

The **CRITICAL** PATH

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2017 PMI Australia Conference

28-30 May

Sheraton on the Park

Sydney

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PMI Australia Conference 28-30 May, Sheraton on the Park, Sydney, #PMIAC17

Benjamin Howell - President



With less than 8 weeks until the opening of the Project Management Institute's Australia Conference in Sydney, I am encouraged to see how many professionals and organisations are championing the principles of portfolio, program, and project management.

Globally in the past five years, the project management profession has succeeded in reducing waste in costs by 20% according to the latest research in the PMI's 2017 'Pulse of the Profession' Report.

How was this achieved?

Through a higher investment in talent, professional development and agile approaches some progress has been made. Overall, there's a better understanding of the correlation between realised benefits and successfully achieving programs and projects beyond measures of 'on-time' and 'within budget' and 'to expected quality' (the 'Triple Constraint'). In every State, we see evidence of value adding projects and programs, be they from major infrastructure projects through to technology and innovation programs enhancing our environment and community living. I'm proud to say these award-winning programs and projects have involved project professionals working with organisations at strategic levels to realise mutually agreed benefits and delivering value.

Is it enough?

No! Much work is still required for businesses and project professions alike through collaboration in order to "level up" and lift our game. We need to gain a better understanding of the underlying causes of success and failures to further reduce waste. The PMI and PMI Chapters work hard to provide opportunities for professional development. We're all working with educators and organisations to enhance standards and career paths for our members and the next generation of practitioners.

Why have a National Conference?

The PMI Australian Conference provides a forum for Industry leaders, Government, Educators and Practitioners to gather and share knowledge, concepts and experiences, as part of the national program to enhance the standing and value of our profession. This year's national conference hosts a variety of notable global and national speakers from the business and project management community. We welcome our keynote speakers, Mark Dickson, MBA, PMP, FAICD (Chair, PMI Board of Directors), Naomi Simson (Founding Director of RedBalloon), Stephen Jenner (Author & Practitioner), Colin Ellis (author of The Conscious Project Leader), and Ewen Stafford (Deputy CFO, Telstra) and look forward to hearing their thoughts and views. The Conference program features a diverse range of breakout speakers across many industries with masterclasses on offer as well. Of course, the Conference highlight will be celebrating our profession's achievements through the announcement of the PMI Australian Awards recipients at the Gala dinner. A fun filled night recognising talent, building relationships, and creating memories.

Podcast Interview with Peter Taylor – The Lazy Project Manager

I was privileged to be interviewed by Peter Taylor, Author, Speaker and Head of Global PMO Kronos, last week. We had a great chat about the state of the Project Management in Australia and what's instore for professionals and organisations, during the upcoming PMI Australia Conference in Sydney. Check out Peter's Podcast and his new book "How to get Fired at the C-Level: Why mismanaging change is the biggest risk of all".

What can you do?

Attending the PMI Australia Conference is the first step to “lifting your game”, and being part of a global movement to improve our profession and provide greater value to the places in which we work. We invite executives, colleagues, associates, industry leaders, government bodies, educators, and students to actively participate in our profession’s future and ‘Level Up’ for 2017.

Book your tickets here: <http://bit.ly/2mKscLn>

To see the full report on PMI’s 2017 Pulse of the Profession®: <http://ow.ly/w0on308NZW7>

Happy cat herding!

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



My personal journey with PMI Sydney Chapter

Julia Checchia - Past President: 2014 - 2015 & 2011 - 2012



It is such a blessing to have been part of the PMI Sydney Chapter family, since 2004 when I became a member, subsequently a volunteer, a leader and a supporter. As Colin D Ellis in his book "The Conscious Project Leader" states: "The best projects are a result of the person that leads it or the environment they create", I have to say that the chapter has always been an environment of inspiration and great personal and professional memories.

Since joining the PMI Sydney Chapter network, I met incredible people, nationally, regionally and internationally. I have inspired and been inspired by leaders, volunteers and member's stories. I have helped and have been helped to seek professional opportunities, personal counselling and mentoring activities.

I have started, delivered and improved several programs and have been inspired by others leaders who did the same not only to support the profession but because we believe that project management is a life skill and as such better used if learnt early and improved often.

I congratulate the current board for doing such a great job, special thanks to Emma, Marcel and Kate for truly dynamic events, current and relevant professional development courses; especially on weekend so contractors can still invest in personal development without losing a day of pay; and for finally putting together such a promising conference. It is an incredible amount of work and dedication, well done for putting it off Kate.

One only has to look at my LinkedIn to see the incredible amount of wonderful people I met along my 13 years with PMI. I found my first teaching, training and speaking opportunities by giving my time and commitment to PMI. I also found jobs and hired incredible professionals from within the exclusive PMI network.

In essence, I would like to raise a glass and cheers the 20 years of the chapter existence and wish for a life time of similar achievements.

Take One step forward to Leadership

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

Members receive benefits like,

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

Join Today!



A PMI Sydney Chapter Volunteer Journey – A Snapshot

Amany Nuseibeh - Past President: 2013



As we celebrate PMI Sydney Chapter 20th anniversary, it's time to reflect on our own personal journeys as members, volunteers and Chapter leaders. I'd like to share with you the highlights of my volunteering journey.

My journey with PMI commenced when I started planning to obtain my PMP, the credential I believed would need to obtain to cement my project management experience, knowledge and skills. Having a look at what it entails, I applied for membership of PMI and the local Sydney Chapter in March 2003.

I received a warm welcoming letter from PMI Sydney Chapter, signed by Malcolm McFarlane our current PMI Sydney Chapter Vice President. Malcolm was taking care of PMI Sydney Chapter Events at the time. I started attending Chapter Events, and it was the welcoming faces, the engaging members, the greatly selected topics and speakers, the proximity of the venue that made it a monthly activity that I couldn't go without.

Through the Chapter Events, I met John Katsiris, who was facilitating PMP Exam training courses for the PMI Sydney Chapter with Phil Latka. I registered and attended two very informative Chapter sessions that provided me with a good understanding of what I needed to equip myself with to pass the PMP Exam. These sessions were very informative and well structured. The same format continues to the present time, consisting of two condensed preparation sessions presented by capable volunteers who keep bringing the material up to date and setting our members on the right path, leading to CAPM and PMP Certification.

As someone who prefers to study face-to-face, to engage with like-minded people, I decided that a full PMP Exam Preparation Course would suit me best. In 2005, I sat for the PMP Exam Prep course run by John Katsiris at EQuest. It was an excellent recipe for success. In July 2005, I sat for the exam and got my PMP! What a relief it was to achieve this milestone in my project management credentials and competency journey!

Attending PMI Sydney Chapter Events ensured that I acquire relevant Professional Development Units (PDUs) and keep my knowledge and skills up-to-date. PwC was hosting so many of these events with Mike Salah, a PwC Director, as MC. His warm welcome, vast knowledge and ability to connect with the audience bringing his experience and real life stories was a great bonus.

As a Chapter member, I continued to attend events and courses as PMI Sydney Chapter engaged both international and local speakers and course facilitators, examples include Jürgen Oschadleus, Peter de Jager, Michel Thiry, Dr David Wilson, Charlie Pellerin, Catherine Smithson, Paul Burgess, Linda Bourne, Silvia De Ridder, Craig Wilkins, Bob McGannon, Haydn Thomas and Jen Harwood. Those are just a few examples of the great calibre that PMI Sydney Chapter attracted as speakers and course facilitators.

My engagement with PMI Sydney Chapter as a volunteer started with a call for volunteers to establish a community coaching program for non-for profit organisations in 2009. I was fortunate to have some free time and interest to contribute to a noble initiative. Here we were a group of passionate volunteers working together shaping a new Program, debating on the processes. It took a good period of time to establish the foundation. The two volunteers who made the call at the time were Peter Hals and Paul Lee. This great initiative that planted the seeds for helping non-for-profit organisations. Other names that come to mind at the time are Peter O'Driscoll, Melanie Kassar, Eila Ruuska, Barry Costin, Simon Bromage, Mathew Crichton, Michael Chilcott, Niroj Sri, Dan Giles, Achi Kushnir, Britt Ambrose, Liz Shaw, Owen Dunne, Jodie Assaf, Selin Akbas, Suzy Turner, Venesa Lalic, Alison Evans, Henrik Wandel, Lalith de Silva, Andre De Bruin, and Lisa Bramwell. In ensuing years, this program was fortunate to be run by very passionate volunteers, who went on to mature and get nominated for a number of awards. I personally re-joined the team a few years later, as PMI Sydney Chapter answered a call from Peter Valpiani to assist the Exodus

Foundation to better plan and execute its famous Christmas Day Lunch. Julia Cheechia gathered an army of volunteers to assist with the complexity of this undertaking, a great story that has been told elsewhere.

Volunteering for the Community Coaching Program in 2009, ignited my interest in contributing further. I put my hands-up to join another passionate team facilitating the PMP Exam Prep Sessions - similar to those that I attended in 2003. I joined another team of passionate volunteers that included at that time Greg Franks, Michael Basso, Peter Hals, Tracy Griffith and Arti Malhotra.

I have been repeatedly encouraged to put my hand-up for the Board by my boss at CSC Australia, Greg Morris, my peers on the Board, Peter O'Driscoll and Sandeep Mathur and by the President at the time Leigh Moyle and other PMI Sydney Chapter Board Members. In response to these first few nudges, I was hesitant. I was in between jobs and I wasn't sure that I could commit the time and give the role its right commitment.

My first attempt at being on the Board was at the end of 2010, my preference was to be Director Events, in the belief that events can be considered as the lung through which PMI Sydney Chapter breathes. It engages with its largest subset of members face to face, spreading awareness, knowledge, skills, and provides ample opportunities for networking and updating professional skills.

Filling the application form and getting two of my close colleagues to nominate and second the nomination was the first step. However challenging the form seemed at that time, it was no match to the conference call interview conducted by Gordon Bartlett, Brenda Treasure and Brian Kooyman. It was one of the most challenging and difficult interviews that to which I have been a party. The questions combined with the interviewing style and the fact that I was interviewed by three serious volunteers who have been in leadership positions throughout both their professional and volunteering careers supported the importance placed on the position of Director.

At a later stage, I got to work with Gordon Bartlett in on PMI Australia Chapter Feasibility Project where I came across the fact that so many volunteers pull out following the Nominating Committee interview. Yes, being on the Board is a serious business that requires the highest standards of ethics and professional conduct. Respect, Responsibility, Honest and Fairness are the values that we subscribe to and commit to the highest professional behaviours as we become members, volunteers or credential holders.

These values get tested on daily basis in our professional careers, they also get further tested as we take on Board positions. The Conflict of Interest is a constant question that needs to be asked and addressed as we go about selecting services, suppliers, sponsors, speakers, and volunteers.

My nomination was successful and here I was in 2011, not only engaged in the Events Portfolio, but also engaged in a number of other portfolios within the Chapter. Lending a hand, leveraging and building continuity. We had a great team, a great Board and great volunteers who contributed to the success of the Chapter, Leigh Moyle, Julia Cheechia, Angela Chellas, Peter O'Driscoll, Maja Kowalski, Glen Molloy, Jurgen Oscahdleus, Jordan Vamvakidis, Gareth Byatt, Ian Sharpe and Raul Arregui. Our events audience increased in numbers and we had to move the venue from the Castlereagh Boutique Hotel to Aerial UTS Function Centre to accommodate more people. The increase of our events attendees was a great testament to the Chapter's ability to draw audiences for very relevant topics, engage them and provide ample opportunities for networking.

The Building Better Futures Portfolio reached new heights as both the Community Coaching Program and Schools teachers and students programs spread their wings equipping more people with the essential life-time skills of Project management. The courses were another attractive proposal that continued to offer courses on the weekends. We started getting more sponsors, DDLS and Paxus come to mind as they offered their venues for our events and development courses respectively, providing ongoing support. It was a great partnership as Steven Tompkins offered practical career advice and guidance to our members running career workshops on weekends.

September 2011, Region 10 - Australia and New Zealand Chapter leaders along with our Region 10 Mentor Anca Slușanschi and PMI Staff gathered in Canberra for Region 10 Meeting. That weekend, we collectively started looking

at a joint PMI Australia Conference, putting together the Conference Charter to kick start an engagement that resulted in the very successful PMI Australia Conference in Sydney in 2013, and set a trend of successful conferences that followed suit in Melbourne in 2014, Brisbane in 2015, Adelaide in 2016 and now back to Sydney in 2017. Thanks to the will and fortitude of a number of volunteers that start with Julia Checchia, Kate Morris, Joanne Murray, Glen Molloy, Phillip Ow, Chintan Shah, Daniela Polit, Adrian Pearce and Frank Papa to name a few. I am sure that this newsletter will have more details about the Conference in 2013 as well as 2017. The Steering Committee consisting from PMI Leaders from all Chapters within Australia facilitated by Region 10 Mentor, did and continue to do a tremendous amount of work instilling Governance, checks and balances and ensuring success.

At the end of the 2011 at the PMI Australia Awards Ceremony, part of the PMI Adelaide Project Management Day, I was honoured and humbled to have been awarded the PMI Australia Distinguished Contribution of the Year. Our dedicated Building Better Futures Director, Maja Kowalski was the runner up. Her contributions to the Schools and Teachers Program are a great source of pride with tangible results on how project management is a skill for life that could be taught and tailored for every age. I recall having some of the students presenting at one of our morning events at DDLS where everyone was amazed with the level of knowledge and application of project management as the girls built Sydney Harbour Bridge from ice cream wooden sticks. Supported by their teachers, they shared with us the approach, the processes and the results. And what a great result!

In 2012, I was offered a contract in Brisbane, leading to the question as to whether I could fulfil my role on the PMI Sydney Chapter Board while physically away. I was fortunate to be offered a Director at Large by PMI Sydney Chapter. I was also invited by PMI Queensland Chapter to help with their events as well as help with the first PMI Queensland Conference at the Gold Coast. The PMI Policies and Procedures and "Conflict of Interest" came to mind as the opportunity to be on two Boards in Australia at the same time was offered. I enlisted the help of PMI Region 10 Mentor at the time, Anca Slușanschi and our Chapter Partners at the time SoHyun Kang and Chevon Low based in Singapore to confirm the rules. The result enabled me to serve on both Boards at the same time and lend a hand to the PMI Queensland Board Project Managing the PMI Queensland Inaugural Conference at the Gold Coast along with PMI Queensland Board. I also put my hands-up to be a lead judge on the PMI Australia Award. Working with PMI Queensland Board was a great opportunity to further the collaboration between the Chapters, share the learnings and grow. The PMI Queensland Inaugural Conference was a great success.

In 2012, PMI Sydney Chapter committed to applying for a PMI Community Award. This was no mean task. The body of evidence and the tremendous number of hours that were put in the application with help from Julia Checchia, the Chapter President at the time and Peter O'Driscoll, the Vice President. The Chapter was acknowledged on a Global Level, and we managed to win **PMI Community Award for Membership Services for Category III**. A great testament of the hard work of PMI Sydney Chapter Leaders and Volunteers.

Coming back to Sydney late 2012, I put my hands-up for the President role. 2013 was a challenging year for me on a number of fronts. In addition to myself as the President, the Board consisted of Jordan Vamavakidis, Chris McLoon, Julia Checchia, Malcolm McFarlane, Maja Kowalski, Kate Morris, Ha Nguyen, Vikas Patole, Paul Barnes, Phil Reid, Chris White (backfilled by Peter O'Driscoll), and Daniella Polit (backfilled by Julia). We managed to put on a great Inaugural PMI Australia Conference, thanks to the commitment and hard works of all volunteers across Australia. We also managed to win another **PMI Community Award for Volunteer's Engagement for Category III**, thanks to Peter O'Driscoll for leading the PMI Community Awards Application team.



Also in 2013 the Australian Chapters started collectively looking at a PMI Australia Chapter, resurrecting a dormant Project and looking at it with fresh eyes and a fresh will. The PMI Australia Feasibility Project was kicked off with



the Steering Committee consisting of Presidents from the Chapters across Australia; Galen Towson (WA), Paul Osman (MEL), Kenn Dolan (ADL), Amany Nuseibeh (SYD), Mal Smith (CBR), Dave Wright (Qld) with guidance from Anca Slușanschi our Region 10 Mentor and Gordon Bartlett as the Project Manager.

As the Immediate Past President, I enjoyed providing guidance and advice, mentoring and leading another submission for the PMI Community Awards. Our efforts in 2013 were rewarded and recognised, as we won the **PMI Chapter of the Year Award for Category III in 2014**. This was a testament to the continuous great efforts of all Board Members, Associate Directors and Volunteers.

As the Past President, I chaired the Nominating Committee two years in a row in 2014 and 2015. Here I am, late 2014 performing the very same role that Gordon Bartlett performed late 2009, interviewing along with Peter O’Driscoll and Angela Chellas, the Board candidates and ensuring that we have a slate ready to be voted on and a Board that will be able to continue with the great work.

I am fortunate to continue my journey of contributions to the PMI family, on both Global and Regional Levels as I continue serving on the PMI Ethics Member Advisory Group. A Global Volunteer Group whose members are committed to spreading awareness and facilitating the learning and discussions of the [PMI Code of Ethics and Professional Conduct](#). I’m fortunate and blessed to be able to learn and grow with these very high calibre volunteers. Keep an eye on pmi.org/ethics and join the conversation on projectmanagement.com. Ethics is the heart of our profession, as we embed ethics and professional behaviours in everything we do.



As my journey continues, I’d like to thank all volunteers, the ones whose names aren’t mentioned in this article. Your contributions along with the PMI Leadership, Board Members, Region Mentors, Chapter Board Members, Volunteers, Members and PMI Staff who work continuously; both inspire and motivate, educate and set great examples for project management professionals.

If you have not done any volunteering yet, what are you waiting for? Get involved, contribute, stay connected, energize and prosper ... together we can reach new heights.

From the Events Director

Emma Stewart



Hello everyone!

Thanks to those that joined us for the Annual General Meeting (AGM). We were given a good insight into the operations and strategy of the PMI Sydney Chapter. We also celebrated the announcement of the new Board members – congratulations to them all!

The AGM gave us a good opportunity to meet other members through our team trivia round. Trivia Master Tim challenged our brains with a variety of questions, with just one point between many teams!

We were also pleased to unveil details of many of the speakers that we have lined up for the resto of 2017. 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.

Remember, we now have PMI TV where we record most Events so that you can watch them later. This is proving particularly popular for members that can't travel to the Events themselves. This service is free to PMI Sydney Chapter members (\$20 for non-members). You can find instructions here:

<https://www.pmisydneym.org/component/acymailing/listid-2/mailid-941-pmi-tv-now-available?tmpl=component>

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:

<http://www.meetup.com/PMISydneyMeetup> and <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 an experience as we can make on the night. We are always happy to hear from other people that want to get involved.

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>
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

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The Mentoring Program in 2017!

Hazel Apura & Mark Ferguson - AD Mentoring

20 years ago... in a Town Hall...

I have been a member of PMI Sydney Chapter since its inception 20 years ago, and I still recall the inaugural PMISC event. The first of many successful events to be held by the Sydney Chapter in the ensuing years.

The event was held at Sydney Town Hall, and it was a very successful launch with lots of promise, enthusiasm and excitement at the prospect of being a member of a worldwide organisation that was dedicated to project management. I felt that I was now part of a group of like-minded individuals who believed that project management was a career, not just something you did in addition to your “day job”.

One memory from the night remains with me. The guest speaker on the night was the Event Manager for Sydney City Council. She was responsible for a rather important event only a few years away, the 2000 Sydney Olympics. That night I learned the distinction between an ‘event’ and a ‘project’. She said “the difference is that when you are the project manager for an event, there is no possibility of an extension of time”. It’s obvious really... you open whether you are ready or not, and just as planned, the 2000 Sydney Olympics opened on time!

After joining the new Sydney Chapter I volunteered and played a very small part in a sub-committee of the Education portfolio. There were no formal processes or policies at that stage, meetings were held at NEC premises at North Sydney, communication was a little more cumbersome in those days (how did we live without instantaneous, electronic communications?!) and neither the role of PMI, nor name was widely known. The leadership team was enthusiastic, dedicated and hard working. They, like all our Chapter leaders from the beginning had a common interest and mission – to advance the profession of project management.

Nothing has changed in that respect, as we fast forward to the dedicated and very hard working leadership team we have in the Sydney Chapter today. We all stand on the shoulders of our peers and the benefits that we enjoy today are because of the hard work and dedication of past and present volunteers and Chapter leaders who continue the same vision and work ethic, as evidenced in the professionalism of the Chapter we serve today.

Today, I am a volunteer and a proud member of our very talented mentoring team. This program resonates for me as it sits firmly at the heart of what PMI is all about – sharing knowledge, advancing the profession, continuous learning, personal and professional development!

Congratulations to all the PMI Sydney volunteers and members, past and present, on achieving our 20-year milestone!

2017 - the Mentoring program 20 years on...

In March 2015, the Mentoring Program was rebooted, with two intakes completed that year and another two intakes in the following year 2016. Indeed, that valuable experience has brought us to where we are right now.

The Mentoring Team volunteers have gathered valuable feedback from both sides of the spectrum of what have been learned so far within each Intake cycle. Indeed, those four intakes have given us the confidence that the program can be sustained in the long-term, believing that this is a value-added activity that firmly aligns to the goals and vision statement of the PMI organization and through that, provides a benefit all the PMI-Sydney Chapter members.

So, what’s new and what has changed in the Mentoring Program for 2017?

The Mentoring Program team has now clearly defined its delivery mission statement for 2017, “to improve the quality of mentoring product delivery”. This means that the **objectives of the program** will focus on the following items:

- Improve mentoring skills leading to a consistent, quality mentee experience
- Recruit and retain a cohort of quality mentors available to the chapter members
- Improve the quality of the mentoring team's effectiveness by implementing the following activities:
 - Automate the mentor and mentee application process
 - Improve the collection, integrity and storage of data
 - Improve the mentor-mentee matching process to better align mentor-mentee skill sets and expectations
 - Deliver regular and consistent Intake and Health Check surveys
 - Establish standards and recognition of Mentoring skills through professional training for both mentors and mentees

The above objectives have led to further initiatives to ensure a sustainable quality output of the Mentoring Program delivery:

- Introduce a fee for service and through that deliver professional, high quality Mentor and Mentee training in each Intake
- Investigate and report on what is required to achieve a recognised accreditation for the PMISC Mentoring Program
- Work with the sponsorship team to source sponsors that will specifically support the Mentoring Program
- Investigate and provide feedback on mutually beneficial opportunities to share resources, training material costs and common mentoring platforms with other PMI Chapters in Australia and New Zealand

The Mentoring Team is firmly on track to deliver what it has promised --- the 2017 Intake 1 Kick-off Session result was a success!

The first Intake of 2017 on 23rd February 2017 saw the commencement of the new Mentoring Program. This was a jam packed 3-hour session, but we met our objectives to:

- Provide a comprehensive overview of the Mentoring Program and introduced the mentoring team
- Paired the mentors and mentees and provided the opportunity for them to meet for the first time and kick off their mentoring relationship
- Enable our professional trainer to deliver an informative and valuable set of guidelines and tools to our mentees

The mentoring team surveyed the attendees and obtained some valuable feedback which we will use to further improve the experience.



Overall the new format for the Intake kick off meeting was positively received including comments such as: "Informative", "a concise introduction to the program", "Training was very helpful", and finally, "Excited about the programme and looking forward to the programme".

The Mentor Training, what's in it?

Why not participate?

It's not just for the Mentors in the current Intake, although they do get preferential selection. Mentoring is very much more than sharing your knowledge and experience. It's as much about personal development and growth for the mentor as it is for the mentee, and there are some very valuable communication and listening techniques that can be learned. It complements and enhances your leadership skills and differentiates you from others in a competitive market.

Mentor Training is open to all Sydney Chapter members and is scheduled for 29th of April 2017. This is a full day course delivered by Horizons Unlimited (HU) an experienced and professional training organisation that has been working in this field for nearly 20 years.

Meet the 2017 Mentoring Team.... from the left.... Mark, Mat, Ezgi, Marcel, Hazel! 😊

We look forward to bringing you more informative articles in future issues of The Critical Path, including an article on “Women in Mentoring”.



Leading Enterprise Agile Transformation

Parikshit Basrur – Director at Large



I was recently invited to speak at Agile India 2017 at Bengaluru on the topic of Leading Enterprise Agile Transformation and I felt it would be suitable to share my work on Medium for the broader community. Below is the content which was part of the 45-minute workshop with the templates for the Transformation Playbook attached via SlideShare for downloads and usage by you all. I share my thoughts in the post-workshop chat available on YouTube and look forward to constructive feedback.

Search for the Secret Sauce

In the digitally disruptive world of today traditional business models are being rapidly made redundant and new ones are taking market share leading with never-before-seen customer experiences through innovative products and services. Agile, a term with origins in software development is therefore fast moving to be a core competency for organisations to implement future-proof strategies. It is no surprise therefore, that the number of organisations embarking on their transformations is growing year-on-year with change agents challenged with *'what is the secret sauce for success?'*



I believe organisations are living, not made of brick and mortar, they are made of people. Hence, their transformation is a natural, organic process that all living creatures go through.

Reframing Agile from “Doing” to “Being”

For me, Agile is not just about tools, processes, methodologies and frameworks. It is, and always has been, about creating an environment where people are empowered to improve their quality of lives – to the point, creating great places of work where people enjoy and love what they do! It is more about culture and mindset than the items listed before, which I feel are all enablers on how to get there. Looking at the conversations happening on social media and in the interactions I have with individuals, I feel that somehow this essence is lost and the industry suffers from the Dunning–Kruger effect, no standardisation of knowledge (experience and certification) to name a few key ones. This has resulted in a marketplace where with the focus on the enablers ‘how’ – Scrum vs. SAFe, the Spotify Model, etc. and not on the ‘why’. So, how do you go from ‘doing Agile’ to ‘being Agile’?

We need to create new ideas and change of our way of thinking before we can change of ways of working.

Conventional Management Thinking

For the last decade or two, the focus of this 'Agile' movement has been very much in the software, product development space. When the change agents finally realised that they would not be effective much without engaging the leadership and involving those who are operating in a more 'traditional' way of working, the focus has, in the recent past, shifted dramatically to topics like 'Agile Leadership'. Given that the Agile Manifesto has 'Individuals and Interactions over Processes and Tools', one would imagine the exact opposite to be the approach which would have been taken.

To further exacerbate this situation, conventional management literature provides frameworks and behavioural sciences in conventional times, which are not applicable in today's disruptive times. It is therefore, a dire need to address this gap and provide an approach that is grounded in human behaviour than processes and tools.

I introduce, the Transformation Playbook as a set of competencies and practices that I have applied to not only start rapid transformation but also build long-term scalable and sustainable capability for organisations, from start-ups to multi-national conglomerates. By applying the 5 templates in this playbook, you identify the key drivers that will "sell" Agile internally, create a tailor-made approach that works for you and your organisation, design what your enterprise Agile transformation model would look like, define creative and relevant metrics (e.g. fun, happiness) and built a culture of continuous learning into the DNA.

The Transformation Playbook

- Key Drivers to identify why 'Agile' is important to you and the organisation. What does it really mean? How do you build desire to change? This template presents a set of keywords and principles to guide the strategy and provide direction for your transformation to grow as a strategy.
- Tailor-made Approach to build on the 'why' and identify the 'who' and the 'what' based on your level of influence and therefore, transformation within your organisation. Which of the 4 levels of transformation are you operating at? It is organisation, portfolio, project or product?
- Enterprise Agile Transformation Model is unique, as is, your organisation and your business problem and is made up of your key drivers, capabilities, influencers and approach. Identify the capability areas to build on and the team that you need to build to achieve them.
- Business Benefits requires rethinking as traditional management requires defining external, observed measures. This approach frees you to 'think different' and define new ways for business benefits for you and your organisation – for example, are *teams happier* and *having fun*? If yes/ no then why?
- Continuous Learning is a way of life. Is Agile improving your quality of life at work? If not, what do you need to do differently? Which of the enablers listed need to be reapplied? Is it process, tools, frameworks or methodologies? How do you make continuous change part of your culture?

Conclusion

Your Agile journey is yours, and hence unique to everyone else's. Then why should you use the same cookie-cutter approach that is being applied elsewhere? Pick up the Transformation Playbook, use this to lead workshops within your organisation, create your own future world – and most importantly, have fun. Always remember, this is a journey and the transformation emerges only as you engage with it.



RISK DOCTOR PARTNERSHIP BRIEFING

DEMOCRATIC RISK MANAGEMENT

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Former British Prime Minister Winston Churchill seemed to have a problem with democracy! He famously said “Democ-racy is the worst form of government, except for all those other forms that have been tried.” Greek philosopher Plato agreed, putting democracy near the bottom of his list of five types of government (Aristocracy, Timocracy, Oligarchy, Democracy, and Tyranny). Most people agree that democracy is a good thing, but does it relate to our professional lives? More specifically, is it possible to develop a democratic approach to Enterprise Risk Management (ERM)?

One key characteristic of democratic systems is decentralisation. This has been evident in government structures and policies since the nineteenth century, and it has also influenced the business world as a strategy for developing organisations and procedures. Is the same true of ERM? Many people view ERM as a centralising function in an organisation, enforcing a single “right way” to do risk management, and collecting and combining risk information to present to senior leaders in support of their overall management of the business. What would “Democratic ERM” look like? We should expect it to be characterised by decentralisation, in the following ways:

- **Organisation.** ERM usually involves a central risk department with responsibility for overseeing risk management across the organisation, perhaps with a Chief Risk Officer in command. But this centralised approach can lead to non-realistic outputs, if the ERM function becomes detached from the rest of the organisation. Instead, everyone across the whole organisation should have responsibility for managing risk in their areas of responsibility. Risk practitioners should also be in place throughout the organisation to provide support and guidance to project, operational and functional teams. This more decentralised approach to managing risk is a feature of “Democratic ERM”, and will ensure that risk is managed at the right level, closest to where it affects the organisation.
- **Objectives.** Risk is defined in relation to objectives. Decentralisation leads to the top-down development of a coherent hierarchy of objectives at multiple levels throughout the business, with lower-level objectives aligned to the strategic objectives of the overall organisation. It is then possible to manage risk at each level, linking risks to the objectives at that level. “Democratic ERM” coordinates the various levels of risk management, ensuring that common standards are applied, escalating risks as required. An ERM approach that only considers strategic objectives is more like dictatorship than democracy.
- **Procedures.** It is appropriate for overall risk policies and standards to be set at ERM level, to be followed by the whole organisation. But “Democratic ERM” allows lower levels of organisation the freedom to develop their own specific risk procedures, with flexibility to tailor the risk approach within the overall minimum requirements set by ERM. Risk management is not “one-size-fits-all”.
- **Tools.** The same is true for the risk infrastructure across the organisation. Effective risk management does not require a single risk tool to be used for all purposes, although it might be efficient in some circumstances. “Democratic ERM” allows different risk tools to be used for different purposes, as long as they are used consistently and properly integrated.

Centralisation is not an inevitable feature of ERM. A decentralised approach can be much more effective. To promote “Democratic ERM” within their organisation, the ERM function should:

- Coordinate, support and encourage the efforts of others who are taking responsibility to manage risk at their own level in the business
- Ensure that all identified risks relate to specific objectives that are aligned with overall strategic objectives

- Set minimum standards for risk procedures, and allow the risk approach to be tailored to meet the specific needs of different parts of the organisation
- Provide consistency in risk information by managing interfaces across risk tools

If Churchill or Plato knew about “Democratic ERM”, they might have had something positive to say about it!

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).



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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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