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From President's Desk

Benjamin Howell



Welcome to the first *Critical Path* of 2016 and to my first official report as your Chapter President. I hope you had a safe and happy holiday season and are looking forward to a rewarding 2016 and being involved with the Chapter.

Your new Board officially started on January 16th with a kick-off workshop where we agreed the plan for the year, with major deliverables on a quarterly basis. Our prime focus for the next 2 years is on membership attraction & retention. All our activities will have this in mind while also addressing the '*PMI Talent Triangle*' which came into effect from 1 December 2015. To do this we have to recognize and understand our member demographics and deliver services to the member segments that we target. To build on this I have asked the Board to use the first quarter to bed themselves into their portfolios and to collaborate so that:

- Existing operations continue while a handover is done from the previous Directors so that the incoming Directors come up-to-speed with their roles and what's expected of them. During the quarter the incoming Directors should also identify potential programs and projects to be delivered from Quarter 2 onwards.
- Any "low hanging fruit" that can enhance the member experience with minimal effort. Each portfolio will look for easy-to-implement opportunities to improve our membership touch points e.g. clear policies and procedures in place, updating website content or examining how we might send fewer eBlasts by combining numerous events and courses on the one e-mail.
- Alongside the above activities the Board concentrates this quarter on the Chapter brand and service catalogue, customer segmentation and member journey mapping, and partnering.

We are in the process of re-establishing the Chapter brand within the PMI global context and who we want to partner with to enhance the brand. This means consistency of messaging and alignment with PMI globally, recognising there are services that PMI provide and clearly stating what PMI Sydney Chapter provides. Following on from this, I have suggested that the Chapter mission statement should be:

'Making project management indispensable for business results in New South Wales.'

This ensures that we are aligned with global (the non-bolded text above is from the home page of pmi.org) while also having a unique selling proposition (USP) that clearly says what we do and the area in which our Chapter operates (the text in bold). Simple, yet clear and effective!

To position ourselves for future growth we must understand our diverse membership and keep the nuances of each segment in mind in all that we do, while also aligning with the *PMI Talent Triangle*[™]. We are working on identifying our member segments and defining our service catalogue to crystallise the services that PMI offers versus the Chapter offerings. Our aim is to prioritise these and then tailor our services to targeted segments according to their needs. The example I have been using is based on the *PMI Talent Triangle*[™] of *Leadership*. A member belonging to the 'Project Manager' segment will have different needs and desired outcomes compared to the 'Program Manager' or 'Portfolio Manager' segments; so when offering an event or course (for example) we need to cater for this diversity of needs.

In addition, we are working on member journey mapping. This activity is mapping the general career lifecycle of our segments to identify the spaces where PMI or the Chapter can directly help can serve as a connector to an external stakeholder to assist our members. Melinda Penna (Marketing Director) and Sandeep Mathur (Director at Large) are leading these efforts in conjunction with the other Directors.

We are also re-establishing the regular monthly PMI Sydney Chapter events and continuing our support of several *MeetUps*. The latter are additional avenues to attract new members and promote PMI certifications.

All of these forums will provide opportunities to find out more about what's happening, meet the Board members and other volunteers (promoting further collaboration) and increase your networking opportunities. I'm sure Emma Stewart (Events Director) and her Events team will do an exceptional job of this. We are also investigating opportunities for international speakers to address some of our Chapter Events and Professional Development courses this year.

Last year, PMI published a study that showed that the main reasons people join PMI and a Chapter are:

- Targeted networking.
- To get a (new) job.

With these in mind, I have recruited Steve Tompkins from Paxus (and a PMISC member) as my Associate Director for Career Development. Steve works in the recruitment industry as have I, so we understand the industry and how to best create opportunities for our members. This will ensure that career development (with the above points in mind) is an important consideration across all Chapter portfolios. Steve will be assisting me (in collaboration with other Directors) to ensure that we deliver improved targeted networking opportunities through our Chapter events. An example of this is that we will have a 'Career themed month' (current target is July) involving all of our Events, Professional Development courses and other activities. We will also have a Career Day event to connect our membership with recruiters, organisations and training providers to help you hone your presentation, soft skills, networking, and job searching skills. Watch this space!

I look forward to seeing you at a Chapter event soon. Happy cat herding!

Benjamin Howell PMP

President

PMI Sydney Chapter

president@pmisidney.org

ADAPT. CHANGE. DISRUPT.

PMI AUSTRALIA CONFERENCE. 30-31 MAY 2016. ADELAIDE CONVENTION CENTRE.

CALLING ALL PROJECT PRACTITIONERS

Over the last decade, project management has evolved significantly. It is no longer just about delivering on-time and on-budget; but also delivering more value more frequently as a strategic business partner.

To manage projects effectively in the current uncertain and complex business ecosystem, today's project directors and project practitioners cannot afford to only adapt and change.

They have to be agile and disrupt the status quo.

Registrations are now open for the PMI Australia National Conference. Take advantage of the super early bird price **valid till 15 February only.**

[HTTP://PMIAC.ORG.AU](http://PMIAC.ORG.AU)



PMIAC 2016 FEATURED SPEAKERS

- Jim Snyder, Founder, PMI
 - Peter Taylor, Global Head of PMO, Kronos
 - Air Cmmdr. Christine Tolson, Director General SC Department of Defence
 - Dr Stefan Hajkovicz, Principal Scientist, CSIRO
 - Kate Christiansen, Author & Executive Facilitator
 - Dominic Price, Head of R&D Program Management Atlassian (JIRA, Confluence)
 - Vinh Giang, Magician and Coach
 - Derrick McManus, Ex-Sniper and Tactical Diver, SA Police STAR Group
 - Kym Williams, Director, BRS
 - Marina Pullin, Managing Director, MCB
 - Cate Hilliard, Manager, IT Delivery, SA Power Networks
- Further 15+ speakers to be announced.**

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From the Desk of Communications Director

Mohammed Mansoor



Hello PMI Sydney Chapter Members

A warm welcome to all my distinguished fellow members and hope everyone had a good break, **HAPPY NEW YEAR 2016**, wish you all a great year ahead!!!

My name is Mohammed Mansoor and preferred being referred as “Mansoor” and I am honored to be the new PMI Sydney Director of Communication and might have connected and crossed roads with most of you in the past years.

I am very excited and privileged to be working alongside some great people on the Board, and even more so to be in the position of helping my fellow project management community and Chapter members with their development.

And a very **BIG THANKS** to those of you who voted for me in the PMI Sydney Board elections last December 2015.

I would like to offer my **SPECIAL THANKS** to my innovative team members Ashish Tilara Interim Communications Director for 2015 (Technology Magician), Megha Kant, Steven Cahill, and David Wong for their great work

It's great to stay connected with PMI and the local chapters, and one of the best ways is to serve as a capacity of Volunteer across various portfolios at PMI Sydney Chapter (Value and Growth, Professional Development, Volunteers and Global Knowledge Management Lead)

The Communications Portfolio is quite large which touché bases all the membership across PMI Sydney Chapter, and broadly consists of the following areas:

- **Website** – PMI Sydney Chapter
- **Technology** – Tools to enhance membership communications
- **News Letter** – Critical Path
- **Social Media** – Face book, LinkedIn, Twitter
- **Operations** – Maintain and Sustenance website, domain names and other tools

OUR VISION – “To serve the PMI Sydney Chapter Membership, partners and associates with tools, technologies, resources and increase the channel of communications using social media to simplify the complex art of communication leveraging the power of changing technology to enhance standardization, effective and efficient communication at figure tip”

Our Vision is aligned to the PMI Sydney Chapter Value proposition of Member Focus, Collaboration, Solutions, and Integrity.

PMI Sydney Chapter website hosts a lot of useful information to strengthen collaboration of our members, our website touches every membership and includes

- Information and contacts of our Chapter, Board of Directors and their Portfolios
- What's Happening in PMI Sydney Chapter
- Our Sponsors and Marketing Brochures
- Membership & Events
- Professional Development
- Get Involved & Ask the Expert
- Resources

My team's best effort would be to keep the information on the website as current as possible and this can be achieved with a collaborated effort and information provided by my fellow Board Colleagues

As communications director, I would like to see more valued information circulated across the membership through critical path and leverage the power of “CROWD SOURCING” please continue the good work of contributing to the critical path as always.

Using Google Analytics our team would track the user traffic touching our website and also track the downloads of Critical Path and publish periodically

We as a team would like to continue our quest for innovation of tools to leverage the power of “INNOVATION & TECHNOLOGY” to increase our membership knowledge and bridge Communication gaps.

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

Good Luck and keep sharing your knowledge.

Project fundamentals in times of crisis

Quay Consulting (Sponsor, PMI Sydney)

How can you keep your project on track when everything that surrounds it is going up in flames?

Ask anyone who has made a career in project delivery about their experiences and guaranteed there will be a war story or two about walking into a significant project that is beginning to fail: no matter where you look, things appear to be falling apart.

Rescuing a project from what looks like certain failure and getting it back on track is not for the faint hearted, but it should start with project fundamentals, or PM101's as they are generally called. Like so many things, when in times of trouble, going back to basics and focusing on what's important is critical.

Below are four steps that should be considered when attempting to rescue your project from what may seem to be certain failure and get it back on track to success:

Step One – Do we know what success looks like?

The initial ‘fight or flight’ response in all of us will often prompt us to dive into the detail, such as the schedule, to see where we can make up time. Often this means looking at external dependencies that can potentially be delayed to help the project team re-establish the baseline and bring the project back to green. While this might be a typical starting point, it is not the most constructive response from a project manager.

The more experienced practitioner will sit back and assess the situation: is there still a clear definition for the success of the project? Often projects that are under duress have lost their way because the sight of the common goal has been lost.

Each and every member of the governance and project team must be able to recite verbatim what ‘success’ looks like for the project. Without the ability to validate that everyone is on the same page and able to pull in the same direction, the project team will simply struggle to get through the storm. The experienced practitioner will look for ways to bring everyone back to the table and refocus on what the deliverables need to be to achieve success.

Step Two – Re-validate the scope still delivers on the promise

Once the focus on success is clear and agreed, the next step is to revalidate the scope of the project. The project manager needs to be able to answer the question: Are we doing everything necessary to deliver on the success?

As a PM explores the question, it may become clear that there are work packages that deliver on ‘nice-to-have’ requirements that, in the wash-up, do not add any material value to the success of the project. That is not to say they should be ignored, but the opportunity may exist to deliver them incrementally in a business-as-usual mode rather than via the project.

Removing such deliverables from the critical path enables the project team's energies to be focused on delivering only the most crucial activities within scope.

Step Three – Rely on your governance; ignore the noise

Ignoring the noise and focusing on governance is critical and easy to say, but often difficult to achieve. If the PM and the team are under sustained pressure, then there will be a lot of noise being generated around the project, often from mid-tier management, related projects and field staff.

PMs need all their energy to stay focused on the task at hand. So who should be listened to and why?

The answer to that question is simple but difficult. Focus should be on governance and project process: do not waste time or unnecessary energy on responding, defending or even attacking noise that, frankly, does not contribute to the project's success.

A mature PM will check in with his Steering Committee and Sponsor regularly; will focus the discussion on success and the key enablers of success; and call them to account to support the project. If they don't provide the support needed, then the question has to be asked: Does the business really want to do this project? A PM can't do it for them in isolation!

Step Four – Lead, lead, lead and ... lead

Leaders are born in times of crisis. The team is looking for direction, a safe place and a common goal and it's vital to not lose sight of the fact that the team is impacted by the noise and often without the full situational context.

Project leaders need to communicate well and often, while inspiring, challenging and encouraging the team.

Be cognisant of the emotional challenges and frailties that will no doubt exist – this is where a project leader's soft skills are critical. Should the team be a blend of resources from multiple segments of the business, a successful project leader will:

- Take a single team approach to achieving the success stated in Step 1
- Maintain an openness and no-blame culture
- Adopt the premise that everyone wants to succeed and that we have a shared definition of what success should look like

This approach will encourage team members to speak up and contribute because they feel it will add to the success of the project. It will also help the team to 'listen' and reframe their responses into the overall context of the project. People generally understand that what may be in the best interest of one may not always be for the greater good when context is added to the explanation.

Go back to guiding principles

Of course there are many permutations to the above steps, however it's the guiding principles that you should consider that in times of crisis we can fall back on the fundamentals to get us through. However, if the fundamentals are flawed, you will increase the risk of your project delivering a successful outcome.



CHAPTER GUEST-PASS PROGRAM

PMI's 500 Club members are the top achieving chapters in PMI's Chapter Guest Pass program. 500 Club members have successfully promoted the benefits of chapter membership to non-members through the Guest Pass program, growing your local network of project management practitioners! As a 500 Club member, your chapter has achieved a benchmark of excellence. Both the chapter and members receive tremendous value from offering the Chapter Guest Pass.

for more info: <http://www.pmi.org/globals/chapter-guest-pass-program.aspx>

Adapt, Change & Disrupt 30-31 May #PMIAC2016

Kate Morris (Seminars & Conference Director)



It gives me great pleasure to be your new Conference & Seminars Director for 2016. Over the year I hope to showcase more opportunities for you to connect and network with your peers.

As you may remember, I was lucky enough to be the 2013 PMI Australia Conference Convenor. It was a memorable 18 months of my life working with dedicated and passionate volunteers to deliver the project. The Sydney team showed the Australian Chapters how to come together and put on a fantastic conference. Since then, Melbourne in 2014 and Queensland in 2015 have hosted fantastic events. The PMI Australia Conference (PMIAC) has cemented itself as the premier annual conference for project leaders, directors, managers, project practitioners and business/change analysts in Australia.

PMIAC 2016 is hosted in fabulous Adelaide in South Australia with a theme of Adapt, Change & Disrupt.



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 all in the project management and business management community.



To manage projects effectively in the current uncertain and complex business ecosystem, modern day project managers and project practitioners cannot afford to only adapt and change. They have to be agile, be the disruptors or innovators who question the status quo and deliver business success, without being left on the side-lines!

PMI research is recognising that the ideal skill set — the Talent Triangle — is a combination of technical, leadership, and strategic and business management expertise.

Using the Talent Triangle as the foundation, PMIAC 2016 will deliver 2 days of inspiration, knowledge and fabulous networking opportunities across these 3 major streams: Technical Project Management, Leadership, and

Strategic & Business Management.

Join us to Adapt, Influence Change & Disrupt in Adelaide on 30-31 May 2016!

More information about the conference can be found on our website <http://www.pmiac.org.au>. You can connect

with the conference through twitter <https://twitter.com/pmiac> ,
 LinkedIn <https://www.linkedin.com/groups/4722272> and Facebook <https://www.facebook.com/PMIAC/>



Note: All prices are in Australian Dollars (AUD) and inclusive of GST (10%).

FOR PMI MEMBERS:

TICKET TYPE	REGISTRATION ENTITLEMENTS	YOUR INVESTMENT
2 Day Conference only (30, 31 May)	<ul style="list-style-type: none"> - One (1) ticket to the 2 day PMI Conference - Satchel containing all conference information - Full Catering during the 2 days 	Super Early bird (1-Dec-2015 to 15-Feb-2016): \$850 Early bird (16-Feb to 15-Mar): \$920 Regular (16-Mar to 15 May): \$980 Late (from 16 May): \$1,105
PMI National Awards Gala Dinner only (30 May)	<ul style="list-style-type: none"> - One (1) ticket to the PMI National Awards Gala Dinner - 3 course dinner and drinks 	Super Early bird (1-Dec-2015 to 15-Feb-2016): \$130 Early bird (16-Feb to 15-Mar): \$130 Regular (16-Mar to 15 May): \$140 Late (from 16 May): \$160
2 Day Conference and Gala Dinner (30, 31 May)	<ul style="list-style-type: none"> - One (1) ticket to the 2 day PMI Conference - Satchel containing all conference information - Full Catering during the 2 days - One (1) ticket to the PMI National Awards Gala Dinner - 3 course dinner and drinks 	Super Early bird (1-Dec-2015 to 15-Feb-2016): \$930 Early bird (16-Feb to 15-Mar): \$1,000 Regular (16-Mar to 15 May): \$1,070 Late (from 16 May): \$1,200

REMEMBER CONFERENCES HELP YOU WITH YOUR PDU'S!

By attending the 2015 two-day conference, certified members are able to typically claim up to 12 PDUs.

Attendance at the Workshops will earn up to 6.5 additional PDUs and the Gala Dinner is 1 PDU.

If you would like to connect please send me an email conferences@pmisidney.org

I look forward to seeing you at this conference.

From the Events Director

Emma Stewart



Hello everyone! Thank you for electing me to the PMI Sydney Chapter Board. I am delighted to take on the role of Events Director, following in the footsteps of Phil Reid. Last year finished with a fun AGM, complete with Brazilian Dancers and audience participation! Thank you for Phil and everyone involved in the Events of 2015.

The Sydney Chapter is lucky to have an Events Team of keen, dedicated and experienced team of volunteers: Tim Kinchington, Maurya Rieder, Deepa Patole, Saheel Hafiz, Awais Arif, and Phil Reid. Together we are planning an exciting Calendar of Events for the Sydney Chapter!

Our first Event will be on 23 February 2016. Sydney Chapter Events are FREE for Members! All you need to do is log in to the Sydney Chapter website and register.

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.

We want the Chapter Events to go from strength to strength, benefiting us all as Members. We actively seek feedback on our Events, and seek to continuously improve them. Thanks to everyone that has responded to our surveys in the past – they take just a few minutes to fill in and we read all of the responses.

Events are a great way to meet other Members, establish new connections and catch up with like-minded project professionals. This year we are particularly focused on increasing opportunities at Events to meet other Members.

Don't forget, you are entitled to claim 1 PDU for every Sydney Chapter Event that you attend, and this year we will be linking into the PMI's Talent Triangle, to help PDUs to be earned in the new categories.

Everyone on the Events team is excited by the prospect of interesting and engaging Events for 2016, and meeting you! Say hello to us as you sign in at an Event, or afterwards in the networking time.

Emma, Tim, Maurya, Deepa, Saheel, Awis, & Phil

Sydney Chapter Events Calendar so far – FREE to Members, and more Events still to come!

<u>Event Day</u>	<u>Event Date</u>	<u>Event Type</u>
Tues	23-Feb-16	Evening Chapter Event
Wed	23-Mar-16	Evening Chapter Event
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



Sydney Chapter Immediate Past President Julia Checchia and Current President Benjamin Howell join in with the Brazilian Dancers at the 2015 AGM.

From the Academic Outreach Director

Louis Taborda

PMI's Academic Stakeholders

I am glad to be back in 2016 as your Director for Academic Outreach (AO). Thanks for supporting me and the AO agenda which I am confident will deliver significant benefits to the chapter and its members.

To do this we have to build a bridge between project practitioners and those in academia. That means identifying key stakeholders and understanding their views and expectations. So that is what I hope to cover in this article, because there are many different tugs and tensions in our little pond and we need to understand them if we are to build a stable bridge.

Academia comprises quite separate stakeholder groups – the educators and the researchers. While these can overlap as individuals in academia are usually expected to perform both functions, each group has its own goals and objectives – as many a conflicted academics can tell you. Within these groups there are the lectures/ researchers and the students – see the classic four quadrant diagram which shows all the AO stakeholders we need to service.

First let us consider the educators responsible for future PMs.

With the growth in Project Management (PM) courses at both undergraduate and post-graduate level, the lectures are pressed to provide their students with both the technical PM skills along with the business and leadership skills that have in the past come from work experience. These three dimensions (technical, business and leadership) go to make up the PM knowledge triangle and the challenge for educators is to provide as balanced an experience for students as possible. Future employers and co-workers have a vested interest in the training institutions getting this right and so it is clear that PMI, representing practitioners needs to provide every assistance to ensure the students get exposure to the reality of the PM role.

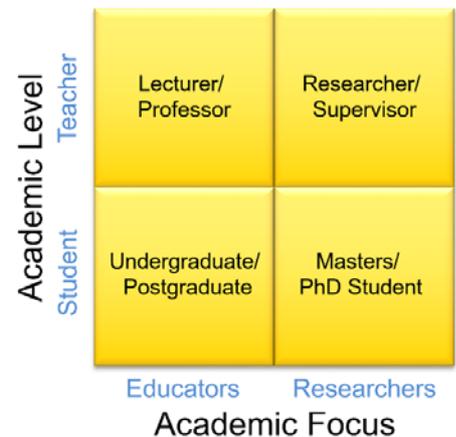


The PMI Sydney Chapter last year ran a number of PM-Connect events at several universities and we are looking to make that a more regular and refined event for students this year. As well, we have looked to provide real-world projects to be undertaken by student groups which give PMI members an opportunity to engage with the students while getting these bright young things to undertake activities that might not otherwise get resourced. So we want to do more of the same this year and get members to propose projects that might be undertaken by projects. If you have any thoughts on how students might help your organization, feel free to contact me at academic@pmisydney.org.

Researchers studying PM represent the other area where there can be synergies.

This is an area that PMI global invests in providing research grants to study areas that can contribute to better knowledge of the PM profession. But we must act locally as well given that as practitioner our membership can contribute to this research – and gain from it as well. As a researcher myself, I believe that practitioners can inform the research agenda particularly as PM is such a practical and dynamic field. This requires that we help new research efforts, often conducted by research students doing their Master's or PhD's and supervised by more experienced academics.

One of the initiatives we hope to run this year is to highlight the research agendas of leading PM academics so they can become an integral part of our community. We created the [PM Research](#) page and made a start by interviewing Eva-Marie Gacasan (pictured) an enthusiastic research student at Macquarie University who is looking into "sensemaking" in PM which will be applied in a disaster recovery context. Her work, with her supervisor Prof. Mark Wiggins, is particularly relevant as PM progress beyond just the technical skills to include the



more elusive soft-skills (she calls them psychosocial competencies) that become increasingly valued and essential as situations become more critical and complex.

The goal for Academic Outreach this year is to better connect with our stakeholder groups. We want to assist PM educators find ways to utilize the real-world experiences our members possess. Then, for active PM researchers, we hope to develop short profiles of their research so our members can both learn and participate in developing meaningful project knowledge. For the latter, Eva has agreed to be our prototype so you will find more about her research and how you can participate here on [Eva's Research Page](#).

If these initiatives spark your interest and are something you would like to become involved with, the AO team could use all the help we can get.

Recruitment Market Update

Steve Tompkins (AD: Career Development, PMI Sydney)

Last year Seek reported that adverts for Programme and Project Management positions have increased by 12.5% and we've seen this continue into 2016. The year started with cautious optimism around hiring intentions. 76% of employers are predicting no change in staffing levels, 15% are forecasting an increase and 8% forecast a decline. Large (250+ staff) employers report the strongest hiring prospects. Australian employment on the whole has showed improvement but this rate of improvement is slowing. Employment rose 0.8 percent and unemployment fell 3.6 percent in the last 3 months compared to last year's total employment growth of 2.7 percent, and unemployment falling by 4.8 percent. (Australian Bureau of Statistics, 2015b).

Technology (and IT) Sectors continue to have an appetite for Project Managers, Program Managers and good Project Coordinators. Job adverts for roles in security have increased, (20.4%) reflecting the increasing emphasis on protection of data, technology infrastructure and business intellectual property in general. This has filtered through into an increased demand for Project Managers with this expertise. This trend was forecast as a growth area over the past few years and is set to continue and is also due to the uptake of Cloud solutions and technology.

Software engineering roles have had a strong increase in Australia (64%) and again Project Managers who can manage software delivery and onshore/offshore resources are also in demand. We predict this will continue well into the year. This is partly responsible for the markets hunger for good PM's with Agile methodology experience and SCRUM certifications.

Project Managers with Digital experience currently command a rate premium due to shortage of available candidates with these skills and yet a strong demand. There has been a definitive shift to employers preferring industry certifications with Degrees losing 10 percentage points (which have been directly added to Certifications).

Project Manager Contract rates on the whole have started to increase while permanent salaries remain consistent. Contract vacancies continue to dominate demand with 80% of the market wanting to engage PM's on a contract basis. In the last quarter, Project Management was listed in the top 5 key soft skills for ICT roles in ANZ with 13% of all advertised roles mentioning this skillset which helps support this.

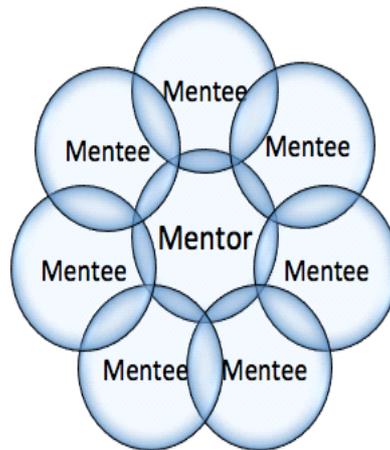
Top hiring Organisations with appetites for Project resources continue to be NSW Government, QLD government, IBM and Woolworths. Top hiring sectors in the last quarter included State Government, Computer Systems Design (& related services) and Banking – although banking has had a slow start to the 2016.

For the first half of this year we predict the healthy demand for Project Managers to continue. Those with strong stakeholder management, excellent communication skills and Agile methodology experience will be most in demand.

2016 PMI Sydney Chapter Mentoring Program

Ram Viswanathan (AD: Mentoring Program)

PMI Sydney provides the Mentoring Program as a valuable service to its members to connect and position themselves as superior project management professionals. We provide a professional framework that permits our members to share the wealth of their knowledge and experience with one another.



The PMI Sydney Chapter Mentoring Program for the 2016 year is open for all members to apply. Originally introduced in 2009, the program was rebooted in 2014. In 2015 two intakes were successfully delivered in March and July with 54 Mentees and 16 Mentors involved.

Based on the response and participation we received last year, PMISC will be following a similar framework for 2016 and consolidating the learnings from 2015. There will be two in-take sessions, each lasting up to five months. The first in-take session commences in March 2016 and the second in-take starts from August 2016. Prior to each intake cycle we will publicise the Program and collect formal applications from mentors and mentees. Applications will undergo an assessment and matching process. A formal kick-off session will be held at the start of each cycle, where mentors and mentees will be introduced. The kick-off sessions will also cover how the Mentoring Program will operate, and provide mentors and mentees with guidance on best practice for mentoring.

Mentoring is

the **sharing of wisdom and experience** between an experienced person (mentor) and a person (mentee) who wants to learn a certain project management skill or proven best project management practices by the mentor and grow through one on one interaction. The mentoring relationship is **founded on trust and mutual respect**. A mentor is not the same as a counsellor or a coach and mentoring is less formal than these processes.

The PMI Sydney Mentoring Program aims to achieve:

- ✓ Contribute to the individual growth of our Chapter members (both mentors and mentees).
- ✓ Allow Chapter members to develop their professional skills in project, program, and portfolio management

Provide Chapter members with the opportunity to build their networks and improve their networking and communication skills.





Mentoring is a big commitment — for both parties. And, if not done right, it can lead to stress or wasted time. Project practitioners who decide to either mentor or become mentees enjoy professional rewards that are well worth the effort. Mentoring also validates the mentor as a leader who can communicate, provide feedback and heightens their own skill awareness. Great mentees have a willingness to learn from someone else (mentors); ask tough questions that both parties can work on together; share their

own experience and research; develop lasting professional relationships; and seek to become mentors themselves.

Team

A lot of effort goes behind the scene to deliver these benefits to PMISC members. The dedicated volunteers are – Hazel Apura, Felipe Jara, Ed Kemp and Mohammad Bilal. The Team meets every week to ensure this program continues to be of a great success.

Support

We are looking for all cross-section of the Project Management community to come forward to support this Mentoring Program.

Watch out for 2016 activities

The year 2016 is going to be busy with two in-takes in March and July. Highly activities are:

- Q1 – finalise 1st intake, kick-off February 2016
- Q2 – support and health checks for 1st intake and start preparing for 2nd intake
- Q3 - close 1st intake and 2nd intake kick-off
- Q4 – support 2nd intake, and start for preparing for 2017 mentoring activities

As Associate Director for the Mentoring Program, my hope is that all members can recognise the reward and benefit of participating in this service as much as our team does. Participation in the mentoring Program is a self-rewarding experience which will further establish your part in professional social network community in the PMISC. I would request senior Project management practitioners to come forward to support this program.

If you would like to know more about the Mentoring Program, please visit the [mentoring website](#). If you have further questions you can email the Mentoring team at mentoringAD@pmisydney.org.

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Managing Stakeholder Expectations

Awais Arif

In my professional career, I have worked in multiple industries and roles where the Stakeholders were from different domains which included Telecommunications, Information Technology, Healthcare, Legal, Event management, Sales and Franchising Sectors. What I learnt from my experience is that even though the goals for each industry may be different but tools and techniques that were used in managing expectations of all the Stakeholders were very similar.

Who are Stakeholders?

Stakeholders are people involved in a project who can affect or be affected by the organization's actions, objectives and policies.

According to Project Management Body of Knowledge (PMBOK) of Project Management International (PMI), they can be internal or external and be at senior or junior levels. Some definitions suggest that stakeholders are those who have the power to impact an organisation or project in some way.

Why manage stakeholder expectations?

- You can deliver the project successfully meeting all the requirements
- You get happy and satisfied customers
- You can meet your own KPIs
- It makes you happy and confident in yourself
- You develop healthy and rewarding relationships for future
- Your value within your organization grows and everyone wants to work on projects with you
- People want to work with and for you.

The following are some key points that I believe can be used as tools to manage stakeholder expectations successfully:

1. Show them you care

Showing a client that you care for their goals from the beginning of a project is the key to set a level for the working relationship throughout the project. It makes a client really happy if you have done your analysis proactively and are prepared to talk about concerns they have.

Your previous projects' stakeholders and their successes do not matter for the next one, the only thing that matters is what you are doing right now and what you plan to do for them in the future.

It is always a good idea to have a personal conversation when appropriate to get to know them outside of a business relationship. This will help you figure out what kind of expectations they will have from you and you'll start to understand their motivations and more importantly, they'll start to understand yours.

Developing a personal relationship goes a long way in building a stronger business relationship.

2. Constant Communication

I highly rate communication in project teams and in general. In my opinion, it is communication that helps in all 5 PMBOK processes of Initiating, Planning, Executing, Monitoring & Controlling and Closing. Within the processes, each task/activity requires quality communication as well.

Similarly, in the Sales, Service and Marketing industries, communication is the key to success. In my experience, I have seen that transparency in communication really helps in building professional relationships. Constantly communicating to clients and stakeholders keeps them in the loop and it is appreciated by them as well.

A lack of communication is usually at the root of most problems associated with clients. If you are proactive in communicating both good and bad news and the communication is direct and transparent, it is really appreciated

by the client and also helps to create a foundation for long-lasting relationships.

Identify the stakeholder's preferred method of communication. By using the most effective manner of communication you will help ensure the stakeholder remains content. Like I have worked with some stakeholders who really appreciate phone calls apart from the regular email communication and then there are others who appreciate just emails. I have even worked with clients who really appreciate a brief SMS to notify them for something urgent. If you make the mistake of using the wrong method (or non-preferred method) it will cause frustration and lack of confidence.

3. Be a good listener

Listening is very important. I rate it more important than speaking. When you listen to a stakeholder, you can actually scope out their requirements and what they are looking for.

One of the best ways to compensate for a client who communicates poorly is to repeat what you have heard and ask them to confirm the accuracy of key takeaways, which will ultimately impact expectations.

4. Under-Promise, Over-Deliver

As part of my Pre Sales and Management experience especially in events, I have learnt that the most disappointing thing for a client is not that a company or a person does not offer what they need but actually it is when a company or a person promises to do something and does not deliver.

Therefore, it is always good to firstly scope out the project properly and make sure you can deliver what you are promising and then make sure it is delivered on time and with the required quality. The estimated time to deliver should be communicated keeping contingency reserves and backup plans in mind.

Accurately map expectations. Be crystal clear on the expectations from the stakeholder's point of view. Ask them how they will measure success of the project. Inevitably you will discover conflicting definitions of success. Some will consider meeting the final deadline their number one priority. Another might consider end user functionality of the final product as most important. How do you manage these conflicts? One way would be to facilitate a meeting of all stakeholders (where practical) and help them come to mutually satisfying agreements.

5. Reporting

If you think from a client's perspective, they really are interested to know how much value is being added to the business because of the product/service.

Reports are a great tool to show a clear representation of work that was done over the course of a week or month. Remember – reports don't have to be very long. A simple email detailing tasks completed for the week shows your clients what they're paying for, and thus, keeps them happy.

If you have any questions, you can send me an email on awaisarif@gmail.com

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Risk Doctor Guest Briefing

Risk Landscapes and International Development

© March 2015, Magda Stepanyan, Risk Society

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Everyone has their own “risk landscape”, representing a set of opportunities that we can benefit from along with challenges that can limit us or threaten our development. The risk landscape differs for each of us as individuals, and different communities, professional associations, social or ethnic groups also have their own risk landscape.

This is particularly true in the context of international aid and development. The risk landscape of a farmer in Malawi, for example, will be very different from that of a Dutch farmer. Similarly, the risk landscape of Ebola-affected communities will be different from that of a fragile community.

When we initiate a development intervention we may heighten some challenges and remove some opportunities, or vice versa. As a result, development interventions will inevitably change the risk landscape of the direct beneficiaries, as well as influencing the risk landscape of those indirectly affected. This is known as risk proliferation, a kind of ripple effect, which will result from any development intervention.

Development partners have devised structured ways to define the priority objectives of development interventions and the course of action to be taken, including LogFrame and the Theory of Change. But are the risk landscapes of those who will be impacted by the intervention also taken into account? Do we monitor the changes triggered in the risk landscapes of our beneficiaries to ensure that, ultimately, we don't leave them worse off? Do we take responsibility for our interventions by ensuring responsiveness to the changing risk landscapes?

Development programming could intentionally consider risk landscapes by including the following simple steps in the planning process:

- Understand the **initial risk landscape** of the target beneficiaries prior to any development intervention.
- Set the priority objectives for the intervention as a **desired risk landscape** for primary beneficiaries. This requires careful consideration and explicit reference to the potential challenges and desired opportunities our intervention might trigger for its beneficiaries. We should also think about possible connections between various risks in the landscape (networked risks), as well as considering the risks that could be triggered for the larger cycle of indirect beneficiaries.
- Design our monitoring and evaluation system to **provide feedback** on both the progress made in changing the risk landscape (retrospective view), as well as exposing emerging risks (forward-looking perspective).
- Ensure **proactive learning** throughout the implementation of the development initiative to embrace emerging changes and stay on course towards the desired risk landscape.

International aid and development is a vital part of our shared human responsibility as we seek to respond to situations of need around the world. Risk-based thinking should form an essential part of development planning, so that we design development interventions to increase opportunities and minimise threats for the intended beneficiaries. The use of risk landscapes offers a clear way to ensure that risk is properly considered in the development context.

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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@pmisidney.org.

Visit [our website](#) for further information on *The Critical Path* - Publication & Content Dates for 2015.

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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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