



# PMI North Asia Region Characteristics and Future Plan

## PMI 北亚地区分會的文化特征和未来计划

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# Outline

- About PMI
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- Region 9 SWOT Analysis
- Collaboration

# Kevin Chui, PMI Region 9 Mentor

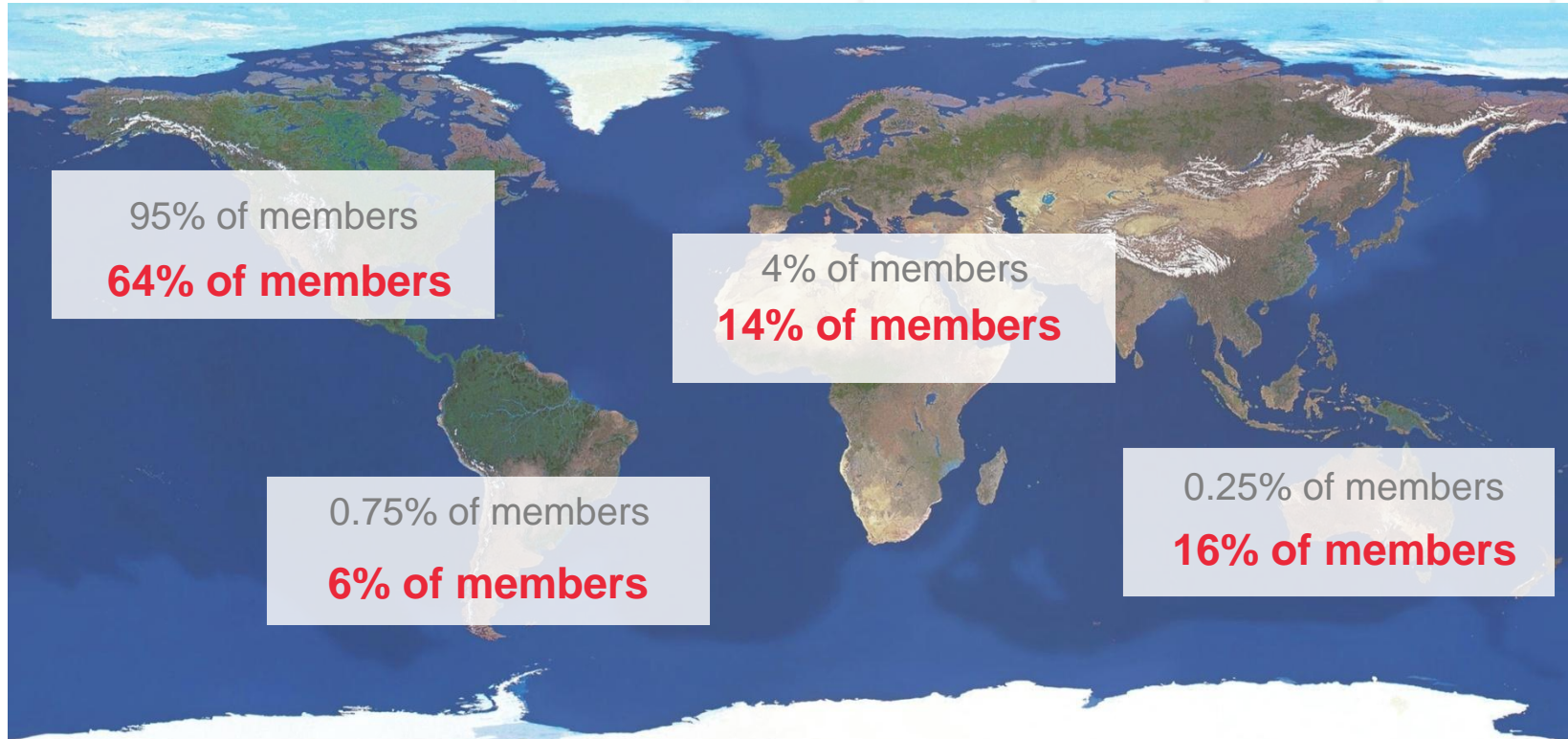
## PMI Volunteer Experience

- PMI Global Operations Center (GOC)
  - Regional Mentor (2009 - 2012)
  - OPM3 Second Edition Development Team (2008)
  - PMI Global Ethics Standards Implementation Committee (2007)
  - COPAT member PMI Asia Pacific Congress (2006)
- PMI Hong Kong Chapter
  - Vice President (2002-2007)
- Member of Hong Kong and Southern Ontario Chapters
- Leadership Institute Master Class (2011-2012)

# About PMI

- **One of the largest professional associations in the world**
  - Over half a million members and credential holders in 185 countries
  - 262 geographic Chapters, 36 Communities of Practice (CoPs)
- **Developer of global standards and credentials**
  - 12 standards for project management created by working professionals
  - 5 credentials recognized and valued worldwide
- **Training and accreditation**
- **Research and publications**

# About PMI: A Global Community of Practitioners



1997: 33,000 PMI members and credential holders worldwide  
**2012: 500,000+ PMI members and credential holders worldwide**

# PMI's Core Values: *PMI's Essential and Enduring Guiding Principles*



*At PMI we believe in*

- *Project Management Impact*
- *Volunteerism*
- *Professionalism*
- *Community*
- *Engagement*

# About PMI



Every Chapter is unique - geography, language, culture, economics, and politics impact how PMI Chapters choose to deliver value:

- Availability of volunteers
- Content for programs
- Variety of programs

These factors bring unique challenges:

- Operational
- Logistical
- Governance

# Region 9 - Join Locally, Connect Globally





# PMI Region 9 Background

- Covers 5 countries/cities in North Asia - Japan, South Korea, Taiwan, Hong Kong, and Macao (application in progress)
- 52,500 PMP in the region, 11% of worldwide PMP
- Together with China, more than 20% of worldwide PMP come from North Asia
- Four different spoken language – Japanese, Korean, Mandarin Chinese and Cantonese Chinese
- PMBOK® Guide has been translated to Japanese, Korean, Traditional Chinese and Simplified Chinese
- Closely partnering with PMI China

# Northeast Asian Culture

- Four different languages...but
- Similar management culture
  - Personal Network and Relationship
  - Tendency of Conflict Avoidance
  - Indirect Communication Style
  - Respect for Age and Seniority
  - Importance of 'Face'
  - Value of Education
  - Work Ethics

# Importance of Personal Network (Guanxi)

- To get things done, it'd be easier to utilize a personal network of family members, relatives, friends, business partners, and government officials
- East Asians are easily influenced by personal relationship more than procedures, formal processes, or even rules and regulations

**Personal network is the starting point and an effective means of solving management problems.**

# Conflict Resolution

- A tendency to avoid conflict (run away from conflicts)
- Conflicts are best resolved through smoothing and compromise
- Relationship is key

“Whatever is fluid, soft, and yielding will overcome whatever is rigid and hard”

*Lao-tsu*

# The Art of Indirectness

- Metaphors and allegories are part of East Asian culture
- Being too direct would be interpreted as offensive
- Direct feeling such as anger or discontent is seldom seen in business meetings
- A direct “yes” or “no” is rarely found in business negotiations

Learn to be diplomatic in communication, especially for large projects which are often political.

# We vs. They Mentality (Ingroup vs. Outgroup)

“We” group is associated with collectivistic cultures

- “We”: Family members, close friends, common race, religion, political orientations
- East Asians easily engage in conflict with “they” group members

Try to develop personal relationship with the group you work closely with.

# Face (Mianzi)

- Loosely associated with respect
- Important not to make a person lose face in front of the others -> Equivalent to insult
- Can lead to phony behavior or extreme pretense
- Can make or break relation

In any situation save faces for your team members, clients or other project stakeholders.

# A SWOT Analysis of Region 9

## Strengths

- Mature chapters
- Second generation leaders
- Strong PMI footprints (e.g. high number of PMP's)
- Strong local corporate / government connection and sponsorship

## Opportunities

- Inter-chapter collaboration
- PM service needs in the region are still strong (e.g. certification, standards, productivity improvement, networking etc.)
- China

## Weaknesses

- Synergy with the bigger PMI community
- New leaders and succession planning

## Threats

- Other PM associations, credentials and standards (global and local)



# Strengths

- Mature Organization
  - 3 out of 4 chapters were founded more than 10 years ago
  - Chapters well established in local PM community
  - Well connected with local corporations, governments and universities
- Second Generation Leaders
  - Organizational Stability: Western vs. Asian
  - First generation leaders in PMI Japan, PMI Taiwan and PMI Hong Kong all stayed for more than 10 years
  - Into second generation leadership
- Strong PMI Footprints
  - High number of PMP credential holders and high acceptance rate of PMBOK® Guide by corporations and governments

# Weaknesses

- Loose Connection with Global PMI Community
  - Local success and geographical distance from other regions leading to weak participation in the global PMI community
  - Weak presence of North Asians in various PMI committees
  - Low participation in global or regional PMI events
- New Leaders and Succession Planning
  - Compared to other chapters in North America or Europe, new leaders are only slowly emerging in Northeast Asia

# Opportunities

- Inter-Chapter Collaboration
  - Before 2009, collaboration among Region 9 chapters were few and far between
  - Now there are many inter-chapter collaboration:
    - Conferences and seminars
    - Cross-cultural training
  - More collaboration opportunities in the future
- Strong PM Demands
  - Associated PM services such as certification, standards, training and networking are still in high demand in this region

# Collaboration within Region 9

- Since 2009 chapters in Region 9 decided to have more collaboration effort.
- Examples of collaboration include:
  - Mutual support of local chapter conferences by sending speakers
    - PMIJ Forum has a separate track devoted to Region 9 topics;
    - PMIHK Congress has a panel discussion on North Asia culture;
    - PMI Taiwan Forum had sessions led by Region 9 speakers
  - A PM workshop was held in Hong Kong and Macau for corporate delegates from Japan and South Korea
  - Experience sharing of chapter management in the annual Region 9 Meeting

# More Collaboration Opportunities

- Region 9 Community of Practice
  - Online events and webcast
  - Mutual recognition of local chapter membership
  - News, photos and videos sharing (social network)
  - Intra-regional seminars and workshops
- Regional PM knowledge database
- Job search and reference
- Region-specific PM research

# Major Chapter Events 2012

- Major Local PMI Conferences
  - PMI South Korea Chapter Joint Event with PMOSA (5 Jul) - Seoul
  - PMI Japan Forum (7-8 July) - Tokyo
  - PMI Hong Kong Congress (2-3 Nov) – Hong Kong
  - PMI Taiwan International Congress (17-18 Nov) - Taipei
- Region 9 Meeting (3-4 Jul) - Seoul
- PMI China Congress (15-16 Sep) - Beijing

# Thank You!



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