

THE CRITICAL PATH



Embracing Change 3!

Your Strategy to Keep Up? 5

How Social R U ? 6

PfMP Credentials 14

APRIL 2014

VOLUME 5 ISSUE 2



PMI commenced in Australia in **1997** and held its first Chapter Meeting on **15 April 1997**. The Chapter has members from a mixture of industries including, but not limited to: construction, engineering, banking, insurance, finance, IT, telecommunications, consulting and pharmaceutical. Approximately 50% of Australian PMI's members are PMPs. PMI is strongly supported by a majority of companies in Australia and internationally. The Sydney Chapter conducts regular chapter meetings, education and certification courses and runs an annual conference in an effort to promote the profession of Project Management within NSW and Australia.

3 Embracing Change

4 Extra Depth To Your Career & CV

5 What Is Your Strategy To 'Keep Up'?

6 Social Media – How Social Are You?

7 Creating Partnerships With Industry

8 Community Coaching Program

11 What's Special About 2014?

12 What is Ahead for Value and Growth

14 PfMP Credentials

17 Mindfulness In Managing Risk

18 How To Become PMI-ACP Certified Even After A Disappointing Class

20 Ask Cornelius

23 Board Members

In this ISSUE



Communications Director

Alison Evans, PMP

Editorial Team

Ida Rohne

Siri Padmanabhan, PMP

Cover Photograph: "Watt's Next" by Siri Padmanabhan

Advertise in THE CRITICAL PATH

\$149 for quarter page

\$199 for half page

\$299 for full page

Thank You To Our Loyal Sponsors

Platinum



Silver



Bronze



Professional Development Partner





Embracing Change

From The President's Desk
Julia Checchia, PMP

"The world as we have created it, is a process of our thinking. It cannot be changed without changing our thinking" — Albert Einstein

"Change is the law of life and those who look only to the past or present are certain to miss the future." — John F. Kennedy

There is so much uncertainty in our lives such as aeroplanes going missing, organisational structure change, jobs being made redundant or offshored, and mergers and acquisitions to name a just a few. In times like this it becomes imperative to surround ourselves with like-minded people in a dynamic and inspirational environment.

PMI Sydney Chapter (PMI SC) is not only where you can find motivation and support to deal with change, but where you can **BE** the change.

Throughout this newsletter you will read about the great initiatives the board of directors and their team of committed volunteers have been actively engaged in delivering to you, guests, partners and the community.

Two initiatives I would like to zoom in on are:

- a) The investigation into how a national chapter would benefit the project management profession in Australia, and
- b) A meeting with Rev. Bill Crews ([http://en.wikipedia.org/wiki/Bill_Crews_\(clergyman\)](http://en.wikipedia.org/wiki/Bill_Crews_(clergyman))) to discuss the work our chapter is doing for the Exodus Foundation (www.exodusfoundation.com.au). PMI SC's primary aim is to use the combined wisdom we have in our member and partnership base to assist Exodus to deliver projects more efficiently. A secondary aim is to engage project manager professionals to mentor university students so that together, mentors and students can assist Exodus to achieve their community support outcomes.

During the next quarter we have great plans to explore opportunities with government agencies, increase collaboration with AIPM and many other organisations such as Women in Engineering, Registered Education Providers and Universities. To quote Arnold Bennett, “Any change, even a change for the better, is always accompanied by drawbacks and discomforts.” Let PMI Sydney Chapter be the arsenal you need to learn, grow and change, so that you do not just have a job but are always an employable professional.

At PMI Sydney Chapter we believe that “cooperation is the thorough conviction that nobody can get there unless everybody gets there”, Virginia Burden. Therefore let’s make 2014 a year to participate, to learn, to grow and to continue to demonstrate how committed we all are to professional growth; and to “make project management indispensable for business results”. There are plenty of opportunities to keep involved and engaged with the chapter. Come and be part of our change, and let the chapter be part of your change. ♦



Extra Depth To Your Career & CV From The Director of Membership and Volunteers Paul Barnes, PMP

Education and self-improvement is now a life-long endeavour. Gone are the days when people could sit in the same job for forty plus years. It seems like every other day you’re going through a restructure where your company is re-aligning its business, and with it, adding and subtracting people and positions and because of this it is important to regularly review your CV and keep it up-to-date.

Which brings me to the topic of how to stand out from the crowd when applying for a job? Other than the normal selection criteria, employers are often looking for those people with something extra on their CV; something that distinguishes one applicant from another. Who is prepared to go the extra mile or is active in their professional community? Many applicants will have a PMP certification, but who has noted that they’ve helped their local chapter (or even the global organisation) on a special project, supporting events or one of the portfolios? If you have ever considered volunteering, then why not contact one of the directors to find out where you can help out, or contact me at membership@pmisydney.org. ♦



What Is Your Strategy To 'Keep Up'?

**From The Events Director
Malcolm McFarlane**

In a turbulent and complex world how do you keep up with the amount of change occurring in your professional and personal life? There is new information, tools, techniques and knowledge being published and disseminated every week. How do you keep up, adapt and grow, stay focused and maintain your commitment to your profession and yourself?

There is a bewildering assortment of formal qualifications, certifications, courses, seminars, conferences, discussion groups, books and publications, presentations, webinars and the like. What is your strategy to 'keep up', while also enjoying the journey?

I'd like to think that the PMI Sydney chapter can be part of your strategy. As a member, we can help you on many fronts: short courses; certification preparation classes; discussion forums; newsletters; and webinars just to name a few. Through volunteering we also provide leadership opportunities in aspects of the profession that you may not normally see. Of course, we also have regular events and meet-ups to provide insights into a range of topics, while also providing networking opportunities and gaining PDUs to boot.

Speaking of events, the next couple of months will be busy. In April we have A Meet-Up on the 10th and an evening event on the 15th where Daniel Solomon will be equipping us with tools for our personal change efforts. May sees the Meet-Up on the 15th explore project management and cloud computing, while at breakfast on the 5th our international guest speaker will be Stephan Vandevoorde. He will discuss the integration between baseline scheduling, risk analysis and project control. We also have another international guest who is presenting at an evening event on May 8th. Karen Richey is an Assistant Director at the Government Accountability Office in Washington. Her presentation will cover lessons learned from GAO Reviews of Federal Agency Capital Acquisition Programs and GAO Improvement Initiative in the USA. I am sure that there will be some great lessons to learn here.

On another note, we now have more than 600 members in the Sydney Project Managers

Meet-Up group. My congratulations to both the Meet-up team and the Events team for all their hard work behind the scenes to make this portfolio a success.

For more information on Meet-Ups go to www.meetup.com for general information or www.meetup.com/Sydney-Project-Managers for information about the Sydney group. As ever, for Chapter and Breakfast events please check out the Chapter website at www.pmisydney.org and log in to register. Have a look at what's happening over the next couple of months, register and be part of the growth of project management in Sydney and New South Wales. If you haven't been to an event before, come along, see what it's all about, and invest in your own development.

Registration & Cancellation

We aim to present informative and relevant speakers at our Chapter events, so it's no surprise to know that our events can reach capacity very quickly. Members are encouraged to register for events early to avoid disappointment. At the same time, we highly appreciate a courtesy email notifying us of cancellations well ahead of the event date. Remember, you are entitled to claim 1 PDU for every PMI Sydney Chapter event that you attend. Details of how to claim your PDUs as per the new categories are on our website. ♦



Social Media – How Social Are You?

**From The Communications
Director**

Alison Evans, PMP

There's no doubt that social media has changed the way we interact with the world, and in my opinion that's a good thing. Almost everybody is involved in social media at some level, so the sheer number of people that you can interact with is huge. In the past you were limited to people that you knew in person, today you can contact people from all around the world which gives you the opportunity to learn from and share opinions with a far wider range of people.

The 24/7 existence that we live today places greater demand on us than ever before, and we need our communications to keep up with those demands. Social media give us instant

communication via text, audio, photo, and video. It's immediate and it's informative.

Social media is also a great way to network. Everybody knows that networking is critical for things like finding a job. This is why we see sites like LinkedIn that are designed specifically for networking for professional reasons. Again, the advantage is that you can network with a lot more people than you would be able to if you had to do it in person.

Above all, social networking is a lot of fun. People can and do spend hours a day on social networking sites interacting with their friends. It is a good way to stay in touch and to find out what is going on their lives. There does not have to be a useful purpose for using social media, you can use it simply because you enjoy it.

With so many people using social media in their everyday lives, it is essential that we connect with our members in a way that works for them. Some may like instant messages using email and twitter, others prefer thought-provoking discussion, blogs and articles on LinkedIn or Facebook. There is something for everyone and it is my goal to ensure that we interact with our members in a way that is meaningful and effective for them.

To help me achieve this, I am looking for a volunteer to help create and manage a Social Media Strategy for the chapter. I want a creative social media addict who has a deep understanding of social media and the know-how to set up our communications via channels such as Facebook, LinkedIn and Twitter. If this sounds like you, please apply now via the Volunteer Relationship Management System (VRMS)

<https://vrms.pmi.org/OpportunityView/OpportunityView/?Opid=2992> ◆



Creating Partnerships With Industry

**From The Partnering Director
Vikas Patole, PMP**

Partnering is a new portfolio at PMI, responsible for creating partnerships with industry bodies as well as with securing sponsorship from organisations supportive of the value that PMI brings to their employees and customers. Two incredibly talented members, Carl Hill and Puneet Grover, have been appointed as Associate Directors Partnering, to the sub-portfolios. The team is very excited to engage with like-minded industry bodies, and bring added value to PMI Sydney members. Our team is working with the Strategy sub-

committee on formulating the Partnering strategy for 2014. As expected, there is a lot of work to be done, and we welcome other chapter members who may find value in joining the Partnering Portfolio.

The team is in action and new partnerships are being explored. Our focus is to renew relationships with existing partners and sponsors. We are currently meeting new organisations and educational institutions to explore innovative options and thus provide added value to the chapter members, by introducing new prospects in networking, knowledge and further professional education.

We have commenced dialogues with various organisations to gain support for PMI Sydney and have succeeded in reaching an agreement with Curtin University for venue sponsorship. If you or your organisation is interested in becoming a sponsor or partner with PMI Sydney Chapter, please contact the Partnering Portfolio Team. ♦



Community Coaching Program

**From The Director of
Building Better Futures**

Dr. Louis Taborda

The Building Better Futures (BBF) portfolio, as its name suggests, aims to apply project management principles to build a better future for all of us. This portfolio oversees the different BBF programs including Women in Project Management, PM in High Schools and a formative University Outreach program. Over the next few months, each of the volunteers who leads the separate programs will give us an update on their efforts.

This month, **Ram Viswanathan** provides the latest news on the Community Coaching Program. The Community Coaching Program (CCP) seeks to create a positive impact on Not For Profit Organisations (NFPs) by using volunteers from the PMI-Sydney chapter to engage with organizations that might not otherwise have access to PM expertise.

Our team of dedicated and enthusiastic CCP volunteers are from a cross section of industries, and bring with them varied



experiences. They give their time and share their experiences to help NFPs improve their organisational effectiveness and efficiency so they in turn can better serve the community.

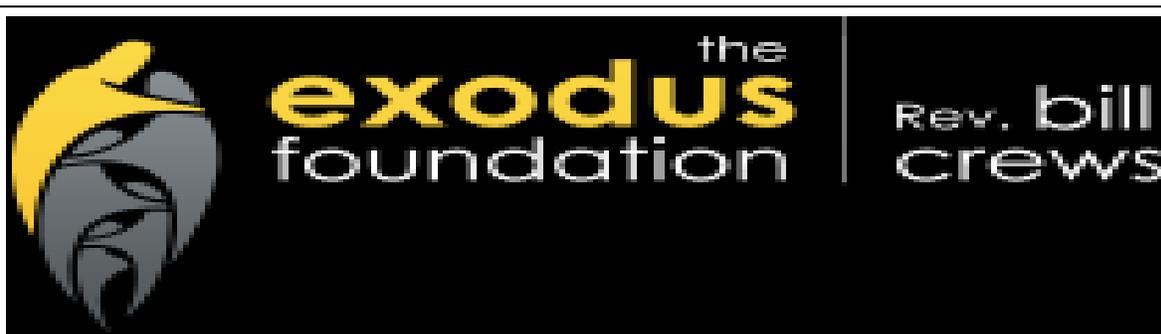
CCP volunteers are PMI members just like you, and our goal is to provide mentoring and advice that can make NFPs more efficient by:

- Encouraging PM practices so NFPs can better understand and explore how project management can assist
- Mentoring NFP leaders who can further develop and apply PM skills to their work
- Health-check existing projects and review current practices to assess NFP organisations' PM maturity

Having been a part of CCP initiatives over the last year, I have found it to be a personally rewarding experience. Unlike working in some corporate environments, there is a real appetite for the benefits that project management can provide and we have seen groups enthusiastically embrace PM practices to improve their services.

Our team has had several successful engagements with NFPs in the past year and having some exciting plans for this year. Recent assignments include:

- Chrys Bekaris mentored Sharing Stories Foundation, an organisation which supports the maintenance and strengthening of Aboriginal and Torres Strait Island cultures and languages.
- Glen Molloy collaborated with the Jack Thompson Foundation, which addresses



The partnership with PMI has been awesome. The Exodus foundation got direction on the project management process. This resulted in the successful implementation of network to serve us to serve in unique ways - Peter Valpiani, Manager Business Services



Not only does this partnership with PMI offer benefits to the NFP sector it supports the Centre's peak body activities - Tony Frew, General Manager

unemployment and housing shortage by teaching indigenous Australians to build houses out of natural resources.

- Arthur Karbala worked with the House of Welcome, the volunteering organisation that provides housing accommodation for asylum seekers.

These dedicated volunteers gave their time and transferred their knowledge to these NFPs as a way of giving back to the community. You may consider joining us and doing something that will give you the satisfaction of knowing that many others can benefit from your efforts.

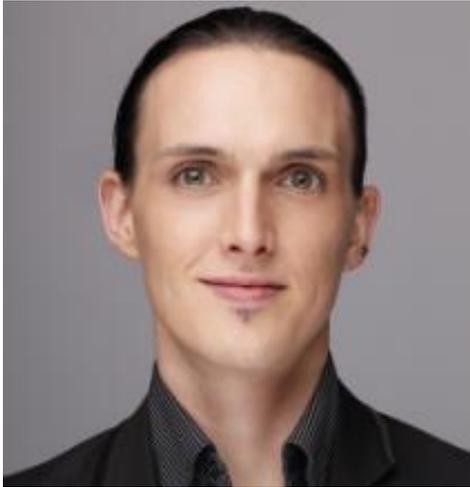
Certainly we are looking at ramping up our efforts and the effectiveness of the CCP this year. Late last year, our current president and last year's BBF Director, Julia Checchia, arranged a presentation of our vision to the Centre of Volunteer Organisation. In that session, entitled Project Management as a lifestyle and the benefits to NFPs, I, along with fellow volunteers, Steve Christolis and Hugo Ribeiro had the opportunity to deliver the PM message to representatives from over 10 volunteer organisations. Many of them were excited and have expressed their interest in using our CCP services in the very near future. A tangible outcome of that session was that the Exodus Foundation, a Sydney based NFP that combats disadvantage in its many forms by providing food, and educational, and health and wellbeing services to those who need it most, requested our support. Maryam Shahrestani took the lead in supporting their Connected Communities project and assisted by creating the project deliverables in accordance with PMBOK.

This partnership developed to the extent that Bill Crew, the founder of the Exodus Foundation, invited Julia Checchia to discuss further ideas for PMI support. Upcoming events with Exodus include introductory training on project management and a review of their Strategic Project Portfolio. In parallel, we will be working with Volunteering Australia to leverage our experiences at the Exodus Foundation and create a CCP services template that can be applied to other NFPs.

The best part is that our role will help an organization identify their projects and specify resource requirements so corporate volunteers and university students can help execute their strategic vision. The end result is that NFPs can utilize the skills and expertise offered

by volunteers, not merely using them for routine jobs. Such skills matching ensure both corporate and individual volunteers, as well as the NFPs, will have a more rewarding engagement.

We hope the above has sparked your interest in helping us in the CCP and our broader BBF outreach mission. If you would like to be involved with this exciting program, do let us know by emailing us at ccp@pmisdney.org ♦



What's Special About 2014?

From The Director of Special Projects
Adrian Pearce

In 2014, the Special Projects portfolio is focusing on creating and supporting new and emerging initiatives. Each is either a PMI Sydney Chapter first or, after a successful debut, moving to new heights this year. Let's take a moment to briefly review some exciting events we have in store for 2014.

PM Connect It's staggering just how much we take for granted these days. We can physically travel from one place to pretty much any other on the planet in one day, and we can speak to each other in real time regardless of our global location. This year marks the 100th anniversary of the first commercial flight; commuting and telecommuting internationally have only become realities relatively recently. These major achievements were all made possible by building on the knowledge of those who came before us. PM Connect introduces university students to industry leaders, laying the foundation for knowledge transfer and tomorrow's world-changing ideas. With events already planned for May and August, PMI Sydney is actively working to ensure that the art, science and benefits of Project Management are embraced by the next generation.

Project Governance and Controls Symposium Returning to Canberra on May 6-7, 2014, PGCS www.pgcsymposium.com is now the only Australasian symposium dedicated to promoting Project Performance Management and will again focus on the disciplines of project control and program, portfolio and project governance.

Have You Earned Value? End of financial year is the perfect time to brush up on your EV skills and demonstrate the value you and your project are delivering. Last presented in

2012, Kym Henderson's much talked about Earned Value course will run in Sydney over 2 weekends, Saturday the 14th and 21st of June. Tickets available soon.

National Conference Fresh off the success of last year's PMI Australia National Conference in Sydney, our Melbourne brethren are quietly concocting something amazing. Save these dates in your calendar - September 8th to September 10th - an event you won't want to miss. Don't be surprised if there's a conference-related competition coming soon too!

Doing Social Good for Fun? Suits and Scientists are rarely the first things to come to mind when thinking about having a good time and banding together to support individuals in need. This is all about to change... A fresh concept in events is coming to PMI Sydney late in 2014. You'll need a new dress for this one, but that's ok - you'll be helping people in need and having a ball as well.

In the Loop Keep your eye out for regular updates via PMI Sydney events, twitter, LinkedIn and of course through newsletters. Please contact specialprojects@pmisidney.org for any specific questions. ♦



What is Ahead for Value and Growth

From The Director Of Value and Growth

Ha Nguyen

PMI Sydney Chapter is embracing a new beginning this year ensuring we keep the operations running as well as a focus on strategy. The Value and Growth portfolio is a newly established portfolio focusing on strategic initiatives to deliver value to members and grow our membership.

I am thrilled at the opportunity to work on this exciting portfolio with 2 Associate Directors, Mohammed Mansoor and Chandra Bapat, both have extensive experience in Program and Project Management, certification and the passion to add value and serve our members.

After a brainstorming session and analysis with the team we have developed a strategy for the portfolio, identified several initiatives and developed a two-year roadmap for the Chapter. Initiatives planned for this year include Member Insights and Data, Member

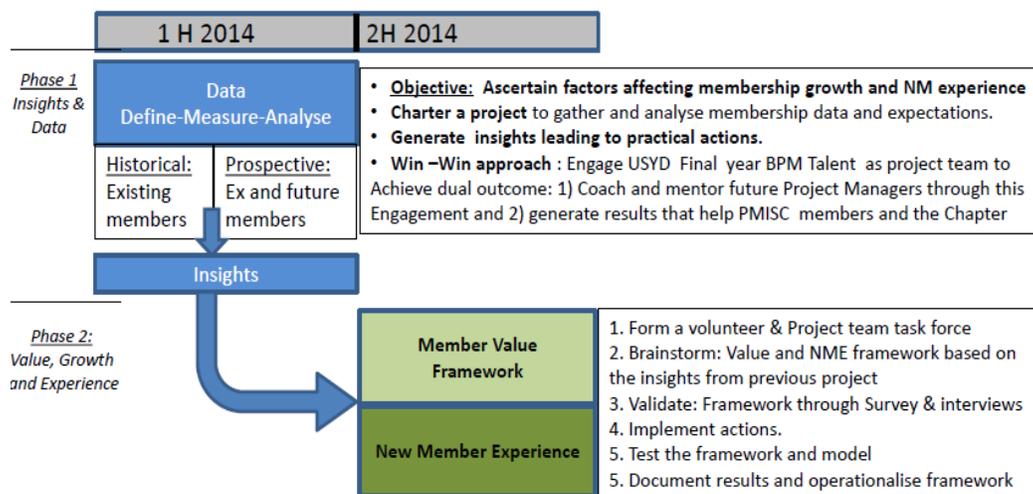
Value Framework, Member Retention, Broader Certification Class offerings, Career Development and Job Placement support. In this newsletter, we will talk about initiatives in H12014 and will cover the remaining ones later in the year.

Member Insights and Data, Member Value Framework and New Member Experience – ‘Project Capstone’

We are launching an exciting project in partnership with Sydney University that will provide a unique learning opportunity to students, deliver insights and results and at the same time, benefiting project team members, PMI SC members and the PMI Sydney chapter – It is the “Win-Win-Win” opportunity!

The project outcomes will be delivered in two phases:

By the end of the first phase of the project, the team will deliver insights on membership base and growth opportunities plus Value stream mapping from members’ perspective. In the second and concluding phase, the project team will use the results from first phase



and develop a member value framework and a ‘welcome program’ for new members.

Broader certification training offerings

To complement the popular CAPM/PMP preparation workshops offered by our Chapter, we are planning to pilot preparation classes for Program Management Professional - PgMP and Agile Certified Practitioners, PMI ACP, as they are the certifications of the future, assisting members in career growth and knowledge enhancement. Content is being developed and we are planning to conduct these pilot workshops in Q3.

We have also started to explore Virtual CAPM/PMP preparation class offerings, leveraging the NZ Chapter experience to reach out to regional members across NSW. An exciting year ahead for the Value and Growth portfolio! Watch this space. If you are interested in participating in any of these initiatives, we would like to hear from you. Please email us at valueandgrowth@pmisidney.org. ♦



PfMP

Credentials

Pilot Participant For Portfolio Management Professional Credentials

Mohammed Mansoor – PgMP, PMP, RMP, SP, ITILV3

Portfolio Management Professional (PfMP) is the latest certification offering from the PMI Stable. The PfMP pilot phase started on 20 December 2013 and ended on 28 February 2014 including more than twenty global participants. The results of the pilot phase are expected by the second quarter of 2014.

What is a portfolio?

A portfolio is a collection of programs, projects and/or operations managed as a group. The components of a portfolio may not necessarily be interdependent or even related, but they are managed together as a group to achieve strategic objectives.

What is portfolio management?

Portfolio management is the centralised management of one or more portfolios, which includes identifying, prioritizing, authorizing, managing, and controlling projects, programs

	Contributions to organizational goals
Project Management	Develops and implements plans to achieve a specific scope that is driven by the objectives of its program and, ultimately, organizational strategy. It is largely concerned with achieving specific deliverables that support specific organizational objectives.
Program Management	Harmonizes its project and program components, and manages their interdependencies in order to realize specified benefits. It focuses on achieving the cost, schedule and performance objectives of the projects within the program or portfolio.
Portfolio Management	Aligns with organizational strategies by selecting the right programs or projects, prioritizing the work, and providing the needed resources. It balances conflicting demands between programs and projects , allocates resources based on organizational priorities and capacity, and manages so as to achieve the benefits identified.

and other related work to achieve specific strategic business objectives.

How does portfolio management differ from project management and program management?

Portfolio, program and project management are all aligned and driven by organisational strategies. However, each one contributes differently to the achievement of strategic goals.

Why is portfolio management important?

Portfolio management supports the organisation's strategic goals and, ultimately, its bottom line. Portfolio management is critical to organizing and prioritizing projects and programs and ensuring that the appropriate financial support is being allocated in support of those goals.

What is the role of the portfolio manager?

The Portfolio Manager is responsible for monitoring and managing assigned portfolios by:

- Establishing and guiding the selection, prioritization, balancing, and termination processes for portfolio components to ensure alignment with organisational strategy.
- Providing key stakeholders with timely assessment of portfolio and component performance.
- Assisting decision makers with the review, re-prioritization, and optimization of the portfolio.
- Ensuring timely and consistent communication to stakeholders on progress, impacts, and changes associated with management of the portfolio.
- Participating in program and project reviews to reflect senior level support, leadership, and involvement in important matters.

How does the PfMP credential differ from PgMP credential?

PfMP SM credential	PgMP [®] credential
recognizes the advanced experience and skills of portfolio managers, and their proven abilities to coordinate the management of one or more portfolios to achieve organizational strategies and objectives	recognizes an individual's competency to oversee multiple, related projects and their resources to achieve strategic business objectives

How does the PfMP credential differ from the PMP credential?

PfMP SM credential	PMP [®] credential
recognizes the advanced experience and skills of portfolio managers, and their proven abilities to coordinate the management of one or more portfolios to achieve organizational strategies and objectives	recognizes demonstrated competence in leading and directing project teams

Who should apply for the PfMP credential?

Practitioners who use portfolio management and are looking to validate their knowledge, skills, and experience. **Project portfolio managers** with four to seven years of portfolio management experience and a minimum of eight years of professional business experience



PROJECT PORTFOLIO MANAGEMENT ESSENTIALS



Online Course
Members Special \$115
Valid till 30 Apr 14

- **FREE** templates and models
- **Lifetime** access to 25 lectures
- 10 hours of **Masters level** content
- **Amazing Value** \$\$\$

<http://goo.gl/AT4YBA>

ENROLL NOW

- Understand the business drivers of PPM
- Optimise ROI using advanced valuation & prioritisation techniques
- Define and apply a sequencing logic in order to schedule projects
- Apply techniques for managing portfolio risks and benefits
- Understand the essentials of good portfolio governance
- Gain insight into the market for PPM tools
- Reviewed and recommended by the UTS MBITM Community



Mr Bryan Fenech, MBus LLB BA (Lecturer - UTS, PPM Expert)

THE CRITICAL PATH

Published bi-monthly by the PMI Sydney Chapter and is distributed to approx. 3,000 people.

A limited number of advertising pages are accepted in each issue.

Visit our website or download the 2014 Media Kit for further information on The Critical Path - Publication & Content Dates for 2014.

Membership Stats March/April 2014

Total Members	1612
PMP Members	816
CAPM Members	44
PgMP Members	3
PMI-SP	4
PMI-RMP	6
PMI-ACP	9



Mindfulness In Managing Risk

Risk Doctor Briefing

Dr David Hillson FIRM,
HonFAPM, PMI Fellow

Mindfulness has its roots in Eastern religion, although it is also used therapeutically to treat a variety of psychological conditions (including anxiety, depression and stress), as well as in coaching to encourage excellence in healthy people. Used properly, mindfulness can also make our risk management more effective. Being mindful means bringing your complete attention to your current experience on a moment-to-moment basis, being aware of everything in your surroundings, acknowledging what is there and accepting it as valid. So how can this help us to manage risk better?

Mindfulness can be particularly useful in improving our identification of risks, by making us more aware of the full range of potential risk sources. These include:

Ourselves – we are often blind to the risks that we bring with us to our businesses and projects. Being self-aware will help us to identify those actions and attitudes that create uncertainty, as well as exposing risky biases and behaviours. Similarly mindfulness can help us find internally generated risks that arise from within our own teams and organisations, as a result of policies and practices as well as ethos and culture.

Others – it is important to be aware of the people we are working with, understanding their motivations and moods, ambitions and attitudes. Every business or project has a large number of different stakeholders who can either generate risk or help us to address it. We need to know who is in our stakeholder network and understand how they might affect what we are trying to achieve.

Environment – many risks arise from the situation in which we are operating. This includes our physical surroundings as well as less tangible elements of the context. What do you see and hear around you? And what do you sense or feel? Which of these things create uncertainty?

Carefully considering these risk sources will also help us to spot hidden risks that may lie beneath the surface. Some risks are implicit or tacit while others are more obvious. It is too easy to focus on the risks that are easy to see, and forget to look more closely to expose the ones that are less evident. A mindful approach will see things that otherwise would be missed, and help us to pick out the important risks from the insignificant ones.

If mindfulness is so useful, how can we develop it in order to strengthen our approach to risk management? The most obvious way is to practise it intentionally, seeking to be more aware of ourselves, our stakeholders and our surroundings, and consciously looking for hidden aspects as well as those that are more obvious. But, it is easy to forget to pay attention, especially when we are under pressure to perform, or if time is short.

A helpful tip is to use “mindfulness triggers” to remind us to step out of our routine behaviour, and to stop and think. One simple way is to stick a post-it note to your bathroom mirror or computer screen with a short message to yourself to be more aware as you go through the day. Another approach is to link ordinary actions with remembering to be deliberately mindful, such as opening a particular door, or entering a meeting room, or getting into an elevator. Every time we do the trigger action it prompts us to pause and think about our internal and external environments, paying closer attention to what is going on. Too much of what we do in our personal and professional lives is automatic and unthinking. Unfortunately this means that we often miss important risks, and fail to see them as we get on with our daily routine. Practising mindfulness can help us to break out of our usual habits. As we do so we will be able to see risk more clearly and manage it more effectively. ♦



How To Become PMI-ACP Certified Even After A Disappointing Class

Cornelius Fichtner, PMP, CSM
**Making the PMBOK® Guide
fun**

Even if your classroom experience is disappointing, you can still go on to pass your PMI exam. Felix Rodgers, PMI-ACP, is one successful candidate who had a less than satisfactory experience in his training course. “It was really interesting stuff,” he said, in an interview with Cornelius Fichtner, PMP, CSM, host of The Project Management Podcast, “even though the actual study guide we used in class wasn’t up to par.”

Luckily, Felix had a good trainer who helped address some of the problems with the course materials. “He jumped in with stories of some of his work experience in large companies and explained some of the projects he worked on. I also learned that my trainer was later hired to update the study guide for the training company and it’s much

improved now,” said Felix. Despite the poor experience of the course, Felix felt ready to take the exam straight afterwards, but ended up waiting about a year due to work and personal commitments. However, he would recommend others to take the exam as soon as they can.

“I also wish I’d have given myself a little more time to go over all of the different concepts that may be on the test,” Felix said. “The totality of my experience had been with Scrum, one of the frameworks for Agile that’s part of the test. I felt very comfortable with that, but I was very weak with Lean and XP and they were the things that going in, I knew I didn’t have a lot of experience with.”

Felix bought some books and did some reading, and sure enough, the first few practice exam questions that he took were about Lean. “As you look at those questions, you start to worry: Am I going to have issues with this?” But as his studies progressed, Felix felt more confident. “I can’t stress that enough to people that you have to take practice exams,” he said. “The more testing that you do, the more prepared you’ll be.”

After the classroom course, and his break from studying, Felix spent two or three months reviewing for the exam. Everything in his study plan led towards his scheduled exam date. He studied for a couple of hours on weekdays and longer on weekends, which is when he took his practice exams. He even considered taking another classroom course, but due to the investment, decided to give self-directed study a chance first.

He used Andy Crowe’s study book *The PMI-ACP Exam: How To Pass On Your First Try*. “It’s a really good book,” he said. “I went through it about three times and it has really good test exams in the back. What was interesting about these questions is that when I actually took the test, I wasn’t too far off as far as what I saw in the actual exam.” The realistic questions helped Felix prepare. “It’ll ask a question but it’ll just twist just a little bit,” he said. “It kind of makes you take a second, a third and a fourth look at that question.”

Felix also found the focus on the 12 principles in the Agile Manifesto and the Scrum guide very useful. “If you’re solid with your principles, you always refer back to that,” he said. “If you’re in doubt when answering a question, always rely on what the actual Agile principles say. I did that for more than a few questions.”

On the exam day, Felix was a little late to the test centre as he hadn’t worked out exactly where it was. He was able to enter the room without problems and noticed that there were cameras taping the exam and the candidates. “I went through the tutorial just to understand the system,” he said. This was valuable as the majority of Felix’s test questions had been in books. “They walk you through the process of how to mark things, how to go back and once you’re done with everything, you can click to finish. It’s a quick tutorial.”

During the exam, Felix found that his practical experience of managing projects using Scrum for 8 years was valuable, and he was confident with those questions. However, the

majority of questions he marked for review were about Lean or XP. He finished in about 2 hours, but thought that was too quick. “Am I going out at a good pace? Am I too slow? Am I too fast? You’ve got to try to pace yourself to make sure that you get everything answered and also that you provide yourself with enough time to go back and review the ones that you had some questions about.”

“The bulk of the questions were somewhere between the hard and medium category,” Felix said. Once he had finished the exam, Felix completed the feedback survey and received his results. He had passed! He received his score report, which was stamped in the bottom corner and then he was able to use PMI-ACP after his name.

As soon as he got in the car he posted his results in Facebook, and then started thinking about the next credential he could take, the Risk Management Professional exam. He sees instant applicable value for these courses in the real world. “In the work that I do now for a defence contractor, we’re trying to include Agile into the military and government culture,” he said. “They’re willing to try these types of techniques. I love the challenge of trying to apply things that I know work very well in the commercial world to a world that, let’s be honest, is not usually known for quick iterative releases.”

Overall, Felix felt that his study plan combined with practice exams and real world experience helped him prepare, despite his poor classroom course. “It is really important to get a good teacher along with good content,” he said. The Agile PrepCast would have been great for him. “For me it meant a lot of studying but I am so excited to have it and be able to use these kinds of skills and techniques in my current job and in the other future endeavours.” ♦



Ask Cornelius

Question: How do I prove that I read a book when claiming PDUs?

Answer: It’s simple: Keep notes

Reading a book on project management will earn you Professional Development Units that fall into “Category C - Self Directed Learning”. In this category you can earn a maximum of 30 PDUs for every renewal cycle. Because these PDUs are “self directed” it means that they are also “self reported” by you. PMI says that in terms of documentation you will need to provide the following in case you get audited:

“Evidence supporting your reported learning project, including notes from and dates of discussions or readings.” So, at a minimum, keep a piece of paper with the book that you use as a handwritten log. And, each time you read another chapter simply track the date of reading and which chapters/pages you read. I usually also make a note of every important new concept that I have learned. That gives it a bit more ‘weight’ and it also serves as a memory aid. ♦



Stakeholder Management

Moving from **emotional** to **effective** engagement

Course Overview

Snakes evoke instinctive fear; our fight or flight responses are activated, emotions take over and rational thought falls away.

The same response can be triggered **when dealing with difficult stakeholders or sensitive situations**. Emotions well up and inhibit effective engagement. Already complex problems spiral down into the pit of ego and self-interest. Solutions which might have been easily identified and actioned vanish in the grip of recriminations and bitterness.

Yet it is at precisely these times that we need to stay calm and focused.

Thu 8th May 2014 from 9:00 am to 4:30 pm
Fri, 9th May 2014 from 9:00 am to 4:30 pm

at Cliftons, Level 13,
60 Margaret Street, Sydney

PDU Hours: 14 Provider No: 2094

Course Objectives

Review a practical framework for assessing and managing stakeholder impact and risk on a project
Assess the characteristics and communication strengths and limitations of key stakeholders
Recognise and understand the triggers that evoke emotional responses and challenging behaviours
Discover innovative techniques to handle difficult stakeholders
Learn correct techniques for treating the victims of stakeholder activity
Analyse and evaluate alternative strategies to gain stakeholder support and commitment
Create and apply a practical stakeholder engagement plan

With the *PMBOK Guide*® 5th edition (2013) now identifying Stakeholder Management as a separate Knowledge Area, this is a perfect time to review our understanding of dealing with them – and particularly with those who represent a perceived threat to our project or our well-being.

Bonus: Come face to face with a python – confront and conquer fear.

So how do we keep a level head in the face of perceived danger?

It begins with **understanding**. Understanding the other party. Understanding the situation. Understanding our own contribution to the issue at hand. It requires **effort**, a rewiring of the brain to replace instinctive reaction with effective responses. It combines knowledge with action.

This practical, hands-on seminar, which forms part of PMI's SeminarsWorld program, tackles the tenth Knowledge Area in a unique and innovative manner, presenting Australia's most venomous snakes as an analogy for how we can gain control of our emotions and effectively assess and engage with even the most challenging stakeholders we're likely to encounter. Join snake expert Craig Adams and project leadership educator Jürgen Oschadleus as they help you face your fears, increase your understanding and develop new strategies to deal with snakes – and with people.

Cost: PMI Sydney Chapter Members \$767.25 (50% discount). Non Members \$1534.50. (all prices are inclusive of GST)

<http://www.pmisydney.org/index.php/component/content/article/543>

Intensive PMP® Exam / CAPM® 5th Edition Exam Preparation



PDUs: This course covers the full requirement for 35-hours of contact education required to obtain PMP/CAPM certification

This is a 4-day course spread over 2 separate weekends

Registrations are open until the Wednesday before the course or when participant capacity of 18 is reached.

This comprehensive 4-day course will cover the ten knowledge areas and five process groups and the Professional and Social Responsibility domain covered in the *PMBOK® Guide 5th Edition*.

In addition, the workshop will offer over 500 practice questions, and practical exercises in class, plus over 800 extra questions through online exam simulation web access. The participants are guided through on key concepts, terms and, principles necessary for successfully passing the PMP® and CAPM® exam to gain insightful knowledge.

Facilitator

Gina Davidovic, PMP, PgMP is the President of Bay3000 Corporate Education, an international and respected PMI Global Charter Registered Education Provider since 1999. Gina's role includes working with clients to design customized solutions to their staff training and development needs, and delivering superior training programs for many industry sectors including: Mining, Technology, Manufacturing, and Construction. Gina is one of few individuals worldwide who holds all the PMI Credentials including: PMP®, PgMP®, RMP®, and PMI-SP®, and PMI-ACP®

<http://www.pmisydney.org/index.php/component/content/article/503>

When:

Saturday 3rd May 2014 & Sunday 4th May 2014
AND

Saturday 17th May 2014 & Sunday 18th May 2014

Cost: PMI Sydney Chapter Members \$880 (50% discount), Non-members \$1760

Course logistics, registration and other enquiries educationteam@pmisydney.org
Course content: gina.davidovic@bay3000.com.au



Board Members

PMI SYDNEY CHAPTER

President	<u>Julia Checchia PMP</u>
Vice President	<u>Maja Kowalski PMP</u>
Immediate Past President	<u>Amany Nuseibeh PMP</u>
Secretary	<u>Chris McLoon PMP</u>
Treasurer	<u>Jordan Vamvakidis PMP</u>
Director: Strategy	<u>Philip Reid PMP</u>
Director: Brand	<u>David Stead</u>
Director: Value and Growth	<u>Ha Nguyen, B Sc (Hons), M Sc</u>
Director: Partnering	<u>Vikas Patole PMP</u>
Director: Events	<u>Malcolm McFarlane</u>
Director: Professional Development	<u>Benjamin Howell PMP</u>
Director: Membership & Volunteers	<u>Paul Barnes PMP</u>
Director: Special Projects	<u>Adrian Pearce</u>
Director: Communications & Marketing	<u>Alison Evans PMP</u>
Director: Building Better Futures	<u>Dr Louis Taborda</u>

Whom to Contact

PMI Membership: General Enquiries, New applications,

Group Billing Membership, Renewals

[PMI Asia Pacific Service Centre](#)

Certification: General Enquiries, PDUs, Renewals, etc
Other global services

Joining or Renewing Sydney Chapter Membership
Any Sydney Chapter Membership enquiries

membership@pmisydney.org

Contributions to the Newsletter
Advertising in the Newsletter, e-blasts, website
General communications questions
Requests for media interviews

communications@pmisydney.org

PMP or other Certifications Preparation
PMP/CAPM preparation for your company
Maintaining your Credential

training@pmisydney.org

Chapter Classes, Short Courses
Issues with registering for chapter class/short course
Registering PDU's for chapter classes and events

educationteam@pmisydney.org

REP enquiries

repcoordinator@pmisydney.org

Getting your organisation involved with PMI Sydney
Sponsorship enquiries

marketing@pmisydney.org

Being a speaker at an event
Information about chapter events
Problems registering for a chapter event
Hosting an event at your organisation
Sponsoring an event

events@pmisydney.org

Women In Project Management Events

wipmevents@pmisydney.org

Mentoring program

I want to be a Mentor

mentor@pmisydney.org

I'm looking for a Mentor

Schools program

Community programs

buildingbetterfutures@pmisydney.org

Women in Project Management (general queries)

Volunteering with the PMI Sydney Chapter

ad2volunteers@pmisydney.org

Board operations

Chapter governance

vicepresident@pmisydney.org

Board elections

secretary@pmisydney.org

To Contact the President of the Chapter

president@pmisydney.org

2013 PMI National Conference –Australia

pmiaus@team.pmi.org.au



Website Advertising

Check out the [2014 Media Kit](#) package options and rates.

Contact communications@pmisydney.org for bookings.



This Newsletter is published by the Editorial Team of the Communications Portfolio on behalf of the Project Management Institute Sydney Australia Chapter.

We welcome articles, interviews excerpts; general information and other contributions to enhance project management knowledge and understanding of our chapter members. Please send these to the Communications Director (communications@pmisydney.org).