



Mar 2017 | Issue 27



PMI®

Project Management Institute
Hong Kong Chapter

2017 - 20th Anniversary of PMI Hong Kong Chapter

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President's Message: 2017 Message to Hong Kong Chapter member

Rossana Ho, President, PMI Hong Kong Chapter

**Wishing all Hong Kong Chapter members and project professionals in
Hong Kong a Happy and Prosperous Year of the Fire Rooster!
And may all your projects be successful!**

**Looking back on 2016, we have plenty of successful events and activities
to be proud of.**

PMI HK Asia Pacific Project Management Congress

The Congress was held on 5 November 2016 at Cyberport. The Congress was attended by over 220 attendees. 14 speakers spoke on the various aspects on the theme "Building a better tomorrow, making a difference through project management".



PMP Exam Mega Workshop 2016

It was the first time in 20 years since the event was held in Hong Kong. The workshop was held on 19 to 21 February 2016 at the Kowloon Shangri-la. 100 volunteers (80% from Hong Kong) spent 2 full days reviewing and writing PMI exam questions.



Outreach to secondary schools & universities

The Chapter held a number of events at local universities and schools to promote project management. Ms Sindy Yau, Executive VP - Internal coached 35 students at Ying Wa College in Korea field trip on running projects and awards were presented best project and project manager.

2016 "Pulse of the Profession" Release by PMI CEO

Mr Mark Langley, President & CEO of PMI was in Hong Kong in February and conducted interviews with the local media, espousing the value of project management and the Pulse of the Profession.



PMI Extraordinary General Meeting on 24 Jan 2017

At the EGM, 3 important resolutions were voted and passed, which then enable the Chapter to proceed with the transformation of the Project Management Institute Hong Kong Chapter to the PMIHK Chapter Limited upon the formation of the PMIHK Chapter Limited.



2017 PMI AP Leadership Institute Meeting in Hong Kong - PMI AP LIM (Mar 4 & 5, 2017) & Region 9 meeting in Hong Kong

This major 2 days PMI global event was held at the Shangri-la Kowloon, Hong Kong. It was the largest Asia Pacific LIM hosted in Hong Kong, attended by 171 participants from 35 Chapters and 20 countries. The meeting provided chapter leaders the forum to learn, share and work together in enhancing the operations of PMI Chapters and growing the project management profession.

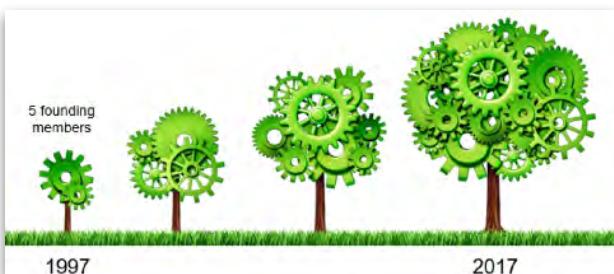
Exclusive Invitation: Project Management Institute Networking Reception - Mar 2, 2017 at Island Shangri-La

Mark Dickson, Chair, Board of Directors, Project Management Institute, Mark Langley, President & CEO of Project Management Institute and their PMI Global Board of Directors initiated an informal networking reception at Island Shangri-La. Together with Rossana Ho, President of PMI HK Chapter, and several PMI HK Chapter leaders, they met with local industry leaders, including representatives from government, academic and corporate stakeholders to exchange ideas and insights on both local and global project management trends, issues and successes, and the importance of project management skill in today's changing economic and business environments with PMI.



Hong Kong has gone through a lot of mega projects since 1997 where project management has played a crucial role in the success of those projects and PMI has certified thousands of project managers during the past 20 years. The leading position of PMI HK Chapter is recognized by both PMI HQ and the industry leaders in HK.

Looking forward to an exciting 2017

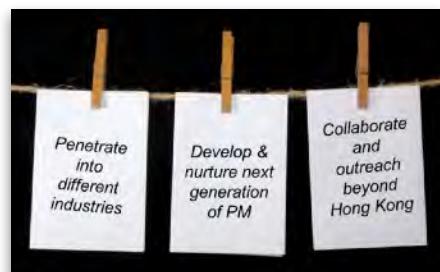


I am proud to announce that 2017 is the 20th Anniversary of the founding of PMI Hong Kong Chapter. In 1997 the Chapter was founded with 5 founding members and its membership has grown and "mushroomed" to over 1,300 members in 2017. Of course, so has the project management profession, which has over 5,900 certified PMP's in Hong Kong.

We will continue to push our top 3 focus areas in 2017, which are:

For the Outreach activities, we will:

- I. Conduct PM career talks to universities & schools
- II. Promote PMI HK to companies & associations
- III. Collaborate with other professional & industry associations
- IV. Reach out to China based PMP's (particularly in South China)



We have a host of exciting events and activities in store for our members in 2017 and invite you to join us at our events:

PMI HK Chapter 20th Anniversary Celebration	Event TBD
Incorporation of PMI Hong Kong Chapter	By end 2017
2017 - 2019 Executive Committee Election	Mar to May
2017 Annual General Meeting	Jun
2017 PMI HK Regional PM Congress	Nov
Overseas PMI Congresses	May to Nov
Professional Development Events in HK & beyond	Jan to Dec

Editorial

This issue's theme is "2017 - 20th Anniversary of PMI Hong Kong Chapter". This is a significant milestone in its history and list of achievements.

We start off this issue with President Rossana's 2017 message, highlighting its achievements in 2016 and setting out the important initiatives and events for 2017, such as the 20th Anniversary celebrations, the Chapter Incorporation and the elections for the 2017 -19 Executive Committee members.

For our readers who did not attend our successful 2016 Congress, Dick Tse (Marketing Sub-comm) has written a very good summary of the PMI HK 2016 Project Management Congress, briefly describing the key messages for each of the guest speakers.

You will find great tips on how to manage virtual teams in Bernard Kuhl's article entitled "Making a Difference with Virtual & Multi-Cultural Project Teams". Bernard was one of the guest speakers at the PMI HK 2016 Congress.

We are always looking out for article contributions from our readers, so if you would like to contribute, please email the editor at keen.lam@pmi.org.hk.



In a celebratory mood, with PMI HK Chapter's achievements and successes, here are a few quotes on success and celebration.

Happy reading

Keen Lam
Editor, VP Marketing



The more you praise and celebrate your life, the more there is in life to celebrate.

Oprah Winfrey

2017 - 20th Anniversary of the Founding of PMI Hong Kong Chapter



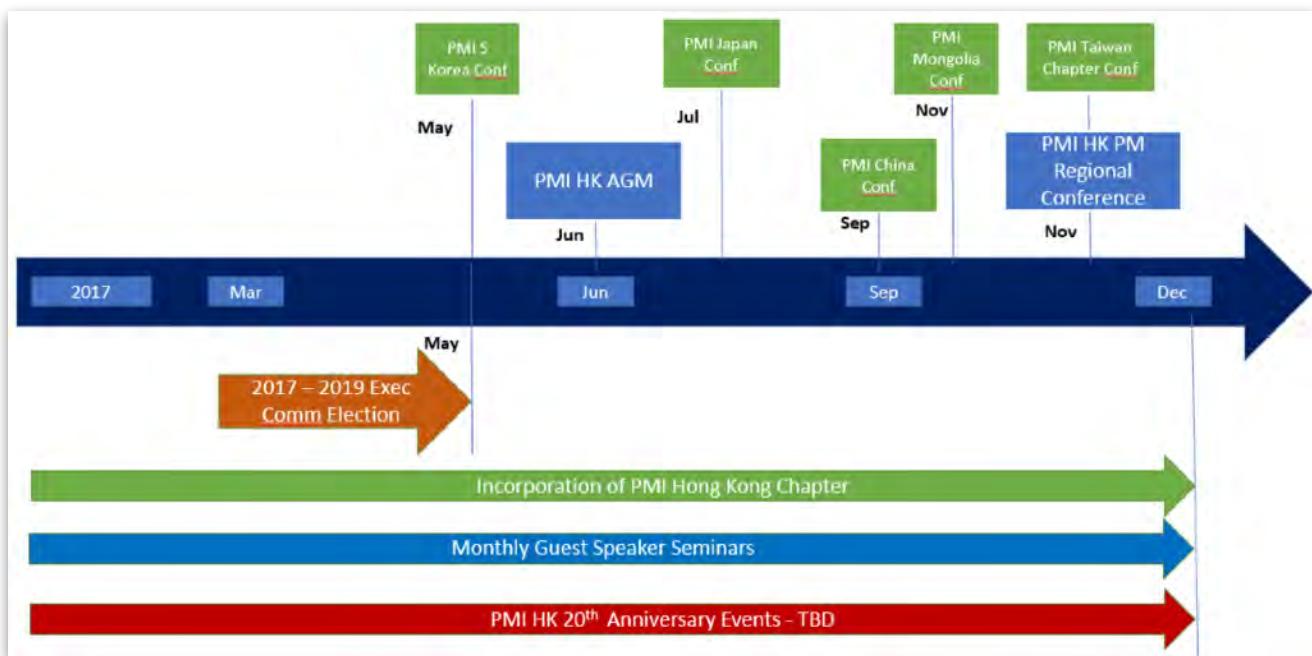
The Chapter is proud to announce its 20th Anniversary in 2017. In 1997, five forward thinking founding members, Patty Wong, Graham Goodman, Annette Schleiss, Raymond Wong and Clement Yeung, formed the Chapter with a vision to promote the project management profession, which has contributed in no small part to the development of Hong Kong. Membership has grown from its 5 founders to over 1,300 members in 2017.

At the same time, the number of Project Management Professionals (PMP)® has flourished from 6 in 1997 to over 5,500 in 2017. Here are 2 photos dredged up from 2006/2007; you should be able to recognise some of the faces.

It is a good time to reflect on the Chapter's Mission, key words being **"to promote the principles of the Project Management Institute through networking . . . sharing project experiences . . . providing training . . . support certification efforts."**

The Chapter is planning a series of special activities and events to celebrate this major milestone. To this end, members have been providing lots of creative and imaginative ideas via an informal whatsapp group. One idea, the release of a 20th anniversary pin has already been produced. Another major one will be the release of 20th Anniversary Booklet to commemorate this milestone. We will keep you posted on upcoming anniversary events.

Upcoming 2017 events and activities from March in brief:



Making a Difference with Virtual & Multi-Cultural Project Teams

(This article is an edited version of Bernard Kuhl's Keynote Address to PMI HK Project Management Congress, 5th November, 2016).

Does it matter where your project team members are located? Not really anymore!

Why so? Because in today's world, Virtual & Multi-Cultural Teams are becoming the "new normal". Project Managers are developing the skills and experience to handle related hurdles & opportunities as well as communication challenges to deliver their projects, and make a difference, regardless of where their team members are located!

Virtual teams, the new normal?

The world we are living in is becoming more and more global:

- Air travel real cost has decreased by 50% in 30 years, demand for air travel has doubled since 9/11.
- The per minute cost of Mobile Telecom has been divided by three over the past ten years, total voice traffic has doubled over the same period.
- India and other "lower cost" locations have developed strong BPO (Business Process Outsourcing) and IT Industries. As an example, India IT's Total Output has been multiplied by 3 over the past 10 years, with exports representing 80% of the total at USD100billion.

No wonder large international companies, notably in IT and Finance, but not only, have significantly developed the Off-shoring of their IT services and of Business Processes over the past two decades!

This means that Physical location is no longer a big issue, and that your next assignment as a Project Manager could look like: "Roll-out, for Hong Kong and Singapore users, a new System already in use in European locations, leveraging on your company's captive subsidiary in India". In other words, this would mean you would have Project Stakeholders in Asia (users), in Europe (system experts) and India (project execution).

Until recently, a typical reaction to such an assignment could have been "I want to see the whole project team together on the same floor!" as the project manager would fear losing control of his team and of the project otherwise.

However, in today's world, teams with different roles or different areas of knowledge are more and more often based in different location. Virtual teams are becoming the new normal!

Virtual Teams: Hurdles & Opportunities

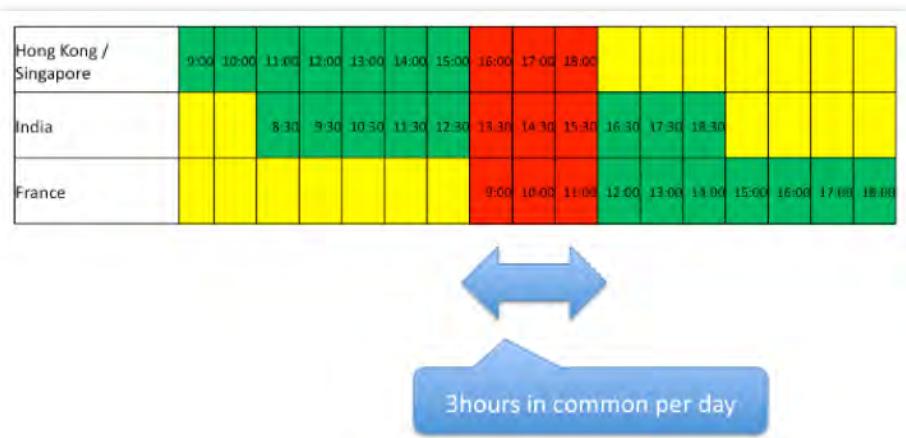
The "new normal" is likely to make us uncomfortable at first: there are obvious hurdles facing Virtual Project Teams! What are these hurdles? Can we turn them, or at least some of them, into



opportunities?

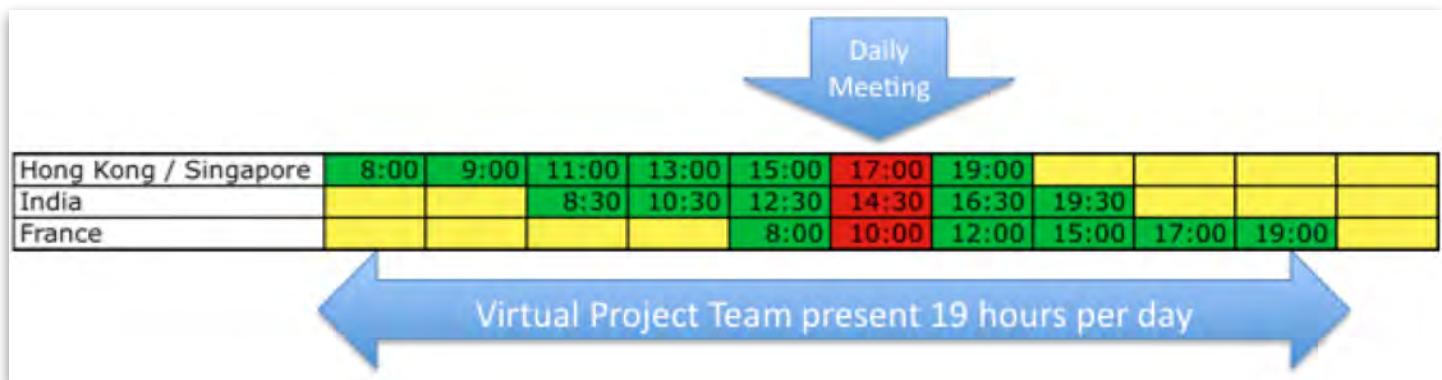
Physical distance or cultural differences come up to mind as obvious such hurdles, but let's start with another one, which is rated as the most important one: 81% of respondents into a survey on the challenges of working in Virtual Teams said the greatest hurdle they faced was... Time Zones!

Let's look at the simple graph below. In our example, teams are located in France, India and Asia: they only have 3 working hours in common!



Imagine the impact!

Now, let me tell you a story on something that happened on that project. We were looking at the project plan, and it was way too long, one of the reason being too long a UAT Phase. So the project team brainstormed what could be done to shorten its duration. And the team came up with a great idea!



Instead of seeing that we only had 3 hours overlap per day between all team members, they saw that the combined team was present in office 19 hours per day (see graph above).

Concretely, how did this work? The UAT daily cycle started with the Asia teams: Users would start their day executing test cases assigned to them, and logging results. Then, towards the end of Asia morning, the Indian teams would clock in: they would immediately handle the available results and start investigating defects. Later in the day, soon after the Paris team came to the office, the daily coordination meeting would take place, synchronizing everybody and reviewing priorities for the next 24 hours. Later, the Paris expert team would have all their afternoon to investigate remaining defects, and fine-tune the execution plan for the Asia teams to run their next morning!

A second hurdle to mention is Cultural Differences.

The main associated risk for projects here, is cultural misunderstanding. Even when we avoid stereotyping, there are ways of working or behaviours, which have different meanings in different cultures.

The experience shows that this risk can be turned into an opportunity, in particular when team spirit is being formed, at the beginning of the project, and when team members may be keen to learn from each other's differences. One of the ensuing benefits will be a raised level of awareness. And when team members are more conscious of their cultural differences, they are more aware of possible misunderstandings, and they will tend to consciously take steps to avoid them.

A third hurdle is physical distances.

This might be the most obvious one! Imagine when the IT developer wants to discuss a detail of the interface specification document over a coffee, but he is sitting in India and the Business Analyst is in France!

Because of the physical distance, team members cannot meet physically at wish, nor share ideas at the pantry! Communication has to be approached differently with Virtual Teams.

Virtual Teams: Communication

Getting daily help from technology is the first axis to handle communication challenges for Virtual Teams.

Let's take three examples where today's technology is greatly helping:

- Sharing Documentation seamlessly: teams can now access shared documents in real time, always up to date, and even working in collaborative mode on the same documents, thanks to a wide range of electronic document storing solutions.

- 1-1 Meetings: A Project Manager always needs to get a "feel" of how the project is progressing, beyond the formal dashboards and reports. When teams were co-located, the Project Manager could get this "feel" through "MBWA" (Management by Walking Around). With Virtual Teams, the Project Manager will need to be more disciplined, and frequently call directly key project stakeholders. And today's technology, allowing video calls is of great help to have a better "feel" of how things are really going.

- Team Meetings: even if the team is virtual, and even more so, it is critical to maintain a shared vision of project progress across the team, in order to make sure that the project is not loosing anyone on the path. Video conferencing tools are becoming an increasingly seamless solution in achieving this.

In a nutshell, today's technology is a big help in building and maintaining a shared vision across project teams.

The second tool helping Virtual Teams in Communication is Travel!

Travel is not always possible, for both budget and time reasons, but it can be very effective, notably at key project milestones.

The most important time to meet is at the beginning of a project: if this is possible, a project kick off workshop, bringing all key team members physically together, will greatly contribute to creating the foundations of a One Team spirit, while getting the team building together a shared vision of the project's objectives.

During most of the project, virtual team members will have to communicate remotely, using technology; the experience shows that remote communication will work much better when people have met in person before.

But even if Technology and Travel can help... never forget that Project Team Communication is about Humans interacting!

A misunderstanding, even if broadcasted in high definition at the speed of light, is still a misunderstanding! A misunderstanding takes place in the minds of the people involved. If there is a misunderstanding, it needs to be detected and resolved by the project people, it cannot be resolved by technology!

As a conclusion, we have seen that Virtual Teams tend to become the new normal, particularly in IT and Finance. Managing Virtual Teams, Project Managers face hurdles (cultural differences, distance, time zones,...).

The good news is that some of those hurdles can be turned around into opportunities, triggering efficiency levers for Virtual Teams.

Another piece of good news, is that "traditional" Key Project Success factors, like a shared vision and a sustained "one team spirit", also apply to Virtual Project Teams!

Project Managers should not be afraid of virtual teams, but embrace them, as it is bringing their role and expertise to the next level!

Report on PMI HK Extraordinary General Meeting, 24 January 2017

The 2017 Extraordinary General Meeting (EGM) of PMI Hong Kong Chapter was held on 24 January 2017. The main purpose of the EGM was to present 3 special resolutions to be voted on by the members attending and by proxies. The Chapter is pleased to announce that all 3 resolutions put forward for voting were passed.

President Rossana Ho welcomed the members and shared the Chapter's achievements in 2016 (refer to President's 2017 message for details). She invited members to join the packed list of exciting events for 2017; the highlights for 2017 include:

- ❖ Celebration of the 20th Anniversary of Founding of PMI HK Chapter
- ❖ Incorporation of PMI HK Chapter
- ❖ 2017 - 2019 Executive Committee Election



Executive Vice President (Internal), Sindy Yau explained the roadmap and objectives to incorporate the Chapter from an Association to a Limited Company. The reasons for incorporation are:

- ❖ Improvement on governance of the Chapter - limited companies are regulated by the Companies Ordinance with more compliance requirements than that of Societies Ordinance
- ❖ Legal liability concern - under the Societies Ordinance, all members are personally liable without limits. Limited by Guarantee or Limited by Share can limit the liabilities of members/shareholders



The 3 resolutions presented and voted on are required to enable the Chapter's to proceed with the transformation of the Project Management Institute Hong Kong Chapter to the PMIHK Chapter Limited upon the formation of the PMIHK Chapter Limited. A dedicated project team has been set up to manage the incorporation:

Roles	Assigned
Sponsor	Rossana Ho (President)
Project Director	Sindy Yau (EVP Internal)
Project Manager	Sherman Ng (Hon. Sec.)
Project Team	Law Chi Chun (PMI HK Office) Rose Chu / Anthony Tsui / Joseph Tam (Ex. Co. Members) Subject Matter Experts: legal counsel, company secretaries and accountants



While waiting for the votes to be counted, the attendees had a very lively and enthusiastic discussion on how the Chapter should celebrate its 20th Anniversary. It was certainly very satisfying to see such energy and passion for the Chapter from the members! From the discussion, a special whatsapp group was proposed to work on the celebration.

President Rossana thanked all attendees and invited them for refreshments and networking after closing the meeting.



Asia Pacific Leadership Institute Meeting (APLIM) 2017

Anthony Tsui, VP Programs, PMI HK Chapter



The PMI Asia Pacific Leadership Institute Meeting (APLIM) is a bi-annual event that brings together PMI Chapter leaders from across Asia Pacific to share, learn and work together towards ongoing professional development and operations of PMI Chapters in the Asia Pacific region.

In 2017, this event was held on 4 to 5 March, at the Shangri-La Hotel Kowloon, Hong Kong. It was the largest APLIM on record with over 171 Chapter leaders coming from Australia, New Zealand, India, Northeast Asia (Japan, South Korea, Taiwan, Mongolia, Hong Kong) and Southeast Asia (Malaysia, Indonesia, Thailand, Singapore, Philippines, Vietnam).

The meeting kicked off with a sharing of PMI's Strategic vision from Mark Langley, PMI President & CEO and Mark Dickson, Board Chair, 2017 PMI Board of Directors, followed by a warm and captivating welcome from Rossana Ho, President, PMI HK Chapter, who shared a recap of our Chapter's achievements in 2016; as well as our outlook and plans in 2017 which marks the 20th anniversary of the founding of the PMI HK Chapter.

This was followed by an inspiring keynote sharing from Michael McQueen - a multi-award winning speaker, social researcher and best-selling author on the topic of "Mastering the Art of Momentum".

In bringing together the Chapter Leaders, this provided an excellent platform and forum to share and learn on best practices, new ideas and latest research, data and development in several key functional areas of PMI such as Membership, Certification, Chapter Governance, Volunteer, Academic outreach, digital marketing & communications, Conferences, Ethics.

As well as a platform and forum for learning & sharing, APLIM provided Chapter Leaders with great opportunities for networking, celebration and forging of spirit of collaboration & friendship.



This spirit was further reiterated by Jonathan Low, our closing Keynote speaker whose sharing, entitled "The Power of the 'R' factor", delved into how meaningful and high impact relationships and communications can make the difference between success and failure of sustainable people engagement and experience in organisations.

After 2 days of sharing & learning with Chapters across Asia Pacific, the last day of APLIM then focused on the Chapters making up Region 9 (Northeast Asia). An extensive review of Chapter membership trends together with best practices, short & long term strategies to deliver more value to our Chapter members was undertaken.

Overall, APLIM was a tremendous success which will be fondly remembered for the valuable sessions shared, the great spirit of collaboration and friendship. As the proud host of this marvellous event, PMI Hong Kong Chapter sincerely thank PMI Offices (Headquarters, India, China & AP), all distinguished presenters, our EC team, our volunteers and the staff from Shangri-la Hotel for their hard work and dedication in making this a memorable event.



PMI Hong Kong Asia Pacific Congress 2016

Dick Tse, PMP, Marketing sub-committee

In November 2016, PMI Hong Kong Chapter hosted its premier one day event, the PMI Asia Pacific Congress, at Cyberport. The theme was "Building a Better Tomorrow, Making a Difference through Project Management". Given that project management professionals face a myriad of hurdles and challenges, project management is critical to help the organizations execute their strategic plan and strive for future success.

To kick off the Congress, Chapter President, Mrs. Rossana Ho warmly welcomed all the guests and attendees. In her keynote address, President Rossana summarized various types of events organized in 2016, which included activities such as monthly seminars, training courses, DBA candidate support, community outreach activities to universities and schools, etc. She further explained the rationale and ideas behind the congress theme and the critical competencies to "build a better tomorrow through project management.

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 ALL the attendees at the Congress. President Rossana thanked the attendees, volunteers, Hong Kong Chapter executive committee and members for making Congress 2016 a success.



Summary of Speakers' Presentations

"PM Developments - Today and Tomorrow in Mainland China" - Mr. Bob Chen

Mr. Bob Chen, the Managing Director of PMI China, was the first speaker and his topic was "PM Developments – Today and Tomorrow in Mainland China". He highlighted the China's business environment in terms of global GDP growth and PMP population growth in recent years. Due to poor project performance, Mr. Chen pointed out the fact that US\$122 million were wasted for every US\$1 billion invested. To support the organizations' long-range strategic objectives, portfolio managers are required to equip themselves with a broad range of skills such as technical project management, strategic and business management and leadership. Highlighting the statistics and merits of PMP development in 2016, he believed that the importance of project management should be reinforced to reduce the wasted money and to achieve the success among projects.

"Critical Success Factors in Managing IT Projects" - Prof. Daniel Lai

Prof. Daniel Lai is the Professor of Practice (Computing) of the Hong Kong Polytechnic University and the Programme Director of CoolThink@JC. He highlighted IT challenges and pitfalls such as globalization, sustainability, statutory regulations and compliance, emerging technology, etc. To overcome these challenges, Prof. Lai shared some critical IT success factors:

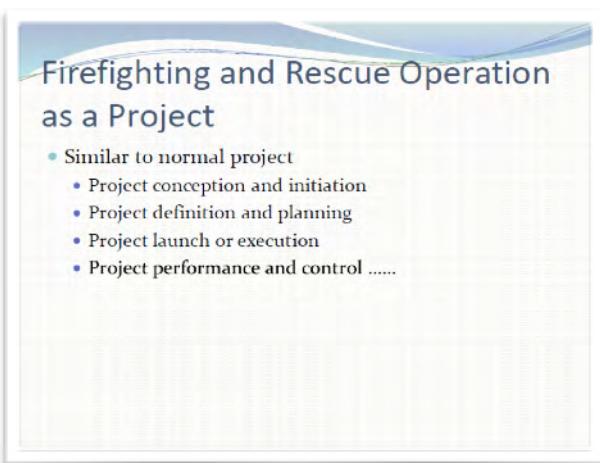
- ❖ Establishment and execution of IT Governance
- ❖ Business like service and operations
- ❖ Appropriate sourcing
- ❖ Appropriate stakeholders and business relationship management
- ❖ Sound financial, resources and services management
- ❖ Appropriate governance



Furthermore, Prof. Lai suggested certain best practices in different aspects such as Governance, ITEA, ITS Management and Planning, Framework/ methodology and Programme Management.

"Firefighting and Rescue Operation as a "Project"" - Mr. Man-Hin Lai

Mr. Man-Hin Lai is the former Director of Fire Services, Hong Kong SAR Government. In Mr. Lai's presentation, he introduced the practice of project management in the Fire Services Department which defined their goal as "We Serve to Save". He emphasized the importance of prompt decision making, ability to cope with the uncertainty in ever-changing environment, applying the right tactics and



executing the action plan in crisis situations. He shared his first-hand experience in firefighting and rescue operations with the attendees such as No.4 Alarm Fire at Amoycan Industrial Centre, Ngau Tau Kok and Multiple Casualties Incident at Tai Mo Shan Country Park. In the firefighting and rescue operation, he shared some successful techniques in getting a quick and accurate appraisal of situation, management of crew members, morale, information dissemination and logistic support.

"Building a Better Tomorrow with the Belt and Road Initiative" - Mr. Nicholas Kwan

Mr. Nicholas Kwan is the Director of Research of the Hong Kong Trade Development Council. Mr. Kwan shared different aspects of de-globalisation which included European disunion, leadership deficit, not-so-pacific ocean and world exports. He shared his view of new trade regimes, new financial architecture, new economic balance (in terms of shares of world GDP among China, India, USA and Western Europe) and new world order. At the same time, he pointed out that Hong Kong played unique roles to foster a new trade regime, refine global financial architecture and shape re-globalisation initiatives.



"Opportunities and Challenges in the Booming Digital Economy" - Mr. Alexander B Chan

Mr. Alexander B Chan is the Senior Programme Director and College Principal Lecturer at HKU SPACE Executive Academy. Mr. Chan described the trend of increasing demand for digital talents, growing investment in telecommunication, media and technologies. He introduced opportunity of digital jobs in the market as well as the required capabilities, skills and knowledge. Performance is determined by maximizing revenue and minimizing cost with excellent customer experience spectrum. To execute digital strategy and business transformation and enhance our core competencies, Mr. Chan pointed out four aspects which included strategic thinking, timely execution, market sensing and market relating.



"Practical Cases of how Big Data Creates Business Values for Enterprises" - Dr. Lawrence Wong

Dr. Lawrence Wong is the Managing Partner of GCE Consulting Limited & Big Data Elite Asia. He explained what big data is and its benefits to business. Defined by IBM, the characteristics of big data consisted of volume, variety, velocity and veracity. He pointed out that big data is useful to address the fragmented market for personalized customer demand and enhance personal life and business travel experience. Furthermore, Dr. Wong identified various practical big data applications, for example:

- ♦ Leading the revolution and successful realization of big data analytics

- ❖ Early detection of a disease outbreak
- ❖ New credit score approach using dozens of models & vast amounts of data
- ❖ Assess credits of SMB by reviewing real life data in online transactions

"IT Cost Management - An important aspect of IT leaders to align with business leader" - Ir. Steve Sung

Ir. Steve Sung is the Managing Consultant of Sung Consultant and he shared his views on what IT leaders need to know about aligning IT spending with their organisation's business vision to obtain support from their business leaders. He pointed out the roles and responsibilities of the CIO, IT trends in business, business and IT strategy alignment and IT budget preparation. In order to achieve greater efficiency and effectiveness in IT management, the IT department needs to be managed IT like a business:

- ❖ Build a baseline budget before material changes
- ❖ Use zero-based budgeting where makes sense
- ❖ Detail the operating expenditure and capital expenditure budgets
- ❖ Make sure all known IT costs are in the budget
- ❖ Benchmark IT spending and staffing

Recommendation: Managing IT like a business

- ▶ Build a Baseline Budget before Material Changes
- ▶ Use Zero-Based Budgeting Where Makes Sense
- ▶ Detail the Operating Expenditure (OpEx) and Capital Expenditure (CapEx) Budgets
- ▶ Make sure All Known IT Costs Are in the Budget
- ▶ Benchmark Your IT Spending and Staffing

"Manage the Benefits of the Integration of PMIS and ERP" - Mr. William Chen

Mr. William Chen is the President of PMI Taiwan Chapter. He described the functions and characteristics of Enterprise Resource Planning ("ERP") and Project Management Information System ("PMIS"). Mr. Chen introduced the integration of both ERP and PMIS in his presentation and highlighted following benefits resulting from this:

- ❖ Timely data integration between project progress and income/expenses
- ❖ Seamless control for project work and associated deliverables
- ❖ Reduced manual tracking
- ❖ Minimized delay/penalty due to human overlook
- ❖ Real-time project information

Benefits

- Timely data integration between project progress and income/expenses.
- Seamless control for project work and associated deliverables
- Reduced manual tracking
- Minimized delay/penalty due to human overlook
- Real-time project information

"Getting the Measure of your Business Value through ROI" - Mr. Colin Millward

Mr. Colin Millward is the Founder & Managing Director of The Business Evaluation Centre and he shared his views on how to use return on investment ("ROI") to measure the business value. To generate ROI impact studies, he described The Phillips ROI Methodology which contained four phases: (i) evaluation planning, (ii) data collection, (iii) data analysis and (iv) reporting. In addition, he shared ROI impact studies of measuring business value through ROI. ROI is an invaluable metric in the evaluation of projects and programmes.

"From idea to execution: Creating compelling visions to facilitate valuable outcomes" - Mr. Daryl Chan

Mr. Daryl Chan is the Senior Consultant of Why Innovation. He discussed the key elements in guiding businesses in applying an adaptive mindset towards strategic, technological and complex issues to meet business demands in the fast changing market. He discussed the 12 key principles behind the Agile Manifesto, including adaptive planning, evolutionary development, early delivery, continuous improvement, and encourages rapid and flexible response to change which support business in the continuing evolution of software development methods. Furthermore, he introduced the incremental approach in guiding business to turn their vision to product that can create value to their business. Lastly, he shared the idea on the "User Story Mapping", which arranges user stories into a useful model to help understand the functionality of the system, identify holes and omissions in your backlog, and effectively plan holistic releases that deliver value to users and business with each release.



"How Music Changes Lives" - Ms. Monique Pong

Ms. Monique Pong is the Founder & Artistic Director of Music Children Foundation. In her presentation, she shared the vision, mission and inspiration of Music Children Foundation. Also, she shared the activities and events organized by Music Children Foundation like audition, demonstration and trial class, choir, concert band, string ensemble, orchestra, parent's workshop, home visit, annual concert, etc.

"Aligning Business and Strategy - A Programme Director's Journey and Stories" - Ms. Margaret Chung

Ms. Margaret Chung is the Programme Director of Greater China, HSBC. She shared the lessons learned from her first project in acting as a role of the Project Lead. To make a project successful, it is important for the Project Lead to (i) understand the strategy and business requirements, (ii) align business activities to the company's strategy and (iii) ensure projects are embedded in the company's strategy. She showed the attendees, how to align projects to business, strategy and goals through an interactive case study with attendees.

Vision

To Introduce music to underprivileged children at an early age and to cultivate their core values towards building a harmonious society.

Align Strategy to Business – A Case Study (1/2)

Case Study:

How to identify and align what projects to do based on Strategy from the Head Office with budget / priority decided by Regional Office and deployed to countries successfully?

1. Attend company's strategy meetings to fully understand the whole picture
2. Work out the project requirements to align to the strategy / set goals.
3. Attach a price tag to each deliverables to ensure transparency and provide options
4. Work with sponsors on success factors and set KPI for each deliverable
5. Develop a high level costs / benefits analysis for each deliverable in the strategy to assist decision making

"Making a Difference with Virtual & Multi-Cultural Project Teams" - Mr. Bernard Kuhl

Mr. Bernard Kuhl is the Chief Operating Officer of Global Transaction & Payment Services, Asia Pacific, Societe Generale. Given that the world is becoming more and more global, large companies have increasingly developed the off-shoring of IT services and of business processes. This has resulted in growth of Virtual Teams in IT projects. Mr. Kuhl pointed out that the challenges in managing virtual teams can be turned into opportunities and benefits. He gave a real life example of how a virtual team can maximise productivity across 3 different time zones.

Using Time Zones to shorten Testing Phase



- Combining Time-zones allowed the Project Team to use working days lasting 19 hours!
- This helped shorten the total test duration by 40%.

Photo Gallery



ADVANCE TRAINING COURSES & CONGRESS – March to July 2017

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
Leading People Through Changes Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon PDU: Trainer: Mr Alex Sin Language: English (supplemented with Cantonese)	2017-05-13 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 PDU: 7 Trainer: Mr Paul Mau Language: Cantonese (supplemented with English)	2017-05-27 9:00 am to 6:00 pm
PMI-Agile Certified Practitioner (PMI-ACP)@ Exam Preparation Course (3 Day) # Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon PDU: 24 Trainer: Mr Raymond Wong	2017-05-27 2017-06-03 2017-06-10 9:00 am to 6:00 pm
Personal Time Management for Project Managers Venue: Room 502, 5/F Chow Sang Sang Bldg., 229 Nathan Road Kowloon PDU: 7 Trainer: Mr Paul Mau Language: Cantonese (supplemented with English)	2017-07-22 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.