The Critical Path

PMI
SYDNEY, AUSTRALIA CHAPTER

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SYDNEY, AUSTRALIA CHAPTER

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ISSUE

April 2016
Volume 7 Issue 2

Editorial Team

Mohammed Mansoor
Communications Director

Ashish Tilara
AD Technology

David Wang
AD Newsletter

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President's Report
Benjamin Howell

Welcome to the latest edition of The Critical Path of 2016.

The main focus of the Board for 2016 & 2017 is membership attraction & retention, and we have been working on this in the past quarter via:

• Extensive work on our Chapter Brand;

• Investigating how our activities address the needs of our various segments whilst also addressing the 'PMI Talent Triangle™', and;

• Working on ways to demonstrate the value of PMI and PMI Sydney Chapter membership through our services catalogue.

By performing the in unison with activities such as targeting exactly what other brands we wish to partner with, we address attraction & retention both internally and externally to the Chapter. On the subject of other brands, we are currently working with a number of large organisations with some great brands and I hope to share news on this shortly – stay tuned!

Additionally, I hope to showcase what we have done in relation to segmentation, the services catalogue, and the Talent Triangle at our May Chapter event.

The Board has also spent a great deal of time:

• Seeing what is in place governance wise and looking for opportunities for improvement.

• Improvement and standardisation of sponsorship agreements, tiers, and benefits for sponsors.

• Reviewing the content on our website and seeing how the presentation, accuracy, and timeliness of this can be improved.

• Investigating alternate content management and collaboration tools.

Whilst the above may not be directly visible to you, it's vitally important to get the above in place to ensure that we are working from a mature and consistent platform, thereby delivering the capabilities to serve you better.

On another note, we are also keen this year to get a PMI Sydney team together for this year's City2Surf. A great event to support plus a great opportunity to get our brand out there too whilst supporting a great cause. Please let Sandeep Mathur know if you would like to participate via dal_sm@pmisydney.org.

Chapter Events

The Board has been delighted with attendance at our Chapter events this year.

Feedback from you last year was that you wanted regular official Chapter events and that you wanted these at zero cost for members as a benefit of your membership. Well, we have listened and delivered this and we could not be happier with the response from our members this year.

To Emma and the Events team, outstanding effort!

The various MeetUps that we support have also had great attendance, so a big thank you to those involved as well for making this happen. For those that attend MeetUps we'd love to see you at a Chapter Event soon and if you're not a PMI Sydney Chapter member we would love to encourage you to join and get more involved.

Mentoring

As you know the Chapter runs a mentoring program free of charge to our Chapter members. However for this to be a success we need committed, well qualified Mentors. Here is a call to arms and a request to get more involved and be part of developing the next generation of PM's.

I have been a Mentor myself, and can say first hand that it's a deeply rewarding experience for all involved when you give back your knowledge and experience, and also learn from Mentee's who keep you on your toes and give you new insight.

Contact Marcel De Mar via development@pmisydney.org if you would like to know more or get involved.

Certification

As part of our strategy to grow the brand and our capability, I'd like to encourage all of you with PMI Certifications (especially those that have other than a CAPM® or PMP®) who have great presentation skills to consider getting involved with the Chapter as a volunteer trainer.

We want to grow our capability both internally and externally to the Chapter – but we need your help!

Julia Checcia and myself have been training in at Telstra at lunchtimes assisting their PM's with PMP preparation, and we would love to build a pool of talented volunteer resources that we can draw upon not only to help internally to the Chapter, but also externally to other great brands such as Telstra. We have other great brands and companies wanting us to deliver such a capability to them as well, and as such we need to encourage anyone that would like to help to come forward so that we can grow our capacity to deliver outstanding benefits to those we partner with, and to promote PMI and PMI Certifications externally and to ensure that we are "Making project management indispensable for business results.®"

Please note as a Chapter volunteer you cannot be paid to act in this capacity, but this is a rewarding experience in giving back to our profession.

Contact Marcel De Mar via development@pmisydney.org if you would like to know more or get involved.

PMI Australia Conference

The PMI Australia Conference will be held at the Adelaide Convention Centre, on the 30th & 31st May 2016. Registrations are via www.pmiac.org.au. We hope to see you there!

I am also pleased to announce that PMI Sydney Chapter will host the conference in Sydney in May 2017.

Kate Morris, your Conferences & Seminars Director will have more to say on the above in this edition.

Other Events

Finally, I'd like to let you know of two other events which you should certainly look at attending if you have the opportunity:

•   Project Governance and Controls Symposium (PGCS) - 11th & 12th May 2016 at UNSW Canberra at the Australian Defence Force Academy (ADFA). Please see http://www.pgcs.org.au for further details and registration

•   The 4th Annual Woman in Project Management Leadership Summit - 23rd - 26th May 2016 at the Mercure, Sydney. Registration is via http://liquidlearninggroup.com/documents/WIPM0516A/WIPM0516A_Q1.pdf

Happy cat herding!

Benjamin Howell PMP

President

PMI Sydney Chapter

PMI AUSTRALIA CONFERENCE | 30-31 MAY 2016
ADELAIDE CONVENTION CENTRE -- ARE YOU READY...?
Mohammed Mansoor   Communications Director

PMI Australia Conference (PMIAC) is the premier annual conference for project managers and project practitioners in Australia. PMIAC 2016 will deliver 2 days of inspiration, knowledge and fabulous networking opportunities across 3 major streams.

The conference's mixture of international and local speakers, in-depth educational offerings, and important delegate opportunities for networking, contribution and discussion make it a must attend event for anybody involved in projects.

INDUSTRIES:

IT Telecommunications, Higher Education, Government, Banking and Finance, Insurance, Superannuation, Defence, Health, Legal, Engineering and many more.

TARGET AUDIENCE:

Project Management Professionals, Project Engineers, Agile Practitioners (Scrum Masters, Product Owners), PMO Managers, Change and Transition Managers, Business Analysts, Industry Leaders, Corporate Executives, Consultants, Academics.

With over 250 attendees and 35 thought leaders from the industry, the PMI Australia Conference is the premier annual conference for project directors and practitioners in PMI Australia Conference. A series of Master Classes and Workshops are organised as a part of the Conference. With a maximum of 20 delegates per session, these master classes and workshops provide a highly interactive and personalised learning experience. Places are strictly limited. Register today!

Speakers and Topics for Master Class on 1st June 2016

- *Leading and Delivering the Best PMO for your Business* by Peter Taylor
- *Leadership for a new era* by Dr Crissa Sumner
- *Predict the future of your Project – a truly practical approach to scheduling* by Marc Soester
- *PRINCE2 Agile* by Tom Sulda
- *Strategic Agility for Business Leaders* by Mohammed Mansoor
- *Benefit Mapping: Visualise the Pathway from Projects to Benefits* by Matt Williams

- *Consultant's Way – The Internal Consultant Skills Journey* by Haydn Thomas
- *Benefit Realisation – A Strategic Approach* by Dharam Singh

Looking forward meeting you all there!!

Feel free to reach me out and my team to serve you better!!

Good Luck and keep sharing your knowledge.

From the Events Director
Emma Stewart

Hello everyone! 2016 Chapter Events calendar is off to an excellent start!

In February Eric Van Zeyl lead us through "Agile – Should you go there and how to transition?", explaining how we as project professionals can adapt to the increasing use of Agile and the changing project environments that we work in.

In March Laith Adel explained how to maximise the often constrained project resources in "Resource Management in Waterfall and Agile Projects". These stimulating and thought provoking Chapter Events have been well attended, and the networking time before and after the presentations is proving particularly valuable.

Eric Van Zeyl presenting
"Agile – Should you go there and how to transition?"

Laith Adel after his presentation

PMI Sydney recently ran a member survey, including what subjects we want to know more about. Change Management and Benefits Realisation are two of the hot topics! So our next Chapter Events are focused on these:

- **19 April 2016,** Catherine Smithson will take us through global best practices in Change Management in projects, including information from the recent Prosci report.

- **24 May 2016**, our first Breakfast Event of the year, will be led by Natalie Pritchard focusing on Benefits Realisation – a key subject for all of involved in projects!

Remember these Events are FREE to PMI Sydney Chapter members. All you need to do is log in to the Sydney Chapter website and register. The Events fill up fast so if you can no longer attend please email us so we can offer your place to other people!

We also welcome non-members, particularly those that might be thinking of joining the Chapter or want to find out more about PMI, and those who are beginning their project Management journey.

In addition, we are fortunate in Sydney that we have a thriving MeetUp community, and the PMI Sydney Chapter is proud to support PMI Sydney MeetUp http://www.meetup.com/PMISydneyMeetup and PMO Sydney MeetUp http://www.meetup.com/PMO-Sydney. Again, these groups are run by dedicated and enthusiastic volunteers led by Stella and Sandra, and feature a range of activities. Just sign up directly through the web links.

Don't forget, you are entitled to claim 1 PDU for every Sydney Chapter Event or related MeetUp that you attend.

We look forward to seeing you soon!

Sydney PMI Chapter Events Team
Emma, Tim, Maurya, Awais, Deepa, Saheel

Sydney Chapter Events coming up – FREE to Members, and more Events still to come!

Event Day	Event Date	Event Type
Tues	19-Apr-16	Evening Chapter Event
Tues	24-May-16	Breakfast Chapter Event
Wed	22-Jun-16	Evening Chapter Event
Thurs	21-Jul-16	Evening Chapter Event
Tues	23-Aug-16	Evening Chapter Event
Wed	21-Sep-16	Breakfast Chapter Event
Thurs	27-Oct-16	Evening Chapter Event
Tues	22-Nov-16	Evening Chapter Event
Thurs	8-Dec-16	AGM Evening Chapter Event

Profile on Education 2016
Glen Miller   Associate Director, Education

One of our great human attributes is the ability to continuously learn. Whilst at times attending a course or workshop may full fill a compliance necessity, the very process of learning can be enlivening and nourishing. PMI globally has taken the approach of developing your talent with a particular approach. We now align our education workshops with the Talent Triangle. As quoted from pmi.org…

Talent Triangle

While technical skills are core to project and program management, PMI research tells us they're not enough in today's increasingly complex and competitive global marketplace. Companies are seeking added skills in leadership and business intelligence — competencies that can support longer-range strategic objectives that contribute to the bottom line.

The ideal skill set — the Talent Triangle — is a combination of technical, leadership, and strategic and business management expertise. What this means to project and program talent — what this means to you — is a focus on developing the additional skills you need to meet the evolving demands on your profession. But in doing so, it also means new opportunities to elevate your value as a strategic partner in business success.

- **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 & Business Management** - Knowledge of and expertise in the industry or organisation that enhances performance and better delivers business outcomes.

The workshops offered this year and into the future now assist you to develop in one or more of these domains. Presenters are being made aware of this focus and will assist you to develop this well-rounded skill set.

Next Workshops

The next workshops on offer in May are:

- *Transform Your Meetings* conducted by Silvia de Ridler on Saturday 7 May
  Talent: Leadership
- *Advanced MS Project* conducted by Angela Chellas on Saturday 14 May
  Talent: Technical Project Management

Link to register: http://pmisydney.org/index.php/events/event-listing

Call for Presenters

We are most grateful to those experienced presenters that continue to keep our skills and talents sharp and aligned with industry developments. Should you have a passion for a subject area and a depth of experience you would like to help strengthen our Sydney PMI community knowledge, or a presenter you would like to recommend, please contact me via email: educationAD@pmisydney.org

Managing our Syllabus – Introducing Early Bird pricing

The Professional Development team realise our members value us continuing to offer a regular syllabus of courses for their career development. This is evident by the subscription levels and the feedback we receive to the courses we manage to organise. We endeavour to uphold this service to our membership but there are some costs that are immutable to our volunteer efforts and we need to redress the sustainability of delivering the syllabus of courses we manage to do to our local membership.

Late subscriptions to some of our courses in the past have inevitably led to last minute cancellation of courses – much to the disappointment of early subscribers. This is because PMI Sydney has had to responsibly balance the cost of offering courses- at generous prices - with the real costs incurred with delivering those courses. To mitigate the prospect of cancellation and to ensure early subscribers are rewarded for their advanced commitment, PMI Sydney is introducing Early Bird pricing much like one experiences when booking a flight or a hotel room.

We will introduce a course fee structure to encourage early subscription so that PMI Sydney can better forecast we can afford to offer the course and help us predict those courses in higher demand. If early subscription levels are low, we can make the decision earlier to withdraw or postpone the course and hopefully help early subscribers find alternative dates. If the subscription levels are oversubscribed, the Professional Development team can begin earlier to plan additional courses to offer later in the year.

From June 2016, we will implement the practice to all courses and workshops. For most courses, PMI members will continue to enjoy the same prices they have benefited from for several years if they book in the early bird period. However, as the time nears for a course or workshop, you will find those generous discounts will recede and a premium will take effect for people booking at the last minute.

There is only one set of courses that will reflect a price increase and that will be the preparation courses. For many years PMI Sydney has offered these courses for $60 to members and they have understandably been very popular. We have managed to do so with the generous support of volunteers. However, there are some costs that are immutable and we are now compelled to reconsider the membership price to $90 for those 6-hour preparation courses. This will still be a 50% discount to members and a very generous course rate compared to courses offered elsewhere. We look forward to your feedback to our courses so we can continue to improve the offering and urge you to book early!

Lessons Learned Management Techniques for the PMP Exam
Cornelius Fichtner

It gives me Learning the lessons of past projects is important if you want to improve as a project manager. Understanding what worked and what didn't is essential for your professional development when managing projects and for getting better outcomes each time.

This article contains everything you need to know about lessons learned management techniques to help achieve exactly that. Lessons learned management techniques for PMPs are the knowledge and skills that a project manager needs to be able to use lessons learned to improve their projects.

They are different from the lessons learned about passing your PMP Exam. Those lessons are about exam practice and how other people prepared for and passed the PMP Exam. If you are in fact looking for lessons learned on how to pass the PMP Exam then you'll find lots of tips and advice at https://www.project-management-prepcast.com/ll. Back to lessons learned management techniques: they form part of your PMP Exam so this article will both help you prepare for questions on the topic and give you the tools you need to learn from your experiences on projects.

PMP Lessons Learned Management Techniques: 3 Things To Know For Your Exam

'Management techniques' are just effective ways of working. They are how we capture, record, analyse and use lessons learned for continuous improvement in our projects. Now we've got that cleared up, here are three essential things to know about them for your PMP Exam.

First, the PMP Exam Content Outline specifically mentions lessons learned management techniques as an area of cross-cutting knowledge and skill. You should expect to get asked about them.

Second, lessons learned processes are useful across the whole project management life cycle from Initiating to Closing. However, lessons learned management techniques relate specifically to how you manage the process of gathering and sharing lessons learned on your project. This is more relevant to the Monitoring & Controlling and Closing stages of your project.

Third, while you probably haven't given much thought to how you manage lessons learned, the good news is that you most likely have all the skills you need. You simply need to know how to explain them and respond to questions about them in the PMP Exam.

The Lessons Learned Project Management Process

We project managers are always fond of processes and procedures! The generally accepted process for projects is that you collect the lessons, prioritize and validate them, and then store them somewhere while making them available to other teams. The process doesn't end there. The final step in the lessons learned process is that you reuse what you have learned. They feed into continuous improvement.

There is a fundamental difference between how lessons learned are often managed on projects that use a waterfall-based methodology compared to those projects that have chosen an Agile approach.

At a high level, Agile teams tend to be a lot more focused on continuous improvement and will review performance more regularly. Agile team retrospectives can focus on the team's working practices – how they work together, celebrating a job well done, bettering the relationships in the team, and often a more traditional approach focuses on the project tasks and deliverables and not how the team' performed together. This is an area that a waterfall lessons learned review could and should cover but is often forgotten.

Agile teams will also have release or sprint retrospectives where the focus is on the product or service covered in that release. On Agile projects you'll also have project retrospectives where you look at the whole project.

Waterfall project management approaches typically review project lessons learned towards the end of the project.

How to Run a Lessons Learned Project Management Meeting

Should your meeting be formal or informal? Both can work but you certainly need a formal outcome. The more formal structures work best when you think the discussion is going to be difficult because something went wrong or you worry that there might be blame apportioned to someone in the team.

Sometimes you'll only get the right people to attend if they feel it will be a formal event. If formality helps you get the right level of attention and commitment to the meeting, then go for that!

It's a good idea to use a facilitator if you can. They can help keep you, and everyone else, on track. Lessons learned sessions don't deliver any value when the discussion only focuses on what went wrong. A facilitator can help the group turn that into positives by eliciting what could be done differently next time and creating concrete actions to make sure it doesn't happen again.

Use an agenda, stick to time and follow all the other good meeting management techniques that you can.

Lessons Learned Project Management Questions

The best lessons learned project meetings are those that have been well-prepared. Create a list of questions in advance and send them to the attendees. This gives them the chance to prepare. It's hard to remember everything when you are put on the spot, even if your lessons learned meeting only covers the past phase or few months. Give people the chance to go through their records and remember what happened by letting them know the topics that are going to come up.

Here are some lessons learned project meeting questions to get you started:

What worked well?

What didn't work well?

What was challenging?

What lessons can we learn about that for future projects?

What actions are we going to do to make sure that future projects see and understand these lessons? (Examples: Building templates, updating the team wiki, changing processes, writing a new user guide, and so on.)

Were there any unintended consequences?

What skills did you need that were missing and how did you manage?

Were the right people involved at the right time?

What should we do differently next time? How are we going to do it differently?

If you need more questions the best starting point is to go back to your business case and objectives or project goals. Build your questions from there.

Lessons Learned: Project Management Challenges

Even though we have a great lessons learned project management process and the resulting outcomes of our lessons learned meeting, we are faced with the fact that companies still don't actually learn from them.

We need to convert lessons learned, which are usually backwards looking, into a tool that is forward looking and helps us to avoid past mistakes in the future. Convert the lessons from your project review meeting into actions.

For example, if one lesson pointed out that you didn't spend enough time in project planning, update your project management plan templates to add in more time so that on the next project you're prompted to allow adequate time for the work.

Making the same mistakes over and over again costs money and impacts on productivity, so learn from other project managers and their project as well. Ask your project team what they learned about doing similar things in the past and what you should be looking out for. Review whatever databases or documents exist before you start, including your own file of notes if you have one.

Next Steps For Learning About Lessons Learned

There's of course a lot more to learn about lessons learned than we have space to discuss in this article. Make sure that your PMP training course covers what you need to know. The PM PrepCast contains everything you need to know about lessons learned management techniques, and everything else required to get you through the PMP Exam. Find out more at http://www.pm-prepcast.com/pmprepcast.

About the author: Cornelius Fichtner, PMP is a noted PMP expert. He has helped over 35,000 students prepare for the PMP Exam with The Project Management PrepCast at http://www.pm-prepcast.com/pmprepcast and The PMP Exam Simulator at http://www.pm-prepcast.com/simulator.

Message from the Membership and Volunteer Team
Khai Dang   Associate Director, Membership

Hope everyone had a nice Easter Holiday. It's been an exciting and busy start to the year for our Membership and Volunteer team. Firstly, there are some changes to the team. We would like to congratulate Mansoor, our previous team member, for getting elected to the Board. Well done Mansoor! We also have Vu leaving due to personal commitment. Both Mansoor and Vu had made significant contributions to the team and they will be sorely missed. On the other hand, we have a new team member, Katerina Katsoulis, who is joining to lead the volunteering initiatives. Welcome Katerina!

Over the course of this year, the team is planning for a number of initiatives to help build deeper relationship and network with the wider PM profession as well as to the Chapter. Planning is underway for two signature events: Meet the CxO and PM Roundtable. The first event will provide a rare opportunity for members to hear and learn from C-level executives on leadership and strategy, the two new areas of the Talent Triangle. It is also a great opportunity for members to network with senior executives of major organisations. The Roundtable event is a smaller discussion group with a panel of experts. It allows member audience to hear and take part in deep dive conversations on topics of interest. Watch this space for more information to come.

We also have a great success in recruiting new members to join the Chapter. We partnered with the Marketing and PMI Meetup teams to promote the benefits of the Chapter Membership and the limited one-year free membership offer. At one Meetup event, we had 16 people signed up to join PMI and the Chapter. Thank you to everyone in the Marketing and Meetup team to help making this a success. Work is underway to see how we can leverage this momentum to grow our membership base.

Teaming up with the Marketing and PMI Meetup teams. From left to right: Awais Arif (Marketing and PMI Meetup), Bernarda Maia (Meetup attendee), Karen Todeschini (PMI Meetup), Stella Akratos (PMI Meetup), Khai Dang (Membership)

Given the difficulty of signing up for volunteer roles on the PMI global site, we have built an interim online signup form and published them out to interested members. This will allow us to quickly and easily capture the volunteer resource pool where we can use to fill demand across the Chapter. Planning is underway for a general information session on volunteer in the near future. If you are interested, reach out to Katerina at advolunteers@pmisydney.org for more information.

Hope everyone enjoy a mild autumn and looking forward to meet and engage you all on future events.

From our team,

Ha Nguyen - Director: Membership and Volunteering

Khai Dang - Associate Director: Membership

Carlos Ardila - Associate Director: Reporting

Katerina Katsoulis - Associate Director: Volunteering

Free PMP® Exam Sample Question

The PM Exam Simulator

Question

You are running a public library construction project in which two key stakeholders are in continuous conflict with each other over location and design of the building. As a project manager, you have spent many hours resolving their conflicts, but it isn't getting any better. What should you do next?

A.) Refer to the Project Charter for the escalation process

B.) Refer to the Communications Plan for the escalation process

C.) Involve the core project team

D.) Involve the sponsor

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

Answer & Explanation

Correct Answer: B)

If a project manager cannot resolve the conflict between stakeholders, he/she should escalate the issue based on the escalation process listed in the Communications Plan.

Reference: PMBOK Guide 5th Edition, page 406

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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 approximately 3,000 readers.

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	1452
PMP Members	738
CAPM Members	33
PgMP Members	8
PMI-SP	8
PMI-RSP (PMI-RMP)	9
PMI-ACP	26

NEW! Website advertising

Contact communications@pmisydney.org *for bookings.*

This Newsletter is published by the Editorial Team of the Communications Portfolio on behalf of the Project Management Institute Sydney Australia Chapter.
We welcome articles, interviews excerpts; general information and other contributions to enhance project management knowledge and understanding of our chapter members. Please send these to the Communications Director (communications@pmisydney.org).

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

PMI

SYDNEY, AUSTRALIA CHAPTER