctoral candidate London South Bank University

As part of our community service commitment to the academic community, we provide academic researchers access to our Chapter members to invite their participation in academic research surveys, subject to approval by the Professional Research Panel of the Chapter.

The applicant must be an active PMI HK Chapter member and a student in a recognized university or equivalent higher education institute in Hong Kong. For enquiries, please send email to admin@pmi.org.hk.



Report on the PMI Japan Chapter's Forum 2016

By Joseph Tam, VP Education

PMI HK Chapter's representatives who attended the Japan Forum 2016, were President, EVP External, VP Programs and VP Education. There were also delegates from PMI Headquarters, Asia Pacific and Region 9 Chapters. The Forum was a 2-day conference held in Tokyo on July 9 and 10, attended by over 700 attendees per day. The main conference was broadcast live to Osaka and Nagoya.

The theme was "What Do You Do in the Age of Change & Innovation?" There were 6 tracks of programs running simultaneously at the Gakujutsu Sogo Center.

On Day One, there were seven guest speakers in the main conference hall:

Key Note Speaker	Topic
Mr Hiroshi Yokotsuka Chairman, Japan Information Technology Service Industry Association	Digital disruption and Design
Mr Hiroshi Nishino Member of Preparation Committee for Digital Business Innovation Centre, President & CEO, Proseed Corporation	Digital Business Innovation Centre
Mr Wagner Maxsen Director, PMI	Talent Management: A Strategic Imperative
Mr. Akihiko Hirotani Representative Director and Chairman, Oriental Consultants Global	Present and future of consulting engineer
Mr. Kotaro Kiritani HTV Project manager	The project management for the production of H-II Transfer Vehicle (HTV) "Kounotori"
Mr. Kazuhiro Nishihata Executive Vice President and Director of the Board	NTT DATA Challenge Towards a Truly Global IT Player
Ms. Junko Tsuboi Executive Officer, General Manager of Strategic Branding Dpt., CSV Division Kirin Company Limited	Innovation from Diversity ~ Try & Error & Learn in our Marketing

In addition to the seven lectures, there were twenty breakout sessions running during the day.

On Day Two, there were another six guest speakers in the main conference hall:

Key Note Speaker	Topic
Mr Taketoshi Yokemura General Manager, Director of Business Development Center, Ricoh Company, Ltd	Ricoh Eco Business Development Center Overview and Approach to create an Eco Business
Mr Koichi Takeda IBM Distinguished Engineer, IBM Research – Tokyo, IBM Japan, Ltd	IBM Watson and Cognitive Computing
Dr. Yoshimune Shiratori Chief Information Officer of Nagoya University Hospital, and Director and Clinical Professor of Medical IT Centre	Advanced Approach of Project at Medical IT System
Mr. Kensuke Nakanobo Director of ABENO HARUKAS Headquarters, Kintetsu Real Estate	ABENO HARUKASU Project
Dr. Takashi Maeno Dean, Graduate School of System Design and Management, Keio University	Who and which organization can create innovation?
Mr. Mutsuo Kadota Architect, Nikken Sekkei Ltd	Support the science & technology oriented country from the facility design (assist scientists to get Nobel prize)

The lectures were complemented by twenty-nine breakout sessions running during the day.

During the lectures, speakers pointed out how industries respond in the Age of Change & Innovation:

- ▶ New product with new technology
- ▶ Brand specific to customer
- ▶ Enhance customer experience with technology
- ▶ Design thinking
- ▶ Leading digital business transformation
- ▶ What young generation wants
- ▶ New business model
- ▶ Free to customer; pay as you go
- ▶ Design for value to customer
- ▶ Mindset revolution
- ▶ Talent strategy
- ▶ Build deeper relationship with customer

The 2-day Japan Forum benefited the attendees with a wealth of knowledge and shared experiences to take home to prepare for the challenge of the Age of Change & Innovation.

Monthly Seminars Recap: March to May 2016

By Simon Ho, Marketing Sub-Committee member

For our readers who have missed out on attending our monthly seminars, here is a re-cap of our seminars in the second quarter of 2016. We encourage our readers to join these seminars as Anthony Tsui, our VP programs, invites interesting speakers speaking on a wide of range of business and project management related topics. To see the upcoming programs, view this link: <http://www.pmi.org.hk/program/default.aspx>

Summary of March to May 2016 Seminars:

Date	Topic	Speaker
17 Mar	The Future of the Learning Organisation <p>We often hear the term "it can't be done" or "because that's the way we've always done it" in the workplace and these kinds of approaches put a limit on intellectual and organizational growth. Many teams fall weak as they only rely on what they have learned in the past and neglect what they could be learning today, but true innovators know that the learning can never cease. Practices such as conducting lessons learned with the teams, networking with like-minded individuals & industries, and adopting a continuous improvement mind-set are one of the greatest ways to keep up with a fast moving world.</p> <p>In this seminar, our Guest Speaker shared characteristics of a learning organisation and how parallels were able to be drawn and lessons were able to be learned from other like-minded industries towards continuous learning and improvement.</p>	Mr. Gary Watkins BSc, MBA, Portfolio Management Professional (PfMP), Project Management Professional (PMP), Certified Project Director (CPD), Six Sigma Black Belt, Certified Private Pilot
07 Apr	Managing New Opportunities in the Age of the Internet of Things <p>Internet of Things (IoT) (and Internet Plus) continues to rise in the business community around the world since 2016. People are fascinated with the promise of these new technologies, business models and potential growth opportunities.</p> <p>In this seminar, our Guest Speaker shared the latest insights in this subject area and:</p> <ol style="list-style-type: none">1. Explored the key differences between IoTs and Internet Plus (as popularized in Mainland China) and the different potential business opportunities.2. Articulated the relevance between identified opportunities in the age of IoTs and project management.3. Explained how the IoTs is going to affect the way in which project managers are going to manage multi-stakeholder relationships and expectations throughout lifecycle of a project.	Dr. Alexander Chan BEng, MBA, PhD



Date	Topic	Speaker
11 May	Creating a Business Model Canvas - A Common Language for Business Model Discussion and Design <p>We often need to consider many factors including business environment, cost, revenue, etc to build the business model when we initiate a project. However, most of the time, such business model discussion could easily become ineffective and inefficient. So wouldn't it be good if there is a framework which can gives us a clearer idea of what we need to consider when designing a business model?</p> <p>In the seminar, our Guest Speaker introduced the basics of Business Model Canvas, and how we can use the tool to describe, improve, and even design a business model by covering below topics:</p> <ol style="list-style-type: none">1. Building Blocks of Business Model Canvas in Details2. Building Model Canvas in Action3. Inventing and Improving Business Model	Speaker Mr. Simon Tong BSc, MSc, PMP, ASQ Certified Six Sigma Black Belt

PMI HK June 2016 Seminar

Challenges of Cultural Diversity and Communications in Global Projects

By Claudia Wong, Programs Sub-Committee Member

We were honored to have Mrs. Margret Chung as our distinguished guest speaker speaking on the topic "Challenges of Cultural Diversity and Communications in Global Projects". As our world gets smaller and smaller with the growth of technology, it is almost inevitable for project teams to be multi-national or even virtual in today's globalized world.

Margaret is currently the Programme Director of the Pearl River Delta Programme at HSBC. She has close to 30 years of experience in project and programme management and has worked in many countries across Asia Pacific, the UK and Europe, North and South America and the Middle East.

Since joining the HSBC Group in Hong Kong in 1986, she has held numerous senior positions and has had a number of overseas postings in Paris, Vancouver, New York to manage transformation programmes of substantial size and complexity. Prior to joining HSBC, Margaret worked in Barclays Bank and National Westminster Bank in their UK branches.

Margaret is a PMI certified Project Management Professional (PMP) and a Risk Management Professional (RMP). She is also a qualified banker, a FCIB (Elected Fellow of IFS - Institute of Financial Services UK) and an elected past President of its Hong Kong Centre (2005 - 2006).

Margaret took the audience through the challenges and possible solutions of cultural diversity and communication utilizing the project lifecycle; Initiation, planning, execution, closing/celebrating. She emphasized the importance of having teams who had similar experience and local teams be involved, communicating and trained before

a project starts. It is also essential to do some research on the meeting etiquettes and any taboos on the culture you will be involved in. Margaret then shared a few personal experience of cultural differences with the audience which then sparked some exciting discussions.

Project planning phase was discussed next. Margaret believed more time should be dedicated to this phase. This is due to the different local labor laws, working hours, language issues, local regulations etc. where planning is necessary to close the cultural gap and minimize any misunderstanding that may occur. Execution phase is the heart of a project, and we should "never assume" when working in a global project environment. Requirements should be discussed, body language like nodding should not be automatically assumed as a "yes" and multicultural teams should allow forums for open discussion on issues and questions. In order to prolong the relationship within the team, a proper handover should be executed in the closing phase where benefits should be tracked with agreed exchange rates. Having a budget set aside for celebration would not just signify project success, but may also preserve the relationships built.



Insights on Japanese Management Style

Japan, the land of the rising sun, a country devastated by World War II and has risen dramatically to end up being the third most powerful economy around the world. Japan as a country is also well-known for their unique management culture which is driven by the concept of permanent employment (aka, shushin koyo). While Japan is changing as part of the influences of globalization and permanent employment model is gradually, but increasingly decreasing, the traditional management style's impact on how things are done both in large and small and medium-size corporations still permeates the organization processes.

As with the West, the quality of one's education and, more important, the college attended, play a decisive role in a person's career. Interestingly, each of the Japan top 20 CEO does not have an MBA, as with most employees in Japan, most of the top CEOs were hired directly upon graduating from college. There is a strong tendency to promote people from within as they understand the company culture which is vastly differently from other countries where they headhunt top management outside of the organizations to drive change and innovation.

Permanent employees are hired as generalists, not as specialists, a new worker is not hired because of any special skill or experience, rather, the individual's intelligence, educational background, and personal attitudes and attributes are closely examined. On entering a Japanese corporation, the new employee will have a probationary period of six-months and once over, are expected to stay with the companies for their entire working careers. Employees are not dismissed thereafter on any grounds, except for serious breaches of policies such as ethics (examples are proven by lawsuit sexual harassment, fraud, others). Whenever, I interview Human Resources, officers dealing with unemployment issues, they always reiterate that just because a person cannot do a job assigned to them does not mean that the company can dismiss them.

Another unique aspect of Japanese management is the system of promotion and reward, of which an important criterion is seniority, not in terms of skills but longevity in the organization. Most of the Japanese employees (even now) have a very low salary level compared to the Western counterparts as they accept low pay with the understanding that their pay will increase in regular increments and be quite high by retirement. Besides the Japan social insurances are one of the best around the world for their benefits to employees and create massive financial obligations for the corporations.

The permanency is a reason that Japanese working environment places a huge importance on the terms "ringi-sho consensus rule" and "wa". Ringi-sho is defined as a document passed to the organization's employees (or department) to get approval to achieve consensus decision. A consensus building practice on why Japanese people are usually documentation driven (although they are also good at getting out of doing these) and hire PMOs to help them. WA on the other hand is defined as maintaining



harmony, working as a group and not making waves or getting attention to oneself (very few Japanese people are good at self-promotions). This characteristic is also the main reason that Japanese people use ambiguity to their advantage, meetings prior to meetings, decisions made prior to the meetings, and takes a huge amount of resources (including time which equals to money) to conclude a task, decision or drive a change within an organization.

Mr. Seigo Nakamura, (refer below for details) who has worked in one of the top Japanese banks, shared his insights. He stated that being liked by the boss is the most critical aspect of working and achieving results in an organization whether SME or large corporations. (Which results on why in some cases managers get promoted also not because of competency but because of politics or back-up by allies). In his experience, middle management face tremendous hardship in completing work, either project work or business-as-usual. On the one hand, they have to meet what top management wants to achieve and on the other, determine what can actually be achieved with the limited organizational resources available, and the ability of staff (doers) to complete their assignments within required schedule.

And if they cannot, it is up to middle managers like Nakamura-san to convince others to both change the deadline, scope of work or use communication, leadership techniques to persuade employees to commit to the aggressive deadlines and deliver

the work required of them. Now, note that what Mr. Nakamura described is actually a project manager practitioner's main function but in the Japan working environment, this function is mostly with very senior people like a department head, unit head or section chief. As a side note these differences are key factors on why program and portfolio management is not yet widely use management models in Japan.

So, how can one achieve efficacy, to do more with less if the environment emphasises on achieving results by investing time and effort to be liked by others, and speaking up is frowned upon? This, in my opinion, is a conundrum/oxymoron facing the Japanese management style.



Mr. Seigo Nakamura worked in one of the top regional banks in Japan, called Saitama Resona Bank and started his own company System Activation in 2011. He mostly manages insurance related products, services and systems implementation.



Ms. Rosalinda Bernabe is a freelance consultant having over 15 years of Project Management, Program Management and Business Analyst experience in Japan and Global Financial companies, and Global IT services companies.

Advance Training Courses & Congress – Aug to Sep 2016

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 / Venue	Date / Time
Essential Solution-Focused Coaching Skills to Excel the Project Team Performance (new) Trainer: Mr Paul Mau Language: Cantonese supplemented with English	2016-08-13 9:00 am to 6:00 pm
Six Sigma for Quality Management Workshop: Application and Practice (new) Trainer: Mr Simon Tong Language: Cantonese supplemented with English	2016-08-20 9:00 am to 6:00 pm
The Tendering Skills for Project Managers Trainer: Mr Joseph Tam Language: Cantonese supplemented with English	2016-09-03 9:00 am to 6:00 pm
PMI-Agile Certified Practitioner (PMI-ACP)® Exam Preparation Course (3 days) * Trainer: Mr Raymond Wong	2016-09-10 2016-09-17 2016-09-24 9:00 am to 6:00 pm
Venue : Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon	

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.