The Critical Path

PMI
SYDNEY, AUSTRALIA CHAPTER

Messages from Directors:

President's Report - Benjamin Howell

From the Conferences & Seminars Director - Kate Morris

and more...

In this
ISSUE

December 2016
Volume 7 Issue 6

Editorial Team

Mansoor Mohammed
Communications Director

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AD Newsletter

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President's Report
Benjamin Howell

Welcome to the final edition of The Critical Path for 2016. Wow this year went quick didn't it?

A huge thank you to all of you that have attended our monthly events, participated in our Professional Development programs (education, certification, mentoring), and of course joined or renewed your membership in our continually growing Chapter. Immense thanks also to our dedicated and hardworking Chapter volunteers – you are an outstanding bunch of individuals. I'd also like to thank all of our Sponsors and Partners, as well as our event speakers for your amazing support. We are not a success without each and every one of you!

Services Catalogue Survey

You will shortly have a survey delivered to your Inbox which focuses on the Chapters Services Catalogue. Essentially PMI and the PMI Sydney Chapter offer a number of services and benefits to you as members and what we want to discover is:
•   Which ones do you value most?
•   Which ones do you not value as much as others?
•   Which ones have you not even heard of?
•   Which ones are we not offering which you think you would find of value to you?

Once we collate the results the Board will be better placed to target our focus and spend on those services that you value and benefit most, and reduce focus on those services of less value to you.
I would like to thank both Sandeep Mathur and Parakshit Basur on their work on the services catalogue this year, and for the formulation of the survey you will shortly receive.
I'd implore you to please take the time to complete this survey when you receive it so that we can serve you more effectively.

PMI Australia Chapters Conference 2017

The conference team is working hard to ensure that we host an outstanding conference May 28-30 next year.
I'd publicly like to thank Naven Kumar who is doing an outstanding job, and has just delivered a fantastic new website for us at www.pmiac.org.au. Great work Naven!

Are you already volunteering with the Chapter? Would you like to be a volunteer to help us deliver an outstanding conference? If so, please contact Kate Morris via conferences@pmisydney.org. We are particularly looking for volunteers at this time with any of the following skills:
•   Marcomms
•   Social Media
•   WordPress

But if you would like to assist in any capacity or would like to discuss how you can best help please contact Kate.
We will also for the first time be conducting an Academic stream led by Dr Louis Taborda. If you yourself are affiliated with any Universities or know of anyone that may like to be involved (for example by submitting an academic / research paper) please go to http://pmiaustraliaconference.org.au/academico/ where you can find further information and the call for research papers.

Chapter events now being recorded

I am pleased to announce that we have welcomed aboard WebCastCloud http://www.webcastcloud.com.au/ as a Gold sponsor of the Chapter. We are performing a trial of 6 events of having these recorded and made available for you to access from wherever you are, irrespective of the device type (on-demand, not live), and if you find this to be a valuable service then we will continue beyond the trial period.

Our membership is currently climbing and around 1,600 members. However at our monthly events we have about 100-120 attend. We are providing this service primarily for our members that are unable to attend an event for whatever reason (e.g. travelling for work, parents needing to take care of children, etc) so that we continue to provide value for your membership and allow you to still participate in our events and hear from the great speakers organised through our Events team.

During this trial period the viewing of our events is free-of-charge to you our members so I encourage you all to please take up this service as the more of you that access it the greater the likelihood that we will continue to offer this service.
You will shortly receive comms about how you can access this content.   Please contact Emma Stewart eventsdirector@pmisydney.org in the meantime should you have any queries.

AGM & Bylaws Changes

For those that have not been at our last few Chapter events to hear the news, we are moving the AGM to late March (exact date TBC by our Nominating Committee - NomCom). The reason being is that all of the Chapters across Australia are in the process of aligning both our financial years and our AGMs which will in turn result in better collaboration between us nationally. Our financial year remains the same (ending 31 Dec), however this allows time for our books to be fully audited before presenting them at the AGM post December. Our NomCom is in the process of confirming the election timetable and AGM date and we will inform you as soon as this is known.

Both the Board and our PMI Global operations Centre (GOC) in Singapore have also approved changes to our Bylaws. These changes have been made due to changes in NSW legislation and also to clean up ambiguities in the existing version. A Special General Meeting (SGM) will be called shortly for you to vote on these changes – possibly mid/late January – stay tuned!

On behalf of the Board and myself, I'd like to wish everyone a safe and healthy Merry Christmas / Happy Holidays, and a successful and rewarding 2017.

Benjamin Howell PMP
President
PMI Sydney Chapter
president@pmisydney.org

10 Great leadership skills of Program and Project Management
Mansoor Mohammed - Communications Director

Effective Project Management is entirely dependent on an individual with great leadership skills, because without a good leader, a project is unlikely to be completed successfully.

The successful completion of projects is the primary responsibility and goal of the Project Manager, who will have a lot of weight on their shoulders, when it comes to making the right decisions. While some people possess natural leadership qualities, other leadership skills must be learned and adapted to ensure that each individuals approach to leadership is tailored to suit their own individual style and personality.

So, what are the fundamental qualities of a good project manager?

- Excellent communication and interpersonal skills
- The ability to share a clear vision and inspire others
- Positive attitude and enthusiasm
- Integrity
- Competence
- Cool, calm disposition
- Problem solver
- Team builder
- Excellent delegator
- Excellent decision maker

1. Communication - Excellent communication skills are vital, to enable a project manager to communicate effectively with a broad spectrum of people at different levels within an organization and externally. In order to lead a project, you must be able to clearly communicate your vision, goals, guidelines and expectations to others. The ability to deliver and receive constructive feedback and listen to others is another important part of leading a team of individuals. Essentially, being a great communicator is a key element to working well with others in any work environment.

2. Sharing a Vision - The ability to see the 'bigger picture' behind a project and effectively convey that vision to others is an incredibly valuable and important quality in a Project Manager. Successfully articulating the vision of a project ensures the team can experience it in their mind and helps to get them on board without delay.

3. Positive Attitude - A leader with an eternally full cup and a positive mental attitude is a pleasure to engage with and their enthusiasm automatically rubs off on others. Being committed to a project and displaying confidence in it impacts positively on the team and forms the basis of a happy, productive work environment.

4. Integrity - Part of being a great team leader is the ability to gain the trust of your team. By demonstrating that you are committed to adhering to both your values and ethical practices in general, team members will soon recognize that you are an honest leader whom they are happy to put their trust and faith in.

5. Competence - When a leader is unable to demonstrate that they are competent and capable, they will be unable to gain the respect and trust of their team and colleagues. A team must always feel confident that their leader is in control and knows exactly what they are doing.

6. Cool, Calm, Composed and Collected (4 C's) - Regardless of how well a project is planned there will always be obstacles of some sort to overcome along the way. A good Project Manager will never panic or lose their head when things go wrong; instead they will remain calm, assess the problem and find the best way to resolve it, in order to put the project back on the right track. If things become too stressful at any point, any flapping or excessive sweating should be done in private!

7. Problem solver - A great project manager should possess excellent problem solving skills and be resourceful and creative in their general approach to problems. On many occasions when working on a project, this may be as a simple case of identifying the right person(s) within the team to help you resolve the problem quickly and effectively. Sometimes, the real skill here is in truly grasping the issues behind the problem as this is always a fundamental element of the problem solving process.

8. Team Builder - A strong, happy team is a productive one and for the project to reach a successful conclusion the team need to be working well together for a common purpose. Within any team of individuals, you will find a variety of personalities that will need to somehow gel together to form a positive dynamic. Part of successfully leading a team will involve learning about each individual's skills and personality in order to get the best out of the team as a whole. Spotting areas of conflict within the team early on and managing conflict is crucial.

9. Delegator - Having a good understanding of your team members allows you to delegate tasks to the right individuals for the best possible results. Team members will respond well to a manager who delegates appropriate tasks that are well suited to their skill set and subsequently trusts them to get on with it. Encourage staff to approach you to discuss any queries or difficulties if they need to rather than undermine them by constantly checking up on them and they will feel more valued.

10. Decision Maker - The personal decisions you make as a Project Manager have a direct impact on the success of a project and ultimately the success of the business itself. In order to be strong in this area it is essential that you arm yourself with all of the information you need from the outset so that when the time comes, informed decisions can be made quickly.

At times, however, it is inevitable that mistakes will be made – after all it is impossible to make the best decisions all of the time! If and when the wrong decision is made, an excellent leader will be able to put their hands up and take responsibility. There is nothing worse than a leader who points the finger when things go wrong instead of taking responsibility for their own decisions.

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

Good Luck and keep sharing your knowledge

Merry Christmas and a Happy and a Prosperous New Year 2017!!

From the Events Director

Emma Stewart

Hello everyone! The end of the year and we have completed our 2016 calendar of PMI Sydney Chapter Events. We've held 12 PMI Sydney Chapter Events, plus there have been more than 20 MeetUps run by the two MeetUp groups that we sponsor.

October's "Meet the C-Level" had our highest number of attendees for the year, with more than 180 people signed up! This panel discussion featured:
- Alicia Aitken, Chief Project Officer, Telstra
- David Callahan, Executive Director, Sydney Trains
- Malcolm Pasco, Group CIO, SAI Global
- Sheetal Patole, Head of Analytics, Macquarie Group

Expertly facilitated by PMI Conferences Director Kate Morris, the energetic panel helped us to understand what the C-Level really want from us as project professionals, and so how we can increase our chances of success. These are rare insights, and were highly valued by those that attended.

In November George Konstantin gave us a lively presentation to help us with "Influencing stakeholders and outcomes and having difficult conversations across projects". There were top tips for all of us, from experienced project professionals used to managing stakeholders through to those more recently joining the profession, and lots of audience participation!

This Event was also our first using Webcast Cloud. Following a successful pilot earlier this year, we have entered into an agreement with Webcast Cloud so that many of our future Events will be videoed for watching later. This is particularly to enable those members that can't get to PMI Sydney Chapter Events to benefit from the learnings in the sessions. We will be sending out links and instructions shortly so you will be able to watch the video.

"End of 2016!" was our final Event for 2016. For this Event we wanted to have some Fun!!! but still giving value to our members. Dean Gale from Phuel certainly achieved both of these! Based on the theme of Self-Motivation, this Event was engaging, entertaining and Fun, but also gave us some things to think about for the new year. Who would have thought those boards would actually get broken through? We had a lot of first-time attendees at the Event, and the general feedback on the night was that it was an Awesome Event!

The PMI Sydney MeetUp and PMO Sydney Meetup have also been holding regular Events over the last two months. Anyone is welcome to attend these Events, just register via their MeetUp weblinks.
http://www.meetup.com/PMISydneyMeetup
http://www.meetup.com/PMO-Sydney

All of these Events and MeetUps are organised by dedicated teams of volunteers who want to give something back to the project community. Without these people working hard in their own time none of these Events or MeetUps would happen! On behalf of PMI Sydney and the wider project community, thank you to all of these amazing people:

Tim Kinchington, Maurya Rieder, Saheel Hafiz, Deepa Patole, Tammy Bucholz, Awais Arif, Aurora Qi, Stella Akratos, Sandra Arps, Amr Abdoun, Karen Todeschini, Urs Kemmann, Sandra Arps, Phil Reid.

All of the teams are planning exciting calendars of Events and MeetUps for 2017! Remember to sign up quickly, and please let the organisers know well in advance if you can't attend so your place can be offered to someone else.

See you soon!

PMI Sydney Chapter Events Team

PMI Sydney Chapter Events coming up for 2017

22-Feb-17	Wed	Evening Chapter Event
23-Mar-17	Thurs	Evening Chapter Event
28-Apr-17	Friday	Breakfast Chapter Event
28/29/30-May-17		PMI Australia Conference in Sydney!
21-Jun-17	Wed	Evening Chapter Event
25-Jul-17	Tues	Evening Chapter Event
23-Aug-17	Wed	Evening Chapter Event
21-Sep-17	Thurs	Breakfast Chapter Event
24-Oct-17	Tues	Evening Chapter Event
22-Nov-17	Wed	Evening Chapter Event
07-Dec-17	Thurs	Evening Chapter Event

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What's the Difference Between a Risk Audit and a Risk Review?

J. LeRoy Ward - Executive Vice President, Enterprise Solutions, IIL

Don't answer that. I already know. Not a darn thing, or at least there shouldn't be.
In my experience, both have been used, are currently being used, and will probably always be used to mean the same thing by the many companies I've worked with in my forty plus years in project management. Some companies use "review" rather than "audit" because the latter scares people.

Who really wants to be audited? No one of sound mind that I know, and I should know. I worked for the Federal Government for almost seventeen years on some very controversial programs in Indian Country which were constantly being subjected to audits. These programs were audited by the Government Accountability Office or GAO (formerly named the Government Accounting Office), the Inspector General of the Department of the Interior, Congressional audit staff (then-current investigators from the FBI on-loan to Congress), and a host of other "interested parties."

Their job was to ferret out "waste, fraud, and abuse" and they did their best to find all three. In all programs on which I was working, they just found "waste," meaning we didn't do things as perfectly as they thought they should have been done. While you could argue (in writing), it didn't do much good. They always had the final opportunity to write their rebuttals. After all, they published the reports.

Audits in the corporate world may not be as scary, but no one likes them there either. Why put people on the defensive when all they're trying to do is a good job under difficult circumstances? That's why I noticed early on in corporate life, that the word **review** was much more popular than **audit**, and this tends to be true anywhere around the world.

Review wasn't just a euphemism employed by companies to hide a more unpleasant activity. PMOs and others used it to create a culture of collaboration and to show they were just trying to be helpful to the project managers they oversaw or had some accountability for.

This is why I have mixed feelings about the Monitor Risks: Tools and Techniques (formerly Control Risk) section in the Project Risk Management knowledge area in the Exposure Draft of the *PMBOK® Guide*—6th Edition (I know I'm getting a bit geeky on you here). I was very glad to see that the authors included a new T&T called *Risk Review*, but less glad to see that they retained the term *Risk Audit* from the 5th and current edition of the *PMBOK® Guide.*
Let me explain. Essentially, they took the definition of *Risk Audits* from the 5th edition, took out the part about reviewing individual risk responses and placed it under *Risk Reviews*, and left the part about whether the project team was following the risk process under *Risk Audits.*

Personally, I would have left the current definition and just changed the title from *Risk Audits* to *Risk Reviews*.

What's your view?

Related Courses from IIL:

- Advanced Project Risk Management

- Risk Management for IT Professionals

- Prep Course for PMI's Risk Management Professional (PMI-RMP)® Certification Exam

Browse the full course catalogue here.

J. LeRoy Ward is a highly respected consultant and adviser to Global Fortune 500 Corporations and government agencies in the areas of project, program and portfolio management. With more than 38 years of government and private sector experience, LeRoy specializes in working with senior executives to understand their role in project and program sponsorship, governance, portfolio management and the strategic execution of projects and programs.

The Right Stuff to be a PM
Louis Taborda - Academic Outreach Director

How does one become a PM? Is it something we can choose to become, or must we have the right temperament for the role?

These, and related questions, have been buzzing around my head the last few weeks. They come up whenever I finish a semester guiding young PM students in the management and execution of what for many of them, is their first real project. Witnessing the students grapple with the imperfect reality of their projects raises several questions about how we can best to train people to perform as competent, professional PMs.

One challenge that many of my students face is that they are young, shy, mild mannered individuals. Perhaps you were similar at an earlier point in your career? So how do I give them the confidence to ask the difficult questions of their sponsor, team members and stakeholders? Of course, there are a minority of students who have no problems in this area. They are the opposite, being self-assured, and sometimes down-right cocky individuals who can push their cause – born leaders perhaps?

An experienced manager I was speaking with suggested that being a good PM was a matter of DNA - you are either made of the "right stuff" to be a PM or you are not. It is an interesting point to consider in the education and development of future PMs and goes to the role that training plays in the making of a PM.

Certainly, getting the necessary results for your project can require a PM to deal with anything from mild resistance to outright hostility. It is important that a PM can represent their project's position and be resilient in the face of conflict – not something that comes easily to many of us. So what role does a PM's personality play in the making of a successful PM?

Sure, we can fill someone full of good PM practices and techniques so they know how to create plans, analyse stakeholders and manage risks; but if they don't have the "right stuff" will that help them become a good PM? What is the right stuff anyway? Do you have to be born

Image credit: Still from the 1983 movie "The Right Stuff"

"goal oriented" to make a good PM or can you pick up the necessary skills along the way?

Which takes me back to my earlier question – how do we become good PMs? What was your own career path that led to a PM role? And do you think it was a case of nature or nurture? Did you always have a delivery focus that marked you as a future PM? Or did you choose to be a PM and learn the tools of the trade? Each of our stories are bound to be unique but they can collectively help us explore better ways to develop the next generation of PMs – either by finding those individuals with the right stuff; or giving everyone the opportunity to develop the necessary mindset.

It would be most interesting to hear your views so please do join the conversation on LinkedIn and share your thoughts. And consider attending PMIAC 2017 where we will be discussing ways to improve PM education as a part of the Inaugural Academic Track.

From the Conferences & Seminars Director
Kate Morris

Check out the new Conference website!

Thanks to the dedication of the conference team I am proud to share with you our updated PMI Australia Conference website. A special mention to my Associate Director **Naven Kumar** who worked tirelessly with his team to get the job done.

So what else have we done so far?

- ✓ Sponsor Prospectus
- ✓ Call for Research papers
- ✓ 1 Keynote speaker secured
- ✓ 1 partner sponsor secured

- ✓ Early bird Ticket Pricing, gala dinner pricing
- ✓ Award categories confirmed
- ✓ Venue for the conference and Gala Dinner

The team has been working hard on securing new speakers and sponsors. We are always interested in hearing your feedback on who we should target. Please send me an email if you have any suggestions. The call for speakers will open for submission mid-January.

Super Early Bird Rates are available NOW!

Now is the best time to grab your tickets to the conference. We have worked on a Super Early Bird special rate for our members. Get in now to secure your spot for this world class event.

Call for Academic Research Papers

PMIAC 2017 will, for the first time, feature an Academic Track devoted to project management research and education. This provides management academics a unique opportunity to interact with practitioners as the conference will bring together a wide range of project professionals across different industries.

Research papers are invited on topics related to the theory and a practice of project management in the areas:

- Strategy and Transformation
- Business Analysis and Change
- Portfolio Governance and PMO
- Program and Project Management
- Competencies and People Development
- Interdisciplinary Project Research

Qualified academics in any of these areas of the PM discipline are invited to join the Academic Track's Program Committee and to assist in the review of submissions

Time to start thinking about nominating for the PMI Australia Awards

The PMIAC Professional Awards honour organisations and individuals showcasing their passion, talent and expertise that has made the greatest contributions to the project management profession.

The 2017 PMIAC Professional Award categories are:

- Project of the Year
- Project Professional of the Year
- PMO of the Year
- Young Project Manager of the Year
- Fellowship of the Year
- Distinguished Contribution to PMI
- Continuing Professional Education Provider of the Year.

Nominations will open mid-January with criteria explained on the website.

How to stay up to date with new updates about the conference

There are lots of ways to stay connected with the latest information about the conference.

Blogs and updates subscription – www.pmiac.org.au

I look forward to seeing you at the conference!

Regards
Kate

Message from the Membership and Volunteering team
Ha Nguyen - Membership and Volunteering Director

It is that time of the year again when the holiday mood starts to kick in and we are all busy getting things wrapped up at work. For the Membership and Volunteering team, we finish the year on a high note with 'Meet the C level' event initiative successfully delivered on 27th October. It was a rare and exclusive opportunity for Sydney Chapter members to interact with a panel of C-level executives from some of industry leaders in Australia.

The first event of its kind for the Sydney Chapter where members and guests had the opportunity to network, learn and gain insights from a panel of C-level executives on the three areas of focus in the PMI Talent Triangle, in particular Leadership and Strategic and Business Management. This session was designed to provide new insights to the aptitudes and skills needed to transition from a "Project Manager or Program Manager" to a Leader. The panel speakers shared their stories, strategies and experiences in leading and directing programs, teams and organisations to successful outcomes. The event was facilitated by our Chapter Director, Kate Morris, who had kept audience engaged throughout the session.

The event achieved a record attendance for the Chapter and the results exceeded our expectations. Feedback received from attendees has been extremely positive, indicating members seeing value in this event and strong demand for more of this type of events in the future. Some of the comments were:

• I found the event very valuable. The panelists shared their views on topics very relevant to the PM community.

• Good insights into the thoughts of the C level.

• Very informative. The panellists were very knowledgeable and gave answers very clearly and to the point.

• "Real world" advice from the panellists.

As a Chapter, this event had also facilitated effective collaboration between the Chapter portfolios including Membership, Industry and Organisations, Conferences, Events and Communications, and helped us connecting with the industry.

We are keen to run similar events again next year and explore other types of Services that are of value to our members. Watch this space.

Thank you for your support this year, a big thank you to all our volunteers and special thanks to my Associate Directors Khai Dang, Katerina Katsoukis, Rosemarie Santos and Carlos Ardilar in their tire-less dedication and effort in making this happen. We are looking forward to an exciting 2017, culminating with the PMI Australian Conference in May and what promises to be an exciting year ahead for our members.

Have a Merry Christmas and a Happy, Safe and Enjoyable New Year!

Looking for a quick boost to your public speaking?

PMI Toastmasters Club is offering a six week program on Monday nights starting 6th February.

• Learn to give confident presentations. You will be more persuasive and confident in giving presentations, and you will improve your one-on-one dealings with others.

• Learn impromptu speaking. Developing the skill to think on your feet, and learning how not to be tongue-tied when you're suddenly asked that question that you weren't prepared for.

• Develop greater self-confidence. As you develop confidence in public speaking, you'll have greater confidence in many other areas of your personal and professional life.

What happens at a Speechcraft course?

• Each week you will learn about a new skill such as structuring a speech, voice modulation, eye contact, gesturing and effective speech writing. Before the next session, you prepare a 3-5 minute speech to put each new skill directly into practice.

• After giving a prepared speech each participant receives a constructive speech evaluation. This process recognises speakers for their strengths and provides valuable guidance on how future presentations may be improved.

• During each meeting, a "Table Topics" session is conducted to help participants learn to think on their feet by delivering short impromptu speeches.

• Each participant receives a Toastmasters Speechcraft Handbook plus other materials prepared by the Club.

And you'll learn to love the applause!!

• Don't worry! Everyone who starts a Speechcraft course is close to the level you are now. The environment is friendly and supportive, and experienced Toastmasters are there to guide and encourage you the whole time as you build confidence with each speaking assignment.

• And you'll learn to love the applause! Constructive evaluation is the heart of the Speechcraft program. Each time you give a prepared speech, an evaluator will point out strengths and also suggest improvements for future presentations.

How do I join the PMI Toastmasters Speechcraft Course?

Contact Chris Nolen our Club President to register – nolenck@icloud.com, only those who have registered and paid can commence the course. Cost $360.

PMI Sydney Chapter Events now available online!
Emma Stewart - Events Director

PMI Sydney Chapter is pleased to announce the launch of PMI TV!

PMI TV is the new video-sharing website for PMI Sydney Chapter, where we will be making videos of our PMI Sydney Chapter Events available to our members and non-members. We now have two of 2016 Events available online for current PMI Sydney Chapter members to watch for **free** ($20 for non-members):

- Project Management Employment Market Update and Trends in 2016 – 28 Jul 2016
- Influencing stakeholders and outcomes and having difficult conversations across projects – 22 Nov 2016

Please follow the step by step instructions below to access PMI TV and start viewing today. If you experience any issues, please contact out support team listed below.

Enjoy!

Step by step instructions

1. Go to http://PMI.webcastcloud.tv and Log In

If you're a **first time user** of PMI TV you will need to register an account (click on "Register Here" under the PMI Sydney Chapter logo). Please register using the email address that is linked to your PMI Sydney Chapter membership (most likely the email address that received this eBlast).

If you're a returning user and already have an account you can login with your email address and password.

- If you are a current member of PMI Sydney Chapter:
2. Simply click to 'Watch Now' the videos available to you
If you are a current PMI Sydney Chapter Member but it seems that you need to purchase the video, please contact us at support@webcastcloud.com.au and we will sort it out so you get free access

- If you are not a current member of PMI Sydney Chapter:
2. Using the 'Buy Now' button select the presentations you wish to purchase.

3. You will now have the option to 'Continue Shopping' or 'View Cart'

4. Once you have completed your selection of presentations, proceed to the checkout by clicking the green 'view cart' button or clicking on the shopping cart at the top of the page.

5. Complete secure credit card payment using your VISA or MasterCard.

6. Once payment is complete, you will be directed back to 'My Playlist' on the homepage where you can watch your purchased videos. You should now see 'Watch Now' as an option on your videos, rather than 'Add To Cart'.

Try before you buy – before you buy, we suggest you view some of the Free-to-Watch 'Highlights Videos' (at the top of the page) as a test before you purchase any paid content.

Any questions or problems?
Sales Support: http://pmisydney.org/about-us/contactus
Technical Support: support@webcastcloud.com.au   or   http://support.webcastcloud.com.au

Take One step forward to Leadership

Great things happen when you are part of PMI Sydney Chapter!!

Members receive benefits like,
Digital version of the PMBOK®, Subscriptions to PMI Journals and megazines, exclusive access to library, learning materials *and many more...*

Mentoring Program Update
Mark Ferguson - Associate Director Mentoring & Hazel L. Apura

This is the final Mentoring Program update for this year and its certainly been a busy 2016.

The program for next year is being finalised with some very exciting developments being planned. The mentoring program has always aimed to achieve the best quality outcomes for mentors and mentees alike. We are always seeking to improve the quality of the product we deliver and we rely very much on feedback received from our mentors, our peers and through regular surveys,

We've taken the feedback on board and added that to the success of our recent Mentor training program to formulate a higher quality experience to our members for next year. There will be some changes and improvements - the key objective is "to improve the quality of mentoring product delivery".

Our focus for 2017 will be to improve the quality of delivery of the mentoring program through:

1. Improved automation in the management and processing of mentor and mentee applications. We are targeting better outcomes in matching mentor and mentee expectations re: skill sets, career goals, locations etc.

2. Improved response rates to regular Health Check survey participants. Two surveys will be conducted per Intake and the results will be fed back to the mentoring team, and the Professional Development executive to further improve and align our product and services

3. Greater collaboration with other Chapters in the sharing of information and experiences through "lessons learned".

4. Continued engagement of professional support through formal training of both Mentors and Mentees, leading to better quality outcomes and more clearly defined goals and expectations from the mentor-mentee relationship

5. Seeking more diverse sources of funding to enable the quality improvements to be sustained, which further builds and develops the quality of the mentoring product and the services we deliver on behalf of the Chapter

Mentor Training – a personal perspective from Hazel L. Apura (CAPM):

The Mentoring Program had just delivered a successful 'Mentor Training' program, conducted by HORIZONS Unlimited over two Saturday's, 22nd October and 12th November 2016. This was a big time commitment but well worth the investment.

As one of the attendees, I found this training to be necessary for anyone who wishes to be a successful and effective mentor, in addition to ensuring and sustaining a positive influence and role model towards their mentees. Key points that particularly captured my attention during the training sessions were:

o   The interrelation of Coaching – Counselling – Mentoring; that one need not be rigid about these three words but having an awareness of the differences and similarities. This can definitely help in the process of developing a positive relationship with your mentee by way of customising what's applicable within certain interactions, leading to a truly effective partnership

o   The practice sessions were a key part of training days, which really helped with the learning process. It gives one a 'mini' picture of the actual session that one could be encountering within the mentor-mentee partnership --- it helps to structure the thinking process of the 'learnee', thereby making it a more dynamic session which was at times challenging but also a bit of fun.

Key milestones for the Mentoring program 2017 – INTAKE 1:

1. Applications Open for Mentors and Mentees for INTAKE 1 – Accepting Applications NOW at the PMI Sydney Chapter website

2. Applications reviewed and notification of acceptance by Mentoring Team – mid January

3. Mentor Training day – early February

4. INTAKE 1 Kick off Meeting including Mentee Training – mid February

5. Mentor and Mentee Health Checks – April and June

6. Intake 1 completed and Intake 2 KICK off - July

NOTE: A maximum of only two mentees will be allocated to each Mentor. Fees are applicable for each mentor and mentee application to offset some of the cost of professional training.

Finally, the mentoring team would like to take this opportunity to thank the Mentors who participated in the mentoring program in 2016. This is not an insignificant commitment of time and your effort, and on behalf of both the mentoring team and the mentee's themselves, we wish to recognise your contribution to the success of both the mentoring program our individual mentee's.

We wish everyone a safe and joyous time with friends and family over the holiday period.

Go for Education in 2017

Glen Miller - Associate Director Education

Many members took up the opportunity to participate, learn and develop their skills by registering for our Education Workshops during 2016. Following some lessons learnt, we have a new approach for 2017. This encapsulates many of the tried and proven workshops and some new courses and presenters. Take up the opportunity and register. Workshops will be posted on the Events page of the PMI Sydney website.

Our new e-Brochure (example on the right) has just been developed. This has been designed to be a user-friendly listing of workshops to be held throughout the year. As per the PMI Sydney focus this year, these listings highlight the competencies of the ideal skill set – the Talent Triangle.

•   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.

Workshops offered now assist you to develop in one or more of these domains. Presenters are aware of this focus and will assist you to develop this well-rounded skill set.

Next Workshops

The following workshop titles begin our line-up in 2017:

•   Brain Based Project Management, Leadership, and Emotional Intelligence - Talent: Leadership

•   Transform Your Meetings - Talent: Strategic

•   Resolving Interpersonal Challenges - Talent: Leadership

•   PMBoK – Project Management Foundations - Talent: Strategic

•   Career Building for Project Managers - Talent: Strategic

•   xScale - Talent: Strategic

•   Change Leadership - Talent: Leadership

Link to register

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

Glen Miller

Associate Director, Education

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Volunteer Award - Best Performer of the Year 2016
Emma Stewart - Events Director

Thank you to our Volunteers, and Best Performer of the Year Award 2016

<u>Volunteers</u>

The PMI Sydney Chapter Event on 07-Dec-2016 provided the opportunity to thank all of the volunteers who work behind the scenes on their own time to give back to the project management community through their volunteering activities. This might be arranging academic courses, setting up mentoring agreements, running the website, organising eBlasts, liaising with volunteers, finding Chapter sponsors, promoting the Chapter, arranging the Conference, keeping our Chapter finances in order, or in the running of the Chapter itself.

Everyone you see connected to the PMI Sydney Chapter is a Volunteer, including the President and the other Board members. Each volunteer has an important contribution to make, and in recognition of this we were each given a framed certificate. The volunteers for your PMI Sydney Chapter in 2016 were:

Benjamin Howell - President (Career Development)
   Steve Tompkins
 	
Malcolm McFarlane - Vice President
 	
Jordan Vamvakidis - Treasurer
 	
Vivek Krishna Prasad - Secretary (Governance)
   Claudia Sylvestre
 	
Julia Checchia - Immediate Past President
 	
Ha Nguyen - Director (Membership & Volunteering)
   Khai Dang
   Carlos Ardila
   Katerina Katsoulis
   Rosemarie Santos
 	
Vikas Patole - Director (Industry & Association)
   Puneet Grover
   Rajesh Kotack
   Wayne Ellison
 	
Louis Taborda - Director (Academic Outreach)
   David Pratten
   Amela Peric
   Rauf Ibrahimli
 	
Mansoor Mohammed - Director (Communications)
   Megha Kanth
   Ashish Tilara
   David Wang
   Vishwanath Rao
   Lakshika Subramaniam
   Vijaya Veepuri
	Emma Stewart - Director (Events)
	   Tim Kinchington
	   Stella Akratos
	   Sandra Arps
	   Maurya Rieder
	   Saheel Hafiz
	   Deepa Patole
	   Tammy Bucholz
	   Awais Arif – also Marketing
	   Aurora Qi
	   Amr Abdoun
	   Karen Todeschini
	   Urs Kemmann
	   Phil Reid
	
	Marcel De Ma - Director (Professional Development)
	   Ram Viswanathan
	   Mark Ferguson
	   Ed Kemp
	   Mohammad Bilal
	   Hazel Apura
	   Felipe Jara
	   Lucas Huynh
	   German Guzman
	   Richard Hemsworth
	   Tracy Griffith
	   Chi Nguyen
	   Sudiptio Mukherjee
	   Kapila Fernando
	   Greg Franks
	   Peter O'Driscoll
	   Steve Howe
	   Sandeep Mathur
	   Glen Milller

Kate Morris - Director (Conferences & Seminars)	**(Professional Development continued…)**
Tina Azari	Wasim Abbas Imrani
Theresa Ma	James Fowler
Naven Kumar	Michelle Fitzgerald
Giauco William Georgini	
Malcolm Walters	**Sandeep Mathur - Director at Large**
Catherine Graham	
Shireesh Gulwadi	**Parikshit Basrur - Director at Large**
Raphael Maciel	
Sussanne Lewis	
Rosemarie Santos	
Daren Maynard	
Ruben Rodriguez Donado	
Selin Akbasogullari	

Best Performer of the Year Award 2016

Each year PMI Sydney Chapter gives an award for "Best Performer of the Year Award 2016", recognising a volunteer who has consistently gone above and beyond in their effort and support for the PMI Sydney Chapter. This year a significant prize was at stake – a full ticket to the PMI 2017 Australia Conference to be held in Sydney 28-30 May 2017. Several nominations were received for this Award, from which 5 finalists were selected:

  Khai Dang – *Membership*   **Richard Hemsworth** – *Professional Development*
  Mauryra Rieder – *Events*   **Tim Kinchington** – *Events*
  Naven Kumar – *Conferences*

All 5 finalists represented the hard work and dedication that lies behind the success of the PMI Sydney Chapter, and without whom we would not have our strong professional community. PMI Sydney Chapter President Ben Howell announced the winner at the December PMI Sydney Chapter Event, and the winner was…….. Tim Kinchington!

Tim's nomination ran across a few pages! A long serving member of the PMI Sydney Chapter volunteer community, his nomination focused on his contribution over the calendar year since Dec-15, and included recognition of his work in:

- Single-handedly running the 2015 AGM – Tim found himself on his own co-ordinating the Event beforehand and then running it on the day, even including the Brazilian Dancers!
- Standing in for the Events Director at short notice in September while she was suddenly unable to participate in PMI activities. This included the PMI Sydney Chapter September Breakfast Event, that Tim became not only the lead for running the Event, but also suddenly being the Presenter when the scheduled presenter cancelled the day before!
- Organising the logistics for all PMI Sydney Chapter Events.
- Being instrumental in the setting up the Cliftons Event Sponsorship, which has a considerable financial benefit for the PMI Sydney Chapter and its members.
- Assisting at all PMI Sydney Chapter Events in 2016, and also attending as many of the Meetups that he can get to.
- Representing the Events team by participating in the Annual Board Planning Day, and PMI itself to outside organisations.

This was a well-deserved award for someone who dedicates significant personal time and effort to furthering the project management community and the activities of the PMI Sydney Chapter. Well done and thank you to Tim Kinchington, but also to all of the PMI Sydney Chapter Volunteers. The PMI Sydney Chapter would be nothing without you!

RISK DOCTOR PARTNERSHIP BRIEFING

"Who Dares Wins"

© Feb 2015, *Rose-Hélène Humeau* PMP

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"Who Dares Wins" is the motto of the British SAS (Special Air Service), and it has also been adopted by another eleven elite special forces units around the world. If we applied this slogan in our organisations and projects, it could change the way we manage risk in the following four ways:

1. **Find more opportunities.** Typically, about 80% of the risks recorded in Risk Registers are threats (negative risks), with only 20% opportunities (positive risks). Adopting a "Who Dares Wins" attitude will encourage the inclusion of more opportunities. Even if we don't completely reverse the 80/20 balance, we should fundamentally change the attitudes of internal stakeholders towards risk identification. They would no longer attempt only to maximise protection against all imaginable threats, but instead they would optimise risk exposure by aiming to capture the gains offered by opportunities. To promote this approach, ask your teams to view their business or project as a bank account. Every threat corresponds to a withdrawal or an additional charge, and each opportunity is a deposit or added income. Most people understand that, to preserve and enhance the overall value of their account, it is more effective to focus on increasing gains than to put all of their effort into reducing charges.

2. **Opportunity-based risk thresholds.** If we want to focus on searching proactively for opportunities rather than simply protecting ourselves from threats, we need to encourage people to take risks. This raises the question of how far we can go in risk-taking. Asking people to take risks requires us to define the limits of what is acceptable. All business investments and projects are carried out to create value for stakeholders. Risk thresholds can only be determined by considering both value creation and value destruction for the organisation. The motto "Who Dares Wins" would encourage management and sponsors to define acceptable risk thresholds clearly, based on the anticipated value, and it would allow teams to concentrate on maximising value creation through controlled risk-taking within those limits.

3. **Value-focused risk management.** In order to follow the principle of "Who Dares Wins", we need to know what winning means. Businesses and projects must have a clear understanding of what type of value they seek to create, what creates that value, and for whom. The International Institute of Business Analysis (IIBA, www.iiba.org) defines value as "any desirable result for a stakeholder in a [given] context." Once the anticipated value is well-defined in a "business value model", we can focus our risk process on enhancing the main value-creating opportunities, while at the same time addressing the principal threats that would undermine value for stakeholders. For projects, the business value model needs to be developed during project initiation, supported by the sponsor, regularly reviewed, communicated and shared with the team. The risk management process can then be aligned with the value criteria described in the model. Definitions of impact levels should cover all the value criteria identified in the model, including value for suppliers, for partners, for the teams, for client stakeholders, etc.

4. **Success-oriented risk response planning.** In the traditional threat-based approach to risk management, people aim to protect themselves at all costs. This purely precautionary approach is always inefficient, as we end up protecting ourselves from things that are unlikely to happen, and we overestimate the amount of protection we need. However, with "Who Dares Wins", the focus is on taking action in order to win, rather than hoping not to lose! This positive fighting attitude helps us to commit resources to developing and implementing effective risk responses. If we also focus our action plans on creating value, it will create a win-win situation with the stakeholders involved.

Adopting the motto "Who Dares Wins" for risk management will make it easier for organisations and their project teams to consider opportunities before threats, and to focus risk management on the creation and protection of value for all stakeholders. It works for the special forces, and it can work for our organisations and projects too!

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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 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 2016.

Chapter Membership
Stats

Total Members	1602
PMP Members	858
CAPM Members	22
PgMP Members	13
PMI-SP	11
PMI-RMP	12
PMI-ACP	39
PfMP	1
PMI-PBA	1

PMI
SYDNEY, AUSTRALIA CHAPTER

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)

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