

# The **CRITICAL** PATH

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## President's Report

Benjamin Howell



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

### PMI Australia Conference

I have just returned from the PMI Australia Conference in Adelaide and I must certainly say well done to PMI Adelaide Chapter and all of the wonderful volunteers who made it a magnificent success. What an outstanding event!

Unless you have been hiding under a rock you will know it is now PMI Sydney Chapters turn to host the conference in Sydney on 29<sup>th</sup> & 30<sup>th</sup> May 2017. We have a great Conference team led by Kate Morris (Conference & Seminars Director), and I'm sure Kate and the team will do us proud next year. I look forward to seeing as many of you as possible at the 2017 Conference.

I would like to take this opportunity to commend the outstanding work of one of our Associate Directors in the Conferences & Seminars portfolio, Naven Kumar. He was the driving force and creative lead for both the postcard and video for the conference, and for those of you that have seen both of these artefacts I'm sure you'll agree with me how great they look and represent the Chapter. Great work Naven!

### New Fellows of PMI Australian Chapters (FPMIA)

At the Gala Dinner of the Conference, there were two new additions to Fellows of PMI Australian Chapters (FPMIA). The Fellow of PMI Australia Award recognises and honours Australian PMI chapter members who have made sustained and significant contributions to an Australian PMI chapter and the project management profession. Designation as 'A Fellow of PMI Australia' (FPMIA) is an honorary recognition for members in good standing. Furthermore, the nominee must:

- Demonstrate commitment to ongoing professional development such as holding PMP®, PgMP® or PfMP® certification.
- Demonstrate significant long-term service to PMI as well as professional achievement.
- The nominee's Contributions are to a Chapter or wider in value, such as managing larger projects for the chapter or region, and/or active membership of committees or Boards at Chapter, Regional or Global levels.

The first of these was *Ken Dolan* from South Australia. For those of you who may know Ken, he has been an outstanding contributor to PMI not only at the South Australian and Regional level, but also the global level. He is also an absolute delight to deal with. On behalf of PMI Sydney Chapter congratulations Ken.

The second of these was one of our own, and I was extremely proud Chapter President in presenting *Peter O'Driscoll* from PMISC the second of these Fellowships.

Peter joined the Chapter in 2003 and has been a dedicated member and volunteer not only for our Chapter, but regionally and globally as well. He has previously served on our Board of Directors as Treasurer (2006-2008), Education/Professional Development Director (2009-2011), and Vice President (2011-2012). He has also served as a member of the PMISC Nominating Committee (2013-2015), and to this day he is a volunteer with the Professional Development portfolio proving training in both the PMP and PMI-ACP to our Chapter members. He was also a Founding member of the PMI Sydney Chapter Toastmasters Club.

Beyond our Chapter Peter currently serves as a Board Committee Member of the PMI Ethics Review Committee (2014-present).

Peter's continuous contribution to PMI and the profession have previously earned him the following awards:

- PMI Sydney Chapter Volunteer of the Year Award in 2013, and;
- PMI Australia Award for Distinguished Contributions in 2014.

Peter's high standards, true professionalism and ethical behaviour, combined with an ongoing will to contribute, share knowledge, mentor, coach and advise expecting nothing in return makes him an extremely worthy member of the Fellowship. Please join me in congratulating Peter O'Driscoll!



### Mentoring

The second Mentoring intake for 2016, and again I urge those of you who can be part of developing the next generation of PM's by becoming a PMISC Mentor volunteer to step forward. As a former Mentor myself, and can say first hand that it's a deeply rewarding experience for all involved when you give back your knowledge and experience, and also learn from Mentee's who keep you on your toes and give you new insight.

Contact Marcel De Mar via [development@pmisidney.org](mailto:development@pmisidney.org) if you would like to know more or get involved.

### Certification

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

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

Contact Marcel De Mar via [development@pmisidney.org](mailto:development@pmisidney.org) if you would like to know more or get involved.

Happy cat herding!

Benjamin Howell PMP

President

PMI Sydney Chapter

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## PMI AUSTRALIA CONFERENCE - GALA EVENT !!

Mohammed Mansoor - Communications Director



PMI Australia Conference (PMIAC) is the premier annual conference for project managers and project practitioners in Australia. PMIAC 2016 delivered 2 days of inspiration, knowledge and fabulous networking opportunities across 3 major streams. The conference's mixture of international and local speakers, in-depth educational offerings, and important delegate opportunities for networking, contribution and discussion make it a must attend event for anybody involved in projects.

With over **440 plus attendees, 35 thought leaders 14 Sponsors and 8 Exhibitors** and from various industries, the PMI Australia Conference was a gala successful event that premier annual conference for project directors and practitioners in PMI Australia Conference.

The event experienced a Key Note from PMI Founder James (Jim) Snyder, PMI who enthralled with his great insight sharing his journey of how an idea at a dinner can turn into creating a new organization with enthusiastic volunteers in 1969 called the **"Project Management Institute"** with a purpose of communicating with fellow practitioners.



The PMI Australian Chapters also honored for the second year running two recipients to be 'A Fellow of PMI Australia'. Designation as **'A Fellow of PMI Australia'** is an honorary recognition for members and one of our most recognized prestigious individual awards.

We congratulate **Mr. Kenn Dolan (Adelaide Chapter)** and **Mr. Peter O'Driscoll, (Sydney Chapter)** for winning this Award. They have both made sustained and significant contributions to an Australian PMI Chapter and the wider project management community. A series of well attended Master Classes and Workshops were organized as a part of the Conference. With a maximum of 20 delegates per session, these master classes and workshops provided a highly interactive and personalized learning experience. I had an opportunity to present **"Strategic Agility for Business Leaders"** which was well appreciated by both the academia and practitioners.

PMI Sydney Chapter is honored to host next PMI Australian Conference **28th to 30th May 2017** at Sydney and looking out for exciting event ahead and volunteers!!



To Take advantage of a Super Early Discount please register - <http://www.pmiac.org.au/pmiac2017/>

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

Good Luck and keep sharing your knowledge.

## Alignment and Leadership: Factors for sustainable transformation

Michelle FitzGerald

Have you ever wondered why your project fell flat or went off track when the plan had been followed? Did your project create a change requiring management into a business? Projects as we know always produce a 'unique' change in comparison to existing, otherwise why bother? But this is difficult to sustain without the right conditions. This article will delve into the human conditions required, by exploring the roles of alignment and leadership in creating sustainable transformation.

Traditionally managing resources and stakeholders on projects has been seen as a required function, a knowledge area, needed to implement project strategy. Not anymore. These days you're more likely to see the successful, sustainable and benefits realising projects managing people from a 'strategy-making' perspective rather than a 'strategy-taking' one. People... because in our increasingly complex environment, change, and therefore project, success pivots on people's paradigm shift and adoption of new ways.

When we communicate with a person it's imperative to understand their individual complexity. To how many cultures do we each belong? Many, for example, family, work, friends, institutional and sporting cultures. Potentially all with varying value sets that we blend, affecting our alignment to each.

The paradigm of essentialism is connected to human behaviour; accordingly its ideas of culture are characterized by being static, holistic, homogeneous, deterministic and bounded. Conversely, the paradigm of non-essentialism is based on human conditions. Therefore, non-essentialism considers a dynamic cultural environment with change, internally fragmental, heterogeneous, and with blurred boundaries (see Table 1). Interestingly many of the non-essentialist characteristics are also applicable to complex adaptive systems such as organisations. Offering some insight into how complexity in organisations is intertwined with its culture.

Essentialist paradigm	Non-Essentialist paradigm
Rooted in human behaviour	Rooted in human conditions
Static	Dynamic
Homogeneous	Heterogeneous
Holistic	Internally fragmental and possibly crippling
Deterministic	Changeable
Bounded	Blurred boundaries

*Table 1. The paradigms of essentialism versus non-essentialism.*

Managing projects within complex environments the non-essentialist paradigm prevails.

So how do we provide the right initial human conditions within our projects to produce an increased capacity to cope with innovation and change?

Let's look at two complimentary approaches we can implement.

### 1. *Alignment to vision and values*

More than ever organisations are realising change capacity and innovative capacity can be increased by alignment to organisational vision and values. Alignment to vision and values requires a systemic approach due to complexities of relationships and to avoid competing organisational or project priorities creating further problems.

Vision alignment is a fundamental way we can align our people and create buy-in. Increasing acknowledgment of a shared vision and creating desire, knowledge and the ability for people to realise a vision is key to sustainable reinforcement of the new state. If people can see where they are going they can better focus on initiatives to make it a reality by aligning strategy and goals around the vision. Concurrently, metrics measuring vision alignment of project processes and practices can help overall alignment. This is in addition to normal project requirement's alignment to the project result.

Values provide the fundamental beliefs providing guidance to people in problem solving and define how a person will act in dealing with other employees...and customers! There is no point having organisational values if they are not lived on a day-to-day basis. Hence our project leadership must be founded on alignment to organisational values to help guide daily problem solving where no set procedure exists.

What does it really mean to your project if guiding values are, for example, Collaboration, Integrity or Respect? How will your project embody these guiding values? Why is it important? It is important because people can more easily fall flat and disconnect when our experiences, perceptions and project mechanisms are not aligned to espoused organisational value statements. Ultimately this will undermine leadership credibility and create disengaged individuals and teams.

Resultant behaviour may include fractured relationships, disengagement and 'burnout' leaving leadership attempts to have sustainable change adopted in tatters. Not your preferred option, right? Unfortunately, I'm sure many of us have seen this at first hand. Growing expectations of project managers are to provide leadership that creates better human conditions and reflects organisational values. There is an increased responsibility to take all stakeholders along for the journey to create sustainable change in our project processes and results, which leads us to our second approach, Servant Leadership.

### 2. *Servant leadership*

Both Servant Leadership and alignment to vision and values can act as binding forces, or attractors, in creating sustainable change and growth. A project leader with servant leadership capabilities will focus on "the growth and well-being of people and the communities to which they belong". By doing this the leader is prioritising the needs of others and assisting them to develop and therefore maximise their performance, sharing power with them along the journey. Servant leadership supports conducive human conditions in organisations and teams. This is in contrast to a more traditional commander style of leader exercising their power whilst sitting at the top of the project or organisational hierarchy looking down at their 'servants', potentially creating fear of speaking up and disengagement. Robert Greenfield suggests we ask ourselves questions to test whether our leadership style is really serving peoples' highest needs. Such as-

- Do those served grow as persons?
- Do they, while being served, become wiser, freer, more autonomous, more likely to become servant leaders themselves?



- What is the effect on the least privileged in the wider group? The least privileged may be short on capacity or capability, for example, time, knowledge or ability.
- Will they benefit or at least not be further deprived?

Engagement of people, through creation of conducive human conditions is no longer an 'added extra' in managing projects. It is expected by an increasing number of organisations (and employees) that the transformation process and result will provide clear, demonstrated alignment to organisational vision and values delivering sustainable change and delivered by sustainable leadership practices such as Servant Leadership. How does your project and leadership style measure up?

1. Nathan, G., 2015, A non-essentialist model of culture: Implications of identity, agency and structure within multinational/multicultural organizations, *International Journal of Cross Cultural management*, 2015, Vol. 15(1) 101–124, Sage publications, UK.
2. Kotter, J, 2015, 8 steps to accelerate Change in 2015, Kotter International
3. Greenleaf, R, 2016, "The Servant as Leader", Centre for Servant Leadership, available at <https://www.greenleaf.org/what-is-servant-leadership/>

## From the Events Director

Emma Stewart



Hello everyone!

The April and May PMI Sydney Chapter Events have continued to provide excellent learning and networking opportunities for our members. Earlier in the year the PMI Sydney Chapter surveyed us all as members to find out the topics that we want to learn more about. The PMI Sydney Chapter Events calendar is tailored towards covering the themes identified, and the April and May Events were perfect examples.

In April Catherine Smithson, Director of Being Human, brought to life the ProSci Change Management findings with her presentation "Good, Better, Best: Update on Global Best Practices in Change Management in Projects". This was an entertaining and interactive session, and Catherine was even generous enough to give all attendees a copy of the ADKAR book!



In May we held our first Breakfast Chapter Event for 2016. This Breakfast Chapter Event was held at Cliftons Training and Conference, a new partnership for PMI Sydney Chapter and an excellent location right at Wynyard station!

In her presentation "How to Manage Benefits in a Lean and Agile Environment", Natalie Pritchard kept us engaged in a discussion and case study on best practices for benefits management in increasingly complex project environments. Attendees were encouraged to

get involved, and we discovered just how few of our organisations are set up for successful benefits management. We all took away improvement ideas!



It's great to see so many members attending the Chapter Events. In June have a Special Event coming up with one of the founders of PMI. We also have our regular scheduled Event featuring Mike Boutel, a presenter that many of you will know and who always brings practical examples that we can apply straight away:

- **06 June 2016** – Jim Snyder, one of the global founders of PMI, will taking back to the 1960's, to help you understand the motivation for the founding of PMI and to give you a look at the time and people. With this bit of history as a backdrop, we will then take a look at what the future may hold for the project management profession and PMI. This Event will be held at Cliftons, Level 13, 60 Margaret Street.
- **22 June 2016** – Mike Boutel will explore 6 Top Strategies for Ensuring Successful Project Delivery. Mike is a well established practitioner as well as Head of Capability at PM-Partners group. Mike frequently presents on best practices based on PM-Partners research in their many client engagements, and this session will include actionable strategies that we can use straight away. This Event will be held at Castlereagh Boutique Hotel, Castlereagh Street.

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

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

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

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

We look forward to seeing you soon!

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

PMI Sydney Chapter Volunteers and Board members enjoying the Chapter Events



Event Attendees enjoy the opportunity to network after the Chapter events



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

<u>Event Day</u>	<u>Event Date</u>	<u>Event Type</u>
Mon	06-Jun-16	Special Chapter Event
Wed	22-Jun-16	Evening Chapter Event
Thurs	28-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

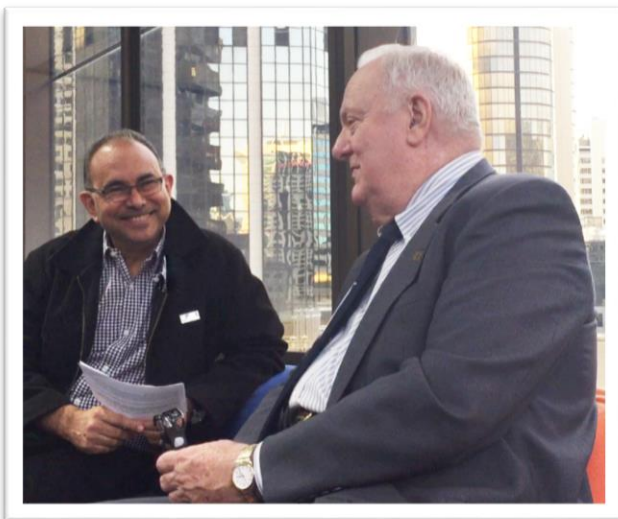
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 Specify PMI in 'Join the team' option with password 'PMISC'  
 Hurry as first 50 entries will receive a PMI Running Vest and a Cap

## The Role of Academics in PMI

Louis Taborda - Academic Outreach Director



Many of us were fortunate enough to hear [James \(Jim\) Snyder](#), one of the founders of PMI, talk while he was visiting Australia for a keynote address at the PMI Australia Conference in Adelaide.

Listening to him describe the humble beginnings of our, now global, professional institution was quite enlightening. The five organizers of the original PM training session had no idea what they were starting.

That small group comprised academics, practitioners like Jim himself, defence representatives and a tool vendor thrown in for good measure. An interesting and eclectic group that wanted to promote the nascent PM discipline and enable the interchange of experiences. Jim gives Georgia Tech credit for helping organize and bankroll

(essentially sponsor) the first event that launched the PMI. Clearly, as Jim tells it, academics played a critical role in PMI's formation; and, perhaps more importantly, continues to play an important role in our profession.

The story of PMI's early days intrigued me, so I asked Jim if he would be so kind as to allow me to interview him on camera. All of that interview was tremendously insightful, but in particular I want to share here some of his views on the role of academics in PMI – both then and now!

Excerpts of [the video interview with Jim can be seen on YouTube](#) but some of Jim's key points are transcribed below:

If you go all the way back to the beginning, you will see that the academic community played a significant role in founding the PMI at the beginning of the profession by bringing forward new tools and new techniques. And I think that if we are truly going to manage projects better in the future then we have to involve [and build] relationships with universities, schools, colleges and people involved in the academic world.

PMI is very supportive of the academic community and see the need for their involvement in the profession. The Education Foundation (PMIef) which is the not-for-profit or charity side of PMI, offers US\$600K scholarships around the world. We do that because we feel it is not only important to encourage students, but their professors, to move forward with new thinking and new ideas.

Everything we do when it comes to managing new projects, when it comes to managing larger and more complex projects, is dependent upon the kind of research that the academic community is carrying out right now.

*We sometimes see the Project Management Journal and read those articles and think: "Boy, this is pretty far out! This is pretty heavy-duty research". But, if you go back to the early issues of the journal you'll see that a lot of those ideas that we thought were pretty strange are the way we are now doing business. And I think the need for continuing research is just the number one priority ...*

## Mentoring program update

Mohammad Bilal



Being part of PMI Sydney chapter Mentoring Program Management team as a volunteer since 2014, I have seen this program growing in numbers and improving in the program management quality. This flourishing career Development opportunity is available to PMI Sydney chapter members. It has been a wonderful knowledge transferring tool which provides Sydney Chapter members with opportunity to gain information beyond text books from professionals and experts who have extensive work experience and knowledge of local best practices.

*Sydney Chapter has organised the formal kick-off for the first 2016 intake on 27 Feb 2016. This event has provided an opportunity for mentors and mentees to meet face-to-face and to discuss their interests, requirements and preferences for future interactions.*

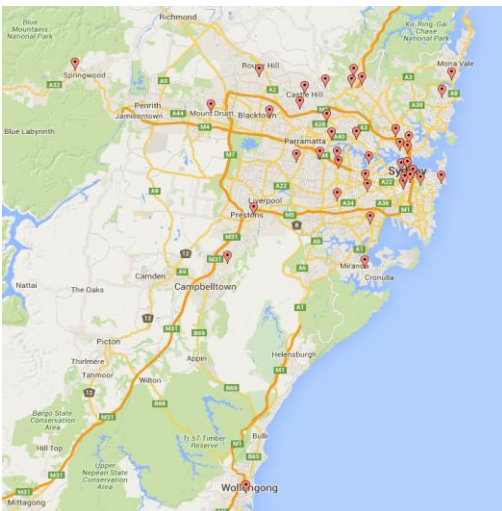




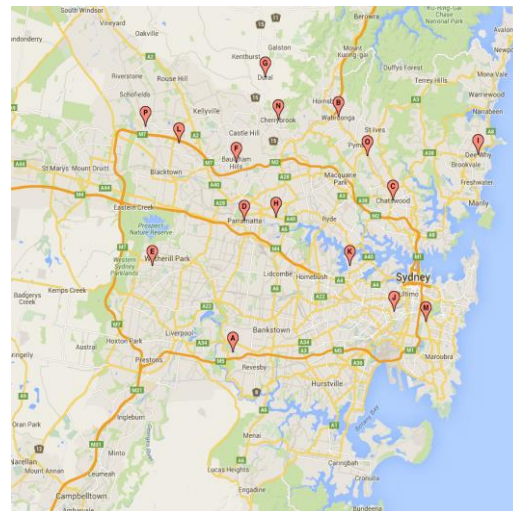
For this intake 61 valid applications were received from Sydney PMI Members, showing their interest to become volunteer mentors or mentees. This is the highest number of participation since program's reboot in 2014. The Mentors and mentees were assessed mainly for following criteria:

- Goals and Objectives
- Requirement, and expectation
- Project and mentoring experience
- Geographical location (home/office)
- Preferred mode of communication and availability

We have received application across all stretches of Sydney. Some Mentors accepting more than one Mentee even with the geographical challenge can easily be seen as following:



Mentees home location



Mentors home location

The event started with President's briefing who had been the lead of this program in 2014-15.



An optional feedback survey was also conducted which provided some useful recommendations for future improvements. Almost 90% of participants acknowledged that mentoring kick-off session has met their expectation. The program is now proceeding smoothly with signed contracts received and regular interactions between mentor and mentees happening, though some participants have opted out due to changes in personal circumstances. The Mentoring Program Management team is currently contacting mentors and mentees for first health check; to ensure knowledge transfer is taking place in a professional manner, as per expectation and it is also a feedback opportunity for everyone.

We encourage participants to read the available information and understand responsibility and commitments. Further information is available on PMI Sydney Chapter website under Development section. Any comment feedback regarding this article can be sent to [mentoringteam2@pmisydney.org](mailto:mentoringteam2@pmisydney.org) further information on mentoring can also be obtain by contacting mentoring AD [mentoringad@pmisydney.org](mailto:mentoringad@pmisydney.org)

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## Volunteering for Professional Growth

David Wilkins

With a post-graduate degree in Project Management but a lack of experience I was searching for bridges to cross that would propel my career. In October 2015 I attended a Microsoft event promoting a new version of MS Project as advertised on Facebook. I learnt about the changes to the new version of the software but most importantly I was there to network. This is where I met the then President of PMI Sydney Chapter, Julia Checchia.

I got my 'elevator moment' with Julia and she shared motivational insight into my current situation and how to progress my career, placing strong emphasis on the power of volunteering to kick-start my career. Julia put me in touch with an organisation in need of a volunteer Project Manager, Team Sydney. Over the following 6 months I would volunteer over 125 hours to an upcoming event.

Team Sydney's 'Change The Game' conference took place on 7 May and was a big step forward for the LGBTQI community. The conference was aimed at combatting Homophobia and Transphobia in sport with a number of influential speakers presenting new research, statistics and strategies for overcoming this issue at the event.

I contribute the success of the event to the rebuilding of the communication channels within the organisation. Team Sydney is currently re-establishing their board, adopting new technologies and building their following. The experience taught me how to identify areas of improvement in an active project, effectively manage schedules and due dates, maximise budget control, and develop my stakeholder engagement skills.

Taking up the opportunity to volunteer in a project management position for the conference was important to me because it gave me an understanding of the challenges I will face in my career while reducing the risk (loss of income). There were other factors to consider, stress on my current role, stress on my personal relationships as I missed other events and commitments that had priority before committing to volunteering.

I strongly recommend volunteering your skills to organisations in need to promote yourself as a confident Project Manager, networker and communicator. Find an organisation that will welcome and support you.

Make sure you are passionate about the organisation otherwise it may seem like work. Be upfront about your commitment to the organisation, don't over-promise. Under-promise and over-deliver, the organisation will appreciate it more than the stress of the other way round. You'll also meet people who stay in your life as valuable resources and even new friends.

I'd like to thank Julia Checchia for her ongoing support as a mentor.

*Jamie Fuller (Executive Chairman – SKINS) & David Wilkins (Team Sydney)*



## Take One step forward to Leadership

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

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Digital version of the PMBOK®, Subscriptions to PMI Journals and magazines, exclusive access to library, learning materials *and many more...*

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## Risk Doctor Briefing

# EFFECTIVE RISK FACILITATION: MATCHING STYLE TO TECHNIQUE

© February 2016, Dr David Hillson FIRM, HonFAPM, PMI Fellow

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There are many techniques for identifying risks, and a skilled facilitator can help to make these more effective. The previous Risk Doctor Briefing outlined three main styles that a risk facilitator can adopt: **Directive** (where the facilitator controls the workshop from the front) **Collaborative** (where facilitator and group work together as partners), and **Supportive** (allowing the group to run the workshop, with the facilitator offering advice and guidance as required). Different facilitation styles work best for various risk identification techniques, as follows:

- **Brainstorming.** This technique requires a strong Directive style from the facilitator, in order to set up and enforce the ground rules, to manage group dynamics, to encourage quiet individuals to contribute, to channel dominant individuals, to prevent distractions and diversions, to maintain the schedule, to reach consensus on outputs, and to record identified risks properly.
- **Assumptions & Constraints Analysis.** Examination of assumptions and constraints as potential sources of risk requires a disciplined and structured approach that is best supported by a Directive facilitation style. Each assumption or constraint is tested in two dimensions, for its stability and its sensitivity, and those assessed as both unstable and sensitive are converted into risk statements. The facilitator needs to keep the group focused on following this analytical process in order to ensure the quality of the output.
- **SWOT Analysis.** This technique requires the group to start with known facts about the organisation (Strengths and Weaknesses), then to use these factors as prompts to consider how they might lead to Opportunities or Threats. Since the base information comes from the group, the facilitator needs a Collaborative style to draw on their knowledge and experience while working with them to transform strengths into opportunities and explore how weaknesses generate threats.
- **Influence diagram.** A Collaborative style works well when the group is building an influence diagram to model the key relationships and dependencies in order to determine areas of maximum uncertainty. Group members bring detailed knowledge of the characteristics and parameters of the situation, while the facilitator has knowledge of how to structure this information into an influence diagram. The technique can only work if both facilitator and group work together alongside each other.
- **Delphi group.** When input is required from recognised domain experts, the facilitator should adopt a Supportive style, providing a neutral channel for subject-matter experts to make their contribution without challenging or influencing their views.
- **Lessons-to-be-learned review.** Review of experience in previous similar situations can reveal risks that might be relevant this time. Lessons-to-be-learned are often held in an archive or knowledge repository, and these should be examined to determine whether previously-identified risks are definitely applicable, mere possibilities, or not applicable. This requires detailed knowledge both of previous situations and the current one, which the risk facilitator is unlikely to possess. Consequently a Supportive facilitation style is required, to enable the team to perform an effective lessons-to-be-learned review.

To provide feedback on this Briefing Note, or for more details on how to develop effective risk management, [contact the Risk Doctor \(info@risk-doctor.com\)](mailto:info@risk-doctor.com), or [visit the Risk Doctor website \(www.risk-doctor.com\)](http://www.risk-doctor.com)

By adapting their facilitation style to match the risk identification technique, risk facilitators will ensure that risks are identified effectively in the workshop, providing a firm foundation for the management of those risks.

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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](mailto:communications@pmisydney.org).

Visit [our website](#) for further information on *The Critical Path* - Publication & Content Dates for 2016.

## Chapter Membership Stats

<b>Total Members</b>	<b>1463</b>
PMP Members	757
CAPM Members	29
PgMP Members	9
PMI-SP	10
PMI-RMP	9
PMI-ACP	32
PfMP	1
PMI-PBA	1



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Contact [communications@pmisydney.org](mailto: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](mailto: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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