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February 2017

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President's Report

Benjamin Howell



Welcome to the first edition of *The Critical Path* for 2017. I hope you had an enjoyable and safe break and are ready for a bumper year with PMI Sydney Chapter, especially as we host the Conference this May.

2017 starts with a bang! Chapter event with Global CEO & President as well as Chair of the PMI Board of Directors

The Chapter was very proud to host not only the PMI President & CEO Mark Langley, but also fellow Aussie and Chair of the PMI Board of Directors Mark Dickson at a Breakfast event a Castlereagh Boutique Hotel on 10th February. Also attending from the PMI U.S. was Cindy Anderson, Vice-President of Brand. Mark Langley rarely (if ever) speaks at Chapter events so it was quite a coup for the Chapter to host him!

Chapter events so it was quite a coup for the Chapter to host him!

Mark Langley was in Sydney to globally launch the 2017 Pulse of the Profession, and spoke to the Chapter on the topic of the 2017 Pulse and its findings tailored to our Australian audience. You can read the finding of the report at <http://www.pmi.org/learning/thought-leadership/pulse/pulse-of-the-profession-2017>

We had around 110 persons present of which around 70% comprised Chapter members, with the remainder targeted invitees who are currently or prospective Chapter and/or Conference sponsors or partners. All that attended were thoroughly engrossed with Mark's presentation.

My immense thanks to Mark Langley, Mark Dickson, and Cindy Anderson for attending our PMISC event. You are welcome back anytime!

I'd like to take this opportunity to thank the Events team publicly for a fantastic event which was put together with a tight timeframe, and also backing up from the SGM the night before. On behalf of the Chapter, great work PMISC Events team. Awesome job well done!

Mark Dickson will be the PMI keynote speaker at our Conference in May.



For those that missed out on this event you can view it free-of-charge as a Chapter member once you register via <http://pmi.webcastcloud.tv/>

Special General Meeting (SGM) 9 February

A number of changes were made to our Chapter bylaws on 9th February at a SGM. These changes were prompted due to:

- No changes since last version in 2012.
- Changes to the New South Wales Associations Act & associated Regulation of which the Chapter has to comply which took effect 1st September 2016.
- Valued recommendations from our previous Chapter Nominating Committees.
- Clarification and tidy-up of identified inconsistencies and ambiguity in the current version.
- Advice from our PMI Global Operations Centre (GOC) in Singapore

The changes can be found on the Chapter website (please log in first): <http://pmisydney.org/about-us/governance>
Thank you to those that attended on the night, and participated in robust debate to pass the changes and much needed reforms.

Board Elections & Annual General Meeting (AGM)

Nominations are now open for a half Board election of the Chapter Board.

You can find all of the information regarding the election and the applicable documentation (once you log in to the Chapter website first) at <http://pmisydney.org/about-us/call-for-nominations>

I'd encourage any of you wishing to nominate for the Board to do so. Nominations close 5pm Sunday 26 February 2017. ***The AGM is being held at Clifton's on Monday 27th March. The results of the election will be announced at this time.***

PMI Australia Chapters Conference 2017

Have you purchased your ticket yet for the PMI Australia Chapters Conference being held May 28-30 at the Sheraton on the Park in Sydney yet? If not, why not? We need you to participate to make this an outstanding success and show the rest of the PMI Chapters in Australia that Sydney knows how to come out in force.

Please check out the conference website @ <http://pmiaustraliaconference.org.au/> and purchase your tickets @ <http://pmiaustraliaconference.org.au/tickets/>

I'm sure Kate Morris will have more to say on the Conference in this edition, but if you have any questions or would like to volunteer, please contact Kate via conferences@pmisydney.org.

Services Catalogue Survey

By the time you read this the eBlasts would have gone out encouraging you to participate in the survey for the Chapters Services Catalogue. I'd implore you to please take the time to complete this survey so that the Chapter can serve you more effectively. If you have already completed the survey by the time you read this I thank you for doing so on behalf of the Board.

Chapter events now being recorded

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

During this trial period the viewing of our events is free-of-charge to financial PMISC Chapter members so I strongly encourage you all to please take up this service as the more of you that access it the greater the likelihood that we will continue to offer this service. We need your support to continue this.

You can access this service free-of-charge as a Chapter member once you register via <http://pmi.webcastcloud.tv/>
If you have further queries or are experiencing any technical issues please contact our Events Director, Emma Stewart eventsdirector@pmisydney.org

Happy cat herding!

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

10 Strategies for Better Time Management

Mansoor Mohammed - Communications Director



The term Time Management is a misnomer. You cannot manage time; you can manage the events in your life in relation to time. You may often wish for more time but you only get 24 hours, 1,440 minutes or 86,400 seconds each day. How you use that time depends on skills learned through self-analysis, planning, evaluation, and self-control.

Much like money, time is both valuable and limited; it must be protected, used wisely, and budgeted. People who practice good time management techniques often find that they:

- Are more productive,
- Have more energy for things they need to accomplish,
- Feel less stressed
- Are able to do the things they want
- Get more things done
- Relate more positively to others
- Feel better about themselves

Finding a time management strategy that works best for you depends on your personality, ability to self-motivate and level of self-discipline. By incorporating some, or all of the ten strategies below, you can more effectively manage your time.

1. Know How You Spend Your Time. Keeping a time log is a helpful way to determine how you are using your time. Start by recording what you are doing for 15-minute intervals for a week or two. Now take a look at the results. Identify your most time-consuming tasks and determine whether you are investing your time in the most important activities to help you.

2. Set Priorities. Managing your time effectively requires a distinction between what is important and what is urgent. One of the easiest ways to prioritize is to make a “to do” list. Whether you need a daily, weekly or monthly list depends on your lifestyle. Just be careful not to allow the list-making to get out of control and do not keep multiple lists at the same time. Rank the items on your “to do” list in order of priority.

3. Use a Planning Tool. Experts recommend using a personal planning tool to improve your productivity. Examples of personal planning tools include electronic planners, pocket diaries, calendars, computer programs, wall charts, index cards and notebooks. Writing down your tasks, schedules, and memory joggers can free your mind to focus on your priorities. Auditory learners may prefer to dictate their thoughts instead. The key is to find one planning tool that works for you and use that tool consistently.

4. Get Organized. Most people find that disorganization results in poor time management. A frequently used method is to set up three boxes (or corners of a room) labeled “Keep”, “Give Away”, “Toss”. Separate the clutter by sorting items into these boxes. The key is to immediately discard items in your “Toss” box. Your “Give Away” box may include items you want to sell, delegate, or discontinue so find a method to eliminate these items.

5. Schedule Your Time Appropriately. Scheduling is not just recording what you have to do, it’s also making a time commitment to the things you want to do. Good scheduling requires that you know yourself. Plan your most challenging tasks for when you have the most energy. Block out time for your high priority activities first and protect that time from interruptions.

6. Delegate: Get Help from Others. Delegation means assigning responsibility for a task to someone else, freeing up some of your time for tasks that require your expertise. Delegation begins by identifying tasks that others can do and then selecting the appropriate person(s) to do them. Another way to get help is to “buy” time by obtaining goods and service that save you a time investment.

7. Stop Procrastinating. You may be putting off tasks for a variety of reasons. Perhaps the task seems overwhelming or unpleasant. Try breaking down the task into smaller segments that require less time commitment and result in specific, realistic deadlines. If you’re having trouble getting started, you may need to do some prep work such as collecting materials or organizing your notes. Also, try building in a reward system as you complete each small task.

8. Manage External Time Wasters. Your time may be impacted by external factors imposed by other people and things. You can decrease or eliminate time spent in these activities by implementing some simple tips such as: Avoid small talk on the phone. Stay focused on the reason for the call; Start and end meetings on time; Turn off instant messaging features on e-mail; Establish a master calendar for each family member to post their time commitments.

9. Avoid Multi-tasking. Recent psychological studies have shown that multi-tasking does not actually save time. In fact, the opposite is often true. You lose time when switching from one task to another, resulting in a loss of productivity. Routine multi-tasking may lead to difficulty in concentrating and maintaining focus when needed.

10. Stay Healthy. The care and attention you give yourself is an important investment of time. Scheduling time to relax or do nothing can help you rejuvenate both physically and mentally, enabling you to accomplish tasks more quickly and easily. Poor time management can result in fatigue, moodiness, and more frequent illness.

Regardless of the time management strategies you use, you should take time to evaluate how they have worked for you. Ask yourself a few simple questions: Do you have a healthy balance between work and home life? Are you accomplishing the tasks that are most important in your life? If you answer no to one of these questions you may need to rethink how you manage your time. Take the time to make sure you feel great about you and your accomplishments!

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

Good Luck and keep sharing your knowledge

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From the Events Director

Emma Stewart



Hello everyone!

Our PMI Sydney Chapter Events for 2017 had a fantastic start with a Signature Breakfast Event – “2017 Pulse of the Profession”, Presented by Mark Langley, PMI Global President & CEO. The event was SOLD OUT!

This was a rare opportunity to hear from the PMI Global President & CEO, and also to network with other key members of PMI, including:

Mark Dickson – Chair of the PMI Board of Directors

Cindy Anderson – Vice President, PMI Brand Management

Alex Cramb – PMI Corporate and Government Relations Manager Australia

Mark took us through key trends now and for the future in our project profession, and the presentation was very well received. If you missed out on the presentation don't worry – you can view it on PMI TV! See elsewhere in this Critical Path for the instruction on how to watch PMI TV.

<http://PMI.webcastcloud.tv>



As well as organising Events, our team also helps the PMI Sydney Chapter when official activities need to be held. This included the Special General Meeting (SGM) to go through the By Law changes. President Benjamin Howell and Vice President Malcolm McFarlane took us carefully through the process, with Professional Development Director Marcel De Ma taking Minutes of the SGM. Thanks to those that attended, and for the significant interaction that shows the passion of our members for our PMI Sydney Chapter.

Following on from this we are running the Annual General Meeting (AGM). Mark it in your diaries for Monday 27th March 2017. Reports will be given by the President, Secretary and Treasurer. These will be quite tightly time-boxed, so we are aiming to make the reports available in advance and then any questions can be submitted prior to the meeting.

Come along and join us at the AGM. This is an opportunity for You to hear what has happened this year in Your Chapter, and the direction for 2017. We'll also have networking drinks and fun!

Remember most of 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 two MeetUps:

Project Management MeetUp <http://www.meetup.com/PMISydneyMeetup>

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.

There is a huge amount of work that takes place in the background between Events so that attendees have as good as experience as we can make on the night. Therefore, we are very pleased to welcome Adam Gabriel, Phil Redding and Ivan Ong, all of whom have just started as volunteers to the Events Portfolio.

We look forward to seeing you soon!

PMI Sydney Chapter Events Team

Emma, Tim, Maurya, Awais, Deepa, Saheel, Tammy, Aurora, Adam, Phil, Ivan

PMI Sydney Chapter Events coming up in 2017

<u>Event Date</u>	<u>Event Day</u>	<u>Event Type</u>
09-Feb-17	Thurs	SGM
10-Feb-17	Fri	Signature Breakfast Chapter Event – SOLD OUT
27-Mar-17	Mon	AGM
01-May-17	Mon	Evening Chapter Event
28/29/30-May-17		PMI Australia Conference in Sydney!
21-Jun-17	Wed	Evening Chapter Event
25-Jul-17	Tues	Evening Chapter Event
23-Aug-17	Wed	Evening Chapter Event
21-Sep-17	Thurs	Breakfast Chapter Event
24-Oct-17	Tues	Evening Chapter Event
22-Nov-17	Wed	Evening Chapter Event
07-Dec-17	Thurs	Evening Chapter Event

Predictions for Project Management in 2017

Harold Kerzner, Ph.D. - Senior Executive Director for Project Management, ILL



Every year, there are changes that take place in project management. The predictions for 2017 relate to all levels of management in a firm. Although we have high hopes for a lot of the changes, some bad results can occur. Several of my predictions focus more so on unfortunate results from my 2016 predictions as well as some challenges for the 2017 predictions. Most of these predictions are based upon my lecture series on PM 2.0 – PM 3.0: The Future of Project Management.

1. Metric mania will grow.

Not all of the changes that will occur in 2017 will be favourable. In my predictions for 2016, I stated that there would be a growth in the number of metrics needed to determine the true health of a project. For many companies, the project management community saw this as an opportunity to identify significantly more metrics than were actually needed. The result was “metric mania” where the organization is now asking the PMOs to periodically evaluate all metrics used and to recommend removal of “bad” metrics that simply create additional work and provide no informational value.

2. Project management is now being viewed as a strategic business process rather than merely a traditional project management process used for project execution and delivery.

Historically, project managers made only project-related decisions (usually concerning the technical aspects of the project) whereas all business decisions were in hands of the project sponsors. Now, because there is more trust in the ability of the project managers to deliver, they are allowed to make business-related as well as project-related decisions.

3. Project management career paths will become strategic competencies.

For decades, project management was treated more so as a part-time occupation rather than as a career path, with the exception of those firms that were project-driven organizations and were pressured by their clients to reluctantly make project management a career path position. Project management is now being treated as a career path in both project-driven and non-project-driven companies. But as companies recognize the benefits that can be achieved from project management, we will see project management maturing into a strategic competency. Each year, companies are assessing which career paths are a necessity for the firm’s critical growth over the next several years. In many firms, project management is now viewed as one of the five critical career paths and being treated as a strategic competency necessary for the firm’s future. Each year, larger portions of a company’s training dollars appears to be committed to project management education.

4. Each project can have a different definition of success.

For years, we allowed customers and contractors to work toward their own definitions of success. Now, as project management matures, we are asking the customer and contractor to meet at the onset of a project and come up with a mutually agreed definition of success. Each definition of success can therefore have a unique set of metrics specifically used for that project. If the customer and contractor do not have an agreed upon definition of success, the result can be Exhibit 1 below.

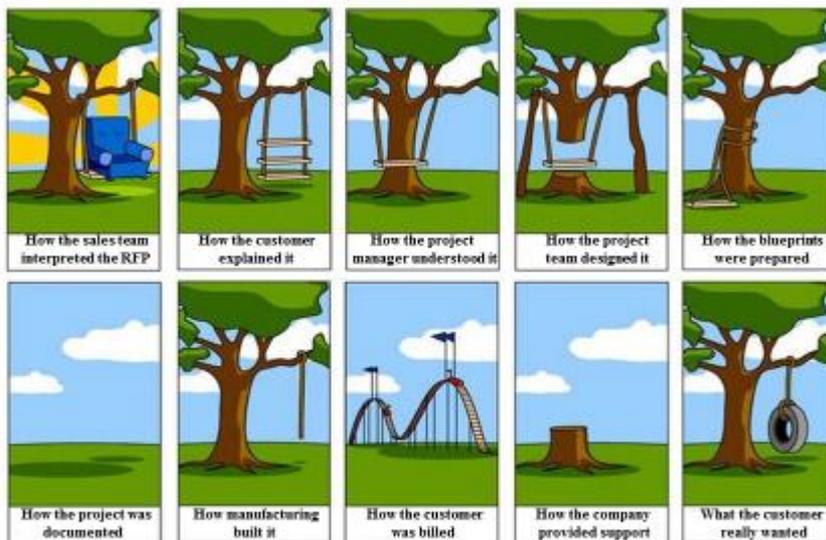


Exhibit 1: A Disagreement in Defining Project Success

5. Project governance personnel will require project management education.

In my predictions for 2016, I stated that sponsorship by a single individual would be replaced with committee sponsorship. The problem was that, because projects were becoming larger and more complex, all of the necessary decisions could not be made by a single person acting as a sponsor and committee governance would be a necessity. Unfortunately, for many firms, this has created a headache because people placed on the governance committee were poorly educated in project management and were under the impression that project governance and organizational governance are the same. Educational programs will need to be developed for committee governance personnel such that they understand their new roles, responsibilities, decision-making authority and that this can change from project to project and therefore must be a negotiated process at the start of each project so that there is no conflict over duties between the governance personnel and the project managers.

6. There will be a growth in the use of Portfolio PMOs.

In my 2016 predictions, I stated that the most important word in the project manager's vocabulary will be "value." The definition of a project will include wording on value to be expected. The definition of project success will be based upon value delivered rather than meeting the project's constraints. Metrics will be established for measuring benefits and value throughout the life cycle of the project. What we are now realizing is that some organization within the company must take the responsibility for selecting and prioritizing the projects in the portfolio of projects such that corporate business value will be maximized. This will be accomplished by the use of a Portfolio PMO. As a side benefit, the Portfolio PMO can prevent "pet" projects from being added to the portfolio and wasting precious resources that provide little or no value.

7. Projects will be aligned to strategic corporate objectives.

Project value can come in many forms. One of the responsibilities of the Portfolio PMO will be to track the projects in the portfolio and measure their ability to meet strategic business objectives, thus maximizing the business value for the company. This may create conflicts if the Portfolio PMO selects and prioritizes projects for inclusion in the portfolio based upon strategic business objectives rather than functional, divisional or business unit objectives based upon limited resources.

8. There will be a growth in unrealistic expectations of project management.

As project management grows, executives will begin working on larger and more complex projects. While this is often a necessity for growth and survival, the expectations must be realistic. For years, we encouraged project managers to address each project optimistically and with a positive attitude. Now, we will be telling project

managers to “hope for the best, but plan for the worst.” Risk management practices will now take center stage and project managers may have to develop detailed contingency plans at an early stage in the project’s life cycle.

9. There will be a growth in internally developed dashboards.

As I stated in last year’s expectations, written reports are slowly being replaced by dashboard reporting systems. Most companies hired outside dashboard consulting companies to help create their dashboards. But as the need for more dashboards has arisen, companies will be hiring (or training some of their own people to serve as) infographics or dashboard designers. This should lower the cost to the company and get dashboards that are more closely aligned to strategic business objectives.

10. Project management methodologies will be replaced by frameworks.

As more trust is being placed in the hands of the project managers, rigid methodologies that are based upon policies and procedures are being replaced with flexible methodologies or frameworks that can be customized to individual projects. This is one of the concepts of Agile and Scrum.

11. Multinational project management will grow significantly.

As more companies seek out the opportunities to become multinational players, the need to develop multinational project management skills will increase. This will require coursework in topics such as international politics, power and religions, and how they impact the way that some projects must be managed.

12. The role of the change control boards (CCBs) will be modified.

Traditional, CCBs looked only at a given project when considering whether to approve or deny a scope change. As projects become larger and more complex, resources may have to be removed from ongoing projects to satisfy a scope change on the project at hand. Now, CCBs must consider how the scope change on one project may impact other projects.

13. The use of Certification Boards will increase.

There are numerous certification programs an individual can attend. Most companies provide tuition assistance for these certifications. But now, it appears that, with the number of possible certifications in the marketplace and with that number expected to grow, companies are creating Certification Boards to approve the selection of certifications and to make sure that it adds value for the firm. The growth in certifications will most likely happen only for those firms that reimburse employees for the cost of certification.

14. Companies will perform world class benchmarking.

For years, companies believed that project management benchmarking should be done only with companies in their own industry and with similar processes. Now, companies will be performing world class benchmarking where they will measure themselves against the best project management companies in the world rather than just those in their own industry.

The above predictions are the ones that I consider critical for 2017. The introduction of PM 2.0 and PM 3.0 will bring forth additional changes. The predictions described above are part of the lectures on PM 2.0 and PM 3.0.

For those of you that are interested, IIL offers 1-hour, 3-hour, and 6-hour webinars and seminars on PM 2.0 and PM 3.0. For additional information on these webinars and seminars, contact learning@iil.com or visit www.iil.com.

Harold Kerzner, Ph.D. is IIL's Senior Executive Director for Project Management. He is a globally recognized expert on project management and strategic planning, and the author of many best-selling textbooks, most recently Project Management 2.0.

From the Conferences & Seminars Director

Kate Morris



Call for speakers is closed – it's time to build the Program!

Well the activities for the Conference are in full swing. We have closed our call for speakers and are busily reviewing submissions to pick the best speaker line up for delegates. We have been inundated with quality speakers wanting to share their stories of success. Not only have we been able to entice fantastic talent from Australia who want to speak, we have seen a large interest from international speakers. It will mean lots of late nights fighting over how we can fit in all the great talent into the two-day conference.

We are still working through securing all our keynote speakers, however we are proud to be able to share with you that the following speakers will be presenting at the conference:



MARK DICKSON

Chair of the PMI Board 2017



COLIN D ELLIS

Author of The Conscious Project Leader



EWEN STAFFORD

Deputy Chief Financial Officer - Telstra



STEPHEN JENNER

*MSt, MBA, BA (Hons), FAPM, FCMA,
CGMA*

We have some exciting plans for our opening and closing speakers so stay tuned to our social media channels to get the latest news about the conference.

PMI Australia Awards – entries close 15th April

Since we started our Annual PMI Australia Conference, our Awards ceremony Gala Dinner has been one of the highlights of the event. Celebrating our successes and showcasing the fantastic work of our members is something we are proud to bring to you. For that one night, we get to celebrate your stellar achievements with the PMI Australia community. Besides getting to network with other conference attendees, you get the opportunity to step up to the plate and be recognised.

In order to have a successful Awards Dinner we need you to nominate. By nominating yourself or others, you highlight achievements made by our PMI Australian Chapter members that have made the difference and lifted the game of success. By recognizing yourself or your peers you promote the value of project management to the corporate world and you show the various ways you play a significant part to Level Up your organisation. We know that it is through sound project delivery that we lead the transformation of our company, business and the profession at large. We want you to tell us how you did it so we can share your story with the PMI community.

When you nominate yourself or others, you provide encouragement for others to do more, excel and be recognised. Let us use your stories of success and overcoming challenges to propel others to lift the game.



“What differentiate's a successful business from the others is the ability to execute and turns goals into reality. I personally believe that the key to effective execution is Project Management. Good and quality project management is a currency, not a cost, of which companies can spend in exchange for levelling-Up in the game of success and secure a sustainable business future.

In 2016, I was honoured to be the finalist of the most prestige project management award in Australia – PMI Project of the Year. It was a great achievement and an excellent opportunity for the quality work that the project team and myself has input into the project to be recognized at a professional level.”

Kurt Siu
 Director/Principal Consultant
 B.E(Mech&Aero)(Hons), B.Sc
 (TheortclPhys), M.AppProjMgt, PMP



We are looking for talented project professionals that have lifted the game of success in all size projects and industries. Success is not defined by the size of the budget – it's whether you have delivered the best possible outcome for the project, program or portfolio.



“I was honoured to receive an award at the 2016 PMI Australia Award for Contribution to Women in Project Management. It was a thrill to receive a nomination, but also be part of a process where I was recognised by my peers and rewarded for my efforts in an industry I am passionate about.

I am really pleased that the PMI Award finalists model the essence of this year's conference theme of lifting up the game of success. As a practitioner working on large transformation initiatives, having credible portfolio, program, project and change people is critical for successful initiatives and real commercial and community benefits.”

Elissa Farrow
 About Your Transition



In the spirit of Lifting our game we have overhauled the categories for 2017. We would like to announce 2 new awards celebrating success:

- PMO of the Year
- Continuing Professional Education Provider of the Year

These complement our existing categories:

- Project of the Year
- Project Professional of the Year
- Young Project Manager of the Year
- Distinguished Contribution to PMI

Show how you transformed your organisation with your project manager skills!

Show how you raised the bar and pushed the boundaries in the project!

Show how you contributed to the project management profession!

Show how you led your peers to success!

Further information about criteria and eligibility for each award type can be found on the conference website. We have a fantastic team of volunteers who are doing an amazing job of making sure we have the best PMI Australia Awards and Gala Dinner. If you have any questions relating to the Awards, please send an email to the [Awards team](#)

So let's get nominating! How amazing would it be to see PMI Sydney Chapter members up on stage taking out the awards and showing the other chapters how it's done!



"I found that being a Nominator for our Project in the Project of the Year Category at the PMI Annual Conference allowed our team to celebrate our achievements and motivated our team to strive for further success by reflecting on what worked well on our project.

Participating in the Awards also gained positive recognition for our project team within our organisation."

Greg Austin
Program Manager – Infrastructure
Gold Coast Waterways Authority



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

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

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



I look forward to seeing you at the conference!

Regards
Kate



PMI Sydney Chapter Events now available online!

Emma Stewart - Events Director

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

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

- Project Management Employment Market Update and Trends in 2016 – 28 Jul 2016
- Influencing stakeholders and outcomes and having difficult conversations across projects – 22 Nov 2016
- Signature Breakfast Event – 2017 Pulse of the Profession, Presented by Mark Langley, PMI Global President & CEO – 10 Feb 2017

Please follow the step by step instructions below to access [PMI TV](#) and start viewing today. If you experience any issues, please contact our support team listed below.

Enjoy!

Step by step instructions

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

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

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

- **If you are a current member of PMI Sydney Chapter:**

2. Simply click to 'Watch Now' the videos available to you

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- **If you are not a current member of PMI Sydney Chapter:**

2. Using the 'Buy Now' button select the presentations you wish to purchase.

3. You will now have the option to 'Continue Shopping' or 'View Cart'
 4. Once you have completed your selection of presentations, proceed to the checkout by clicking the green 'view cart' button or clicking on the shopping cart at the top of the page.
 5. Complete secure credit card payment using your VISA or MasterCard.
 6. Once payment is complete, you will be directed back to 'My Playlist' on the homepage where you can watch your purchased videos. You should now see 'Watch Now' as an option on your videos, rather than 'Add To Cart'.
- Try before you buy** – before you buy, we suggest you view some of the Free-to-Watch 'Highlights Videos' (at the top of the page) as a test before you purchase any paid content.

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Take One step forward to Leadership

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Members receive benefits like,

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

Join Today!





RISK DOCTOR PARTNERSHIP BRIEFING

“COMMUNICATING RISK FOR ATTENTION AND ACTION”

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

david@risk-doctor.com



Communication is difficult, especially when we are dealing with uncertainties that matter. People need to know which uncertainties are most important, and what can be done to manage them effectively and proactively. Risk communication has two purposes:

1. **Attention.** Tell people things they need to know that they do not know already.
2. **Action.** Encourage people to do things they need to do that they are not doing already.

It is really important to communicate clearly about risk, and this should not be left to chance. Following a simple structured approach to risk communication will help to ensure that each person or group receives risk information that enables them to pay attention and take action. Effective risk communication requires three steps:

1. **Analysis – Who needs what?** Answer the following questions for each person or group:
 - o What risk information do they need?
 - o What do they need it for, and how will they use it?
 - o What level of detail and precision do they require?
 - o When do they need risk information to be supplied?
 - o How frequently will they need updates?
2. **Design – What shall we produce?** Consider the following factors:
 - o Content. Design outputs that meet the needs identified in the first step. A range of risk outputs may be required at different levels of detail, and it is more efficient to design outputs in a hierarchical manner if possible, to avoid the overhead of producing multiple versions. For example, high-level reports can be generated as summaries of low-level reports.
 - o Delivery method. Alternative types of communication should be identified, allowing us to choose a method that is appropriate for each person. These might include written reports in hard-copy or electronic format (email, intranet, website, accessible databases), verbal reports (briefings, presentations, progress meetings), graphical or numerical outputs (tables, charts, posters) etc.
 - o Responsibilities. For each output, identify who will be responsible for its production, and who will approve it. A RACI analysis might also be useful (Responsible, Approval, Contributor, Information).
3. **Delivery – Is it working?** The approach should be documented in the Risk Management Plan or Communication Plan, and then it can be implemented, delivering risk outputs as defined. After one or two cycles of risk reporting, the process should be reviewed and validated with those receiving the risk information, to check whether their needs are being met, or whether adjustments are required. Periodic reviews of the risk communication approach should also be planned, as people’s needs for risk information are likely to change with time.

The first reason we need risk communication is to bring risks to the attention of the people who need to know about them. But awareness and knowledge is not sufficient; most risks also require action to ensure that they are properly managed. As we consider the best way to communicate risk information, we should make sure that our communications help people to **pay attention** to the most important risks, as well as encouraging them to **take action** to manage them effectively.

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), or visit the Risk Doctor website (www.risk-doctor.com).

Board Contact Details

PMI Sydney Chapter

Benjamin Howell PMP

President
president@pmisydney.org

Jordan Vamvakidis PMP

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treasurer@pmisydney.org

Vikas Patole PMP

Industry & Associations
partnering@pmisydney.org

Kate Morris

Conferences
conferences@pmisydney.org

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academico@pmisydney.org

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vicepresident@pmisydney.org

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ipp@pmisydney.org

Mansoor Mohammed

Communications
communications@pmisydney.org

Melinda Penna

Marketing
marketing@pmisydney.org

Sandeep Mathur

Director-at-large
dal_sm@pmisydney.org

Vivek Krishna Prasad

Secretary
secretary@pmisydney.org

Ha Nguyen B.Sc. (Hons), M.Sc.

Membership & Volunteers
membership@pmisydney.org

Marcel De Ma

Professional Development
development@pmisydney.org

Emma Stewart

Events
eventsdirector@pmisydney.org

Parikshit Basrur

Director-at-large
dal_pb@pmisydney.org

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



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