

Global Leader Training by PMI Japan Chapter

*Competency of PM/PMO for
Managing Project Members from
Multi National Environment*

22th September, 2013
Shinchi Tasaka, Secretary General
PMI Japan Chapter

AGENDA

- 1. Characteristics
Global Project/Global Project Manager**
- 2. Sample Jobs**
- 3. Global Leader/PM Training**
- 4. Follow up Action**
- 5. Conclusion**

My conclusion in 2012



***Project Managers should take care
so called **RISK ITEMS** at any time.***

Good Luck!

1. Characteristics Global Project

1. Work with project from **other countries' people**
(Especially Projects **in oversea**)
2. Customers are from same country (ex. Japan) or others
3. Necessary so called '**Global Project Managers**'
4. Japanese language ? <- No **Usually English is common**
5. Uniform skilled members? <- **No**
6. Oral commitment ? <- **No** *Never use the oral commitment*
7. Same culture? Same religion ? Same level of education ?
Same personal character? <- **No**
8. **Stakeholder management <- Yes, severe and difficult**
9. **Uncertainty should be eliminated before contracting**
10. **Documentation is very important**
(minutes, memo, formal reports)
11. **Risk Management is key**
12. Should be decisive, should order/ask clearly
13. **Keep fairness**
14. **Grow partnership with project members**

Prerequisite for global project managers 1/2

1. Well understand the global project/program environment
 - 1-1. Religious
 - 1-2. Custom
 - 1-3. Culture
 - 1-4. Language
 - 1-5. Thinking
2. Be positive and never give up
3. Be hungry and be aggressive
4. Be flexible for the environment
 - 4-1. Escalation timing
 - 4-2. Decision timing
5. Be sensitive for all over the environment

Prerequisite for global project managers 2/2

6. Refer contract at any time, never ignore the contents of contract
 - 6-1. Be serious to the saying in the contract
 - 6-2. Do things what written in the contract, don't do what not written
7. Try well communication and memorize anything
 - 7-1. Oral communication should be followed by written documents
 - 7-2. keep communication well with stakeholders
 - 7-3. Don't commit anything by conversation w/o any written docs.
 - 7-4. Keep minutes of meetings at any time
8. Take (DE fact) standard as far as possible
 - 8-1. Follow the standard framework such as **PMBOK® Guide**
 - 8-2. Establish standard rules in PJ/PgM and keep them every time
- 9. Spend enough time to the risk management**
 - 9-1. Never think risks zero**
 - 9-2. Global projects/programs are so called risk driven**
10. Comprehensive English skills
 - 10-1. English is one of the key standards

2. Sample Jobs 1/2

Source LINKEDIN 29 Aug., 2013

Job Discussions (1)

Senior Program Manager(s) Posted by Luciano Mascari, Managing Director, Abyss Program Management LLC

Jobs (25)

1. Analgesia/CNS/Major Depression/ADHD Global Project Director/Global Project Manager
Premier Research - Home Based or Office Based
2. Global Project Manager, Sealed Air Corporation - Greenville, South Carolina Area
3. Process Engineering - Global Project Manager, CHEP - Orlando, FL
4. Global Project Manager, Expedia, Inc. - Field, US
5. Global Project Manager, Hertz - Oklahoma City
6. Senior Global Project Manager, Michael Page - Dublin
7. Compensation Benefits Project Manager
HEAD TO HEAD Executive Search & Public Relations - Geneva Area, Switzerland
8. Senior Manager, Environmental Initiatives
World Economic Forum - Geneva Area, Switzerland
9. Senior Project Manager, Health Systems Transformation
World Economic Forum - Geneva Area, Switzerland

Sample Job List for global project managers 2/2

10. Temporary Regulatory Change Project Manager - Associate - Product & Platform Team, Private Bank, J.P. Morgan - CH-GE-Geneva
11. Technical Project Manager, Vifor Pharma - Villars-sur-Glâne
12. Project Manager Client & Advisor Experience - Business & Product Development - Private Bank, J.P. Morgan - CH-GE-Geneva
13. Change Communication Manager, Givaudan - Vernier, Switzerland
14. Cybersecurity Program Manager, Kudelski Security - Cheseaux
15. Engineering Project Manager, Syngenta - Lausanne Area, Switzerland
16. eBusiness Project Manager, Caterpillar Inc. - Switzerland-Geneva, Geneva 6
17. IT and Professional Services Sourcing Manager, Givaudan - Vernier, Switzerland
18. Regulatory Affairs Program Manager, Kelly Scientific Resources - Région de Genève, Suisse
19. Director Marketing Communications EMEA, Honeywell - Geneva Area, Switzerland
20. Senior Community Manager, Family and Private Company Community
World Economic Forum - Geneva Area, Switzerland
21. Senior Community Manager Middle East and North Africa, Membership
World Economic Forum - Geneva Area, Switzerland
22. Manager EU Strategy, eBay - Bern, BE
23. Manager, Corporate Quality Systems
Alexion Pharmaceuticals, Inc. - Geneva Area, Switzerland
24. Operations Application Support Manager (Oracle Enterprise Business System)
Global Company - Bern Area, Switzerland
25. Senior Community Manager, Professional Services Industry
World Economic Forum - Geneva Area, Switzerland

3. Global Leader / PM Training



**Purpose: Train Project Management Competency
for the Global Environment**

**Global environment: Organized with members
mixture as following**

Multi national / Multi language

Multi culture / Multi religious

Multi custom

**Trend: Reduction of inner country projects
but increase of overseas projects
(Global environment)**

How (example)

Provide training courses:

**+ Overall entry course in Japan
ex. 9 day – 6 day courses**

**+ Practical course at overseas
ex. 3 day – 2 day courses in Hong Kong
or South Korea**



South Korea Training

Overall entry course in Japan

What will be done at the Entry Course?

- +Review Global mind
- +Communication at multi culture environment
- + Keys to managing Global Project



Understand global environment

- Multi language/national/culture/religious/.....
- Different thinking/understanding



- Create teaming
- Try correct communication
- Same understanding of the goal
- Establish common simple rules

Practical course at overseas

Guide to "Global Project Leader Training in Hong Kong "



VENUE: Hong Kong
DATE: 22-25 May 2013

Seminar Length: 2-Day Session (23-24 May 2013)



Description:

In today's complex business environment, global project success depends upon a combination of the science and art of project management.

In this 2-day session, attendees learn how to manage global project with the best techniques of the most successful business leaders in overseas. This course is refined on the previous Global Training Course held in Hong Kong in November 2012.

It will help your leadership skills make a quantum leap to the next level of performance, productivity and effectiveness.

This is a good opportunity not only for learning practical techniques of project management but also for brushing up business english through the seminar.

Attendees from various countries are welcome.

Goal

Become a leader who can manage Global Project

Practical course at overseas

Focus on Risk Management
at Global Projects

How to Eliminate Significant Risks and
Accomplish Your Project Results
PMI Japan Chapter
Global Leadership Training May 2013
Day-1 Case Study

Global PM Practices in Hong Kong



November, 2012



Participants from Japan

Management Solutions
NTT Data
Tuh Rheinland Japan
Nissei IT Tech.
IBM Japan
Unisys Japan
Kobelco Systems

4. Follow up Action(Proactive)



Kickoff Local CoP for following up & continuing

Activities

Background

Increasing so called ‘Global Projects’ in current business environment and diversifying themselves



Interest:

- How define the Global project?
- Are there any space for adding knowhow into PMBOK®/PgMP/PFM, etc.?
- How itemize the skill set of the Global PM?
- What are the advantages of Japanese project management and are they valuable for the Global project?

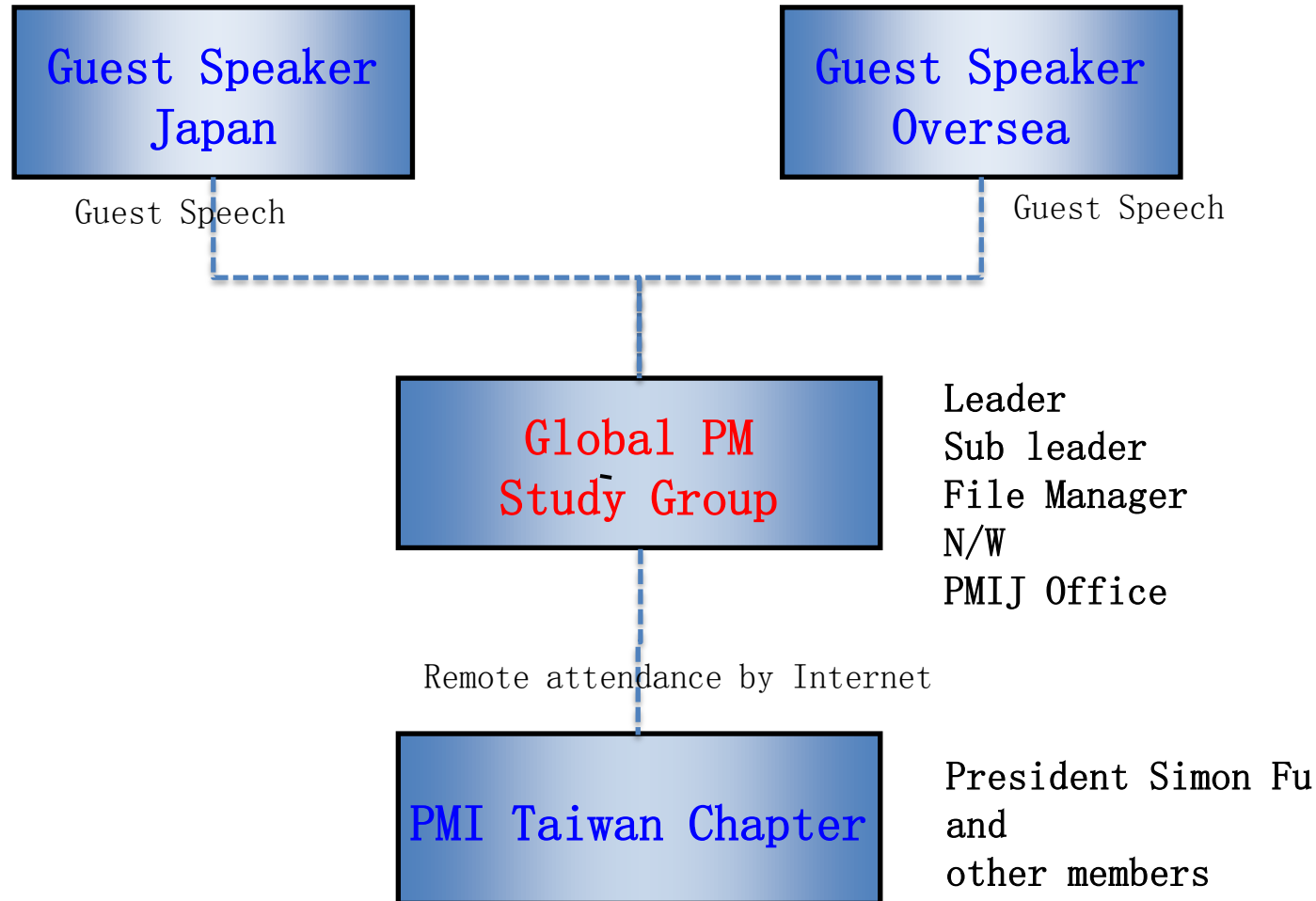
Global PM SG (Local CoP) Kickoff at Sony HQ



Activities

Purpose	Study about competency, process, tools for Global PM or PMO
Meeting	1/month (19:00–21:00 on every 4 th Thursday)
Members	About 15 members of PMI Japan corporate sponsors or academic sponsors
Reference Book	“Leading Global Project Teams”
Specification	Guest Speech by Professional practitioner from Japan and Overseas English is the common language
Mile Stone	Presentation at PMI Japan Forum 2013



Global PM SG Organization



Plan and Exec. Status

The 1st Meeting

PMIJ Forum

	2013								
	1月	2月	3月	4月	5月	6月	7月	8月	9月以降
Miles tone									
Mutua l Under stand ing	Brainstorming						Review and reminding the direction		
Books Revie w			Chapter 1 to Chapter 6						Chapter 7 and Later
Guest Speak ers	Japan		Taiwa n		Swize rland	Japan	U. S. A .		TBD

Guest Speakers 1月-7月



6/27: Mr. Tadao Takahashi
President, JGC Gulf International



7/20: Mr. Tim Rahschulte
Author of "Leading
Global Project Teams"



1/23: Ms. Yayoi Koguma
Simultaneous interpreter



3/28: Dr. Simon Fu
President, PMI Taiwan Chapter



5/23: Mr. Jean Binder
Author of "Global
Project
Management"



The Theme of the Monthly Meetings

1st: Review issues and get idea of well communication

2nd: What is the Global Project?

3rd: What kind of challenging activities are exist in the
Global Project?



4th: Align Globalized Strategy and Execution

5th: What should be taken as actions for the
global
project continuation?

6th: Competency of Global PM

The 1st Monthly Meeting with Ms. Koguma

	2013年								
	1月	2月	3月	4月	5月	6月	7月	8月	9月以降
マイルストーン	<div>★</div> <div>ブレインストーミング</div> <div>書籍レビュー</div> <div>日本</div>								
認識合わせ									
書籍レビュー									
ゲストスピーカー									

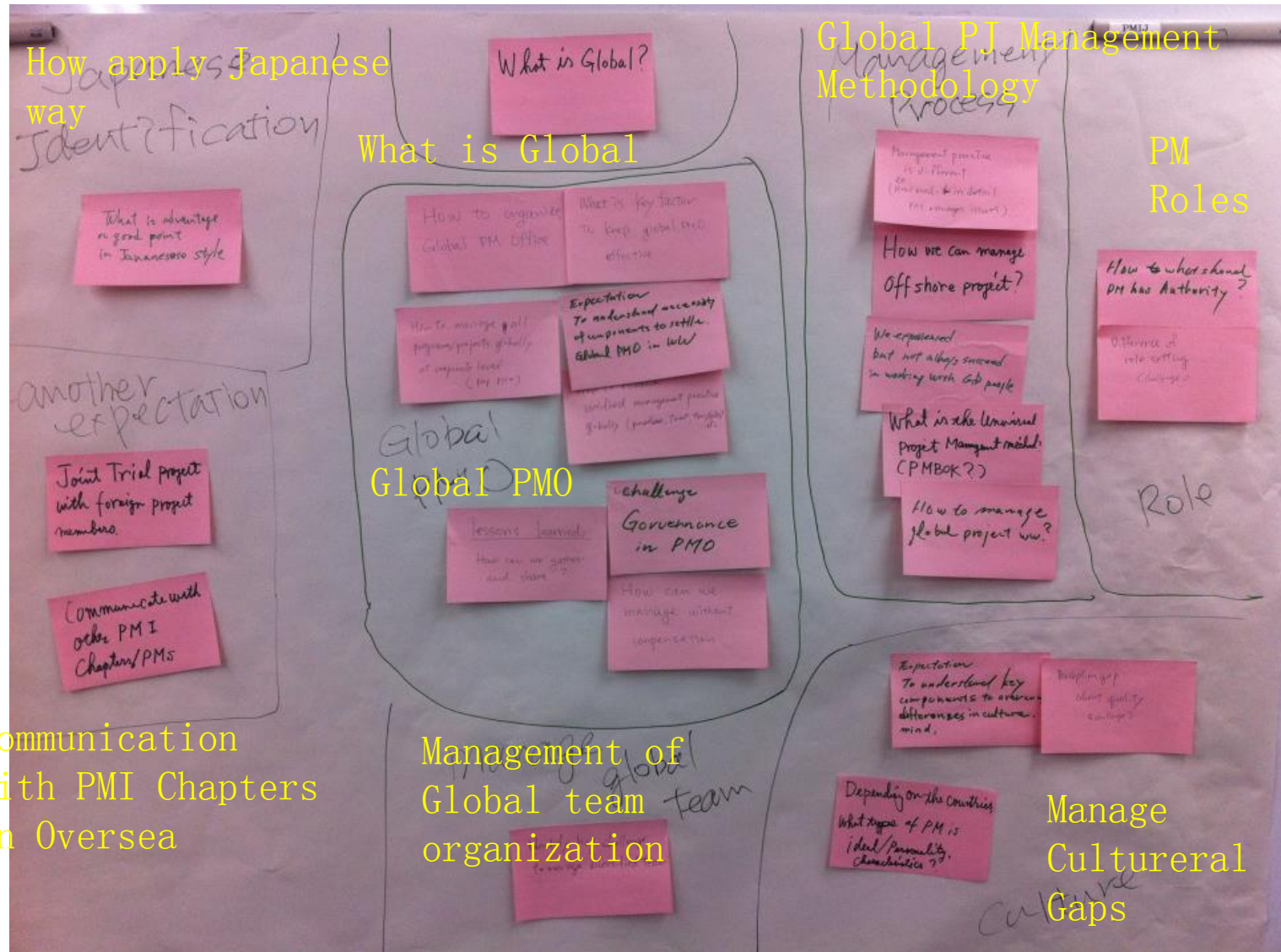


Self introduction and brainstorming speaker



Self introduction and brainstorming guest speaker

Categorized the Output B.Storming



Communication in the Global Projects

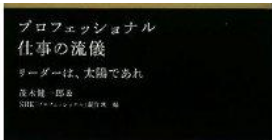
Message by Ms. Koguma :

Simple : Try simple and clear statement

Precise: Conclusions -> Sensitive to the sequence of reasons

Doable : Even simple & easy English can impact

Message from Mr. Takashi



プロフェッショナル
仕事の流儀
リーダーは、太陽であれ
遠本雄一 著
2012年10月10日発行 2012年10月10日



プロフェッショナル仕事の流儀

“Big project is almost same as big Tanker operation”

- Declare which direction will be taken
- Explain clearly why we have to take right direction by F2F
- Teach & train repeatedly all of project members

Willing to communicate is important more than understands PM's thought is really important
Communication technique

The 2nd Guest Speech by Dr. Simon Fu, President PMI Taiwan Chapter



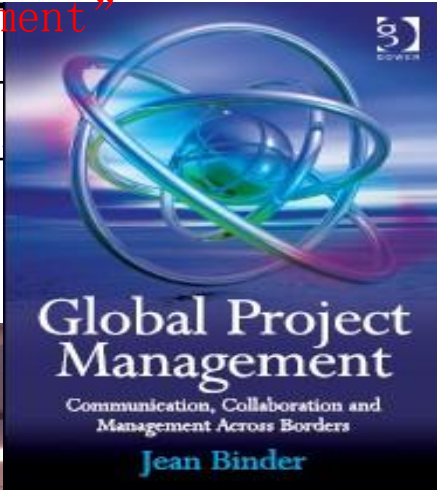
- The variation of the global projects is almost same as Japan
- Challenge for managing multi cultural teams
 - “Yes” is not always “Yes” -> sometimes “Not Yes”
 - No questions in the meeting but many after the meeting
 - How to learn the different culture
- Key for the virtual communications
 - Correct level of English conversation by non-native speakers
 - Do not hesitate making questions
 - Reliable relation with members for commitments
- Increasing the global projects in Taiwan
 - How to handle uncertainties

The 5th Meeting with Mr. Jean Binder



Author of "Global Project Management"

	2013						9月以降
	1月	2月	3月	4月	5月	6月	
マイルストーン							
認識合わせ	Brainstorming						
書籍レビュー							
Guest speech							
ゲストスピーカー	Japan		Taiwan		Swiss		



What is the leadership to lead successfully at the global teams ?

The Global PM competency by Mr. Jean Binder



- Project Manager (over distance)
 - Able to establish the multi cultural environment & leadership
 - Coaching and Mentoring
 - Ability of conflict management
 - Well utilize the communication skill / tools / cooperative tools
 - Trustworthiness
- Project members
 - Understand multi culture environment,
Good at technical, Self-discipline
 - Correspondence & Confidence

against

The 6th Meeting

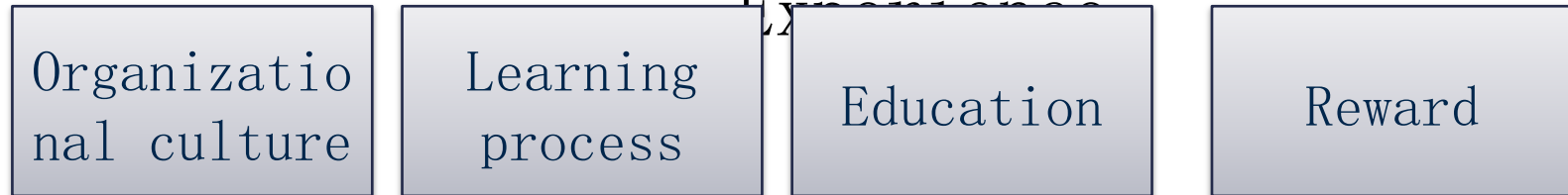
Guest speaker :Mr. Takahashi , President JGC Gulf Int'l



Core competence for the global PM and Key elements

Competence = knowledge +
Skill +
Personal ability
+

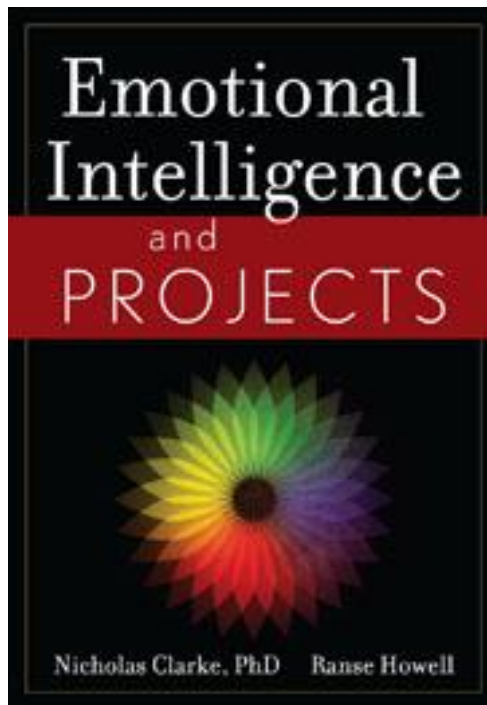
Experience



Key is establishing an environment organized by
top managements for growing the Global PM
Competency -> Can afford to accept and learn
from failures during practicing by PMs?

Plan from 2013.09

Emotional Intelligence (EI) & Projects



Focus: How the EI affect the distributed teams globally?

Global PM's Professional Conduct



- 1. Communicate well in the global project environment**
- 2. Communicate clearly your thought**
- 3. Be good listener (If unclear happens, make it clearly)**
- 4. Make and keep documents (Never avoid documentation)**
- 5. Never rely on oral conversation but documentation base**
- 6. Clearly understand own role and authority**
[Sometimes necessary to use escalation process quickly]
- 7. Decision needed quickly and surely for your authority**
- 8. Order or ask clearly your requests**
- 9. Define members' role clearly and entrust**

References

1. Martinelli, R.J., Rahschulte, T.J., & Waddel, J.M. (2010), Leading Global Project Teams: The New Leadership Challenge. Ontario: Multi-Media Publications
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3. Anantatmula, V. & Thomas.M. (2010), Managing global projects: A structured approach for better performance. Project Management Journal Volume 41, Issue 2, pages 60 – 72, April 2010
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謝謝

“Networking who likes 麦酒!!”

