The Critical Path

December 2015 + Volume 6 Issue 6

PMI Project Management Institute

500 CLUB MEMBERSHIP

2015

Dear Santa...

- Past President's Report
- Incoming President's Report
- Notes from Directors
and more...

PMI

SYDNEY, AUSTRALIA CHAPTER

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SYDNEY, AUSTRALIA CHAPTER

In this
ISSUE

December 2015
Volume 6 Issue 6

Editorial Team

Ashish Tilara
Interim Communications Director

David Wang
Content Manager

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President Report 2015 - Julia Checchia

Since 1997, PMISC has delivered great initiatives to support project management best practices and connecting like-minded talented professionals and academics to remain ahead of the curve.

One of the biggest strengths of the PMI Sydney Chapter is to ensure currency and relevance in the business environment through a sustainable model of transparency and adaptation and in 2015 we continued to live up to the Chapter's mission of being a hub of knowledge, opportunities and connections. The Chapter continued to demonstrate value to our memebers by:

1. **Engaging membership**
- Our membership base remained stable around 1,500 members throughout the year with a fluctuation of 10% and the Chapter won the Asia Pacific PMI Membership Award with a retention rate growth of 6.31% compared to any other chapter in Asia Pacific in 2014. You may ask yourself, "what does it mean to me?". Maintaining a healthy membership base provides the industry with a strong message that the chapter is a hub for knowledge and connection and those who associate with the chapter are avid learners and committed to their professional development.
- We signed our first corporate membership with Telstra and supported Telstra, Australia wide, to uplift their project management capability by supporting internal study groups or providing mentorship around certification.
- Delivered at least 10 events and supported over 20 meet-ups.
- Delivered over 10 professional development courses ensuring that courses were classified in the new Talent Management triangle of leadership, technical and business capabilities.
- Brought in new certifications in order to keep up with the membership needs and professional development journey. New certifications include Prep Classes for the PgMP &, PMI-ACP, and new intensive courses for the PMI-ACP & PMI-PBA.
- Re-launched the PMI Sydney Chapter Mentoring program.
- Continued to have an active role with the Toast Masters Community.

2. **Collaborative Partner Relationships**
- Grew our sponsorship base by acquiring 5 new sponsors and retaining 80% of our previous sponsors.
- Increased interactions and communications with partners.
- Developing strategic plans to further strengthen partnerships over the coming years.

3. **Professional Connector**
- Increased connection with University of Sydney, Curtin University and University of Technology Sydney with mentoring and event programs.
- Development of an academic strategic plan and agreed to support the Project Management Of The Year Award with UTS.
- Supported the Metrics conference in Canberra.
- Continued to support collaboration amongst the 6 Australian Chapters by supporting the national conference held 2015 in Queensland and the upcoming 2016 PMI national conference in Adelaide.
- Continued to develop board members as leaders by subsidising their attendance to PMI Regional (R10) meetings and Global Leadership meetings (LIM).
- Continued to promote project manage to the community through the NSW Volunteering Organisation and Exodus Foundation.
- Through events, professional development activities, community events, newsletters and website, we connected universities, communities, professionals, schools, mentors, mentees and organisations.

4. Recognised industry leader

- Invited to be a supporter to CEO forums such as the ICG CEO Conference held in Sydney in November 2015.
- Invited to be a supporter at an industry event where Dr Joe Hamaker, from Nasa addressed the audience on topics related to estimation.

5. Effective and efficient use of chapter resources

- Kept nearly 3 times our membership dues as reserves and have been diligent to manage our finances and chapter resources.
- Developed a strategic roadmap and implemented a number of initiatives outlined in the strategy.
- Continued to maintain a healthy volunteering base.

In summary, the chapter continued to deliver passion, innovation and creativity.

Nevertheless, all of our achievements were only possible because of our members, partners, presenters, volunteers and sponsors who have entrusted us to work alongside them to create a collaborative success.

As proud as I am of 2015, I am equally excited about our future, the pathway ahead for the PMI Sydney Chapter. This is my last year as the President of this amazing organisation. It has been a great journey, one of which I look back with a sense of pride. I have been on the PMI Sydney Chapter Board since 2006 and can express with certainty that my life has been more exciting for it. I have met unbelievably good professionals and made quite a few friends. I wish the Chapter a lot of success. As I will be still serving as the PMI Sydney Chapter Immediate Past President in 2016, I would like to say farewell and wish a world of success, to the following 2014-2015 board directors:

- Chris McLoon – 2014-2015 Secretary
- Adrian Pearce –2014-2015 Special Projects Director
- Allison Evans – 2014-2015 Communications Director
- Ashish Tilara – 2015 Interim Communications Director
- Phil Reid – 2014-2015 Strategy and Events Director

I would like to thank them for their contribution in 2015 to ensure the Chapter continued to meet strategic objectives. I want to wish the 2015-2016 board of directors and specially Benjamin Howell, the PMI Sydney Chapter President all the very best in their upcoming journey.

I would also like to share a special thanks for the tremendous contribution of the following volunteers :

- Amany Nuseibh, Angella Chellas and Peter O'Driscoll for their contribution to the 2016-2017 PMI Sydney Chapter Board election
- Ashish Tilara, Interim Communications Director
- Michelle Fitzgerald, Building Better Futures AD
- Vivek Prasad, Secretary AD
- Marie-Helene Clopin, Vice President AD
- Maurya Rieder, Events AD
- Mohammed Mansoor, Membership and Volunteering AD
- Puneet Gover, Marketing AD
- Rajesh Kotak, Marketing AD
- Megha Kanth, Communications AD
- Glen Miller, Professional Development AD
- Marcel de Ma, Academic Outreach AD
- Naven Kumar, Professional Outreach AD

I do believe that PMI Sydney Chapter board will be making the 'magic' happen. I wish you all a fabulous Christmas and a fantastic 2016. Keep in touch.

2016 PMI Sydney Incoming President's Report

Benjamin Howell

It's an honour and privilege to be the incoming President of PMI Sydney Chapter. I am excited about the opportunity ahead, and look forward to collaborating with the new Board, stakeholders and of course our fantastic members & volunteers.

Congratulations to those newly elected to the Board. I am sure that you, like me, will have a deeply rewarding experience through the things we do together and the people you meet.

My thanks to those Directors completing their tenure on the Board. On behalf of the Chapter I thank you for your energy and commitment to serve our members, and we look forward to your continued involvement in the Chapter.

I'd very much like to pay homage to the human dynamo that is our Immediate Past President Julia Checchia. Anyone who has met Julia knows that she has an infectious energy and presence that never fails to put a smile on your face, as well as a great love and passion for PMI, the Chapter, its members, and the profession in general. Her dedicated service and commitment has been huge and so on behalf of PMI Sydney Chapter...a MASSIVE THANK YOU!

Over the next two years our focus will be:

- Focus on Attraction & Retention of members.

- Be clear in what we do, and what we don't do through understanding and building upon our capabilities. It's more effective to do a few things really well, instead of trying to do too much and doing them sub-optimally. That's basic program management ☺

- Ensuring that we deliver opportunities for you to grow professionally and personally, and to obtain PDU's in all areas of the '*PMI Talent Triangle*' in effect from 1 December 2015. In order to do that we have to recognise our member demographics and deliver services targeted to each segment.

- Re-establishing regular monthly PMI events, increasing your opportunities to find out more about what's happening, meet with the Board and other volunteers to promote further collaboration, and increase your networking opportunities.

- Effective collaboration with other Chapters to identify and promote best practices and services.

- Promotion of the PMI Brand and the PMI Sydney Chapter to corporates, other associations, educational institutions and other key stakeholders across NSW.

The 2016 Board and I look forward to working for you in the ongoing development of the Chapter and our profession. I wish you a safe, happy, and prosperous Christmas and New Year, and look forward to catching up with you throughout the coming year.

From the Professional Development Director
Benjamin Howell

Wow it is December already! Where has 2015 gone?

Recent changes to PMI's Continuing Certification Requirements (CCR) is the particular focus of this article (i.e. new categorisation of PDU's), however I'd like to address some other areas of the portfolio as well.

Certification Update

CCR Changes

On December 1 2015 a major change occurred regarding how we accrue PDU's for all PMI certifications. Whilst the overall framework of the CCR program remains the same (i.e. you will continue to earn PDUs in the categories of Education and Giving Back), what's DIFFERENT is HOW PDUs in those categories are classified.

For those who currently have PDU's in their existing certification cycle as you will need to allocate / ensure PDU's are in the correct category in accordance with the PMI Talent Triangle.

For 'Education':

- 60% of PDUs are now required in this category to place more emphasis on developing employer-demanded skills.
- Education PDUs are aligned with the PMI Talent Triangle.
- A minimum number of PDUs must be earned in Technical Project Management, Leadership, and Strategic & Business Management categories.

For 'Giving Back':

- The maximum number of total PDUs to be earned in this category has decreased.
- Activities remain the same: 'Volunteering', 'Creating Knowledge' and 'Working as a Professional'.
- The total number of PDUs to be earned in 'Working as a Professional' has decreased.

The TOTAL number of PDUs required to maintain an active certification status have NOT changed:

- PMP, PgMP, PfMP and PMI-PBA require 60 PDUs to renew.
- PMI-ACP, PMI-RMP and PMI–SP require 30 PDUs to renew.

For each part of 'The PMI Talent Triangle', PDU's can be accrued in the following areas:

- **Technical Project Management** - Knowledge, skills and behaviours related to specific domains of Project, Program and Portfolio Management.
- **Leadership** - Knowledge, skills and behaviours specific to leadership-oriented, cross-cutting skills that help an organization achieve its business goals.
- **Strategic and Business Management** - Knowledge of and expertise in the industry or organization that enhances performance and better delivers business outcomes.

Continuing Certification Requirements (CCR) Changes can be found at: http://www.pmi.org/certification/ccr-updates-pra.aspx

There are lots of details that you can obtain via the link above, and additionally FAQ's and webinars to explain the changes. I'd strongly encourage you to become familiar with this content.

PMP Exam Changes

The PMP exam update has moved to 11 January 2016 to allow all stakeholders adequate time to prepare for this change. The five domains of practice for the PMP remain the same but the tasks within each domain have been modified, added, or removed:

An overview of these changes can be found at:

http://www.pmi.org/certification/exam-changes/pmp.aspx

PMISC Certification Team

We are still looking for volunteers in updating the material and formats of our certification classes, as well as identifying suitable persons to deliver training so if you are a certified CAPM/PMP®, PMI-ACP®, PMI-PBA®, or PgMP® and would like to assist please contact German Guzman (Associate Director, Certification) via CertificationAD@pmisydney.org.

Mentoring Update

We will shortly be asking all those that wish to participate in Mentoring early next year as either as a Mentor / Mentee / both to enrol by completing an application form.

Session / Intake 1 for 2016 will commence immediately following the kick-off which is scheduled for Saturday 27th February. Expect to see an eBlast on this soon, and we welcome your active involvement!

The program is free to PMI Sydney Chapter members as an added benefit of your membership.

We especially require experienced and qualified Mentors as the number of Mentees that we can take on is dependent upon having enough Mentors to service demand. We would particularly like to hear from you if you have financial experience, or project experience in industries other than IT (though IT people we want you as well). Please consider what you can do to contribute to your Chapter and to develop the next generation of project professionals.

If you have any queries please contact Ram Viswanathan (Associate Director, Mentoring) via MentoringAD@pmisydney.org.

Education Update

Thank you to all of you who have completed the recent Education Team Survey. We have had some great feedback to date which we are taking on-board to ensure that we deliver courses for you to ensure that they are topical, relevant, and more importantly useful in both your ongoing professional development and career – particularly with the CCR changes (mentioned above). Summary to-date feedback so far is:

You want more courses around Stakeholder and Change Management, as well as Business Case writing / development

That you want the majority of courses in the City or North Sydney, but you are also open to online delivery as well.

Preferred class size is 7 – 10 people.

That you favor interactive workshops over lectures.

That your objectives in descending order are gain skills, networking, and PDU's.

That the majority of members responding had NOT been to a course in the past 2 years mainly due to cost or you being too busy.

That you prefer weeknight over weekend courses.

That you want courses of varying durations i.e. you do not necessary want to spend 8 hours on a Saturday doing a course only.

That the majority would recommend PMISC courses too others

Once the survey period is complete we will be drawing one contributor / responder out of a hat who will receive a free spot on a course next year.

Summary

On a final note I'd like to wish you all a happy, healthy, and safe Christmas and a prosperous 2015. In particular, I'd like to thank all of you that have participated in an Education or Certification course this year, as well as those that have participated in our re-launched Mentoring program. To all of the volunteers in the Professional Development portfolio, a very big thank you for all of your hard work this year and making my job a much easier and happy one!

Happy cat herding!

North American Leadership Institute Meeting (NA LIM) Report
Benjamin Howell

I was PMI Sydney Chapter's representative at the North American Leadership Institute Meeting (NA LIM) between October 8th and 10th, 2015. The NA LIM occurs annually at a different location in North America and this time was held at Disney's Coronado Springs Resort in Orlando, Florida USA. As anyone who has experienced a LIM before can attest, it was a jam packed 3 days of networking and learning and I absorbed a great deal and have come back to Sydney with a plethora of ideas gained from sharing with my fellow PMI colleagues across the globe how they do things in their Chapter, and what works well versus what does not.

This year's NA LIM was attended by 1012 Volunteer Leaders, representing 223 Chapters, and 57 potential Chapters.

The LIM kicked off with Captain Chelsey B (Sully) Sullenberger, who you will recall is the pilot who successfully managed to crash land in the Hudson River without the loss of a single passenger. He spoke on the topic of "Preparing for Excellence: Leading Your Team to Success". Two things struck me the most during Captain Sully's speech:

- Whilst he got and continues to get all of the attention, he continually emphasised that it was the collective efforts of the crew that got them through that day.
- That communication and common language are paramount during an emergency / time of stress. For example, he stated several times that he used the word "Unable" instead of "No" or some variation on that fateful day as flight crews and stakeholders know the word "Unable" means I cannot under any circumstances agree with / do what you are telling me. This removes the ambiguity in their vocabulary which obviously has parallels to projects.

Steve Del Grasso (Chair of the PMI Board of Directors) and Mark Langley (PMI President & CEO) discussed the 'Essential Connection between Strategy and Volunteer Leadership at PMI, and just as they did at the Asia-Pacific LIM earlier this year in Bali, they emphasised Michael Porter who says that we need to compete to be UNIQUE, and that the worst error in strategy is to compete with rivals on the same dimensions. They also reaffirmed that from 2011 until today, PMI's strategic priorities are:

- Make Membership a Strategic Priority
- Organisational Market Strategy / All Markets
- Focus on tipping points
- Volunteer Service Excellence
- Technology as a Competitive Advantage
- Transforming How We Serve
- (added 2012) Excellence in Thought Leadership

The focus of the sessions I attended on behalf of the Chapter in breakout sessions were around *member attraction and retention*, and CCR Changes (please see my Professional Development article for further information on this) i.e. the PMI Talent Triangle. There was a general focus from PMI however in terms of strategy execution and benefits realisation.

Key takeaways regarding 'Attraction';

- Don't recruit individual members at a time, but rather companies and groups at a time.
- Pick up the phone and talk to people. Need to call members and potential members and speak with them (as well as speaking with them in person).
- Co-branded events with other industries / Individual Chapter Meeting Sponsored by someone different each

time which gets the PMI brand out there and opens opportunities for access to new members.

- That Chapter officers and volunteers need to know and be consistent in their Elevator Speech when talking about the Chapter.
- To target outside of IT use other groups – target other industry Associations that do projects.
- Mentoring of not-for-profits opens the door for attracting new members.

Key takeaways regarding 'Retention':

Dinner Meetings. Before dinner spend 30-45 minutes to do a PMI and Chapter Orientation i.e. have Directors on hand so new and existing members can get a general overview on what's happening, as well as ask specific questions of a Director/s.

New member welcome – letter from the President.

Social stuff e.g. picnics.

Do a raffle (free) for a future dinner or event.

Have photos of Board members there so members know what they look like to ask them questions.

Ensure you reward your volunteers e.g. Volunteer appreciation night

Key takeaways regarding communicating with members:

- E-mail works, but tailor / personalise it (e.g. just PMP's, students, etc.). Additionally, be cognisant not to spam them.
- LinkedIn and other social media tools have been found not to be as effective, and to make them effective need someone full time maintaining it and keeping it fresh.

One idea that was quite a good standout from all of the Chapters and what they do is something performed by Atlanta Chapter called "Career Month". Essentially this is a whole month where the theme for all events, professional development, etc. is focused on careers and recruiting (although can be applied to other areas too). In 2015, there were 477 attendees, 9 sponsors, and 5 events around this theme (FYI Atlanta Chapter has 4,600 members).   This gives opportunities for members looking for jobs or those currently employed but requiring help mapping out their careers and where to go next. Areas covered include:

- Updating CVs and LinkedIn to make them more effective.
- Elevator speech workshops / other soft skills.
- Members meeting with representatives from recruiting companies and organisations 1:1 to see if there is a mutual fir & opportunity to progress in finding a job.

Other personal highlights of the NA LIM:

- Meeting James Synder – one of the founding members of PMI.
- Meeting with the two Australians on the PMI Board of Directors Mark Dickson PMP (Adelaide) & Todd Hutchinson PMP (Perth).

Thank you for the opportunity to represent the Chapter at the NA LIM. I'm happy for questions on the above or for more details about the LIM in general, particularly as there was so much to report but I'm limited with space in this article. I'd strongly urge you to attend a PMI LIM wherever they are held for the great opportunity to learn more from PMI and network and meet some great people from all over the world. The next NA LIM will be held in San Diego California 22th-24th September 2016.

From the Events Director
Philip Reid

Looking back on a year of events.

This year the theme for the chapter was leadership in all forms. Aligning to this theme we have delivered over 30 events. This includes the Chapter events plus more the more informal style of events categorized by our Agile and PMO meetups.

We had a diverse range of speakers this year covering many aspects of Project Management and also moved in style to become more interactive and less lecture style.

The meetups have grown in popularity with The PMO Sydney Chapter Meetup (Agile) now with over 1500 followers and the PMO meetup with close to 500 members. Well done to both Parikshit (Agile) and Sandra (PMO) for growing their respective meetups and for recognising PMI in the events.

My term as Events director is now finished and its been a great experience. Here is hoping that you have had the chance to enjoy one of our events and I would like to thank the events team who have made this possible: Deepa, Emma, Tim. Saheel, Maurya, Claudia and Sahel.

Using Agile for Complex Projects
Philip Reid

A project by definition is unique and so is the complexity of a project. However how does the complexity of a project determine the approach to delivering the project?

Complexity can be seen as having the following characteristics:

- There are a large numbers of interacting elements
- There is a non-linear relationship between the interactions where minor changes can produce major consequences.
- They system is dynamic where the sum of the whole is greater than the individual elements.

In complex systems solutions can't be imposed rather they arise (or emerge) from the circumstances.

So how do you apply complexity in project management?

The new PRINCE2 Agile framework describes the Cynefin framework (pronounced ku-nev-in, is a Welsh word that signifies the multiple factors in our environment and our experience that influence us in ways we can never understand.) as a way to categorize and apply the most appropriate approach for each project category. The Cynefin framework was developed   by David J. Snowden (http://cognitive-edge.com/) initially for knowledge management.

Figure 1 - Cynefin Framework

The Cynefin framework has five domains. The first four domains are:

- **Obvious**, in which the relationship between cause and effect is obvious to all, the approach is to *Sense - Categorise - Respond* and apply *best* practice.
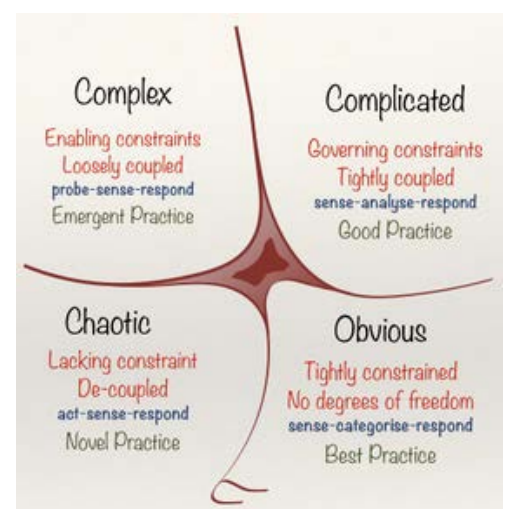
- **Complicated**, in which the relationship between cause and effect requires analysis or some other form of investigation, the approach is to *Sense - Analyze - Respond* and we can apply *good* practice.

- **Complex**, in which the relationship between cause and effect can only be perceived in retrospect, but not in advance, the approach is to *Probe - Sense - Respond* and we can sense *emergent* practice.

- **Chaotic**, in which there is no relationship between cause and effect at systems level, the approach is to *Act - Sense - Respond* and we can discover *novel* practice.

The fifth domain is **Disorder**, which is the state of not knowing what type of causality exists, in which state people will revert to their own comfort zone in making a decision. In full use, the Cynefin framework has sub-domains, and the boundary between obvious and chaotic is seen as a catastrophic one: complacency leads to failure.

How can this be applied to characterizing projects?

- **Obvious:** Its unlikely this is a project as the cause and effect is known. Hence it can be classified as business-as-usual and can be managed using standard business processes. E.g. workflows, Kanban, etc.

- **Complicated:** As the relationship is obvious and requires some analysis, this is typical of a Waterfall project and can be managed using good practice e.g. PMBOK, PRINCE2 etc.

- **Complex:** As the relationship between cause and effect can only be perceived in retrospect this is aligned to Agile ways of working where short iterations provide the basis for test and analysis and the final solution is truly emergent.

- **Chaotic:** Again an Agile approach would be best adopted here where the time is critical and focus is on doing and sensing.

Using Agile in is way may be counter intuitive to the project managers who have been trained to deliver projects to a defined plan but in complex projects its virtually impossible to plan the whole project in advance.

Phil Reid is the Events Director for PMI Sydney and a registered PRINCE2 Agile and DSDM trainer.

From the Academic Outreach Director
Louis Taborda

What NASA can teach us about failure!

I recently attended the keynote address Dr. Ed Hoffman from NASA gave via satellite at Human Systems International's Annual Global Workshop. As Chief Knowledge Officer, Dr Hoffman (I'll henceforth call him Ed for simplicity) presented NASA's approach to optimising individual, team and organizational learning – what he termed: *the three dimensions of talent management*.

As the introduction described Ed's contribution to project/program management (PM) and his career at NASA, I could not help but wonder how applicable the experiences of NASA's ambitious, highly-planned and iconic space missions would be to the often fragmented commercial environments in which many in the audience have our day jobs. And indeed some of the complex, high-risk projects described left little room for currently popular agile or lean management techniques (which he described as entrepreneurial endeavours rather than give them the designation of projects) there were some profound insights into how NASA fosters a culture of transparency and accountability while being focused on its strategic mission.

There is no question that NASA has a PM pedigree. Since the inception of the PM discipline itself, NASA has prided itself on successfully delivering ambitious space programs - most notably landing a man safely on the moon (*). Their programs have the advantage of clear, very specific missions and Ed described how this can permeate the entire organization – and therein lies the question. How relevant can all this be to project's that have more mundane goals?

This concern did not go away when Ed gave the audience updated examples of staff dedication along the lines of the legendary NASA janitor whom JFK met when visiting the agency. Back then, at the height of the space race, JFK purportedly asked what the janitor what her role was and she replied without hesitation that it was "to help put a man on the moon". Such clarity of purpose even in support roles not directly involved in the project is laudable - and maybe a little unrealistic in business today when cleaning services are probably outsourced anyway! Still, it does show what might be called, clear *line of sight* through different levels in an organization, to its ultimate mission.

Sadly, few commercial organizations could claim to have staff with such clarity of purpose – or programs which engendered this dedication. I wondered if these behaviours might be unique to "sexy" organizations like NASA (and today maybe Google or Facebook?) where a noble mission can elicit that kind of dedication?

But then Ed moved on from the glory days of space exploration to describe the lessons that emerged from the Challenger (1986) and Columbia (2003) shuttle disasters. This is where Knowledge Management came into play as these highly public failures caused NASA to reassess its corporate culture and to re-evaluate the communications between engineering and management. These failures made it clear that achieving a launch window at all costs was not an appropriate goal when it had life and death consequences and put the entire program in jeopardy.

As Ed discussed the steps NASA took to change its culture it became clear to me that the lesson NASA could teach us was not a result of its noble mission, its professional prowess, contribution to project management or even its annual funding. NASA was an exemplar organization **because of its failures, not its successes.** The organization had worked hard to extract, and apply, the lessons learned from it catastrophic and highly public mistakes. And for all the complex technologies that have to be employed in a NASA mission, it is all-too-human errors of judgment that ultimately are the root-cause of the problem. While a rubber O-ring might fail, it is poor communications which allowed Challenger's launch to proceed even as the engineers identified the risk.

In that sense, NASA is like most businesses. While plans and schedules are an essential reality for any project-driven organization, it is the ability for managers and specialists to collaborate effectively and communicate clearly that ultimately makes projects successful. A major NASA initiative Ed described was to make top leadership accessible; humanizing them as they stated the organization's core values of openness and transparency.

Now, these are learnings we could all apply – hopefully before we experience any cataclysmic project disasters of our own.

2016 Election Results

Thank you very much for your support and participation in the recent PMI Sydney Chapter elections. Your participation is greatly appreciated and each of your votes contributed to making this election a success.

Below are the results of the vote as was announced during the AGM.

President Position	Benjamin Howell
Secretary Position	Vivek Krishna Prasad
5 Non-Executive Directors	Emma Stewart
	Louis Taborda
	Mohammed Mansoor
	Marcel De Ma
	Parikshit Basrur

Please join us in congratulating the newly elected members of the PMI Sydney Chapter Board as they join **Julia Checchia** as **Immediate Past President** and the following Board Members who are moving into the second year of their term on the Board in 2016.

Vice President	Malcolm McFarlane
Treasurer	Jordan Vamvakidis
5 Non-Executive Directors	Sandeep Mathur
	Kate Morris
	Melinda Nield
	Ha Nguyen
	Vikas Patole

Should you have any questions, please contact nc@pmisydney.org

Thank you for staying involved with PMI and the Sydney Chapter!

From the Communications Director

Ashish Tilara

What a year! Lots of challenges, learning curves and an exciting opportunity.

First of all, I would like to thank everyone who supported me through this journey to managing Communications Portfolio. The three awesome people, who helped me performing day to day tasks, making my life easy.

Megha Kanth

Stephen Cahill

David Wang

Starting this year, we introduced new website design, something that has fresh design that sets Sydney chapter apart from other PMI Chapters world-wide. Also with new website, we increased social media involvement. We also started implementing portfolio pages to highlight the activities of the portfolios and volunteers who are involved in them.

Lastly I would like to express my gratitude and thank Alison Evans to have faith in me to take her place, Julia and all board members for providing me the opportunity to serve members and recognizing my work at AGM and my mentors Louis Taborda, Jordan Vamvakidis and Sandeep Mathur for motivation and help to learn board member

Alison Evans

activities. Also on behalf of Alison and myself I would like say "THANK YOU!" to volunteers who were working with us though the year. Without all this awesome people and their tremendous input this achievement would not have been possible.

Though I won't be volunteering in PMI as the same capacity, I still will be continuing previous my role AD: Technology as well as Web-Master and CriticalPath Editor, and would appreciate any feedbacks you may have. Please forward your comments and notes to communications@pmisydney.org.

From the Professional Outreach Director
Kate Morris

Flexibility in the Workplace

As more and more companies look for ways to be more inclusive and provide opportunities for their staff to work more flexibly, it got me thinking about how this relates to my current role and those in my project teams.

Do I really have to be 'seen' at my desk and 'walking the floor' to keep on top of everything happening in my projects? I know early on in my project management career that this work ethic was the case. I still come across people today that question people's work ethic if they are not still at their desk after 6pm and aren't pumping out emails late into the night.

If it was still the case to have to work back every night, then I don't think I would be able to do my role. Sure, I am competent and diligent enough to get the work done when required, but my career isn't the only thing I need to juggle when it comes to time management. Being a mum to 4 girls and a PMI Sydney board member takes up a lot of my time. To think I even try to work in time at the gym and prepare meals for the week keeps my constantly on my toes. Some days I really don't know how I get through it all without losing my mind. I don't think I would have any chance of trying for a work-life balance if I didn't have the ability to look at how I do my job in a flexible way.

I'm glad to say that I work for a great company where flexibility is encouraged and supported. Whether that is later start or early finish to pick up children, or remote access to allow me the headspace to get through administration work or finish presentations without the constant interruptions from the team. Technology gives me the connection with the team directly – even with video links. This allows me to still pick up on the body language of attendees in meetings and feel part of the discussion. I always used to struggle with the conference call dilemma. Now I just need to make sure I'm out of my PJ's before connecting the call!

So what's the impact on my teams and colleagues if I work from home? Not that much, in my opinion. We are activity based during the day, so unless you have seen the person you want on the floor you instant message them to find out where they are anyways. The team are aware of my working habits and take it into consideration when planning activities and meetings. There are always the scenarios where it can't be helped, but I'm happy to say this is very infrequent.

Getting home early and spending time with my family while they are awake, sharing dinner and hearing about their day is a much more productive use of my time than sitting in the office to give others the perception that I have a handle on the project.

Logging back on to work when the kids are in bed and the dishwasher is on after dinner still allows me the ability to finish up anything important before tomorrow. By switching up when I'm working gives me a greater ability to keep hold of my work- life balance.

It's refreshing to see that it's not just mums that are taking advantage of the flexible alternatives at my company. Many senior male leaders are using the opportunity to change their start and end times to help with the day care run or school pickup. It's refreshing to

see that this kind of work culture is supported from the top down.

Now I know not everyone would be in the situation to change up how they work, or perhaps your employer is still working their way through how to implement such items for their staff. If you haven't already considered it, have a chat to your manager to see if they would be open to being more flexible with your time.

Happy Holidays to you and your family. I look forward to seeing you in the New Year.

Please send me an email to DALPO@pmisydney.org if you would like to connect.

Keeping project managers engaged
Quay Consulting – Sponsor, PMI Sydney

Project managers are accustomed to change and thrive on challenge, so how can you keep your permanent PMs engaged when the projects become routine?

Project managers like change; it's the currency they deal with on a daily basis, alongside being regularly challenged. These are two facets within project management that attract good people into the profession in the first place.

However, not all companies have an on-going slate of projects that offer variety or even projects that present a challenge, which can leave project managers feeling disengaged and prone to seek opportunities elsewhere. The result is an unwanted turnover of staff.

So how can you ensure your PMs remain both engaged and keen to stay with your business?

Permanent vs outsourced

The industry average, from our assessment, seems to indicate that permanent PMs make-up around 60% of a project workforce with an additional 40% of resources coming via engaging project management consultancies or contractors to flex up and down as the demand dictates.

Businesses generally should always aim to have a percentage of their project managers as permanent employees within their workforce. Delivery IP can be retained more readily within the project cohort and it can help project managers build longstanding relationships with sponsors and stakeholders to the mutual benefit of all.

Given that most project managers thrive on change and new challenges, how can businesses ensure these PMs stay engaged during slow periods of transformation and not lose them to either competitors or more flexible working arrangements, such as contract roles?

There are some key steps business can make to ensure that PMs stay on board.

Invest in them

Ask most PMs and they will tell you that they like to expand their skill base. It makes them better at what they do and opens up new options for them in future engagements.

Take the opportunity during the lulls in the business of delivery to uplift your project manager's capability by sending them to relevant or bespoke courses that are interesting to them.

Alternately, the 70:20:10 ratio of learning is a good approach (whereby the 20% represents learning via collaboration): enable your team to seek out peer-to-peer networks that they can join in conversation with like-minded peers. It's an opportunity to learn in a collaborative way from PMs undertaking similar roles.

Change their seats, change the view

There's an old ice-breaker technique that at events or training, you move people around to facilitate engagement. A similar principle works for project managers who may have a flair for a certain type of project, business domain or

even certain stakeholders within the business.

Do not let a PM become pigeon-holed and only delivering in one type of project area. Instead, seek to move them around once they reach a level of comfort. This will challenge your project managers to develop their skills in other areas as well as broaden the general ability of the whole team and ensure that everyone is more versatile and interchangeable.

Second them to the business

Solid business insights can be invaluable when delivering projects and during slow periods of project delivery activity, see if it's possible to second your project managers to work within the business for a time.

The benefits for the project manager can be immense – not just in learning new skills but by giving them first-hand experience of how the underlying business works.

Most project managers have had other professional lives before coming into the profession so they are more adaptable than they may first appear.

Make them mentors

Acknowledge their skill set and provide your senior project managers, in particular, with the opportunity to mentor the less experienced project managers. This will increase their level of engagement within the group and also provide a useful distraction when they are not being fully challenged.

And finally…

Pay your project managers well. They know what market rate is, or at least the ones you don't wish to lose will. They are less likely to seek greener pastures if the company is recognising them adequately via their pay packet.

Whilst the above list is not exhaustive, it is a good guide to some of the options to consider to keep your permanent project managers engaged during slow periods within the business. It can also just be used a good general practice even during busy times.

Keeping a cohort of skilled individuals who know the delivery DNA of an organisation together is always a challenge but well worth the effort, particularly when the busy times come back around as they inevitably do.

PMI SYDNEY CHAPTER TEAM

wishes you

Merry Christmas & Happy New Year

Where Next: Change Management
The benefits for you and your organisation
PM Partners – Sponsor, PMI Sydney

We exist in a forever changing environment – globally, nationally, organisationally and individually. Paradoxically many of us get bored if things stay the same for too long.

Where's the excitement? Where's the change?

But, take it to an organisational level and many see change as difficult to implement, often perceived as "too hard" with too many negative consequences; *we become resistors*.

In reality, change is part of our lives; a normal and natural aspect of life that we embrace (*when we want*) and on our own terms.

As professionals we are finding more and more that there is a need to supplement traditional project and business management skills with skills in change leadership. Change goes hand-in-hand with projects and programmes regardless of whether we are operating in the PMI®'s *PMBOK® guide* environment, applying PRINCE2®, AgilePM® or MSP®.

Change Management Certification

APMG's refreshed Change Management certification is fully aligned with the Change Management Institute's (CMI) *Change Management Body of Knowledge (CMBOK)*. It explores the theory and practice of change management including:

- Change and the individual
- Change and the organisation
- Communication and stakeholder engagement and;
- Change practice

"Profound change occurs when small-scale initiatives are skilfully nurtured by well-aligned leadership at all levels of the organisation, and then spread". - *Senge et.al, 1999*

The key is to understand the real benefits of Change Management and how it can be advantageous to you and your organisation. Consider the following:

Benefits for organisation

The Change Management accreditation:

- Complements established, process driven methods (like PRINCE2® and MSP®) to develop a holistic picture of change.
- Enables you to determine a unique, tailored change management process based on the specific needs of the organisation.
- Reduces the risk of failure or delay during periods of organisational transformation by maintaining productivity and reducing costs.
- Assists in gaining support from staff and instilling confidence in your change management programme so everyone is comfortable and prepared to move forward to the next stage.
- Means that Change Management certified professionals can use their comprehensive understanding of change, its benefits and its impact on various groups within organisations to allow the organisation to react more effectively to competitive pressures and to global, political and environmental issues.
- Is applicable to any organisation, regardless of industry and sector.

Benefits for individuals

The Change Management accreditation:

- Improves your ability to change by managing reactions and developing an understanding of change by identifying the impacts that initiatives can have and learning to address them.
- Assists in understanding how people react to change, enabling you to use this knowledge to lead them successfully through business transformation.
- Explores change theories and how to apply the appropriate theory for an organisation's specific needs. This will enhance the way people and organisations deal with and embrace change as well as establishing personal change management processes based on learnings.
- Provides understanding of how to take people through the various phases of transition and lead change more effectively with less resistance and more support.
- Helps you understand how to react to change so you are equipped to lead more effectively and sympathetically.
- Is internationally recognised as leading best practice in practical Change Management

In essence, understanding and adopting effective Change Management approaches and principles is an essential element of risk management for your organisation and yourself.

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PMO Governance: The Good, Bad and Ugly
PM Partners – Sponsor, PMI Sydney

Mention the term governance and the responses typically range from: controls, framework, templates, accountabilities, rules, assurance, policies, procedures, standards, to the 'police'.

What does governance mean to you, your PMO, your organisation? Is it supportive or merely a hindrance? Is it about 'big brother', an unnecessary overhead or simply assumed? Do you have the 'right' level of PMO governance in your organisation? More importantly what is the 'right' level of governance?

Governance in a Corporate Setting

If we go back to the origins of why we focus on governance, consider the Governance Institute of Australia's definition: *"… the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance…are all elements of governance"*.

All quite applicable in a PMO context. Regardless of whether we are operating in a PRINCE2®, *PMBOK® guide*, waterfall or an agile environment, (yes, even agile) some form and level of governance is required.

If you aren't convinced go check out the antonym for governance: think weakness and incapacity. Not concepts we want to associate at a corporate or PMO level. Effective governance is a fundamental and necessary pre-requisite for an effective PMO.

Effective Project and Programme Governance

Governance for the PMO should be about pragmatism not bureaucracy. Think about it in terms of protecting reputation and capacity to succeed.

So do you have effective processes and procedures (including for example, templates and role descriptions) for how project and programmes are setup, managed, monitored and controlled? They could incorporate

the *PMBOK® guide*, PRINCE2, agile, MSP® or even the latest PRINCE2 Agile™.

Your project and programme management methods/systems are your governance frameworks. To be effective they must be appropriate, understood and respected. It is not about overburdening or overwhelming a simple project with countless templates and signoffs. It is about the appropriate level of control given project and environmental factors; it about 'doing things right'.

Effective Portfolio Governance

When we turn to portfolio management the focus should always be back to 'Are we strategically doing the right initiatives?' Governance at a portfolio level encompasses:

"…the structures, accountabilities and policies, standards and processes for decision-making…to answer the key strategic questions: Are we doing the right things?, Are we doing them the right way?, Are we realizing the benefits?" - Management of Portfolios (MoP®), AXELOS 2011

6 key factors to consider in Effective PMO governance

So next time you are talking about governance consider the following factors. Do your governance frameworks:

1. **Advise** and **guide** (not manage and execute)
2. **Endorse** and **adapt** best practice and standards
3. **Focus** on 'Doing the right things'
4. **Promote** leadership
5. **Prioritise**
6. **Provide** decision making and direction

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Risk Doctor Partnership Briefing

Top Ten Risk Myths

© June 2015, Dr David Hillson FIRM, HonFAPM, PMI Fellow

david@risk-doctor.com

Myths help us to make sense of the uncertainty that surrounds us. In the world of business and projects, risk management performs the same role. Unfortunately, there are also myths about risk management. These are often partly true, but they do not represent reality. Here are the top ten risk myths, and how to counter them.

Myth 1: All risk is bad. Risks are potential problems, and if they happen then we are in trouble.

Risk includes both threats and opportunities, and both need to be managed proactively. Opportunities can save time or money, enhance performance, and help us to achieve objectives.

Myth 2: Risk management is a waste of time. Most risks are outside our control, and it is impossible to address them in advance. Instead we will deal with any issues that arise.

If we deal with risk effectively, then we will not have so many issues to tackle!

Myth 3: What we do not know will not hurt us. Maybe we will be lucky and risks will not affect us. Ignorance is bliss!

Risks can hurt us, our business or our projects. Avoidable problems will happen and benefits that could have been captured will be missed. Not knowing about risk can be very costly.

Myth 4: The Risk Manager manages risk. We don't need to manage risk - we have a Risk Manager.

Every member of the team should be a "risk manager", tackling risks that affect their area of responsibility. The Risk Manager should facilitate the risk process to ensure that it is effective.

Myth 5: All risk can and should be avoided. We will do whatever it takes to ensure that risk cannot happen, no matter what cost or effort is involved.

Not all threats can be avoided, and sometimes avoidance is too expensive or takes too long, so another strategy is required, such as transfer, reduction or acceptance.

Myth 6: Our business and projects are not risky. Absence of risk is a sign of success. Where risk appears, it needs to be removed as quickly as possible.

Risk is built into all business and projects, linked to reward, as we take risk to create value.

Myth 7: Risk management requires numbers. Only quantitative risk analysis can reveal the true level of risk exposure.

Quantitative risk analysis is powerful, but it is often not cost effective. Many risks cannot be easily quantified either, so a qualitative approach is always needed.

Myth 8: Risks are covered by existing processes. We have processes to deal with all our routine risks, so we do not need to do risk management.

What about risks that we have never experienced? The risk process should identify novel risks, assess their importance, and develop targeted responses.

Myth 9: Contingency is for weak people. A strong manager meets all targets, and does not need extra time or money for things that might never happen.

No-one can foresee the future and including a risk budget for known risks and contingency for unforeseen risks is a sign of wisdom not weakness.

Myth 10: Risk management does not work. The risks we identified never happened, and our responses made no difference, so we gave up.

Perhaps we missed the real risks, had ineffective responses, or failed to implement agreed actions. Done properly, risk management always works!

Tackling these ten risk myths and implementing the proposed solutions will ensure that your risk management is grounded in reality, giving you the best chance of success.

Board Contact Details
PMI Sydney Chapter

Julia Checchia PMP
President
president@pmisydney.org

Malcolm McFarlane
Vice President
vicepresident@pmisydney.org

Chris McLoon PMP
Secretary
secretary@pmisydney.org

Jordan Vamvakidis PMP
Treasurer
treasurer@pmisydney.org

Philip Reid PMP
Events
events@pmisydney.org

Ha Nguyen B.Sc. (Hons), M.Sc.
Membership & Volunteers
membership@pmisydney.org

Vikas Patole PMP
Partnering & Marketing
Marketing@pmisydney.org

Alison Evans PMP
Communications & Marketing
communications@pmisydney.org

Benjamin Howell PMP
Professional Development
development@pmisydney.org

Sandeep Mathur
Governance
governance@pmisydney.org

Melinda Nield
Diversity & Industry Engagement
diversity@pmisydney.org

Adrian Pearce
Special Projects
specialprojects@pmisydney.org

Dr. Louis Taborda
Academic Outreach
academico@pmisydney.org

Kate Morris
Professional Outreach
DALPO@pmisydney.org

PMI commenced in Australia in 1997 and held its first Chapter Meeting on 15 April 1997. Today the Chapter has over 1,700+ 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.

The Critical Path is 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. For all advertising queries please contact the Communications Director at communications@pmisydney.org.
Visit our website for further information on The Critical Path - Publication & Content Dates for 2015.

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"A project without a critical path is like a ship without a rudder."
(D. Meyer, Illinois Construction Law)

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