October 2017    Volume 8 Issue 3

# The Critical Path

Plus *Messages from Directors*:

President's Report  - Benjamin Howell

From the Events Director - Emma Stewart      *and more...*

# October 2017

## Volume 8 Issue 3

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# President's Report

**Benjamin Howell – President**

Welcome to the latest edition of The Critical Path.

### Membership

Upon being elected President there were two things that I wanted to immediately address through your Chapter leadership team:

1. Ensuring that we uphold outstanding events, focusing on expanding the scope and numbers of participants (and our Events team via **Emma Stewart** have certainly delivered on that), and;

2. To reverse our declining Chapter membership by enhancing the value that our members receive from their Chapter membership.

On the latter point, I'm very glad to report that our membership now continues to grow, and as of the 31st August 2017 our Chapter membership was at 1,755 members! This is an outstanding achievement and we are now the largest Chapter throughout Australia and New Zealand. This is a testament to the great work of many people in the Sydney Chapter, but most importantly our members who have recently joined us, as well as those that continue to find value in their PMISC membership and continue in contributing to our growth and success.

Our focus in regards to membership now needs to focus on:

- Retention (particularly of those in their first year of membership, but other segments too).
- Getting to know our members better, and seeing how we can best work with you 1:1 to ensure that your experience with the Chapter is optimised, and also for the betterment of the Chapter by suggesting areas where you may best assist according to your strengths and experience. This will greatly enhance not only your PMI journey but also the outcomes of our Chapter volunteering efforts.
- Continuing to improve and communicate our Chapter Services Catalogue to our various member segments (each of these segments having a differing value proposition). For example, young graduates new to the profession or seeking to break into the profession will have differing needs and perceive value differently in contrast to program & PMO managers. We need to make sure that we cater for our different membership segments – each with its own value proposition.

**Sandeep Mathur** & **Parikshit Basrur** will be representing the Chapter by presenting at the PMI NA LIM (North American Leadership Institute Meeting) in Chicago in October our work around customer journey mapping & services catalogue. Good luck lads!

Further on our services catalogue, we would love to continue to get your feedback on the following by contacting **Sandeep Mathur** dal_sm@pmisydney.org or myself on the following:

- The services you value most from PMI and/or PMI Sydney Chapter
- The services you value least from PMI and/or PMI Sydney Chapter
- The services PMI or PMI Sydney Chapter do not currently offer, but that you would find valuable if they did.

Please let us know how we can strive more to make your time in PMI Sydney Chapter a more valuable and memorable one.

## Volunteering

There are many opportunities not only at Chapter level but also across the Region, and indeed globally with PMI. Our community grows stronger by having your energy and voice. We are literally empowered by our volunteers. For more information on what types of roles exist in general please go to:
https://www.pmi.org/membership/volunteer/opportunities

The actual roles and mechanism in which to apply to volunteer can be found via PMI's Volunteer Relationship Management System (VRMS): https://vrms.pmi.org/

You get out of life what you put into it, and to paraphrase JFK "*Ask not what PMI can do for you, but what you can do for PMI!*" So please go into the VRMS and see where you can contribute and make a difference. If you would like to know more about volunteering with PMI Sydney Chapter, or would like assistance on how to find opportunities via the VRMS, please contact our People & Culture Director **Vikas Patole** peopleculture@pmisydney.org

## PMI TV is now available for free to PMI Sydney Chapter members

Our Chapter now records all of our Chapter events so you never have to miss out again! These are available for FREE for PMI Sydney Chapter members at:
http://pmi.webcastcloud.tv/

Whether you are out of Sydney for business or pleasure, have family commitments, etc, we now have a mechanism to keep you all informed and engaged even if you cannot physically attend our events. This is a service to you to ensure that our Chapter is delivering benefits and value to your membership investment with us. This service is made available by our **Chapter Gold Sponsor WebcastCloud** (WCC)
www.webcastcloud.com.au

Get in there and give it a go, today!

*NB: You may need to register if you are a member and accessing it for the first time (please use the e-mail you used to become a member of PMI and the Chapter via* pmi.org *so that your e-mail is recognised as belonging to a member). If you are not a member there is a cost for this service, so why not join and get it for free?*

## PMI Australia Conference

I have written an article in this edition about the magnificent conference our Chapter hosted and hope you enjoy reading it.

PMIAC17 also featured recently in '*PMI Today*' which has a global PMI member distribution:
http://www.pmitoday-digital.com/pmitoday/september_2017?pg=16#pg16
Thank you to everyone that made it a success!

*NB: The conference for the first time was recorded so be sure to read my article to see how you can see for yourself the amazing speakers that we had on our program.*

**Potential PMI Australia Chapter**

I'd like to start a conversation to gather your thoughts and opinions on the formation of a national PMI Australia Chapter, as opposed to existing situation of six separate state based Chapters (one of those being PMI Sydney Chapter).

This is a conversation that is occurring throughout all of the Australian Chapters at present, and numerous PMI Region 10 (AUS & NZ) initiatives are in-flight due to current challenges around the status quo in an attempt to better enable the collaboration of PMI endeavours across Australia & New Zealand and the delivery of these. A national Chapter would be for Australia overall, but services such as events and professional development (education & certification courses, and mentoring) would still be delivered locally.

Some of the reasons / drivers to understand why this is being discussed (i.e. possible burning platform) include:
- Inability to effectively obtain national sponsorship for Chapters and Conference (e.g. have to sign six separate agreements instead of one).
- Inconsistent standardisation and delivery across each of the separate Australian Chapters
- No central and consistent voice / communications on behalf of PMI in Australia.
- Non-aligned election and financial years across each Australian Chapter making planning, executing, and controlling initiatives challenging.
- Operations are occurring at Board Director Level, hampering our ability to optimally deliver member services.

Some of the benefits potentially include:
- Enhanced ability to attract national sponsorship and partnerships from larger Australian / multi-national organisations.
- Consolidated physical presence by way of a single national website and office making it easier to service our members and for other stakeholders (including prospects) to contact us.
- Greater volunteer growth opportunities overall would exist. For example, whilst not being on the Board someone taking the lead of Professional Development would have a national role instead of a state based one, and would work with teams within each geographic location to deliver these services locally, based on demand and supply.
- Reduced duplication & waste.
- Consolidation and standardisation of processes, and alignment of financial years and elections.
- Enhanced ability to plan and execute the annual national conference.
- Consistent national branding and communications across Australia.

Some of the dis-benefits are:
- PMI Sydney Chapter would be replaced with a Branch that would be subordinate to the national Chapter.
- Fewer Board of Directors positions as Board will be national and not for each State.

What are your thoughts on the idea of a national Chapter? The above list is by no means a comprehensive overview. Is it something that you would be in favour of, or are you happy with the existing state based approach? As we are now the largest Chapter we are in a magnificent position to have lead and have our say in the future of PMI in Australia. So please write to me (details below) if there is anything that you would like to contribute on this topic.

# PMI Australia Conference 2017 shows us all how to Level Up
## Benjamin Howell – President

PMI Sydney Chapter celebrating our 20th Anniversary in 2017 had the privilege of hosting our national conference 28-30 May, and for those attending enabled them to achieve what our theme sought out to do: '*Level Up: Lifting the game of success*'.

Delegates were enthralled by the diversity of experience, calibre of skills, and cultural backgrounds of our speakers at both Masterclasses and the conference proper who were both entertaining and informative. The Chapter should be very proud of **Phil Reid** and **Selin Akbasogullari** who headed up our Program stream and did a superb job of ensuring that we had speakers and a program that was aligned with the theme and provided the audience with value and lessons to take back to their jobs and personal lives.



The conference kicked off on the Sunday 28th May with Masterclasses which were held at **Cliftons** (a conference Silver Sponsor). For the first time these were conducted on a Sunday and a day before the conference proper for the purpose of allowing greater numbers to participate – particularly contractors who would not have to have the double-whammy of paying for a course as well as missing out on a day's pay. This was a great decision with the highest number of participants ever since PMISC conducted the first conference back in 2013. The sessions included a combination of half and full-day sessions as below:

- **Jim Emerick** – 'Energize2Lead™ (E2L)' & 'Leader's Compass'
- **Stephen Jenner** – 'Project Portfolio Management – Influencing the 'Weather'?' & 'Realising Benefits from Projects and Programs: Problems, Causes, Solutions'
- **Sandra Arps** – 'The next generation PMO'
- **Amireh Amirmazaheri** – 'How requirements management can increase your project success'
- **Haydn Thomas** – 'Consultant's way – the internal consultant skills journey'
- **Angela Chellas** – 'Game on! 7 tools for success'

Following a day of Masterclasses, delegates, speakers, sponsors and exhibitors were also invited to a conference welcome function held at our conference venue the Sheraton on the Park.

### Day 1

Conference Day 1 (29th May) kicked off with a high-octane presentation from our opening keynote from Colin Ellis (author of 'The Conscious Project Leader'), challenging professionals to embrace change and up their game. Telstra Deputy CFO **Ewen Stafford** then took it to the next level and shared his insights into the value of project management

in the successful execution of strategy and the importance of having effective executive sponsorship of projects and programs.

We then had a number of breakout sessions before and after lunch:
- **Jim Emerick** – '[Strategies for the agile leader](#)'.
- **Catherine Smithson** – '[The future of change management and why it matters to project managers](#)'.
- **Dr Ian Snape** – 'Risky Business: the Art and Neuroscience of Leading in High-Risk situations'.
- **Mr Chee-Peng Tan** – 'Project Leadership & the Art of War: Winning before the game begins'.
- **Annie Sheehan & Gerrik Gratz** – 'Business-led project delivery in a fast pace world'.
- **Haydn Thomas & Bob McGannon** – 'You only perform project management!? You are selling your business short!'
- **James Bawtree** – 'Agile Project Management with Lego'.
- **Amany Nuseibeh & Alankar Karpe** – '[Conflict of interest: myth or real](#)'
- **Mike Jenner** – 'Leadership in action: becoming a more influential leader'.
- **Vertika Sukhwal** – '[Empower young women to pursue career in portfolio & project management](#)'
- **Deborah Hein** – Finding the right people via 'Contracting for Success in Complex Projects'.
- **Phil Jacklin** – '[Using machine learning and artificial intelligence to deliver more successful projects](#)'.

The afternoon saw our global PMI Chair and fellow Aussie **Mark Dickson** discuss the 2017 PMI *Pulse of the Profession* and what it means for Australia, followed by **Dom Price** (Atlassian) who sought to cure organisations suffering from 'Bureasclerosis' defined by Dom as "Those organisations trapped in a repetitive cycle of creating projects that fail to deliver real benefits".

## Awards

The evening of conference Day 1 was our Award Gala dinner which was brilliantly MC'ed by **Phil Reid**.

The 2017 winners were:
- Project of the Year: **Burke North McKinnon Centre Level Crossing Removal**, **Victoria** , accepted by Tristian Walters (John Holland Group and BNMC Alliance)
- PMO of the Year: The **Reserve Bank of Australia (RBA)**, accepted by Vertika Sukhwal
- Continuing Professional Education Provider: **John Grill Centre's Executive Leadership in Major Projects (ELMP)**, the University of Sydney, accepted by CEO Marc Vogts.
- Young Project Manager of the Year: **Matthew Beales**, Aurecon, Epworth Geelong Teaching Hospital
- Distinguished Contribution to PMI: **Benjamin Howell**, PMI Sydney Chapter President

Everyone attending had a great time and enjoyed the food and drink, and dancing the night away celebrating the evening's theme of 'Colours of Sydney' (a tribute to Sydney's Vivid Festival which was happening at the same time as the conference).

A big thank you to the judging committee and it's Chairperson **Peter O'Driscoll**, and also to our conference Award stream lead **Shireesh Gulwadi** and his team for an outstanding job well done!

## Day 2

Conference Day 2 (30th May) kicked off bright and early for and invite-only Executive Level Breakfast who were treated to a fascinating presentation by **Neil Maxfield** (General Manager Projects Capability at *Woodside Energy*)

who explained how his company is exploring cognitive computing, data analytics, robotics and the use of AI via IBM's Watson.  This is an exciting and futuristic space leagues ahead of what most organisations currently have the capability to perform.  <u>This breakfast was sponsored by PwC and on behalf of the conference I thank **PwC** for their tremendous support</u>.

The first keynote of the day was from **Stephen Jenner** who presented the topic 'Show me the benefits! Optimising the return on investment in projects & programs'. Stephen is known globally as a strong advocate of benefits realisation and encourages greater engagement of all stakeholders in value creation.

Next up was **Rod Staples** (Program Director, Sydney Metro, <u>representing the NSW Premier Gladys Berejiklian</u>), who took the audience for a ride through the complex construction of the various stages of the $8.3 billion Sydney Metro project. Most interesting is how the project has since developed into an integrated transport program which will relieve congestion across the broader rail network and improve rail travel for Sydney.  This program focussed on delivering 31 metro stations and 66 kilometres of rail which is a major Australian infrastructure investment.

Additional Day two breakout speakers and topics included:

- **Yvette Martin** – '<u>How to lead so others will follow</u>'
- **Sandra Arps** – '<u>How to transition to an agile PMO</u>'
- **Lise Hearns** – 'Mind Project'
- **Michelle Gibbings** – '<u>Want to be more influential? Move beyond the technical</u>'
- **Michael Clark** – '<u>Leading a transformation to a strategic portfolio model of investment</u>'
- **Joe Cooper** – 'Faster projects, on-time, with team harmony - levelling up with Critical Project Management (CCPM)'
- **Alexandra Chapman** – '<u>Why measuring project success by time and cost causes projects to fail</u>'
- **Ian Elgey** – '<u>Level up – refugee and migrant advantage</u>'
- **Jurgen Oschadleus** – '<u>Achieve the next level by intentionally applying the 70/20/10 principle</u>'
- **Kylie Mathews & Phil Goulstone** – '<u>Navigating complex projects: how to avoid multi-million dollar screw ups</u>'
- **Robbie Graham** – '<u>Listening generously: the key to effective leadership, team success and individual fulfilment</u>'
- **Peter-Paul Steenbergen** – '<u>How benefits realisation management is driving payment reform in NSW government</u>'

The second last session was the highly entertaining and spirited great debate titled '*That virtual teams will never be as effective as co-located ones*', of which I had the pleasure in facilitating. On the affirmative side were **Bob McGannon** (Mindavation), **Dr Chivonne Algeo** (Monash University) and **Dr Alicia Aitken** (Telstra).  The opposing side comprised of **Jim Emerick** (U.S. Leadership Coach, Choinque), **Louisa Leung** (DDLS), and **Dom Price** (Atlassian). The audience lapped up the friendly and sometimes quite cheeky banter between the teams with the opposition winning by show of hands / audience cheers.  Thank you to the speakers for being such great sport.

After such a biting performance by all debate team members, the audience settled in to hear from our closing keynote speaker. **Naomi Simson**, Founder of Red Balloon and Shark Tank presenter gave an entertaining talk on her business journey and life lessons. She helped delegates to refocus on the important things in life with her underlying message of "Live what you love".

## Academic Stream

Whilst all of the above was occurring we had for the first time a parallel Academic Track, which generated much interest. The session was hosted by PMI Global Education Team and began with several workshops concerning boosting global qualifications and professional development.

Our own **Dr Louis Taborda** (PMISC Academic Outreach Director) led the Academic Track which connected PM educators and researchers from leading tertiary institutions across Australia and internationally, with project practitioners and the business community.

The two-day program included an Academic Workshop featuring representatives from PMI Global and universities around Australia discussing the education of future PMs on Day 1 most notably **LuAnn Piccard** from University of Alaska discussing PM education and PMI's GAC resources, followed by 10 research presentations/ papers on Day 2.

The research papers focused on the topics of projects in organisations such as Social Network Analysis, mining, construction, and project knowledge transfer.

Other speakers included:
- **Moali Milanzi** (visiting from South Africa), **Ben Skerman**, and **Yu Chen** presenting on Mining & Construction research.
- **Prof. Russell Kenley** & **Prof. Shankar Sankaran** giving their findings on Project Knowledge Transfer.
- **Julian Fares**, **Ekaterina Anichenko**, **Dr Ken Chung** (USYD), and **Xinyao Du** presented their research papers on Social Networks looking specifically at stakeholder engagement.
- **Nick Hadjinicolaou** and **Raj Ranasinghe** speaking on research on Projects in Organisations

A massive thank you to **Dr Louis Taborda** and his team for putting this all together, as well as those academics visiting from interstate and overseas who made our inaugural Academic track a success.

## Conclusion

Finally a big thank you to all who helped make the PMI Australia Conference a huge success as a volunteer, presenter, academic, sponsor, exhibitor, and most importantly to all of you who attended. These achievements would not be possible without you, and as Conference Sponsor I thank you sincerely for your support.

A special note of thanks to the tremendous support from our sponsors, supporters, and exhibitors. We could not have had such a successful conference without them!

Specifically, we thank:
- Gold Sponsors - **GLiNTECH** and **PwC** (Executive Breakfast sponsor)
- Silver Sponsors - **Paxus**, **ServiceNow**, **Monash University**, **Sydney Trains**, **Cliftons** (Masterclass sponsor), **Conn3cted** (our conference app sponsor), and **WebcastCloud** (who recorded the conference)
- Conference Supporters - **Connexion Systems**
- Exhibitors: **GLiNTECH**, **Paxus**, **ServiceNow**, **Monash University**, **Sydney Trains**, **University of Sydney**, **Mindavation**, **DDLS**, **IIL Australia**, **University of Adelaide**, **Easy Authoring**, **Connexion Systems**

Apart from those already acknowledged earlier I need to give special thanks to a few others:

- **Amanda Blesing** – our conference MC who came on-board in the last week and had a steep learning curve but handled it like a boss!  Thank you for your professionalism and keeping us on time and thoroughly entertained.
- **Cristina Olaru** (Academic Programs Specialist, PMI) – for her tremendous support assisting **Dr Louis Taborda** in making our inaugural Academic stream a success.  Thank you!
- **Chevon Low** & **YeYoon Kim** (from PMI GOC in Singapore) and **Galen Townsen** (PMI Region 10 Mentor) – for their continued support on all things PMI.
- **Adriana Summers** (Backtobasics Communication Services) – for the sensational effort before, during and after the conference in promoting the conference via social media and generating a great buzz and excitement around PMIAC17.
- **Kate Morris** (Conference Convenor) – Thank you for the tremendous and tireless efforts in delivering an amazing and memorable conference in spite of all the challenges that life presents.  You and the team did a superb job and as Sponsor and on behalf of our Chapter, thank you for showing what PMI Sydney Chapter can do in being an exemplar to all.
- **Jan Bryson** & **Nadine Lee** (our Conference organisers from Partner&Prosper) – there is no way we could have delivered what we did without your monumental efforts.  You made everything so much easier and were an absolute pleasure to work with.

Now it's over to Annie Sheehan (PMI Melbourne Chapter President) and her team led by Vikki Kapoor, Conference Convenor to take it to the next level with PMI Australia Conference in May 2018 at the Crown, Melbourne. #PMIAC2018 will focus on the theme of '*Diversity, Performance, Wellbeing*'.  More information can be found at: www.pmiaustraliaconference.org.au

### PMIAC17 is now available online!

As you can see above, we held an outstanding conference and if you did not get to go you missed a great one!  But don't stress as for the first time ever, the conference has been made available for you to watch online.  If you missed the conference completely, or want to watch a session/s again that you loved that you or did not get the chance to as you were watching another session at the same time here is your chance!



For those that registered / attended (includes those that purchased a one day ticket only)

- The first 8 speaker videos of your choosing are FREE.  NB: You must select 8 as a minimum, or else it will charge you for individual videos.
- The 9th and each subsequent speaker video is $45 EACH (including GST)

For those that did NOT register / attend (includes those that went to masterclasses but NOT conference)

- A package of 8 speaker videos of the users selection / preference the cost is $695 (including GST)
- For each additional video above the 8 the cost is $90 (including GST) each.
- If less than 8 (e.g. 5) the cost is $90 each (including GST).  In this example that means cost of 5 would be $450 (including GST)

You can access the PMI Australia Chapter Conference videos at:
http://pmiaustraliaconference.webcastcloud.tv/

NB:
   i)    If you attended the conference, be sure to use the e-mail address that you used to register for the conference so that the system knows that you attended and can identify you to apply your discount.
   ii)   PMI Sydney Chapter members – this is a different site to our Chapter site and the conference content is only available to you via the above URL.  If you are a PMISC member but did NOT register attend the conference then you will need to purchase these as they are not free in this case.
   iii)  If you only attended masterclasses but NOT the conference then you will be charged.

# Employment Market Update Interview with Steve Tompkins
## Benjamin Howell – President

As we move towards the last quarter of 2017 I thought it a good time to check in with Steve Tompkins, (Associate Director for Career Development, PMI Sydney Chapter).  I recently sat down to interview Steve to get a good feel for where the employment market is at present.

   1.  **Hi Steve.  Thanks for agreeing to the interview.  What is the employment market like at the moment for Project Managers?**

"In short a strong but highly competitive market.  Some things don't change and contract opportunities still out number permanent opportunities so I encourage Project Managers to be open to both – as contract can lead on to permanent engagements (I've started seeing an increase in this).  However – the ratios have changed from last year as some private sector companies move to address the balance of permanent to contract ratios.  This is driven by greater need for efficiencies and the fact companies relying on contractors are losing IP from the business.  I think it's also influenced through better visibility around future projects.

There's been lots of focus around PMOs and building internal capability. The public sector continues to increase in contractor engagements and we are finding these engagements are typically longer.  All point to an increased confidence in the market.

We've seen an increase in demand for project managers who can manage the full project life cycle or those with a background in a rescuing flailing projects and turning them around.  We've seen this demand increase especially in IT and Banking.

Generally, clients continue to be more specific in their requirements and seek candidates with particular skills and industry experience.  Demand is increasing but many companies still run a slow recruitment process so lose candidates to other roles.  It's the norm at the moment for hot candidates, active on the market to receive more than one written offer so if you want to hire someone you have identified, act quickly!  In terms of industry sectors; Technology and Communications lead the charge in the demand for Project Managers followed by Construction then Engineering."

### 2.   What skills are in vogue?

"Ongoing investment in IT is fuelling the demand for PMs and those most in demand have experience in digital technologies, agile methodology or specific industry backgrounds. We've seen an increase in requirements for some PMs to manage change for organisations – which is interesting as skilled Change Managers are in ever increasing demand. This could be a response to the short supply (and premium rates) of Change Managers over the last six months (many engaged on large digital projects and transformation programs) and the responsibility thrust into the PM's remit.

Agile skill sets are still significantly in demand, notably purist Agile for small scale enterprises – but it's great to see organisations like Transport in NSW for example leading the charge in true Agile environments."

### 3.   Where are the opportunities?

"Geographically? Most are still currently in NSW and Sydney – nearly double than in VIC and 4 times QLD. Do not move to Tasmania at the moment if you are a PM looking for work! In terms of the best paying states for PMs? NSW leads the charge with VIC, QLD and WA comparable for the number of higher paying PM engagements. While there are more opportunities in SA than WA – SA tends to have more of the higher paying PM roles."

### 4.   What is the hardest part of finding good Project Management talent at the present time?

"Competition and working through the noise in the market! It's not that there aren't any good PMs at the moment – but finding the best ones through all the competition is a challenge. Any advert for a PM <project manager> attracts over 100 responses and they are not all suitable. Lots ignore the location, specific skills etc It's not their <the candidates> fault and it's symptomatic of a more transactional job seeking process that I'm not a fan of. It's human nature sometime to gravitate to more activity equals success – but I think this is a good example of a situation where less is more and candidates focusing on their brand and quality applications rather than quality shine through".

### 5.   How does a candidate stand out for the right reasons?

"Doing specific targeted job searches and bespoke applications for each role not only increases your chances of a positive response but also supports your "brand" in the market. Your application should address as much of the selection criteria as possible. Also, self "brand" awareness. The competition <other job seekers> increasingly use social media to improve their personal branding and recruiters and hiring managers take into account your resume, LinkedIn profile and overall brand when evaluating your candidature. Therefore candidates should gain some skills around a degree of self-promotion. Candidates should also ensure there is consistency across all "go to market" mediums. Your resume should support your LinkedIn profile etc etc. In terms of LinkedIn - a good professional looking photo goes a long way (it's not Facebook!) and also make sure you use an interesting "elevator speech". It should read like the back of a book when you are browsing titles in a book store.

Finally follow up your application with a phone call. It can be as subtle as a "I'm just checking you received my application" to a real opportunity to engage the listener and draw attention to the best parts to your application, even gain commitment they will take the application further. You'd be surprised how many candidates don't follow up with a call. Out of 100 applicants for a PM role – only 5 might call the next day. At the very least – a phone call or even leaving a message gives your application more chance of being assessed and puts your name in front of mind."

### 6.   You mentioned addressing selection criteria – what about Cover letters?

"I'm not a fan. I know most recruitment companies don't read them as it doubles up on the documents and they <consultants> are already time poor. A lot of client submission processes lack the ability to accept 2 documents per applicant. All of the relevant content should be in the body of the document – i.e. your resume. The only exception to this is when a cover letter is specifically asked for in the advertisement."

### 7.    What are some of the tips you can give making a resume great?

"We mentioned tailoring a resume to each role – a good tip to help with this is to have a "master" copy.  This will have everything in it and can be 20 pages long!  That's okay because you will never send this out anywhere but it's a simpler process to remove the irrelevant parts and minimise irrelevant roles rather than adding parts every time you apply for a role.

Candidates should spend the most time (and dedicate the most pages) to the last 5 years.  A 3 – 5-page document seems to be the most preferred resume length these days.  No photos please – unnecessary nowadays especially that we have LinkedIn too.

Contact details should be clear, correct (I know this sounds obvious but again you would be surprised!) and easy to find.   We've seen an increasing numbers of clients request 'a project management type credential or certification'.  Ensure you address this if this is the case – whether completed at that time or not.  I've seen some common themes and "buzz phrase" recently in job posts and those hired that include:  Manage cross-functional teams, Stakeholder management, Change Management, Define and achieve target milestones, Issues and Risk management, highly motivated, ability to lead and influence others, manage resources and deliverables to meet project and company objectives and strong interpersonal skills.

Overall - a well thought and out and good structured resume that shows logical career progression with minimum downtime / clear tenure dates (month and year) and that splits out duties and achievements is still one of the best ways to showcase your candidature."

### 8.    What are some of the more common mistakes you see in candidate's job search strategies?

"A few seem to pop up more frequently than others;
- Having a one size fits all resume
- A resume that reads like War and Peace
- Volume applying on Seek and relying on that alone (no networking, social media engagement, follow up calls, direct marketing, ignoring the "hidden job market" etc.)
- Panicking and applying for more roles – even those that are a loose fit
- Not negotiating on rate / giving a rate range
- Trying to be represented by a few agencies for the same role does not increase your chances of a role – quite the opposite"

### 9.    What are some of your favourite interview questions to ask a Project Manager?

"I've a few – the questioning around "on time and to budget" is a bit tired now so I tend to focus more on past project challenges.  A favourite is "what's the worst project you've worked on" and go from there.  I do this for a few reasons;
**1** – I want to know that the candidate has worked on difficult projects – if they've just worked on easy projects then they are usually not the right fit for my clients
**2** – I'd rather they learnt the skills to handle difficult challenges and curve balls while on other assignments – not while working for my clients
**3** – I love hearing war stories!

A few other favourite questions are:
"What is the toughest assignment you have had to manage so far?"
"If I were to call your last Stakeholder / sponsor / manager how would they describe you?"
"I've interviewed 4 capable PMs this morning for this role - How can you show that you are better than them?"
Behavioural questions are still popular and to answer them interviewees should be familiar with the STAR acronym (Scenario, Task, Action, Result) to structure answers."

### 10. What about salaries and rates at the moment?

"Project Manager rates on the whole are pretty stable this year.  For permanent salaries, the average in IT is around $140K package.  The average in Construction is a higher $165K but there are less opportunities.  The slight increase in senior program manager opportunities ($1200 - $1400 per day) we experienced at the start of 2017 seems to have tailed off slightly.  For seasoned (7 years plus) career contractor Project Managers the going rate seems to sit comfortably between $800 and $950 per day including Super."

### 11. And if I'm in a role - what's the best way to approach your agent / boss / company for a rate increase?

"It can be very a very emotive process but I always try to help people approach this as a business proposal.  Take into account the role you were initially engaged to do and at what rate.  Now think about what has changed in your role.  What extra responsibilities, staff, decision making, hours, risk have you taken on?  What was in scope and outside?  Has the impact of your decisions increased?  Are you being relied on to travel more?  If you have a good agent ask them to marry this against market changes over that period (has demand gone up for your skills including any new skills you have acquired in that position) and request they share that commentary with you.

Compare these changes to the new rate you are requesting and what percentage increase you are thinking about?  Are there enough changes / additions to your role to warrant the increase?  Be cognizant of the environment in which you are asking (are you asking when there are layoffs and budget cuts?).  Finally, always "ask" – as opposed to "demand" with an ultimatum.  How would you like your team to approach the same issue with you?"

### 12. What advice can you give someone that hasn't interviewed in a while?

"Happens all the time and a lot of the great PMs in the market have been lucky enough to move from one recommendation then approached for another until one day they have to go through a formal process again.  Like any skill practice makes perfect and hopefully there are agents that you have either worked for, hired through or just have a good relationship with that can help you practice.  Stage mock interviews and ask for feedback.  Ask for lists of current "in vogue" questions and ensure you recognise the competencies being assessed behind each question.  Finally ensure you have prepared some questions of your own!  Questions that are insightful and display a little knowledge of the role and company you are being interviewed about go a long way."

### 13. And the future?

"90% of executives claim that project management is either critical or somewhat important to their operations.  It's predicted that 1.3 million project management jobs will be created **every year** for the **next 10 years!** Although this is great news for those in the project management space there will be tough competition for these roles."

### 14. Final thoughts?

"The one thing I have loved about interviewing project managers over the years is the diversity of the professionals I get to meet and the genuine passion that shines through when we start talking about their career project highlights and yes, "war stories".  The thing I love about recruiting project managers is that every assignment is different as every project is different.  The profession keeps evolving and going from strength to strength (you only have to look at the increase in local and global PMI memberships) and there's always new skills for candidates to acquire to complement their core competency of Project Management and delivery.

However – the more the profession grows, the tougher the competition is going to get and Project Professionals not only have to be experts in their profession but experts in promoting their skills, professional brand, networking and social capital management.  This is good advice for most professions but especially relevant for those in the project management profession due to the nature of the work reflected through the <finite> nature of the projects they are engaged on."

*Steve has over 17 years' experience in the Recruitment Industry and is a thought leader around the sourcing, engagement, delivery and support of Project Managers and Project based resources. He currently manages Horizon Consulting and is a career coach to several senior PMs.  He has developed and delivers the PMI Career Development Course for Project Managers and is a strong supporter of the PMI.  He is currently championing the first NSW "PMI Career week" in February 2018 working with the President on this initiative.*

# From the Events Director
## Emma Stewart

Hello everyone!

As well as our regular calendar of PMI Sydney Chapter Events, it has been a busy time for the Events team, supporting the PMI Australia Conference and the Academic Outreach Speed Mentoring Evening.  Thanks to the team for stepping forward often at short notice to support these additional activities.

We have had two excellent Events since the last Critical Path article.  Jessica Browne and Nick Van Der Peer from Second Road provided insight to Design Thinking from the perspective of practitioners who use Design Thinking on a daily basis.  The theory was explained, with practical examples of application.  The video of the Event is on PMI TV http://PMI.webcastcloud.tv, and the presenters are returning in November to run an interactive session where we can practice Design Thinking ourselves!

Before and after all PMI Sydney Chapter Events we have time for Networking, which members have told us is an extremely beneficial and valuable part of the Events.  This time we were fortunate to include a demonstration of Virtual Reality.  We tried the headset and heard about some of the industries already using it, particularly in Design and Construction.



It was also at this Event that we celebrated PMI Sydney Chapter's 20 Year Anniversary!  This was an important milestone for the Chapter, and a great reason to have some cakes!



We have also held our June Event.  This was a return to the popular Meet The C-Level panel Event that started last year.  The excellent line up for the panel was a result of hard work and networking by the Membership Team, led by Director Ha Nguyen with key support from Varinder Singh and fellow Director Vikas Patole.  The panel featured some important and leading C-Level members, with Will Fenton-Smith (FujiXerox DMS), Nathan Jacobsen (Perpetual Limited) and Ankur Sood (Deloitte Consulting Australia), with excellent facilitation from Andrew Vaughan (Mozaic Management Consulting).   They gave us valuable insights into what the C-Level expect from us as project professionals, including what they look for when recruiting.

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.

Don't forget, we now have **PMI TV** where we record most Events so that you can watch them later. http://PMI.webcastcloud.tv   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.pmisydney.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. Just lodge the PDU the usual way on the PMI website.

We were sad that Aurora Qi and Tammy Bucholz had to leave our volunteer team, and thank them for being involved!  They would both be welcome back to the team at any time!  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. We are always happy to hear from other people that want to get involved, just have a chat with us at an Event to find out more.

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**

| Event Date | Event Day | Event Type |
|---|---|---|
| 26-Oct-17 | Thurs | Evening Chapter Event |
| 22-Nov-17 | Wed | Evening Chapter Event |
| 07-Dec-17 | Thurs | Evening Chapter Event |

# The Mentoring Program in 2017!

## Laiping Yong – Volunteer: Mentoring Team

### The PMI Sydney Chapter Mentoring Program Team Updates

PMI Sydney Chapter has a 20 year old history of a membership volunteer culture. We are a group of enthusiastic, dedicated and hardworking volunteers who continue the tradition set by past and present Chapter volunteers.

The PMI Sydney Chapter (PMISC) Mentoring team, comprising Mat Berus, Hazel Apura and Ezgi Dark handed the batons over to Laiping Yong and Susanne Lewis to coincide with the current Intake, and we thank them for their dedication, commitment and generosity in their volunteer roles. The Mentoring Program will continue to be led by Mark Ferguson as Associate Director and actively supported by Marcel De Ma as Director of Professional Development.

### 2017 - The Mentoring Program Intake 1 Closing update…

As mentoring is for the pursuit of continuous learning and improvement, the Sydney Chapter Mentoring program holds itself to these same aims by seeking constant feedback and proactively improving our program delivery.

Our inaugural Intake Close-out meeting was on Thursday June 22 at Paxus Offices, North Sydney. Acting on feedback from previous Intakes, the team adopted the concept of undertaking a "Post Implementation Review" for Intake 1 2017 which ran from February to June inclusive. Mark Ferguson was the main presenter giving a short overview of the aims of the program and Hazel Apura presented the Health Check feedback gathered from Intake 1.

The highlight of the evening was listening to mentors and mentees share their feedback on their mentoring journey. These "real life" experiences were a source of humour, pride and an opportunity to improve the way we deliver the mentoring program to our members. A very special thank you to Avril Royds (mentee), Chrys Bekiaris (mentor), Louis Taborda (mentor) and Lucy Childs (mentee) for taking time to prepare and deliver very interesting and honest feedback, and share some valuable lessons learned. It was also testament to the quality of the relationships that were formed during the mentoring experience that mentor/mentees of former participants attended to encourage and support some of our presenters.

A summary of the main feedback from the meeting and the health check survey was that:

- The mentorship program has been very successful with generous advice from mentors with mutual benefit also reported by mentors themselves.
- Mentors and mentees in the mentorship program are very committed to encouraging the growth and success of their mentoring colleagues.
- General appreciation shown for the program and hard work by the PMISC administration and volunteers.
- To ensure the ability to commit to the program, a participant can only be a mentor or mentee – not fulfil both roles.
- Mentors and mentees should contact the Mentoring team for assistance and not wait until the health check or close-out.

The close-out meeting agenda also allowed time to enable the sharing of experiences in a friendly and informal, yet productive networking opportunity whilst enjoying a variety of hot pizzas and drinks. Due to the success based on feedback from the evening, we will continue to hold these "Close-Out" meetings at the end of each Intake and will

encourage all mentoring participants to attend and listen to the stories of volunteers sharing their experiences with their fellow mentors and mentees.
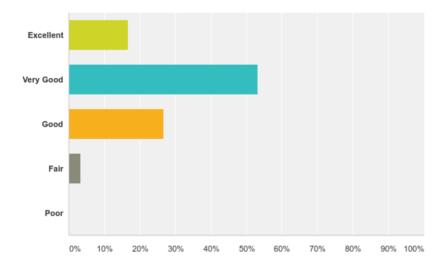
## 2017 - The Mentoring Program Intake 2 Kick-off update…

The Kick-Off meeting was held on 29th June at The York Function Centre, Sydney. This current Intake 2 runs from July to December inclusively, and was a 3-hour meeting with jam-packed activities with food and drinks supplied, which helped to make this as a social event for the night.

Prior to the event, the mentoring team's main challenge is to ensure the best fit between mentor and mentee based on the criteria submitted in the application forms. Common requests include proximity to office location or home, industry background, career aspirations and guidance in learning soft skills. Some mentees are transitioning into more senior roles whereas others, are new to the Sydney workforce and need guidance on how to manage the transition. The kick-off meeting is the first opportunity for a face-to-face meeting between the mentors and mentees, and therefore, is a crucial meeting. We were very pleased to see a number of return mentors and mentees continuing to support the program which we feel is tangible evidence of the sense of community and commitment that participants feel once they become involved in the mentoring program.

The Kick-off meeting also included the formal Mentee training conducted by Horizons Unlimited. Mentor training is currently being re-assessed, following an initial pilot which was then followed by a one day formal training course. Our review will assess the best delivery model, balancing the competing interests of time and cost, and participant availability.

The overall rating from the survey for the Intake 2 Kick-off was completed by 30 participants. An overall summary of feedback on the event is provided in the following chart:



A summary of the feedback and comments from the kick-off meeting survey are as follows:
- Generally enthusiastic group of mentors and mentees and very good feedback for the kick-off.
- The venue was centrally located and catering was satisfying to last the night.
- Although meeting was well-attended, it was preferably for ALL mentors and mentees attended, to have a first meet-up and to receive common messaging to all attendees.
- More notice period for the kick-off meeting will further improve the attendance.

- Attendees were interested in a short update on the happenings and a practical overview of the PMISC Mentoring Program.
- Include a radio button in the online application to opt for matching based on home or work location and option to answer.
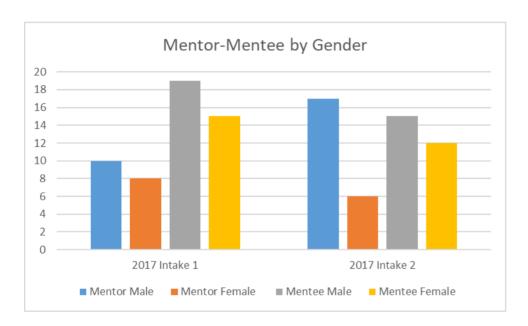
NOTE: The mentoring team needs a (short term) volunteer for Joomla CMS with expertise in PHP to assist the team to make minor changes to the online application forms in time for the next Intake in early 2018.

### 2017 - The Mentoring program, What's next…

The next Health Check Survey for 2017 Intake 2 will be sent out at the end of August 2017. The Close-Out meeting is expected to be held towards the end of November. The Mentoring team volunteers are contactable via email on mentoringteamad@pmisydney.org. Please visit the mentoring website to learn more about the mentoring program.

### Other Initiatives…..

We have a good female participation in the program but we would like to do better. To improve the participation rate to support women in the project, program and portfolio management profession, we need more female mentors and mentees.



Additionally, we are on a look out for more volunteers as more heads and hands make the effort lighter all round. Look out for eblasts seeking your participation for 2018 Mentorship Program Intake 1 for volunteers, Mentors and Mentees toward the end of November and into December. The next Intake is planned to start in mid-February 2018!

To improve service, we like to continue to automate the administration and management of the mentorship program by using third party mentoring platforms and will be conducting review during the current Intake. Volunteers are welcome to offer suggestions or assist with the review and formulation of recommendations.

Finally, we aim to be a regular contributor to Sydney Chapter Critical Path newsletter to provide reminders and update PMISC members on the work being done by the team to deliver this valuable program.

# The Secret Sauce to Lead Enterprise Agile Transformation
## Parikshit Basrur – Director: Infrastructure and Tools

"Agile", a decade old term originally from the world of software is now fast becoming a core competency for businesses to build future-proof strategies in a digitally disruptive world. It is no surprise then that number of organisations embarking on their Agile transformation journey is growing year-on-year.

Senior executives are facing a new challenge — "What is the Secret Sauce for leading a successful enterprise Agile transformation?" I believe that there are 4 key ingredients to what makes this secret sauce, having seen this first hand – Leadership (the who), Influence (the how), Approach (the what) and Stickiness (the why).



### 1. Right Type of Leadership

Leading Agile successfully requires much more than a combination of technical and communication skills. It demands a business feel for the organisation, its people and culture. It is often seen that with successful transformations, 'a leader emerges'. How do you, as senior executives, know who to choose? Below are four qualities that act as a guideline:

1. Ability to clearly articulate and communicate the vision to create desire for change
2. Mastery in "strategic selling" in an advisory role, guiding and supporting stakeholders
3. Practical wisdom to know which strategy to apply why, how and when
4. Patience and courage to demonstrate long-term success in your organisation.

It has to be noted that having the right person to lead the transformation is only the first step towards success. The next step is being able to design and execute the right enterprise Agile transformation model for you.

### 2. Right Level of Enterprise Adoption

Benchmarking your organisation's current state and understanding the appetite for risk and investment in change creates the roadmap to achieve the future state. There are four maturity levels at which Agile may be adopted in an enterprise:

**Level 1** - Product Development : Metrics = Quality, Velocity
**Level 2** - Delivery : Projects, Products and Services : Metrics = Time to Market
**Level 3** - Portfolio : Metrics = Value, Return on Investment, Cost of Delay
**Level 4** - Organisation : Metrics = Market Innovation, Culture and Mindset

As a Senior Executive, you need to answer the next two questions before embarking on your Agile journey: Why is this important to me? What risk am I prepared to take?

Answering these will stir the next two steps, not only potentially saving you millions of dollars in sunk costs; it will also save your reputation from being tarnished as being "burnt by Agile".

### 3. Right Approaches to Execution

You have identified the right leader and assessed your desired level of agile adoption. How do you execute this road map? Below are three approaches to execution, each suited to the right level and nature of leadership and adoption level with corresponding risks and benefits.

| Execution Approach | Risks | Benefits |
|---|---|---|
| (A) Build an **internal** Agile capability team | • Skills shortage to start adoption<br>• Lack of best-practice maturity | • Better understanding of culture and people drivers<br>• Suits long-term adoption |
| (B) **Outsource** to an external consultancy or vendor agency | • Agency does not understand organisational culture<br>• "Cookie-cutter" approach<br>• No real buy-in to drive change | • Faster ramp-up in areas of specific skills shortage.<br>• Adoption of industry best-practices not available internally |
| (C) Blended approach (A) + (B) | • No real strategy at the start of the journey causing unease for senior executives who need to be taken into confidence | • Ability to bootstrap adoption and create cultural change<br>• Freedom to build the roadmap as you learn taking an "Agile" approach |

Effectiveness of the execution approach is directly proportional to the maturity of leadership and adoption levels, i.e. weak leadership and low adoption levels are best suited for (B) where there is a requirement for external consulting capability and guidance for executives, whereas strong internal leadership and high adoption levels are best suited for (A) which requires a broader cultural perspective. Approach (C) works when there is short ramp-up time combined with a high visibility and expectations to create cultural change.

### 4. Making it Last

And finally, how do you make it last? This is the most difficult of the challenges. There has to be a burning desire to change and buy-in across all stakeholder groups, not just the executives to undertake the transformation journey. The answer is to start small and take a pilot approach to learn and continuously strive to achieve the next level of adoption, until it becomes mainstream and the new normal; the new business. Achieving this state may require a comparatively longer horizon but it is worth the effort because you will leave behind a legacy, a piece of work that will inspire others in years to come.

In conclusion, there is no one single secret sauce. It is which of these 4 key ingredients (and others) that you, as a leader, can identify and execute which makes the difference for a successful transformation.

# Message from the Membership team

## Ha Nguyen – Director: Membership and Volunteering

On 21st June, the Membership team once again hosted one of the most anticipated PMI Sydney Chapter events, "Meet the C Level Event", where members and guests had the opportunity to network, learn and gain insights from a panel of C-level executives on the three areas of focus in the PMI Talent Triangle, in particular Leadership and Strategic and Business Management.

It was a great pleasure and privilege to have some great industry leaders on the panel, **Ankur Sood (Director Deloitte Consulting), Nathan Jacobsen (GM Professionals Perpetual Ltd), and Will Fenton-Smith ( GM PMO & Project Delivery FujiXerox DMS)**. The panel discussion was expertly facilitated by **Andrew Vaughan, Principal Mosaic Management Consulting,** who had kept the audience engaged throughout the session.

Our panellist provided their views on an array of topics ranging from leadership and soft skills, technical project management skills, business management skills, emotional intelligence and more, that they and their organization value the most in Project Professionals. They provided some great real-life examples which most of us in the audience were able to relate to.

The event achieved a record attendance for the Chapter and the results exceeded our expectations. Feedback received from attendees has been extremely positive. As a Chapter, this event had also facilitated effective collaboration between the Chapter portfolios including Membership, Events and Infrastructure & Tools, and helped us connecting with the industry.

Feedback received from members indicate value in these types of events and we are keen to run similar events this year.

The Membership team is planning for a pilot of Round table sessions which aim to bring together project management experts, professionals, to share their experiences, and exchange ideas on key challenges and best practices on various aspects on Project management, later this year. Watch this space.

# PMI TV – free for all members!
## Emma Stewart – Director: Events

**PMI TV** is the video-sharing website for PMI Sydney Chapter, where you can access videos of our PMI Sydney Chapter events, particularly useful if you aren't able to get to the events in person!

We now have 5 recordings, including the Pulse of the Profession featuring PMI CEO Mark Langley.  These are **free** to PMI Sydney Chapter members ($20 for non-members).



Design Thinking Process, Frameworks and Toolk...
*Second Road*
1/5/2017  6:30 PM
WATCH NOW

2017 Pulse of the Profession
*Mark Langley*
10/2/2017  7:30 AM
WATCH NOW

Influencing stakeholders and outcomes and hav...
*George Konstantin*
22/11/2016  6:30 PM
WATCH NOW

Soon we will be seeing if there has been a good enough uptake of these videos to continue to make recordings, so please follow the step by step instructions below to access PMI TV and start viewing today.  If you experience any issues, please contact out 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 received this eBlast).
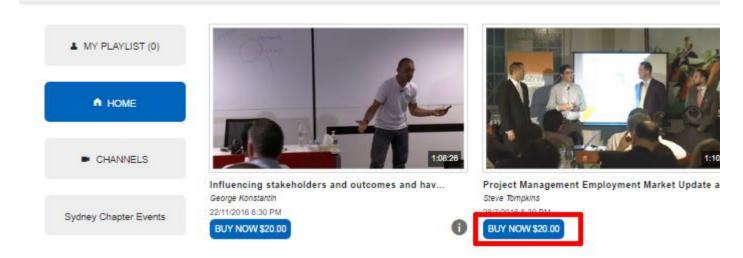If you're a returning user and already have an account you can login with your email address and password.

**-  If you are a current member of PMI Sydney Chapter:**
**2.** Simply click to 'Watch Now' the videos available to you
*If you are a current PMI Sydney Chapter Member but it seems that you need to purchase the video, please contact us at support@webcastcloud.com.au and we will sort it out so you get free access*

**-  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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**Sales Support:**   http://pmisydney.org/about-us/contactus
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# Lessons learned: How to optimize a business operation?
**Vijaya Veepuri**

I once inherited the Business Improvement office of a Billion Dollar business, when I had no formal training in business improvement whatsoever. I made many mistakes on the way and learnt from many valuable experiences. The first year we generated a few million dollars in revenue and a couple of million dollars in cost savings. The following year, we saved costs in the range of five million dollars.  Every few months, I would sit down and write what I learnt and I kept updating my notes over a period of time. I thought I should share some of my notes with you. Hopefully, you will find them useful.

### 1.   Build an A-team

When Richard Branson was asked, what's the secret to his success, he said, "People. People. People."

Aptly so, the road from a great idea to a great product or service is long and hard. It's an A-team that ensures that this is achieved. They come together, feed off each other ideas, support each other, resolve many issues on the way, and start impacting the product or service in their own way, which ultimately results in a rich product or service.

So, focus on building an A-team that will move the organization towards success.

### 2.   Educate yourself

The only way to succeed is to educate yourself on the business domain you are working in. Enroll in a course. Watch videos. Talk to subject matter experts. Read as much as you can, whatever you can: marketing flyers, technical documents, process maps, research papers, white papers, financial reports, or even blog posts. This should be a continual process and not just a one-off task. The more you educate yourself on the topic or problem at hand, the better you will know what questions to ask and who to ask. You will also better understand the responses or feedback you receive.

In summary, you need to have an in-depth understanding of a product or service, if you wish to change it.

### 3.   Ask the same question to many different people

To get a holistic view of any problem or topic, I found it very useful to repeat the same question to different people across a broad spectrum of roles, functions, and departments starting from receptionists through to GMs, CEOs, vendors, contacts at competitors, etc. Everybody looks at a problem from his or her point of view. When you put all of these responses or perspectives together, a holistic, and realistic image of the problem or situation starts to emerge.  This takes a considerable amount of time to do, and you need to be prepared to invest the time required.

### 4.   Trust facts, not Data

There is no perfect scoring system in the world. All scoring systems can be manipulated. So, do not obsess too much over data or treat it as the Gospel. Before you accept the conclusion, try to find out whether the data analysis has been done on a subset of data or a complete set. What is the source of the data? Is the data clean? Who is the person who made the analysis? What is the level of understanding of the person on the subject matter on hand?

When data can be backed-up with evidence, it becomes a fact. Data is interesting, but do not make decisions unless you are able to prove that the data are facts, and not just some numbers on a spreadsheet or a pretty graph.

### 5. No walk, no process mapping!

Talk is good, but walk is even better. Often there is a disconnect between a process map and what really happens on the ground. Sometimes, the process map has crucial information missing, and sometimes, it is just simply incorrect.

So, walk the process as a team, before you sit down in a meeting room and draw the process maps. So, no walk, no process mapping!

### 6. Market direction

Find out what the general market direction is with regard to the problem on hand. Always attempt to implement a solution that is future proof, where it makes sense.

### 7. Risks/Issues

Qualify and quantify the impact of the risks and issues before you make a decision to tackle them.

### 8. Financial analysis

Work out the As-Is and To-Be cost models. Know that NPV, Payback Period, or any other financial analysis method does not capture the good will you can generate by implementing a good solution and the effect it can have on your overall business. So, do not make decisions purely based on financial analysis alone.

### 9. Decision making

Understanding the cost, time, risks, benefits, etc. of a project is important before making a decision. But, making a decision just based on these constraints is like steering a ship without a compass. I found organizational values act as the compass guiding the business and telling them whether the ship is going north or down to South Pole. Understanding how the project contributes to the organizational values and using the organizational values as a platform for decision-making will ensure that the business and the projects are moving along in the right direction.

Know that only time can tell whether you made a right decision or not. It's only when you introduce the service in to the market, the market will tell you whether you made the right decision or not. Any amount of methodologies, data analysis, financial analysis, etc. will not be able to guarantee whether your decision will yield the benefits you desire. So, decision-making is partly science and partly an art. You make mistakes initially, but if you learn from those mistakes, you get better at making decisions.

### 10. Turn ideas in to reality

Ideas are great, but they are even better when they are implemented. So, how to go about this business:
1. Use different techniques such as brainstorming, mind mapping, or just going around the company and collecting a bunch of ideas.
2. Perform due diligence (business case) involving SMEs to figure out whether they are worth pursuing or not
3. Shortlist the ideas
4. Prioritize the ideas
5. Get the ideas approved for implementation
6. Plan and implement the ideas based on resource availability

7.  Track the performance
8.  Learn from the experience
9.  Repeat steps 4-7

### 11.  Marketing strategy

At the very least have an outline strategy and plan before you implement any project. Later on, when you are working through your marketing plan, the plan can be expanded on or amended.

### 12.  Track performance

If something is not worth tracking, then it is not worth doing, the reverse is true as well. If you have amended a service, or introduced a new service in to the market, observe how the market reacts and receives the service. Obtain feedback from the market as to how to improve the service, analyze the feedback and decide on whether to incorporate it in to your future project plans or not. Therefore, the aim should be to go to market with the amended/new service or product to the market as quickly as you can, learn from the experiences, make changes and go to the market again.  This is the only way to create a good product or service that meets market needs and is embraced by the market.

### 13.  Profits vs. Wealth creation

Profits are short-term gains. Wealth is long-term gain. Companies have always been accused of focusing too much on profits maximization. The opposite (focusing on Wealth creation) could be a problem too.

Short-term projects ensure that the company is sustained in the short-term, but they also provide the necessary fuel for running long-term projects that create wealth. Therefore, I believe that the project portfolio should have a mixture of both short-term and long-term projects. That is, you cannot focus solely on short-terms again nor can you focus entirely on long-term gains. Maintaining the right balance between short-term and long-term projects in a project portfolio will be key to the success of any business.

### 14.  Most importantly, lead like you have no authority

Command and control has been discredited over and over again by many books and thought leaders alike. It is just not practical and desirable for one person telling thousands of people what to do. It also makes the assumption that the person issuing the instructions is a subject matter across all the functions of the organization. When you tell someone what to do, you absolve him or her completely of any responsibility of the issue on hand. Leaders have been moving away from the 'Command and Control' model of Leadership for quite sometime now.

On the other hand, the new age leader with all his warm and fuzzy feelings, and aura is no better either. Delegating everything and not taking responsibility for anything is as ineffective as the previous approach.

Leading with compassion is very aspirational. It is a very simple concept, but very hard to practice. While, as leaders, we need something to aspire to and work towards, we also need a practical set of tools to work with.

Lean provides a framework that allows you to work in a collaborative manner with your team, where the Leader shares responsibility with the team. In my opinion, Lean can complement compassionate management style.

The Lean Leader leads by (I am quoting John Shook here):
*   Setting the vision (more why than how)

- Building systems and processes that cascade responsibility and develop people
- Persuasion, that is by:
  - Example
  - Being knowledgeable
  - Getting into the messy details
  - Coaching and teaching - through PDCA learning cycles - through questioning

## RISK DOCTOR GUEST BRIEFING
# The Anatomy of Risk

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info@risk-society.com

It is clearly important for us to understand the nature of a risk properly if we are to manage it effectively. Many people only consider a limited number of risk characteristics, leading to a limited ability to manage risk. Effective risk management requires a deeper understanding.

One way to improve understanding is to explore the "anatomy of risk". Anatomy can be defined as "separating or dividing into parts for detailed examination." If we separate and divide risk into its constituent parts, we find seven elements. Four of these relate to the nature of the risk itself, and three are connected to people.

Risk-related elements include:

**1.      Objectives:** What do you want to achieve? Risks do not exist in isolation: they are always linked to objectives. Opportunities (positive risks) facilitate the achievement of objectives, and threats (negative risks) are a hindrance.

**2.      Change:** What future events could impact your objectives? How might the external and internal environments be different from what you expect? Understanding the potential for change is the starting point for risk identification and analysis.

**3.      Causes:** What might cause those changes? It is much harder to prevent threats or capture opportunities if you don't know where they come from.

**4.      Impact:** What are the consequences on your objectives if each risk materialises? Understanding consequences allows you to prepare for risk mitigation (in case of potentially negative consequences) and risk exploitation (in case of potentially positive consequences).

Many people think that these four risk-related factors are sufficient to provide a complete picture of a risk. But risks are inevitably connected with people. Risks often arise as a result of our actions, either directly or indirectly. Once a

risk has been identified, the reactions of those people affected can further complicate the situation. These reactions are formed by people's needs and interests, as well as their moral and ethical principles. As a result, there are three additional people-related elements to the anatomy of risk:

**5.** **Contributor:** Who contributes to the risk, and how? We need to identify those individuals and groups who can affect our objectives, either positively or in a negative way.

**6.** **Bearer:** Who will bear the risk burden? People who would be affected by risk may respond defensively, or they may seek to deflect the risk impact onto others. This can have unexpected consequences, increasing or decreasing overall risk exposure.

**7.** **Ethics:** What ethical principles drive the choices made by the people involved with each risk? Ethical considerations are also relevant for those who make decisions on which risks to prioritise for action, choosing which type of response is appropriate.

These people-related elements raise the issue of "risk justice", as the behaviour of some people creates new risks for others. How far should those responsible for contributing to the risk be held accountable for the follow-on impacts that they might cause? How can we measure these effects and determine their relative importance? By including people aspects in our assessment of risk, we can ensure that any unintended consequences of their risk behaviour are minimised.

If we understand the anatomy of each risk through consideration of these seven elements, including both risk-related factors and people-related aspects, we will be able to conduct a more realistic assessment of risk and ensure that each risk is managed appropriately.

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
**President**
president@pmisydney.org

### Malcolm McFarlane
**Vice President**
vicepresident@pmisydney.org

### Vivek Krishna Prasad
**Secretary**
secretary@pmisydney.org

### Jordan Vamvakidis
**Treasurer**
treasurer@pmisydney.org

### Julia Checchia
**Immediate Past President**
ipp@pmisydney.org

### Ha Nguyen
**Membership & Volunteers**
membership@pmisydney.org

### Vikas Patole PMP
**Industry & Associations**
partnering@pmisydney.org

### Mansoor Mohammed
**Director-at-large**
dal_mm@pmisydney.org

### Marcel De Ma
**Professional Development**
development@pmisydney.org

### Kate Morris
**Conferences**
conferences@pmisydney.org

### Awais Arif
**Marketing**
marketing@pmisydney.org

### Emma Stewart
**Events**
eventsdirector@pmisydney.org

### Dr. Louis Taborda
**Academic Outreach**
academico@pmisydney.org

### Sandeep Mathur
**Director-at-large**
dal_sm@pmisydney.org

### Parikshit Basrur
**Infrastructure and Tools**
dal_pb@pmisydney.org

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