October 2015 Volume 6 Issue 5

PMI SYDNEY, AUSTRALIA CHAPTER

The CRITICAL PATH

9 **PMI PBA Exam Preparation Guide and Courses**
Mohammed Mansoor

11 **Agile Project Management and PRINCE2®**
PM Partners

13 **Change and The Brains**
Silvia de Ridder

Messages from Directors

What is Opportunity cost and Why Do you need to understand it – *Cornelius Fichtner*

Modifying Risk Behaviour with Change Management – *Andrew McGregor (Dr. Risk)*

and more…

SYDNEY, AUSTRALIA CHAPTER

In this ISSUE

October 2015

Volume 6 Issue 5

THE HIGHLIGHTS

3 **From President's Desk**
Julia Checchia

9 **PMI PBA Exam Prep**
Mohammed Mansoor

11 **Agile Project Management has come of age**
PM Partners

12 **Having it all: Agile and PRINCE2®**
PM Partners

13 **Change and The Brains**
Silvia de Ridder

15 **What is Opportunity Cost and Why Do You Need to Understand it**
Cornelius Fichtner

18 **Modifying Risk Behaviour with Change Management**
Andrew McGregor (Dr. Risk)

THE DIRECTORS NOTES

5 **Professional Development**
message from Benjamin Howell

6 **Membership and Volunteering**
message from Ha Nguyen

8 **Professional Outreach**
message from Tina Azari

AND MORE

17 **Sample PMP Question**
PM Exam Simulator

19 **Board Contacts**
Contact details for Board Members

19 **Membership Statistics**
Facts and Figures

Editorial Team

Ashish Tilara

Intrim Communications Director

David Wang

Content Manager

Advertise in THE CRITICAL PATH

$149 for quarter page

$199 for half page

$299 for full page

Thank you to our loyal Sponsors

Platinum

Gold

Silver

Bronze

From the President

Julia Checchia PMI Sydney Chapter President

When a Door Closes, Look for the Window That Opens!

There are times in life when a door is proverbially slammed in your face. If that happens, you can either succumb to the shock and grieve for the loss or look to open a new window of opportunity.

Recently, on a cold June morning I went to work like any other day. However, this turned out to be anything but, as I was called into my manager's office to hear that "we need to cut costs, and your position as head of the PMO has been made redundant."

My heart stopped; my mouth went dry. I had one of those moments where everything seemed surreal. Then I smiled; the only thing I could think off was that "when a door closes, look out for the window that opens!" So for the past three months I have truly experienced the motto that "good things happen when you get involved and remain involved with PMI."

Let me tell you what I found from my search for a new opportunity.

#1 There are plenty of opportunities available for those who are entrepreneurial!

I have observed that the **single most important aspect** to discovering opportunities in times of great trouble is to do something totally different from what you were doing before. In the past few months I have found myself delivering an IT Project Management study tour for eight Bangladesh Government officials; attended a Global Economic Leadership Summit in China as a VIP; and presented new concepts and ideas to a number of influential leaders. I have realised, without a shadow of doubt, that there are plenty of opportunities out there for those who are willing to step out of their comfort zone.

The role of the project professional is more relevant and more required than ever. Listen to the www.hbr.org podcasts; read Michael Porter's latest blogs and articles; read the PMI Pulse of the Profession reports; or investigate events such as:

a) The Internet of Things (IoT).

b) The Smart City.

c) Change of Government leadership in Australia – hence change of strategy and focus .

d) Housing growth even with a potential bubble.

You can see from these alone that the need for Project Professionals continues to gain importance and momentum for organisations. Of course, when I say 'Project Professional" I refer to the wider roles of Project, Program and Portfolio manager; Agile Consultants; Project Coordinators and Administrators; PMO Managers and PMO Analysts; Practice leaders; and related professions. It's certainly a wide field of work that we are engaged in. Therefore, it's important to **give yourself a hiatus** before even thinking about looking for a window to open. Ask yourself: how entrepreneurial are you?

This was the concept that I presented last year at the PMI Indonesia Symposium and again this year at the Malaysia PMI Symposium. "Being an Entrepreneurial PM" is about:

a) Stakeholder Partnership. It is no longer enough to manage stakeholders by understanding their interests, attitudes, legitimacy and urgency; it is a matter of also understanding what you can expect of them and for them to know what they can expect of you.

b) Tailored Process Adherence. It is the job of the PMO to guide professionals on process adherence. Should the organisation be lacking in this, a professional should take the creation of a process adherence cheat sheet on themselves.

c) How well you perform your PESTLE Risk Management.

d) The degree of Business Acumen you have in the industry or area in which you are executing the project role.

e) Bringing an Adaptive Style to your leadership.

f) How Committed you are to learning agility and the connection and integration of people, technology and processes.

If you give yourself the time, you will notice that many new opportunities have presented themselves and may have already been integrated into your new life. This often goes unnoticed at first, so take a moment; breathe; and embrace a whole new 'entrepreneurial you.'

#2 PMI provides an absolutely great forum for networking

Try to get distract yourself from obsessing on what has happened. Focus on other things, treat yourself to something good. By engaging in an activity that totally absorbs your mind and soul, you will more likely think about positive things and for a longer period of time. For example, you could attend some PMI events or meet ups, become a mentor, a mentee or a volunteer.

#3 Develop yourself

Discover new possibilities, challenges and previously unnoticed options. Obtain a new certification in project management related topics or in a totally different area. In my case, this was a certification in Neurolinguistic Programming. The perfect moment to search and discover the windows that have opened is when you feel energised and have a sense of excitement to learn and develop.

#4 Have the courage to find new possibilities

Does it take courage to discover and accept the windows as what they are? Yes, certainly! I can only relate to my situation, but it took a lot of courage for me to step out and discover these new opportunities; and just as much courage to see what could be found through these windows.

#5 Avoid comparisons with your previous situation

For me, the difficulty was that not all of these new opportunities looked worthwhile, especially when compared to my past lifestyle. I have never been a contractor, never worked in many industries, have never done cold calls and never used my personal contacts to explore opportunities. These were a lot of 'Nevers', which prevented me from discovering all the new fantastic windows and doors much earlier. I firmly believe that I would have never chosen to discover what could be found in each new opportunity, **if I had continued to compare all of them with "the doors that had closed".** So, it was tremendously helpful for me to clarify that a new chapter in my life had begun, whether I liked it or not.

I have that it's really important to 'let go' of the door that has closed. It may be that the windows that have opened during your time of turmoil do not look like new opportunities at all. Many may seem more of *a backward step*, but I realise that most have turned out to be very profound and have enriched my life.

#6 Go with the flow and don't force things

I know from my experience that after a door has been shut, most of the new opportunities do not immediately present themselves. In my opinion, trying to force new doors to open can be counter-productive. Instead, I recommend that you to simply "*go with the flow*" by **doing whatever feels right to you at the moment**. After a little while you will know if these have developed into new opportunities or not.

I do hope that like me, many windows open in your professional career; and that you experience the possibilities and opportunities that open up when you are involved with PMI.

Julia Checchia, PMP, MBA, MsC

President, PMI Sydney Chapter

From the Professional Development Director

Benjamin Howell

As I write this article I am in the USA as the PMI Sydney Chapter's representative at the North American LIM (Leadership Institute Meeting) which will be held this year in Orlando, Florida. I'm very excited for what should be a very full and intensive 3 days of presentations, learnings, and networking. I am particularly interest in the following areas so that I can bring the lessons learned in the following areas back to PMI Sydney Chapter:

- Member attraction / retention strategies (especially for Chapters in size of 1,500 members or more)
- Member journey mapping, segmentation, and value mapping and propositions
- Better utilisation of MeetUps in order to convert attendees to PMI members and which Chapters have employed this successfully
- Volunteer reward mechanisms
- Reviews of mentoring programs and looking for opportunities to collaborate with external parties e.g. the Change Management Institute
- Growing opportunities for attracting world class speakers to Australia

A full debrief of my time in the USA at the LIM will be in my next article.

I am very proud to advise that we are currently underway with Intake / Session 2 of the PMI Sydney Chapter Mentoring program and that our numbers of Mentors and Mentees has grown from Intake / Session 1! A very big thank you to my Mentoring team for making this so…. well done! Currently the program runs for two sessions a year primarily due to two reasons - the first being that the program is much easier to administer if we have one intake to review applications and pair and brief the participants, and the second and most important is the constraint we have round a limited number of qualified Mentors. The next intake will be late February / early March 2016, however in the lead up to that time any of you who would like to be involved as Mentors next year I'd love you to come forward as we can only grow the program and capability is to have more Mentors to meet the demand of Mentees. Please send an e-mail to MentoringAD@pmisydney.org if interested.

By the time that this edition of 'The Critical Path' is published, you should have been sent a survey from the portfolios Education team aimed at identifying ways that we can improve the short courses that we usually organise on Saturday's, but most importantly to get your feedback on what types of courses you want us to run on your behalf, as well as what we should do more of versus less of. We really want to find more about the types of courses that you would like us to organise on your behalf, and how these may differ depending on the various demographics of our Chapter members. Completing this survey is vitally important to the Chapter to ensure that we are delivering courses for you that are topical, relevant, and more importantly useful in both your ongoing professional development and career. Of those that respond to the survey, one will be drawn out of a hat and receive a free spot either an Intensive Certification course or a Saturday Education (non Certification) course of their choice next year. If you have not responded to the survey by the time this article comes out, please do so to ensure that we organise and run courses that you want and benefit you, and give you PDU's in all of the areas of the PMI Talent Triangle that come into effect from December 1 2015.

As previously discussed, my portfolio is also on the lookout for anyone wanting to join our Certification team working alongside German Guzman. We are very keen to increase the range of PMI certifications that our Chapter members have, and for that reason we have a number of initiatives underway with this aim in mind - particularly around improving the delivery all of our Tuesday night prep classes and also growing our PMI-ACP® and PMI-PBA® capability and maturity (especially interested if you already have one or both of these certifications). If this sounds like something you'd be interested in, please contact German via CertificationAD@pmisydney.org.

Just a reminder for anyone wanting to know when courses be they certification or education related, you can find them under the 'Event Listing' via the 'Event' menu at www.pmisydney.org. Please go there in the first instance if you want to see what is happening and when.

Happy cat herding!

From the Membership and Volunteering Director

Ha Nguyen

What a busy productive time we are having in the Membership and Volunteering portfolio. The Membership and Volunteering team has been focusing on initiatives to deliver value to our members, grow membership, and engage our volunteers, while keeping the operations running. We are really gaining momentum as a team as everyone is showing real commitment. We have got some great achievements to report from across the portfolio.

Within the Membership area, we have developed a number of exciting initiatives designed to improve engagement with members, deliver value and enhance new member experiences. In early September we have rolled out the **Welcome Letter and Welcome Pack** to new members, outlining a range of highly valuable benefits, such as discount on education offerings, invitation to networking events, reciprocal services across Australia and many more initiatives established to support and enrich their careers as members. In collaboration with the Marketing team, we have also developed a brochure for **Membership Benefits** to help promote and market our services at various events to prospective members and sponsors.

To further our journey in establishing PMI and Sydney Chapter as the 'preferred source' for project management resources and information, I am delighted to announce that we will be launching the **'Ask an Expert'** service in late October, providing our members with a mean for leveraging the Chapter's network of experts with knowledge and experience on different project management areas. This will be in the form of an 'Ask-an-Expert' web page on PMI Sydney Chapter website where members can pose questions either via email or telephone, on any area of project management knowledge, and they will be answered from our selected panel of experts. These contacts can be consulted about ideas and experiences related to managing project. This is based on the feedback we have received from our members as valuable new services that can be provided. An initial pilot will be launched in October with a view to expand to include collaboration forums in the future.

With regards to Volunteering, to improve engagement with our volunteers we are establishing a **Volunteer Induction Process** providing steps and guidelines for on boarding a new volunteer. Plan for Q4 is for us to define a **Volunteer Recognition Framework.** We would not be able to get to where we are now without the tremendous passion and dedication from our volunteers.

On this note, I would like to take the opportunity to introduce the Membership and Volunteering leadership team. With their dedication and tireless effort to make things happen, I am confident that we will be able to expand, explore and showcasing new capabilities to deliver value to our members.

Mohammed Mansoor –Associate Director, Volunteering. Mohammed is a Portfolio, Program and Project Expert Academician, Consultant and Lean, SAFe, Agile Evangelist with over 18 years of extensive experience and 22 globally renowned credentials. Mohammed's objective is to develop, apply efficient solutions for workforce by training and mentoring, motivate individuals and enterprises to achieve accelerated productivity, embrace transformation by re- engineering and innovation, maintain close affiliation with Business Sponsors, and inspire and build high performing teams and business leaders.

Khai Dang – Associate Director, Membership. Khai has been practicing as a project manager since 2008 and gained his PMP certification in 2010. His experience in project management spans across a number of industries including telecommunication, investment banking, food and agriculture in both private and public sectors. He gained his experience from global organisations such as Accenture and JP Morgan. In 2014, he found and ran a technology start-up company, upnow.com.au, providing online and mobile health appointment services. He graduated with a Bachelor of Commerce (First Class Honours) from the University of NSW majoring in Information Systems and Accounting. Khai is also an avid surfer at his local Maroubra beach and a regular tennis player with his school friends.

Vu Dang – Associate Director, Corporate Membership. Vu has over 16 years' experience in project planning, scheduling and delivering strategic business planning improvement initiatives to small, medium and large businesses in the non-profit, private and public sectors.

He is motivated and energetic in his desire to facilitate quality improvements through effective Program and Project Management and increase efficiency in cost and time. His experience in project scheduling, project planning and project management has enabled him to develop specialised skills in the areas of, very large and complex project planning and scheduling, and training design and delivery. Vu Dang is a Certified Oracle Primavera Professional and Certified Microsoft Professional, has a Master in IT and MBA.

Carlos Ardila – Associated Director, Membership and Volunteering Operations. Carlos is an Information Technology professional with extensive experience in IT Management, IT Project Management, Business Analysis and Business transformation in the Oil and the automotive industry. Carlos has delivered successful implementations of ERP systems and business processes improvements in the areas of finance, logistics, plant maintenance, manufacturing and document management. Carlos is a System Engineer and holds a Master Degree in Control Engineering and a Post-Graduate Diploma in Process engineering.

From the Professional Outreach Team

Tina Azari – AD Professional Outreach

With increasing demand of organisations seeking Project Professionals and job seekers looking for jobs in the world of Projects, PMI Sydney Chapter is rolling out a new service offering to our Chapter members. We are part of the global pilot of the PMI Job Board and represent Region 10 with New Zealand as the early adopters.

The Professional Outreach team has been working hard with both PMI Global and the software provider Boxwood on understanding our members needs and helping shape the service offering to make sure it's a competitive an attractive channel for recruiters and employers to use. Further communications will come through from the Chapter once the system changes have been completed and we are up and running. We will be partnering with our sponsors Paxus and HCL for the pilot. During the pilot, we can see how the channel is performing, making sure it's an easy experience for both the member & the recruiter/company to use and a sustainable service the Chapter can maintain and build up over time.

Our project journey….

While this is a standard product rollout, the nuances for our market needed to be taken into consideration. There is always a tremendous amount of for-profit competition in the online recruiting world and many job boards are in operation today. PMI Global was very interested in working with the team on getting the balance right on the pricing model for recruiters/ companies. Considering the fact that pricing scales are not the same in Australia and United States, the cost and revenue model using by PMI Job Board program could not be implemented in Australian market with success. Extensive work was completed on competitor analysis to make sure we had an offering that would work and be attractive.

To achieve an approach for customising pricing structure for these two different areas, we first went through PMI Job Board site in detail both as an employer and a job seeker concentrating on all features including resume and job posting options, alerting, emails, and reporting, administrative options and featured packages. Considering all the features, we created a master pricing plan of the current model for PMI GOC Job Board Program. We developed the master plan with the data gathered from top three high demanded job board websites in Australia including a comparison of the pricing strategies with US market. Mapping the results together shows the real amount of adjustment to the US current pricing model. By collating all this data and changing the revenue sharing strategy, we managed to submit a new pricing model with a different base price that could be adapted to both US and Australian financial market while maintaining PMI Sydney Chapter's values to members, recruiting agencies and employers as well as serving the chapter as a source of revenue that can be injected back into new services for our members.

If you would like any further information about this new service, please contact the Professional Outreach Director, Kate Morris via email DALPO@pmisydney.org

Mark your calendar - PMISC Launches PMI PBA Exam Prep Class

14th, 15th, 21st and 22nd November 2015!!

Mohammed Mansoor - AD Volunteering

What is Business Analysis?

Business Analysis is the evaluation of an organization's needs—followed by the identification and management of requirements—to arrive at a solution. In short, it is the discipline of working with stakeholders to define an organization's requirements in order to shape the output of projects and ensure they deliver the expected business benefit.

How is Business Analysis related to project management?

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Requirements are an inherent aspect of Project Management (and Program Management) and Business Analysis is an important function that identifies, analyzes, and manages those requirements in order to ensure the goal of the project is achieved.

How does Business Analysis relate to Requirements Management?

Business analysis is a discipline of the broader practice of Requirements Management. Risk, complexity, change, stakeholder and communications management are components of Requirements Management but are only useful if you successfully identify and plan for them within the project and/or program plan.

How do Business Analysis and/or Requirements Management affect the success of projects and programs?

A: Requirements are essential to the development of projects and programs. In fact, project managers in PMI's 2014 Pulse of the Profession ® study said that poor Requirements Management is a major cause of project failure, second only to changing organization priorities. That same Pulse study found that 37 percent of organizations report inaccurate requirements gathering as a primary reason for project failure.

How does PMI view Requirements Management?

We believe that the traditional view of Requirements Management must change to reflect today's business realities.

Requirements Management must shift from simply defining the outputs of a project to convincing stakeholders—both internal and external—to describe the expected business results and their associated metrics. We recognize that there are a number of methodologies (value Engineering, Systems Engineering, Software Engineering, Lean, Business Analysis and Agile) related to Requirements Management. Unfortunately, no one has identified the core activities of Requirements Management and defined how other methodologies integrate with those core activities. That is why PMI is now looking to identify accepted best practices for Requirements Management and to show how these practices work across various other disciplines.

What makes the PMI-PBA different than existing certifications in this space?

There are certainly similarities between the PMI-PBA credential and other certifications, as there are fundamental elements of business analysis that will be applicable in all contexts, but the core focus for PMI in this domain is how the function and role of business analysis impacts project and program management. There are certainly some business analysis professionals that operate outside of the realm of a project/program but based on our research, most individuals practicing business analysis are doing so within the context of a project/program. The essential skills involved to work with stakeholders to define requirements in order to deliver the desired business outcome is at the heart of business analysis and is precisely what is needed to enable project success. By concentrating our attention here, we believe we can better address the needs and problems that are currently facing projects and the organizations behind those projects.

Do I need to be a business analyst to be eligible for this credential?

No. Having the specific title of business analyst is not a requirement for this credential. This credential focuses on the function of the project team member who assesses a business need and manages the requirements of a project to help implement a successful product/solution. Our research clearly indicates that the Business Analysis "hat" is worn by various people of various roles depending on the type of project or specific organization. Some examples are: business analyst, project manager, program manager, system analyst and systems engineer.

Is this meant to be a business analysis certification for project managers or PMPs specifically?

What is the cost of the PMI-PBA credential?

Exam Administration Type	PMI Member Status	US Dollars
Computer-based testing (CBT)	member	$405
	nonmember	$555
Paper-based testing (PBT) available post pilot	member	$250
	nonmember	$400
Reexamination CBT	member	$275
	nonmember	$375
Reexamination PBT*	member	$150
	nonmember	$300
CCR credential renewal	member	$60
	nonmember	$150

What are the eligibility requirements for the PMI-PBA?

Requirement	Education Level	
	High school diploma, Associate's degree or global equivalent	Bachelor's degree or global equivalent
Minimum Business Analysis Experience	Five years (7,500 hours) within the past eight consecutive years	Three years (4,500 hours) within the past eight consecutive years
Project Experience	2,000 hours working on project teams within the past eight consecutive years*	2,000 hours working on project teams within the past eight consecutive years*
Business Analysis Education (contact hours)	35 hours	35 hours

Agile Project Management has come of age

PM Partners – Sponsor, PMI Sydney

Here we explore the latest version of AgilePM® based on the Agile Project Management Handbook v2.

Fast paced changing environments mean that even agile approaches need to be 'agile' and adapt and change with the marketplace. Earlier versions of AgilePM (including V1.2) were based on a subset of Dynamic Systems Development Method (DSDM) Atern V2. Much has changed since this was launched.

The latest AgilePM reflects current agile thinking and experience of DSDM in practice in a dynamic and complex world. The Agile Project Framework from the DSDM Consortium forms the base for this latest version of AgilePM.

What do we mean by agile?

The term agile can be used in many ways. AgilePM looks at agile as a way of working and thinking, encompassing flexibility, working closely with the customer, ensuring final solutions meet business needs and deferring decisions about detail until the last responsible moment.

What's new to AgilePM v2?

1. **The concept of 'blended agile'** where an organisation may choose to combine different agile approaches and techniques. AgilePM reaches out to other methods and areas to ensure strengths are played to; integration is vital in a complex environment. A good example of this is to use AgilePM for project management and Scrum at the development level. It is not about AgilePM going alone – it is about ensuring fit for purpose approaches overall.

2. **More project management guidance.** The section in the manual 'The Agile Project Manager Perspective - Digging Deeper', explores in more detail the areas of DSDM most relevant to Project Managers. Overall the guide is more 'PM-centric'.

3. **People focus.** This has been strengthened throughout the new guide, and the detail of each of the roles and their associated responsibilities has been augmented by looking at the responsibilities through the PM's eyes. The PM needs to ensure that each person participating in the project understands their role(s), along with the importance of their responsibilities. The relationship between the PM and other roles is explored in more depth than previously.

4. **Implicit now made Explicit.** The latest guide presents 3 new planning concepts, a revised set of 6 testing concepts and 4 new tracking and control concepts. Where these concepts were previously only implicit, they have now been made explicit and structured in a way that is easier to apply.

5. **Tailoring AgilePM.** Guidance is provided, enabling links and hooks into other methods such as PRINCE2® and Scrum.

In effect, the latest DSDM philosophy statement reflects the updated focus of AgilePM:

"Best business value emerges when projects are aligned to clear business goals, deliver frequently and involve the collaboration of motivated and empowered people" - Agile Project Management Handbook v2

Having it all: Agile and PRINCE2®

PM Partners – Sponsor, PMI Sydney

Is it really possible to take a structured project management method like PRINCE2 and apply it successfully in an agile context? Can we really have the best of both worlds?

AXELOS' latest publication, PRINCE2 Agile™ provides guidance for current and aspiring PRINCE2 project managers to facilitate successful projects in an agile context. It is all about blending and optimising the best elements from the two approaches.

'PRINCE2 Agile describes how to configure and tune PRINCE2 so that PRINCE2 can be used in the most effective way when combining it with agile behaviors, concepts, frameworks and techniques'. - PRINCE2 Agile, AXELOS, 2015

So what does PRINCE2 Agile really offer?

PRINCE2 Agile is a pragmatic guidance which addresses:

1. Tailoring, not discarding, the PRINCE2 elements (principles, themes and processes) for an agile environment
2. Mapping common agile roles to the PRINCE2 project management team roles
3. Incorporating the fundamental agile behaviours, concepts, and techniques
4. Providing detailed guidance on areas of particular focus in an agile context:
    - The Agilometer – assessing agile suitability
    - Requirements
    - Rich communications
    - Frequent release
    - Contracts

Who will PRINCE2 Agile benefit?

As PRINCE2 Agile provides guidance for tailoring PRINCE2 to operate in the most effective way in an agile world, it is primarily aimed at:

- PRINCE2 organisations and people wanting to integrate and adopt agile ways
- PRINCE2 organisations encountering other organisations using agile approaches
- PRINCE2 organisations already practising agile ways

PRINCE2 Agile will also be of interest to those organisations who have agile experience and are looking to adopt an industry standard in project management.

What agile approaches will work with PRINCE2 Agile?

In effect, PRINCE2 Agile is agile agnostic; it does not favour one agile way over another. PRINCE2 Agile can engage with agile in all forms from Adaptive Software Development (ASD) to eXtreme Programming (XP) and everything in between: including DSDM, Kanban, Lean Startup, SAFe, and Scrum.

PRINCE2 Agile is not only for IT related projects – it can be applied in any sector or industry, regardless of type, size and complexity of project.

Change and the Brain

Silvia de Ridder

Business Transformation is about aligning People, Process and Technology initiatives of a company more closely with its business strategy and vision.

People are part of business transformation. Emotions are part of being human. Change activates an emotional response – be is positive or negative. In the words of John Barbuto, both a neurologist and organisational change manager '*A goal of good change management is therefore to orchestrate* ***delivery of change information such that emotional reactions within staff do not subvert the change effort.'***

There are many organisational change models. Neuroscience also provides us with a model to support the design and execution of any intervention. The SCARF model by David Rock draws on extensive neuroscience studies to propose a simple framework as to what factors we as humans find threatening and/or rewarding. The model is built on the following central ideas:

1. Our motivation driving social behaviour is governed by the will to minimise threat and maximize reward
2. The brain treats many social threats and rewards with the same intensity as physical threats and rewards
3. The capacity to make decisions, solve problems and collaborate with others is generally reduced by a threat response and increased under a reward response
4. The threat response is more intense and more common and often needs to be carefully minimised in social interactions.

The SCARF model involves five domains of human experience. This is how David Rock introduces it:

> ***Status*** *is about relative importance to others.* ***Certainty*** *concerns being able to predict the future.* ***Autonomy*** *provides a sense of control over events.* ***Relatedness*** *is a sense of safety with others and* ***Fairness*** *is a perception of fair exchanges between people.*

So how do we apply this to change management?

Status – if you reduce threat to status, people will cope with change better. A threat to status is linked to being a critical reason for "resistance to change".

Certainty– the brain likes certainty, and uncertainty during change is a source of great distress. It is key to communicate what stays the same at the same time as communicating what changes.

Autonomy – Autonomy is important to the acceptance of change. So often you hear that people just don't like change. People don't mind change if managed or introduced well. But that often means ensuring that the employee involved has some involvement and level of perceived control.

Relatedness – people trust people they can relate to. Change messages should come from trusted leadership or peers who have been themselves carefully prepared to deliver the information.

Fairness– perceptions of fairness and justice in change processes also reduce a strong emotional response.

While the SCARF model is made of 5 elements, the actions we take are not specific to one or the other and often overlap. Some specific examples of change interventions considering the SCARF model include.

- Consult employees before making decisions or introducing change. Ask for their thoughts on how to introduce the change where feasible as well as providing two-way dialogue opportunities for employees to give feedback and provide suggestions [Status, Fairness]
- Impacted employees who excel during change are rewarded and recognised for their contribution [Status,

Fairness]

- Communicate the valuable, transferable skills employees will be gaining as part of the change where applicable [Status]
- Everyone needs to understand the change vision and how to get there. Provide as much information as early as possible [Certainty]
- Clearly defined roles and responsibilities in the future state [Certainty]
- Share the change message through multiple mechanisms [Certainty, Fairness]
- Share the deployment plan and status reports so that employees understand the steps being taken and how far progressed the change is [Certainty]
- Impacted employees are adequately represented during the design phase and have input to future state recommendations [Autonomy, Relatedness, Fairness]
- Empower employees to exercise their creativity and make certain decisions without senior leadership consultation or intervention [Autonomy]
- Allow time for cross-functional and new teams to get to know each other on a personal level [Relatedness]
- Ensure communications are transparent and involve all impacted stakeholders in the design of the change [Fairness]

Take the time to understand what motivates (or de-motivates) people and anticipate whether the change plan will encourage adoption of the change. Think about and understand how the SCARF model relates to the culture within the organisation. The business value will be reaped when a greater percentage of employees are willing to embrace change and influence their counterparts to join in as well. This will happen when employees perceive the overall change as rewarding, not only to the company, but also to themselves. Remember, it's a brain thing.

References

https://limbiczen.wordpress.com/the-neuroscience-of-emotions-for-change-management/engagement-emotion-and-change-management/

http://conversationsofchange.com.au/2013/04/07/neuroscience-and-change-management-the-neu-black/

What is Opportunity Cost and Why Do You Need to Understand it

Cornelius Fichtner, PMP, CSM and Dan Ryan, MBA, PMP

You are asking yourself right now, "Where do I start to guarantee I pass the PMP® exam in 30 days"? Be patient, stay calm, and continue to read this quick article to understand the steps of this process – how each step leads to the next. So remember – finish one step before starting the next to prevent yourself from becoming overwhelmed. Preparing for the PMP exam will take daily dedication to studying and understanding the material.

Preparing for the PMP exam takes time and while I do NOT advocate a fast approach, sometimes there are "legitimate" reasons that require you to sit for the exam within 30 days (or sooner). Perhaps your employer has established this deadline for contractual reasons, perhaps you have found a highly desirable open position you would like to apply to but need the PMP for highest qualification, or perhaps you signed up to take the exam nearly a year ago but then you procrastinated and now you only have 30 days left before your eligibility runs out.

What follows are key steps, processes, and resources that, along with your dedication, will allow you to prepare for and pass the PMP exam in 30 days (or less). Let me begin with some general thoughts on how to get started:

How to Get a PMP Certification Fast?

So you have decided (or been told) that you will get your PMP done in a very short period.

First, read my article, 10 Steps to Becoming a PMP to establish your eligibility, lay a foundation and start a preliminary plan. A key statement to remember during this process is that attaining the PMP certification shows your commitment to the project management profession and demonstrates credibility allowing for higher salaries as well as raising your resume above non-PMP certification holders. So don't get discouraged during this process.

Now that you have verified your eligibility to sit for the exam, Don't Panic! Relax, take a deep breath, and begin to focus… the first important fact is to not become overwhelmed as there is A LOT of information to understand and many types of training opportunities.

As part of your initial planning – start clearing your calendar to allow for sufficient **daily** study time, and understand this will not be an easy path to success. In addition to studying A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*), you will also benefit by reading through lessons learned from others who have prepared (and passed) on a "fast track" method.

Here are my key tips and resources to allow you to start on the fast path to get the PMP certification and attaining the coveted PMP certification.

How to Pass the PMP in 30 days?

As I said, while I do not recommend trying to study and pass the PMP in 30 days, sometimes there are legitimate reasons that you may find yourself in this situation. First and foremost, start with my article, Creating Your PMP Study Plan – The Complete Guide. This provides a very clear process to effectively create your own customized study plan. Don't stress – this article also provides PMP Study Plan templates to help you get started.

There are many study plans – it's important you design the one that best fits your learning style and continue to modify it as you take practice tests and establish the areas you need to focus your attention.

One method you could establish as a framework for your study time is to divide your available study window (in this case 30 days) by the percentage for each of the five Domains on the test. This table demonstrates this method:

Domain	Percentage on Test	Study time
Initiation	13%	3.9 days
Planning	24%	6.2 days

Executing	31%	9.3 days
Monitoring and Controlling	25%	7.5 days
Closing	7%	2.1 days

If you total these days up – it actually equals 29 days – which allows you one optional day that you can spend on review.

Within this 30-day window, you will also need to take practice tests – perhaps at the 15-day, 21 day and 29-day marks or more often. To learn more about the exam content, visit the PMP Examination Content Outline on the PMI® website.

How to Pass the PMP in 10 days?

But what if you have been told you have to pass the PMP in a 10-day window – what do you do now?

About the only real approach if you have less than two weeks to prepare and pass the PMP is to attend a PMP Boot Camp. There are two major disadvantages with a boot camp:

- The expense associated with the Boot Camp (usually in the range of $1,500-$2,500), and
- How well you absorb the material (memorization versus true absorption).

The PMP Boot Camps do offer the advantage of time – most boot camps are three to five days long and the PMP test is available on the last day of the boot camp. However, the boot camps do require significant "self-study" prior to and during attendance, which can be confusing to plan and organize yourself in a short period.

Need your PMP Fast? Think again!

If you have the option to study for more than 30 days – take it! Slow down, take your time, and **ABSORB.** The best way to pass the PMP exam is through methodical study, review, and application.

This additional time will allow you to learn the material in a manner that allows you to understand and implement the standards and theories – instead of just memorization to pass the test. The discovery of information for better understanding allows you to understand how the inputs, tools and techniques, and outputs interrelate. Taking a slower approach will allow you the opportunity to effectively absorb the information and learn how to apply the knowledge to any of your projects.

After nearly a decade as a PMP exam trainer, I advocate this slower approach, which allows your brain enough time to absorb and retain the information for easier recall in the future. The key is to allow yourself a lot of hands-on practice and review time to become comfortable with the information.

So, what is the Best Way to Pass the PMP Exam?

What is your learning style? Are you a visual, auditory, or tactile learner? Do you learn best in groups or individually? Knowing your learning style is important to understanding how to approach your studies for the PMP exam.

To learn more about your learning style, see question six in my article 7 Questions Every Student SHOULD Ask Their PMP Coach When Preparing for the PMP Exam. This understanding over memorization, slower over rushed methods allow for less anxiety, becoming a better project manager, and learning new techniques with the intent of using them on your projects.

No matter how or when you decide to sit for the PMP, The PM PrepCast will be an immense resource to guide you through your studies. At a minimum read the Lessons Learned Forum with experiences from others who have passed the PMP exam.

Now that you understand the value of allowing yourself time to study, spend an hour and review our **free** series of 8 videos on YouTube that walks you through the detailed and "time consuming" step-by-step PMP Exam preparation process: www.pm-prepcast.com/8videos

About the authors: Cornelius Fichtner, PMP, CSM is a noted PMP expert. He has helped nearly 30,000 students prepare for the PMP exam with the Project Management PrepCast and offers a PMP exam simulator.

Free PMP ® Exam Sample Question

Cornelius Fichtner

PM Exam Simulator™

Question

Sandra is the vice president for a large software development company. She has recently proposed a new game development project which has been strongly opposed by another vice president. Which of the following conflict resolution techniques that conforms to the PMI Code of Ethics and Professional Conduct should Sandra use to resolve the conflict?

A. Forcing

B. Collaborating

C. Withdrawal

D. Avoiding

*Question provided by The PM Exam Simulator:*www.pm-exam-simulator.com

Answer & Explanation

Correct Answer: B)

According to the PMI Code of Ethics and Professional Conduct, "We listen to others' points of view, seeking to understand them." Only the collaborate/problem solve technique conforms to this clause.

Reference: PMI Code of Ethics and Professional Conduct, Respect

NASA and Talent Management: Close Encounters of the Encounters of the three kinds

Presented by Dr Ed Hoffman (live from NASA) facilitated by Dr Lynn Crawford

As part of the 15th HSI Annual Global Workshop, HSI presents Dr Ed Hoffman live from NASA to share the ways talent management contributed to NASA securing the global leading position in OPM.

PMI members can use the discount code "**PM-member**" to get discounts upto 50%.

https://www.eventbrite.com.au/e/nasa-and-talent-management-close-encounters-of-the-three-kinds-tickets-18879959467

Risk Doctor Partnership Briefing

Modifying Risk Behaviour with Change Management

© December 2014, Andrew McGregor

andrew.mcgregor@cohesion.co.za

Have you found it hard to get commitment to risk management from your project team, sponsor, or other stakeholders? Project practitioners are naturally focused on delivery, and they prefer to think about their next deadline, instead of worrying about something that may never happen. Some project leaders resort to threatening their team into doing risk management ("*Think what might happen if we don't do it!*"), or to bribing team members with promises ("*Life will be so much easier if you succeed in managing your risks*.") There must be a better way to get people to change their behaviour and manage risk willingly.

Change management can help.

Among the many change management frameworks available, the **ADKAR® Model** from Prosci offers a structured way to encourage the behavioural change needed to engage project practitioners in risk management (details at http://www.prosci.com/adkar-model/). **ADKAR** leads individuals through a process of **A**wareness, **D**esire, **K**nowledge, **A**bility and **R**einforcement, and each step requires the completion of the steps before it. We can use ADKAR to help people adopt risk management in a way that is committed and effective, by following these five steps:

- **Awareness:** Before people change their behaviour, they must understand the need for change. Why should we adopt risk management on our project? What would happen if we didn't?
- **Desire:** Having understood why change is necessary, people must develop the desire to own the change for themselves. Each person must see "*What's in it for me?*" in a way that inspires them.
- **Knowledge:** When people are excited about adopting risk management, they will then be receptive to training, and we must be careful not to provide risk management training too soon.
- **Ability:** Like most things, the ability to manage risk comes from doing it in practice. We need to use our risk management knowledge on our projects, so that we develop the ability to apply it effectively.
- **Reinforcement:** It is natural to slip back into the old way of doing things. Behavioural change requires regular reinforcement of each of the four previous steps to sustain risk management through the project. So we need to make sure that people remain aware of the importance of managing risk, and maintain their motivation to do it themselves, by refreshing their risk management knowledge and skills, and supporting their ability to use that knowledge in practice.

Several different project roles must support these steps along the way. For example, the project sponsor is vital in building awareness and desire, and then provides reinforcement for sustaining the risk process. The project manager ensures that each step forms part of the initial team-building as well as encouraging ongoing engagement throughout the project. The risk champion supports awareness-building while helping to develop ability and providing reinforcement.

If we can implement risk management well, we will realise the benefits of risk management faster. But this requires us to address team engagement and ensure that they are proficient in managing risk in the project. So next time you implement risk management in your business or project, consider using a formal change management framework to create behavioural change that will make the difference between success and failure.

It will work better than threats, and it is certainly cheaper than bribes.

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.

Membership Stats

Total Members	**1433**
PMP Members	708
CAPM Members	32
PgMP Members	8
PMI-SP	8

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).

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

SYDNEY, AUSTRALIA CHAPTER

GPO Box 241, Sydney, NSW – 2001, Australia.