

# The CRITICAL PATH

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## President's Report

Benjamin Howell

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

### 2016 PMI North American Leadership Institute Meeting (NA LIM)

Mohammad Mansoor, Jordan Vamvakidis, and I have just returned from the 2016 NA LIM in San Diego California where we had a jam packed 3 days of learning and networking with 1,071 Chapter Leaders in person (plus 385 virtually) that represented 232 Chapters from 60 countries. It's a pretty big thing!

Apart from the great opportunity for hearing from great speakers and learning more about PMI and where we as Chapters and members fit in, it is a great opportunity to network with fellow Chapter leaders and share key learnings and how other Chapters operate so that we can take those learnings and apply them to the Chapter here in Sydney.

The NA LIM 2017 will be held in Chicago next September, so if any of you have the opportunity to go I'd strongly encourage you to. More on the NA LIM 2016 further in this edition.

### 2017 PMI Australia Chapters Conference

The 2017 PMI Australia Chapters Conference is being hosted by Sydney Chapter next year 28th-30th May, and the Conference team is busy with our planning efforts to provide an absolutely awesome conference.

If you have not registered already and intend to go, please be advised the early bird pricing is still in effect and you can register via the Chapter website. This pricing won't be there for long so please take the opportunity for a heavily discounted price.

We are also looking forward to volunteers, particularly those with WordPress, Social Media, and Google Analytics skills. If you would like to help out please contact Kate Morris via [conferences@pmisydney.org](mailto:conferences@pmisydney.org)

### Project, Benefits, Change Management: Who Drives?

PMI Sydney Chapter is proud to collaborate with the Change Management Institute (CMI) NSW Chapter in the panel discussion in November titled 'Project, Benefits, Change Management: Who Drives?'

This event will be held at Cliftons in Margaret St Sydney on Tuesday 15th November 2016 @ 6pm. I will be one of four panel speakers and will be representing the Project Management profession.

If you are interested in attending you can register via our Chapter website (don't forget to log in first if you are a Chapter member to get your 50% discount):

<http://pmisydney.org/event-calendar/784-project-management-benefits-management-and-change-management-how-does-the-partnership-work-who-drives>

### Internal Project Management Day (IPMD)

PMI Sydney Chapter is proud to be a reseller of IIL's virtual conference titled 'IPM Day 2016: Leading with Agility and Embracing Change'. There are some fantastic speakers such as Tom Peters, so I'd encourage you all to register and get involved – In 2015 more than 20,000 people from over 100 countries attended.

You can register via the Chapter website at:

<http://www.iil.com/emailfiles/ipmday-2016/pmisydney.html>

### Prometric Training Centres

For anyone wanting to sit for a PMI certification exam of late you may have experienced some issues in scheduling your exam. This is not only happening in Sydney, but also in Melbourne and other places as Prometric ([www.prometric.com](http://www.prometric.com)) close testing centres.

PMI certification exams are facilitated through Prometric to separate PMI from the exam process to ensure that the sanctity of the exam and Certification. Prometric are independent of the PMI and they also conduct certification exams for Microsoft, Cisco, et al.

Upon escalating to PMI's Global Operations Centre (GOC) in Singapore I have learnt that the current site in Pitt St Sydney is closing on November 8, with a new site opening in Castlereagh St on November 11. As the existing site was closing this was squeezing the testing capacity as things ramped down, but with the new site opening this short term constraint should now be easing. I'd urge anyone wanting to sit for any PMI certification exams to register with Prometric ASAP at the Castlereagh site.

If you have any further queries on this matter or continuing to experience scheduling issues, please contact Certification Associate Director Richard Hemsworth via [certificationAD@pmisydney.org](mailto:certificationAD@pmisydney.org)

Happy cat herding!

Benjamin Howell PMP  
President  
PMI Sydney Chapter  
[president@pmisydney.org](mailto:president@pmisydney.org)

## 2016 PMI North American Leadership Institute Meeting (NA LIM) Report

Mohammed Mansoor - Communications Director & Benjamin Howell

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The PMI® NA LIM is the premier event for the PMI in North America and this year it was held 22nd-24th September in San Diego, California. Its objective is to strengthen leadership skills aligned to the PMI's Talent Triangle™, and to share knowledge and ideas to benefit both Chapter operations and personal career development.

The 2016 NA LIM was attended by 1,071 Chapter leaders (in person), and additionally and for the first time 385 Chapter Leaders virtually. Those attending represented 232 Chapters from 60 countries. Attending from PMI Sydney Chapter were:

- Mohammad Mansoor;
- Jordan Vamvakidis, and;
- Benjamin Howell

The NA LIM opened with a keynote from Simon Sinek – a world renowned leadership expert, anthropologist and the best-selling author with his presentation on ‘Leaders eat last: Why some teams come together and others don’t’. Simon using his unshakable optimism mesmerised the audience with connecting leadership with various chemicals produced in the body and stating that some of them give the feeling of euphoria on an individual basis whereas others only occur through social interaction in groups.

They are:

- Endorphins (individual): which diminish our perceptions of pain and keep us going during work-outs, gives us a “runner’s high”, and helps us to endure difficulties.
- Dopamine (individual): which motivate us to achieve incremental goals such as checking things off our “to do list” or get through project milestones.
- Serotonin (group): provides the feeling of significance, pride, status and drives us to seek the recognition of others.
- Oxytocin (group): creates intimacy, trust; feeling that someone will protect you.



Simon also said that leaders need to make their teams feel safe and to protect them, and teams expect their leaders to protect them and to take on danger on their behalf. The result is that this creates high performing teams.

The Day 1 program followed with meeting tracks in the academic, governance, financial management, leadership Development, Marketing and Communication, membership, PMI Updates, Tools and Resources, Professional Development and Volunteer Engagement tracks. Mansoor attended the marketing and communication & leadership development, Jordan attended the financial management and governance tracks, with Ben attending the membership and volunteer track, as well as how larger Chapters stream/broadcast their monthly Chapter events across multiple sites simultaneously.

Day two started with a key note from Vinh Giang (2013 South Australian Entrepreneur of the Year) a fellow Australian who enthralled the audience with his magic act to deliver the topic of ‘Be an Influencer’. Mansoor then attended the Marketing & Communications sessions covering topics such as ‘Let’s get social: Unleashing the power of Social Media platforms’, as well as a panel discussion about ‘Best Practices from around the world. Both explored the importance of social media and how it plays a significant part in reaching and increasing Chapter membership, as well as how the use of demographic, geographic, psychographic, and behavioral characteristics can be used to develop and optimise social media campaigns. Ben attended the academic and membership streams and Jordan continued with governance and financial streams.

Day 3 concluded with the closing keynote from Mel Robbins who discussed her 5 second formula in decision making – basically that you need to make a decision and act on it within 5 seconds before you are sidetracked with fear, doubt, etc and also that when we feel fear or uncertainty to tell yourself that you are ‘excited’ as this will send a more positive messages to the brain which in turn help you to overcome fear and adversity. Ben also attended sessions on sponsorship and what other chapters do in this regard.

Mansoor and Ben also attended various sessions across the NA LIM that covered leadership around multiple generations of membership (Baby Boomers, Gen X, Gen Y, and Millennials) which said as Chapter leaders we need

to be aware of the nuances, thoughts, styles, and behaviours of each of these membership demographics and tweak our approaches for each accordingly to get the best overall result.

The 2017 NA LIM is scheduled for 26-28 October 2017 in Chicago, Illinois. If anyone is interested in attending please contact one of us to find out more as it's a fantastic way to become more engaged with PMI and meet amazing people from across the globe.

The NA LIM also resulted in fellow Australian Mark Dickson from South Australia was elected as the next Chair of the PMI Board globally. This was fantastic news for PMI Chapters across Australia and the region as we will have a greater focus with Mark at the helm. Congratulations Mark!

## From the Events Director

Emma Stewart



Hello everyone! The second half of the 2016 PMI Sydney Chapter Events calendar has continued strongly, with waiting lists for almost all Events. Remember the Events are themed around subjects that you told us you wanted to know more about in the Chapter Members Survey, so when the survey comes out next year please remember to suggest themes for these Events.

In August Stephen Dowling and Stephen Callaghan reminded us of the importance to Adapt or Die! The session looked at current and future project trends, and how we can future-proof our skills and our careers for this changing environment. The Event was fun, but also gave us opportunities to reflect on our careers, our futures and the organisations we are part of.

September saw the Event Team's very own Tim Kinchington present at our Breakfast Event on Enterprise Investment. Tim shared the learnings and strategies that Westpac is using to take its portfolios and projects to improved delivery, maximising all of its investments for the best strategic and customer outcomes. It is rare to be able to have this kind of insight into the way corporates undertake their investments, and this was a very valuable session.





The PMI Sydney MeetUp and PMO Sydney Meetup have also been holding regular Events over the last two months. All are welcome at these Events, just register via their MeetUp weblinks.

<http://www.meetup.com/PMISydneyMeetup>

<http://www.meetup.com/PMO-Sydney>

All of the teams are now looking forward to seeing you at a future Event! 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

Emma, Tim, Maurya, Awais, Deepa, Saheel, Tammy, Aurora, Stella, Sandra

#### PMI Sydney Chapter Events coming up for the remainder of 2016:

<i>Event Day</i>	<i>Event Date</i>	<i>Event Type</i>
Tues	22-Nov-16	Evening Chapter Event
Wed	07-Dec-16	Christmas Evening Chapter Event

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Attend on demand for 90 days after the live conference on November 3rd.

### Great takeaways

Download presentation slides, templates, white papers, and other resources.

## ABOUT IPM Day



Decades ago, the futurist Alvin Toffler predicted a "roaring current of change" that would challenge the very structure of institutions. Thanks to an uncanny ability to peer over the cultural horizon, Toffler knew the digital revolution was imminent—and it would be hugely disruptive. Look around. For almost any industry today the only reasonable survival strategy is to embrace change. And if you look hard enough, all this change is happening through projects.

### Projects drive change, and project managers are the agents of change.

An organization's success in this environment requires agility at many levels: from trying new development approaches (e.g., Scrum); using new team collaboration tools; and, a willingness to experiment and celebrate failure. In other words, game-changing approaches to our world of work.

IPM Day 2016 brings you the very best speakers on the front-line of this "roaring current of change" who will provide insight, commentary, and guidance on making you the best change agent you can be.

## #GETINTHEGAME

### Sandeep Mathur – Director At Large

Some of the Sydney Chapter Members changed from Corporate attire to Running Gear as they participated in two running events. A group of us joined the largest fun run in the world on 14th August by running, walking and (pub) crawling in the City2Surf Fun Run.



The smiles on the faces show that they were happy to complete the 14kms beautiful City to Bondi course and still had energy left to do a few more kms! Thank you Katerina for the organising the PMI vests and caps – they looked really cool.



Then I continued my running quest by doing my ninth Marathon the following month on 18th September in Blackmores Sydney Marathon. These Marathons remove all my work-related stress.

The body has no capacity to think about the Program Risks & Issues as it focusses on recovering from pounding it gets over 42kms!

If anyone is interested in joining us for future events, please do contact me. We have plenty of vests and caps to share.

Sandeep Mathur PgMP, FAICD  
 Director-At-Large, PMI Sydney Chapter  
[dal\\_sm@pmisidney.org](mailto:dal_sm@pmisidney.org)

## From the Conferences & Seminars Director

Kate Morris



### What have we been up to?

Turning a vision and passion for the profession into a 3 day event is no small task. So much work has been done to date with the PMI Sydney Chapter Board to workshop and thrash out our ideas. Like on any project, we need to make sure we start from a strong base and ensure the right things have been thought through and we have strong leaders in place to help execute the project. We have had to come up with a charter and plan and receive support from each Chapter in the form of seed funding.

With seed funding we can lock in a location for the conference (We are planning a fantastic CBD location for the event!) a gala dinner location to showcase the best of breed in Australian project delivery and start the hunt for the best keynote speakers.

Having successfully delivered the 2013 PMI Australia Conference, I am acutely aware of what it takes to bring a group of volunteers together to deliver. Volunteering your time is always hard when juggling careers, studies and families. The passion I get to see on a daily basis from my conference team keeps my energy up and determination to continue. PMI Australian Chapters really do great conferences. We build on our offering each year, with our most successful conference held in Adelaide this year. They not only reached their target for delegate and sponsorship – they smashed it! Bringing a fantastic mix of people together from all over the world to share and learn from thought leaders in project management. So while Sydney has a large target to hit, I am confident we can take our conference to the next level and showcase the amazing achievements in Project Management.

I was lucky enough to take some time out in September and visit New Zealand. I have been a regular visitor to our Tasman cousins to take part in their annual PMI conference. This year's conference held in Auckland was another fantastic event. I was lucky enough to see firsthand all the preparations behind the scenes and speak with both exhibitors and delegates on their experience. It was interesting the changes in demographics with many first timers being involved in the conference. Their gala dinner to showcase best of breed in NZ projects was very impressive.



PMI Australia represented at the PMINZ16 Conference in Auckland September 2016 – Will Noble- MD Asia Pacific Human Systems International, Kate Morris- PMI Sydney Conferences & Seminars Director and Alex Cramb- Partner at GRACosway

It was inspiring to see so many tables booked out by companies supporting their team member's nominations in the relevant categories. This is something I hope to bring to our conference experience – more companies nominating their talented team members and showcasing the amazing projects Australia has delivered. It was also interesting to see many of the nominations had come from local government agencies.

As we look to expand our reach and network of project professionals in NSW by encouraging our colleagues in construction, government, transport and utilities to join with our financial services and technology industries. No matter the widget you deliver, the struggles of delivering a project are always the same. We can learn so much from each other and the differences in industry help to open us up to new perspectives and process that we can use and adapt in our own situations. Lifting the game of success in projects is for all industries to take part in. The knowledge more progressed companies can share with the project community helps build our profession and inspire the next generation of leaders to be equipped with the right skill set to deliver business benefits to their customers.

I look forward to sharing with you the revamped PMIAC website. As we lock in details about locations and speakers we will be updating social media. If you are looking to get in early and get the best possible price for the conference, [please register now](#).

It's been wonderful to see so much enthusiasm from our members in wanting to be involved and contributing to our conference. If you would like to help support the many different activities we have running please contact our [support team](#).

## Take One step forward to Leadership

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## PMI Code of Ethics and Professional Conduct

Amany Nuseibeh

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Happy Global Ethics Day!

On the 19th October, the world celebrates the third annual global ethics day providing us all with an opportunity to reflect and explore the meaning of ethics for individuals, professionals and organisations. Though the Global Ethics Day is only a couple of years old – turning three; the current PMI Code of Ethics and Professional Conduct celebrates its 10th Birthday this year.

How much do you know about [PMI Code of Ethics and Professional Conduct](#)?

It always amazes me that as we renew our PMI membership every year, or re-apply for maintaining our credentials, we tick that small box indicating agreement and adherence to the PMI Code of Ethics and Professional Conduct, and yet we don't seem to read through it, let alone have a recollection of the basic values that we subscribe to.

So, let us put that to the test, jot down on a piece of paper the four values in the Code, and see how many of them you will get. *On average people get one of the four correctly.*

As we celebrate the 10th year of the PMI Code of Ethics and Professional Conduct, we invite you to participate in further advancements, have a look at [PMI.Org/Ethics](#), read trending ethics topics on [ProjectManagement.com](#) and look forward to 10 tools that are part of our Ethics Toolkit.

Amany Nuseibeh, BSc, MBT, PMP, CPPD, MSP Practitioner

PMI Ethics Member Advisory Group (EMAG)

## Mentoring Program Update

Mark Ferguson – Associate Director Mentoring

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### Intake 1 Survey Result

The mentoring team runs two Intakes per year, where each intake is six months in duration. The Intake surveys are an important opportunity to gauge feedback from participants on the quality of the program which enables the team to make adjustments where needed and in time for the next Intake. A standard survey form was sent to the 31 mentors and mentees, and we had an approx. 30% participation rate. The mentoring team have reviewed the results and in general the responses indicate:

1. participants are happy with the program offered
2. feel that they are well matched
3. meet on a monthly basis, on average

Items for the mentoring team to consider for the next Intake include:

1. ensuring that mentees have clear objectives
2. improving the response rate for the surveys

### **Intake 2 Health Check survey is underway...**

The Mentoring Team has recently requested members of the current Intake to participate in the Health Check survey. The response rate from the mentors is good with a very high participation rate whereas the mentee survey participation rate is currently running at around 30% which is expected to improve following a reminder to encourage mentees to provide their feedback.

The Mentoring program has been established by the PMI to assist mentees. We need your feedback to ensure that the program as offered is meeting the needs of all mentees.

### **Mentor Training**

**When:** Held over 2 Saturdays - 22nd October 2016 & 12th November 2016

**Who:** Training for Mentors who wish to support the Mentoring Program

**Where:** Paxus offices, North Sydney

**Fee:** As this is a pilot course the Training is offered free by PMISC to selected mentors

**Trainer:** Horizons Unlimited - a highly experienced educator in this specialist field

## **The Yearly Volunteers Event**

### **Katerina Katsoulis – Associate Director Volunteer**

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#### **Where and who were there?**

The Yearly Volunteers event was held on the 17th August 2016 from 6pm to 8:30pm at the Castlereagh Boutique Hotel. It was organised and facilitated by the AD Volunteers and the Events team (Katerina, Emma, Tim, Aurora) with 41 attendees. The event was aimed at bringing the PMI Sydney Chapter leaders together with the 2016 active and prospective volunteers to have an evening of getting to know each other, what the Sydney Chapter portfolios are doing, and also a chance for a self-development process run by the guest of the evening Stacy Henderson.

#### **What happened at the event?**

The AD for Volunteers, Katerina Katsoulis, facilitated the presentations for the night. The Board President, Ben Howell, and all the portfolios were given an opportunity to share with the intimate Volunteer audience a bit about what was going on for the Sydney Chapter for the remainder of 2016 and on into 2017.



### Stacy Henderson and POVAR

The guest speaker for the evening, Stacy Henderson, shared his personal story to outline how he has used what he's learned throughout his life to make money doing what he loves. He gave a demonstration of the power of creating a vision board for himself and where it's propelled him over the last 10 years to build a business that is giving back to the community.

The attendees for the night were then treated to a couple of short processes run by Stacy where we gave some thought into what our personal goals are and how to develop a Be, Do, Have map for our goals.

The short segment with Stacy was very inspirational and added a more personal and authentic feel to the evening.

### Update on Volunteering at PMI Sydney Chapter

Katerina Katsoulis, the AD for Volunteers then took the opportunity to level set with the Sydney Chapter volunteers community on the processes, opportunities and plans for the way the volunteering portfolio would be run.

The key focus areas of the Volunteering stream is to have:

- The right volunteer for the right role
- Committed and engaged volunteers
- Great rewards and recognition program
- Community

Feedback from the evening included comments about how great it was to hear about what other portfolios were doing from the volunteers who are a part of them. There were also comments about how good it was to spend time with other volunteers without being on duty so that they could get to know a bit more about themselves and each other. The night was a great start to building a stronger community within the Sydney Chapter and sharing fun stories about events, activities and achievements within each portfolio.

On a more personal level, I appreciated the opportunity to meet many of the volunteers that I'd only been in email contact with previously and to learn more about my peers as a direct outcome of the touching and personal presentation given by Stacy Henderson. My hope is that this community will continue to form strong bonds and create a space where we can share stories of both work and personal lives.

### What's next for the Volunteers in the Sydney Chapter?

The standing Sydney Chapter roles are currently all allocated but we have a call in place for volunteers to be available for and support the PMI Australia Conference 2017. For the volunteers in the pool that aren't assigned to a portfolio and any prospective volunteers that attended on the evening, your names were given to the Conferences Portfolio team and you will be contacted (if you haven't already).

This will be a fun opportunity to get involved with a large event, meet other volunteers and have a not-oft come around experience. Please be sure to get involved when the invitation comes around.

For further information contact either Katerina Katsoulis ([advolunteers@pmisydney.org](mailto:advolunteers@pmisydney.org)) or the Conferences team ([conferencesad2@pmisydney.org](mailto:conferencesad2@pmisydney.org))



## RISK DOCTOR BRIEFING

# RISK COMMUNICATION THROUGH STORYTELLING

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Albert Einstein is reported as saying “Logic will get you from A to B. Imagination will take you everywhere.” A lot of our risk communication is very logical but not very imaginative. Experience shows that people listen better if the message is presented attractively, and storytelling is one powerful way to achieve that goal. An expressively-told story grabs the attention of the listener and creates vivid images in their minds which aid understanding and retention of the underlying message, especially when we’re dealing with concepts of uncertainty and risk.

What makes storytelling unique as a communication method?

- Stories translate difficult concepts into a concrete form that can be handed down verbally or in written form, helping to shape and preserve culture.
- Storytelling is interactive and flexible, causing the listeners to engage with the story and the storyteller.
- A strong connection is formed between the storyteller and the listener, allowing the message to penetrate to the listener’s subconscious mind.
- Stories engage reluctant or unbelieving listeners who would not listen to the same message if it was communicated in a more traditional form.
- A well-told story stimulates creative thinking, and allows listeners to use their own imagination to put themselves in the story.

- Hearing a story together creates a positive group identity.

The use of stories to communicate key messages has been part of the African heritage for many years. In pre-colonial times, many villages faced huge challenges that could only be overcome by careful planning and strong leadership. For example, when facing enemy invasion, the community leader would develop a detailed plan to defend the village and defeat the invaders. But then he had to encourage and motivate the community to implement the plan. One of the best ways to help them see the possibility of victory was to tell stories of previous successes achieved by their ancestors, or by narrating examples of other communities that had won in similar circumstances. The leader would also remind them that what they were about to do would not only be for the benefit of today's community, but that future generations would tell of their mighty deeds.

The same storytelling approach can be used to engage and motivate staff facing a significant risk challenge. The following guidelines will help you to tell a good corporate story:

- Do we have previous stories of success and failure? What resulted in success and what caused failure? Who were the main characters in the story? What did they learn from it and how? What events or circumstances influenced the story?
- How can we apply the lessons of the past to the current situation? Think about the Objectives, the Operation, the Opportunities, the Obstacles, and the Outcomes.
- Good corporate stories put the audience in the place of the main characters in the story and lead them to say "I can see myself doing that."

Corporate stories can be communicated in many ways, and creative methods are more memorable. It is not necessary to rely only on written reports or spoken briefings. There are many new communication channels available, and we should explore them to ensure that the risk message is heard. For example, the award-winning film *Moremi* (\*) is a good example of how to use storytelling to communicate creatively about risk. *Moremi* uses an adaptation of a traditional African folklore tale to explore the relationships between strategic planning, risk management, performance outcomes and rewards. How creative can you be in sharing your risk message?

[ \* Watch the *Moremi* trailer here: <https://www.youtube.com/watch?v=3-uHha5tG7I>]

*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)).*

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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>1625</b>
PMP Members	859
CAPM Members	26
PgMP Members	11
PMI-SP	9
PMI-RMP	12
PMI-ACP	39
PfMP	1
PMI-PBA	1



### ***NEW! Website advertising***

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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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