



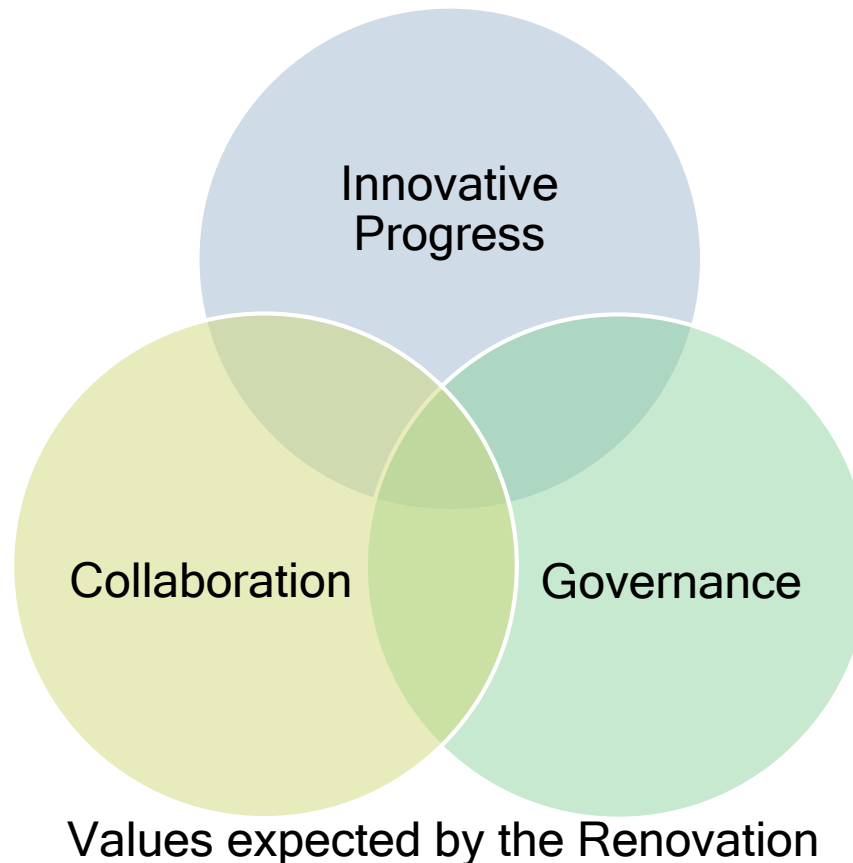
Strategic Alignment of Activities and Organizational Components in PMI Japan Chapter

Takeshi Hayama, Ph.D., PMP
Director, Chair of Mission Committee
PMI Japan Chapter

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Summary of this presentation

- ▶ An endeavor to vitalize a volunteer based non-profitable organization
- ▶ Renovation of an organizational structure to better accomplish its mission and visions following the organizational growth.



Outlines of PMI Japan Chapter

- ▶ Established in January **1998** as “PMI Tokyo Chapter”
- ▶ The membership exceeded **1,000 in 2003**
- ▶ The membership exceeded **2,000 in 2005**
- ▶ Registered as General Incorporated Association “PMI Japan Chapter” in 2009
- ▶ The membership exceeded **3,000 in 2011**
- ▶ The current membership is about 3,200
- ▶ The number of Corporate sponsors exceeded 100.
- ▶ We have own office, meeting rooms, **elective directors** and **a secretariat**.
 - ▶ 17 directors and 2 auditors
 - ▶ 12 secretariat staffs including some full-time employees

A small volunteer group has grown into a legal entity with social responsibility.

The mission of PMI Japan Chapter



To contribute to growth of organizations and communities which put project management in practice by

- ◆ building an infrastructure for applying project management,
- ◆ disseminating standards and practices of project management,

and

- ◆ fostering professionalism and enhancing competencies.

Three-years strategic plans of PMI Japan

- ▶ PMI Japan chapter established **the mission committee in 2006**
 - ◆ The board decided to accomplish the chapter's mission steadily by stating its vision and strategic plan.
- ▶ The board approved its **strategic plan for 2008-2010** proposed by the mission committee at the end of 2007
 - ◆ The plan contained the mid-term vision statements and concrete activities to be taken for the coming years.
- ▶ The plan was **revised in every three-years**, so we had the plans for 2011-2013, and 2014-2016.

PMI Japan Chapter's Vision for 2016

- ▶ Advanced project management practices are broadly used as a way to bring innovations in the world of business
 - Focus Areas ① Competencies
 - ② Organizational Project Management Maturity
 - ③ Program Management & Portfolio Management
 - ▶ Effective actions for global projects are taken to meet the needs caused by the globalization of Japanese industries.
 - ▶ Social contribution activities are supported by project management.
 - ▶ PMI Japan chapter expands its activities toward outside the Tokyo Metropolitan area.
 - ▶ The importance of project management is recognized in non-IT industries.
 - ▶ Diverse talented persons take a lively part in project management areas.
 - ▶ PMI Japan chapter has collaborations with organizations in public and private sectors, educational institutes, and other entities.
 - ▶ The foundation of PMI Japan chapter is well established as a legal entities.
 - ① Governance
 - ② Stable and high quality resources
 - ③ Finance
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A portion of the three-years strategic plan

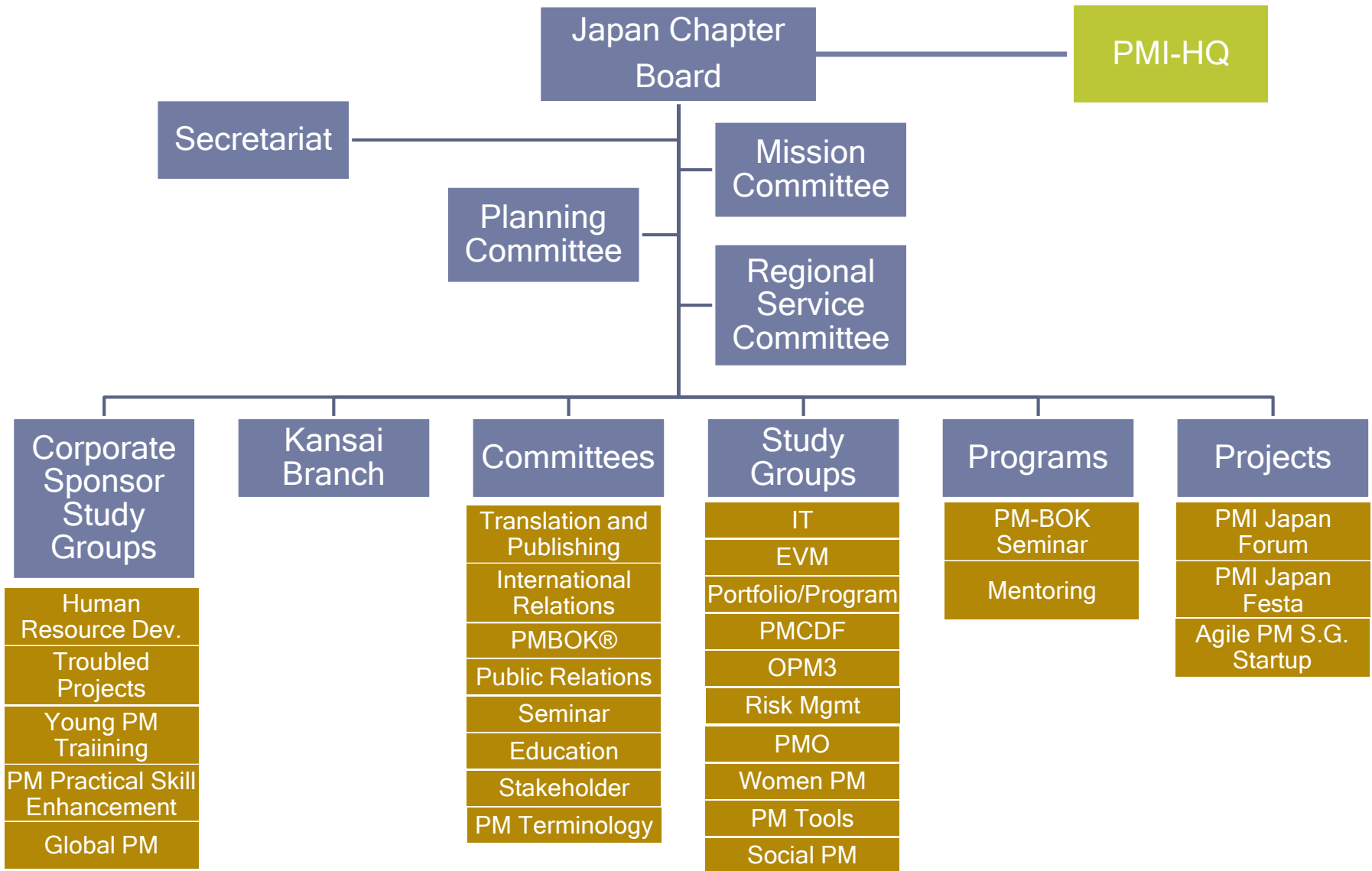
Strategic option	Purpose	Outline
(1) Enriching services		
1-1 Corporate services		
1-1-1 Service for corporate sponsors		
Improving services toward increasing corporate sponsors	To consider additional privileges and measures and put them into practice to increase corporate sponsors	Aiming at increasing corporate sponsors, the chapter will consider new measures and put them into practice to enrich services.
1-1-2 Inviting corporate sponsors		
Efforts to increase chapter members, using PMI Day effectively	To encourage employees of corporate sponsors to become individual members. This will contribute to vitalizing individuals' activities and networking.	The program will be offered as a paid service which benefits both corporate sponsors and individuals.
1-2 Service for local activities (activating local communities)		
1-2-1 Measures and policies for branches		
Establishing a new branch	To review the branch bylaw based on three year experiences in maintaining Kansai Branch to establish a new branch	Reviewing the branch bylaw
Local support	To establish new branches by supporting Hokkaido, Hokuriku, Chubu, Chugoku, and Kyushu's local communities	Supporting development of local communities
	To support development of small communities' activity in both local	The chapter will consider possibilities of exchanging information and collaborative work with other

A series of action items to be taken are listed in the plan.

The Problem

- The mission committee realized the three-years plan was **not feasible** in 2014.
- ▶ Action items in the plan are assigned to :
 - a specific committee
 - a specific study group
 - the secretariat
 - individual directors
- ▶ Authority, resources, coordination, and collaborations are required to take the actions effectively.
- ▶ PMI Japan chapter expanded the membership and the activities in a decade.
 - ◆ We realized the organizational structure and the governance rules were **insufficient to support the expanded chapter's activities** and to **implement the strategic plan effectively**.

The structure of PMI-Japan in 2014



The changes happened in a decade

- ▶ When the chapter was established,
 - ▶ The secretariat was small and depended on volunteers.
 - ▶ The chapter's functions were expected to be led by directors.
 - ▶ The committees were volunteer groups to support directors to conduct the chapter's functions.
 - ▶ The study groups were established to support the mission, and were aligned with the chapters policy at the planning committee.
- ▶ These years, the situation has been changed.
 - ▶ Broaden application area of PM, PgM, PfM, ..
 - ▶ The chapter has a powerful secretariat with full-time employees
 - ▶ The administrative works functions are conducted by the secretariat.
 - ▶ The chapter provides a series of paid services which we have to commit something on schedule. It is not suitable to be carry out by volunteers. (Forum, Seminars, Translations, etc.)
 - ▶ The chapter expanded collaborative activities with PMI-HQ.

Beginning of the Renovation

- ▶ The mission committee discussed on a way to better implement the visions and the three-years strategic plan.
- ▶ Three strategic committees were established to take actions.
- ▶ Three strategic committees were :
 - ▶ Organization Enlargement Committee
 - ▶ International Cooperation Committee
 - ▶ PM Community Activation Committee
- ▶ The startup of the strategic committees
 - ▶ The mission committee provisionally decided the name, mission, activities, members, and chair of the new committees.
 - ▶ The board authorized the startup of the three new committees.
 - ▶ A few directors were assigned to the new committees for the startup.
 - ▶ Each new committee decided its name, mission, activities, members, and the chair through discussion led by the provisional chair.

Organization Enlargement Committee

Mission	Focused Activities	
Increase the number of members and corporate sponsors	Identify potential segments of members	
	Market research and collection of requests for PMI Japan chapter	
	Drafting strategy for identified segments	
	Actions for expansion of members	Improving services for members
		Improving services for corporate sponsors
		Approaching potential members (ex. Seniors, Non-IT, ..)
		Approaching other organizations (ex. Media, Government agency,..)

International Cooperation Committee

Mission	Focused Activities
<p>Promote the cooperation with PMI-HQ and the chapters, provide up-to-date global information for members and corporate sponsors, and raise the quality of activities in PMI Japan chapter.</p>	<p>Broader cooperation with PMI-HQ programs to introduce new certifications in Japan</p>
	<p>Introduction of rich English contents provided by PMI to Japanese members.</p>
	<p>Utilization of collaboration opportunities for PMI Japan chapter members when the chapter sends somebody to events held in other countries.</p>

PM Community Activation Committee

Mission	Focused Activities
<p>Collect and share PM related information, persuade the value of PM to the society, and increase the number of active members in PMI Japan chapter.</p>	<ul style="list-style-type: none">• By distributing proper information to study groups and other components, increase number of active members.• For the PMI Japan members, Identify valuable information to be shared, consider methods of collecting and emitting information.• Persuade the value of the chapter and project management by activating the existing members and disseminating project management to new domains.• To improve the operations of the chapter, grasp the administration of committees, study groups, programs, and projects conducted by the planning committee, then consider the better meetings to provide necessary coordination and support.

Background Considerations

- ▶ It's difficult for existing parties to take actions in the three-years plan
 - ▶ Secretariat: They are busy with daily transactions and taking care of components in the chapter.
 - ▶ Directors: They can devote limited time for the chapter as volunteers.
 - ▶ Committees: They volunteered for the specific purposes defined many years ago. They don't have resources to meet a new request.
 - ▶ Study groups: They came together to discuss on the specific topics which they were interested in. They were organized based on bottom-up interest, not for following top-down directions.
- ▶ Solutions:
 - ▶ Assigned a couple of, not single, directors to lead the new committees. Solidarity of multiple directors were expected.
 - ▶ The board authorized the establishment of the new committees.
 - ▶ Assumed collaboration with related existing committees and some active members.
 - ▶ Encouraged autonomous management by each new committee.

Actions taken by new committees

- ▶ Organization Enlargement Committee
 - ▶ Analysis of target segments for invitation.
- ▶ International Cooperation Committee
 - ▶ Supporting PMI Singapore office to increase Japanese contents.
 - ▶ Considering promotion of PgMP in Japan in conjunction with PMI-HQ.
 - ▶ Trial to visit companies with PM best practices in neighboring countries.
- ▶ PM Community Activation Committee
 - ▶ Planned and held the first PMI Japan Leaders meeting
 - ▶ It was held in September for two days with about 70 participants
 - ▶ We discussed on key issues in PMI Japan among the directors and the leaders of existing committees and study groups.
 - ▶ We also discussed on the Renovation of PMI Japan chapter.
 - ▶ We spent half day for workshop to learn design thinking.

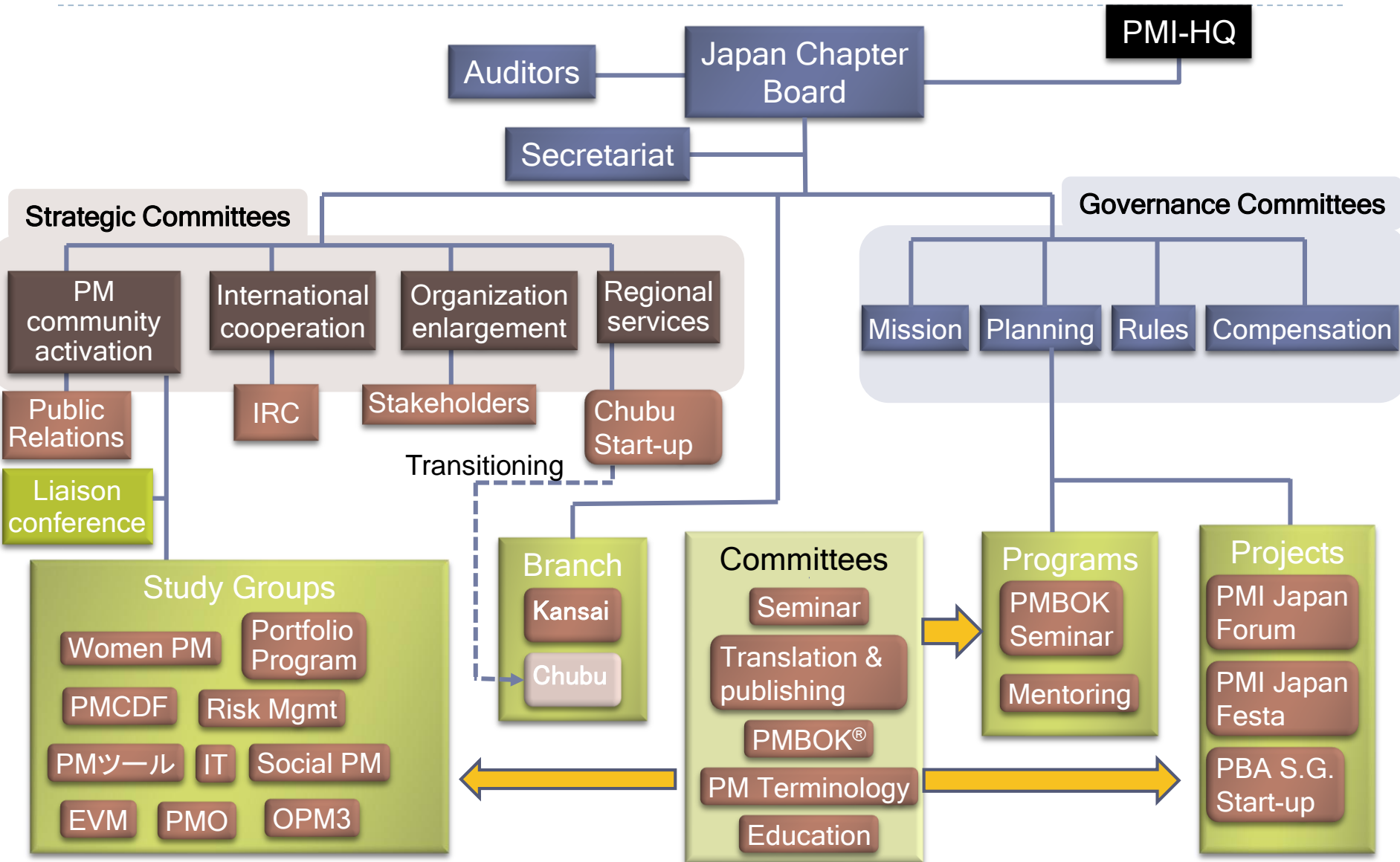
Next step 1: Renovation of existing committees

- ▶ To take actions effectively to achieve the goals stated in the three years plan, the mission committee proposed the renovation of existing committees.
 - ▶ Activities in existing committees will be transferred to
 - ▶ Projects or Programs directed by the planning committee, or (PMI Japan top-down activities and functions)
 - ▶ Study groups (Voluntary activities based on members interest)
 - ▶ Chapter's Projects and Programs are needed to deliver quality services and products on time, so we have to assign proper resource, authority, and governance.
- ▶ We discussed on this policy in the Leaders Meeting in September, and preferably accepted by the leaders.

Next step 2: Enhancement of annual planning process

- ▶ The planning committee is preparing a new annual planning process in conjunction with the mission committee
- ▶ The issue
 - ▶ We planned activities and a budget after closing the previous year.
 - ▶ We spent the first quarter for planning and only nine months were left for actions.
 - ▶ There wasn't enough time to assign an appropriate budget for new innovative activities.
- ▶ The solution considered
 - ▶ The board and the mission committee provide the directions of next year for the chapter components (committee, project/program, study group, secretariat) in third quarter.
 - ▶ The planning committee collects the proposals from the components, and compile a draft budget before the end of a fiscal year.
 - ▶ We want to encourage innovative actions and provide governance based on an integrated annual plan with a proper budget.

PMI Japan Structure in near future



- ▶ The mission committee examined the feasibility of the mid-term vision and the strategic plan.
 - To evaluate the situation.
- ▶ Three new committees were established to consider and implement strategies to fulfill the mission.
 - To make **Innovative Progress!**
- ▶ Directors considered what should be done in the new committees, and discussed with components leaders.
 - To encourage **Collaboration!**
- ▶ The renovation of the chapter structure is progressing
 - ▶ Projects and Programs are formed to carry out the functions and activities directed by the mission and the visions.
 - ▶ Planning process of the annual plan is going to be improved.
 - To reinforce **Governance!**