December 2018

# THE CRITICAL PATH

PMI
SYDNEY, AUSTRALIA CHAPTER

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**GPO Box 241, Sydney, NSW 2001 Australia**

# Welcome to the PMI Sydney Chapter

Hello and welcome to the Critical Path Newsletter- a publication of the Project Management Institute Sydney Chapter.

In this edition we celebrate many of the wonderful and fantastic achievements of PMI Sydney accomplished during 2018.  We also give some insight into what is planned for the coming year, so read on!

Since taking over as the Director of Marketing and Communications, my team of Associate Directors and Volunteers have focused on understanding what needs to be done to improve the customer experience for all. In particular we have focused on our members needs, stakeholders including sponsors & partners, and have also reviewed the needs of our past members- we want to encourage you to come back and participate!
Our Strategic Priorities within the marketing portfolio are simple to understand:

> 1- Clean the House- "IT and Tool Transformation to improve customer experience"
> 2- Build Muscle
> 3- Change the Game

The first fruits of our endeavours was the introduction of the Tuesday Weekly E-News launched earlier this year. Members and subscribers now receive one comprehensive communication from PMI Sydney, scheduled to arrive in your inbox every Tuesday morning!

It contains everything you need to know – the latest news, Chapter updates, articles, and important information about our Events, Professional Development opportunities and Education courses.
If you would like to receive it please subscribe via www.pmisydney.org

We also continued growing our Project Delivery community in Sydney via other channels. To keep up to date I invite you to join our social media channels by following and linking to:

> 1- Our Facebook page "PMI Sydney"
> 2- Our LinkedIn entities:
>> • "PMI Sydney" Page
>> • "PMI Sydney" Group- with now over 4000 members now
> 3- Our LinkedIn showcase pages:
>> • PMI Sydney Events
>> • PMI Sydney Professional Development
>> • PMI Sydney Membership
>> • PMI Sydney Volunteering
>> • PMI Sydney Mentoring

Please enjoy this edition of The Critical Path!

**Steve Howe**
Director of Marketing and Communications
PMI Sydney Chapter

pmiaustraliaconference.org.au/tickets

**The Australian Chapters of the PMI have collaborated to present an annual national conference** that will provide a platform for professionals, academics and community representatives to share knowledge, experience and professional camaraderie; whilst also recognising and acknowledging professional excellence via the PMI Australia Annual Awards. The 250 delegate inaugural conference, held in 2013, was a successful beginning for what has become a firm annual event in the project management calendar.

PMIAC is now **Australia's Premier Project Management Conference** and showcases the latest ideas and thinking around key project management topics to the Australian market. You will gain insights from industry leaders, influencers and scholars to deep dive into the areas impacting our profession and changing business landscape. The theme **'Change the Game'** will be underpinned by **four streams**: Project Trends and Innovations, plus the PMI Talent Triangle™ skills of Leadership, Technical, Strategy and Business.

# A Message from the President of PMI Sydney Chapter

Dear Member,

It has been 6 months since I took over the 2018 Presidentship of the PMI Sydney Chapter. For those who have, like me, been a member for many years, you may know that this is my 3rd time as the president of the chapter. A lot of things have changed in the chapter, above all a lot of things have been changing within PMI and the board has being playing a part in this very important transformation PMI is undertaking.

Apart from servicing our members with the best service we can possibly offer as volunteers, my 3 core objectives since I joined the board were:

      1- Harmonise Performance
      2- Increase portfolio collaboration
      3- PMI Global Alignment

As a new team, it is natural to go through the stages of team formation (form, storm, norm, perform and adjourn).  Together, the board have been working hard to understand member and volunteer needs, PMI transformation journey, Region 10 alignment and each other. It has been a journey with amazing achievements and challenging moments.

A huge thanks to the 2019 Nominations Committee team for accepting such a difficult and important task to select the board members for next year. Keep an eye on the 2019 election soon to be announced.

Congratulations to Vivek Krishna Prasad, our past Secretary for his contribution to the National Secretary's handbook. The document is really comprehensive, and we hope that many of the other portfolios will follow suit with national alignment and economy of scale for all Australian PMI Chapters.

A huge thanks to the board for your support and to over 70 volunteers who work behind the scene supporting the chapter's operations and strategic direction. Above all, a huge thank to you, dear member, for trusting the board with your hard-earned fees and the confidence that we can provide what is needed for you to continue your professional development. Please do not hesitate to contact me with suggestions on how we can best serve your needs.


**Julia Checchia**
President
PMI Sydney Chapter

# PMI Sydney Chapter Sponsors



As Australia's leading provider of technology, digital and SAP talent solutions, Paxus connects thousands of talented technology people to great technology and digital jobs every year. We partner with our clients across the country to co-design creative and agile sourcing strategies, to attract skilled talent locally and rare talent from across the globe.



M&T Resources offers permanent, contract and executive opportunities with leading organisations and Government Departments within Australia. We are part of ASG Group, an award-winning IT business solutions provider. Our deep networks, combined corporate strength and team of industry specialists provide the best opportunity to succeed, whether you are an organisation competing for talent or a candidate seeking guidance and advice.

# Operational Report of PMI Sydney Chapter

Hello Readers,

The volunteer Board Directors and the supporting volunteers including Assistant Directors and project teams have been putting a lot of effort into providing service offerings for you – our members.

I thought you might be interested to see some of the figures that the effort of these volunteers goes into. Up to the end of September:

- **Over 1700 members** – the chapter has grown slightly since last year with plans to encourage membership and grow past 2000 members in the next couple of years
- **Over 5400 hours (675 days, 135 weeks, over 2.5 years) of volunteer effort** – from the Board Directors (11) and other volunteers (71+ including Associate Directors and project people) to provide you with our member service offerings (support, guidance, events, course, etc)
- **9 events conducted, 610 attendees, 110 event survey responses** – an average of 1 event per month with plans to increase this significantly in 2019. Encourage members to respond to surveys so we can 'tune' events to your needs
- **Total 91 Mentees and 69 Mentors** - Two mentoring programs have been conducted in 2018. Again, feedback has been excellent and those that missed out this year are hanging out for next year's first program!!
- **20 courses conducted (to July)** – with 19 more planned for the year. If you need certification or skills improvement, your chapter is offering it!!!
- **PMI Australia Conference in Melbourne in May** – chapter volunteers contributed to this very successful event with over 300 attendees
- **18 Not-For-Profit organisations and 49 PMI Sydney Chapter members as consultants** (from 65 volunteers) took part in the Project Management Day of Service (PMDoS) – refer elsewhere in this newsletter for further details
- **Over 15 projects actively underway** – from updates of the handbook and changes in our board structure, a new website, and chapter mobile app to Customer Journey Mapping Program – it is HAPPENING!!!!
- **Over 44,000 emails sent and over 13,000 received** – you can see the Board has been busy!!!!

As you can see, being a board member or a volunteer in one of the portfolios is not an easy role – so say thank you to the volunteers when you next see them for putting in the effort to provide the services you want/need/expect – and take the time next time you get a survey to provide you input into how WE – the chapter volunteers – can make PMI Sydney Chapters "service offering" more valuable to you and our other members!!!

All the best for the rest of 2018 and best for the end-of-year period! We look forward to serving you again in 2019

**Gordon Bartlett**
Vice President
PMI Sydney Chapter

# Update from the Events Director
# PMI Sydney Chapter

The PMI Sydney Events Team move into 2019 with new team members and new plans.

With Renai Platts and Lucky Sridharan retiring at the end of the year, we have appointed new people to lead the organisation of our events, and extended both the number of events planned and therefore the number of people organising them.

Ivan Ong has assumed responsibility for the tasks of assisting in the recruitment and induction of new members to our team, and then with helping us to monitor our achievement of goals and adherence to budget through his reporting responsibilities.

We have noticed different member preferences through 2018, and therefore planned that through 2019 we will attempt to hold a morning and an evening members event during almost every month. We will also attempt to organise smaller focus group events on key topics of interest, and to organise a small number of events in regional areas by inducting a small number of PMI members from Western Sydney, Central Coast, and Illawarra to organise locally.

Due to these ambitious plans, we have increased the number of people who lead the organisation of our events, so that we can rotate responsibility among us.

In planning and 'behind the scenes' roles, Swarvanu Chatterjee and Gerry Mackenzie will rotate the responsibility for the early planning and promotion of events, and for the post event activities around surveying, reporting and the management of allocating PDU's to attendees. If anyone believes that their employer's venue could be a suitable location for an event, or if they have catering contacts who may wish to sponsor or discount our catering needs, then please contact Gerry or Swarvanu.

The 'on the day' management of the events falls into two halves, with the social management responsibility rotating between Cynthia Leung and Angelica Grillo and including the tasks of smooth registration on arrival, catering and social needs, and encouragement of networking.

In between the social activities, our formal 'presentation' management remains the responsibility of Rahul Singh, and Jeroen Lubbers now joins him to rotate this responsibility. The room layout, speaker management, presentation deck and audio visual arrangements will all fall under their responsibility.

In addition to these team leaders, our many volunteers will continue to greet you, guide you around venues, ensure that we get a microphone when you have a question to ask and have a gift for you when you win one of our challenges.

We have a busy year ahead, with many challenges and stresses that will be managed and hopefully delivered by a team of dedicated volunteers who all have day jobs to fit in around these responsibilities.

If any PMI Member has any ideas or suggestions on our plan or how we could improve on it, or any speakers, sponsors or generally useful contacts that we could benefit from, please contact me directly.

The PMI Sydney Events Team wish all Members a joyful time as we near the end of 2018, and look forward to serving you in 2019.

**Phil Redding**
Director of Events
PMI Sydney Chapter

Photos from past events:

# PMI Sydney Chapter Career Week

by

**M&T Resources**

PMI Sydney Chapter's first ever "Career Week" kicked off with a bang on Monday 23 July, with a week of events and presentations designed to provide real value to PMI members and the wider Project Management community.

I "placed" my first Project Manager in 1999. Everyone was worried about Y2K, planes falling from the skies, banks crashing etc. We (recruiters) would get a job brief, put it on a new thing called a job board (Monster) and put an advert in the paper. Tuesdays were busy because that's when the postman would come. We'd fax resumes to a client! A lot has changed in recruitment. A lot has changed in Project management and what made a great project manager then has completely changed. Or has it? This has always been an interesting topic I've discussed with 100s of hiring managers that hire project resources. What makes a great PM? Do some Project Practitioners seem to get all the "great projects"?

It was over a year ago Ben Howell (former president of the Chapter) and I, as PMI Sydney's Associate Director for Career Development were talking about this and how it would translate into an event that the PMI membership base would find interesting and useful. Two recurring and main interests of PMI Sydney chapter members are "Networking" and "Career progression". We quickly realized any event aiming to help Project Professionals in their careers would have to acknowledge the different career levels that make up the PMI membership base. Rather than a blanket "one size fits all" market update or general presentation, what if we went bigger and tried to help all members regardless of the stage of their career? What about a whole Career Week? And so, it was born. With the current president's support, Julia Checchia and a team of dedicated PMs we drove it from conception to delivery.

The event was marketed to 1450+ PMI Sydney Chapter members and to ensure relevance, we split the event over 3 nights to tailor the speakers and content to different demographics of the membership base.

**Career Week Day 1: Starting Out – How to Get Your First Role in Project Management**

The first event in the series was targeted to professionals starting out in their project management careers. It provided ample opportunity for networking with PMI leaders, professional recruiters and peers within the project management community, as well as presentations from LinkedIn, a panel discussion, and introduction to the PMI Mentoring program. Attendees received insights into how to optimise their online LinkedIn profile, and received tips and tricks from the M&T Resources team on building a successful resume.

**Career Week Day 2: Tips to Future Proof Your Career in Project Management**

The second event welcomed an audience of over 60 Project Managers looking to explore ways to future proof their PM careers. The event was geared towards established Project Managers and delivered insights on current and future trends, hot skills, market updates and opportunities. Specialisation allows your brand a greater likelihood of attracting new opportunities, so we invited prominent figures in some of the current "in demand" project skillsets. Figures from the Agile, Business Intelligence and Big Data / AI markets were invited to present and provide insights into what the future may hold for project management. Paxus were the gracious hosts of this event – thanks Ray, Adam and team!

**Career Week Day 3: Lessons from the Leaders – How to Advance Your Career in Project Management**
M&T Resources was delighted to host the final event within our boardroom and offices. Targeted towards senior Project Managers and Program Managers I led a panel discussion which consisted of thought leaders in the project practitioner community. They shared their insights on how they fast-tracked their careers and provided tips on career progression. They also provided guidance on how to select the best candidates within a competitive marketplace, including advice on what makes applicants stand out from the crowd.

Not only were there great insights and tips but the humour and amount of knowledge in the room made for a fantastic night from 3 of the most passionate ambassadors of the industry I have had the pleasure to "interview".



In total – we had nearly 200 attendees over the 3 nights. The feedback from the survey sent out was excellent and very positive. A key take-home from the event was the real benefit of bringing together the project practitioner community, from junior through to executive level, in a forum that promotes knowledge sharing and networking. The initiative was praised, and the membership base would love to see more tailored events.

It wouldn't have been held in such high regard were it not for the efforts of the organiser's and I would like to take this opportunity to acknowledge and thank Tom Lin (Program Manager), My Tran Le (Project Manager and speaker) and the events team for their hard work. I'd also like to extend my heartfelt thanks to the key speakers from my network that dedicated their time to help and give back to the Project Practitioner community:

- Richard Linstead, Head of New Business Lab, ANZ
- Alicia Aitken, Head of Investment Management & Delivery, ANZ
- Alastair Bor, CTO, Ecofibre Industries Operation
- Mike Ducie, Business Intelligence
- Alexandra Joseph, Agile Transformation
- Damien Roache, Big Data & AI
- Katie Clinch, Customer Success Manager, LinkedIn
- Aline Sarreta, Project Coordinator, Ausgrid
- Mohammed Umar Khalid, Project Manager, Ausgrid
- Vivek Krishna Prasad, Project Manager, Ausgrid
- My Tran Le, PMI Australia Project Manager of the Year winner and Senior Project Manager, JDA Software Group

**Steve Tompkins**
Associate Director of Career Development
PMI Sydney Chapter

# Project Management by Market Update

According to SEEK's latest data, we have seen a slight decline in ICT PM roles, with job ad growth of -1% across NSW compared to this time last year. Nationally, we have also seen a similar trend, with job ads declining by 2% across Australia. It is not all bad news however, with ICT PM job ads increasing by 32% across QLD. Nationally, PM jobs are also set to increase by 21% over the next 10 years, providing significant opportunities for PM job seekers both in NSW and across Australia as a whole.
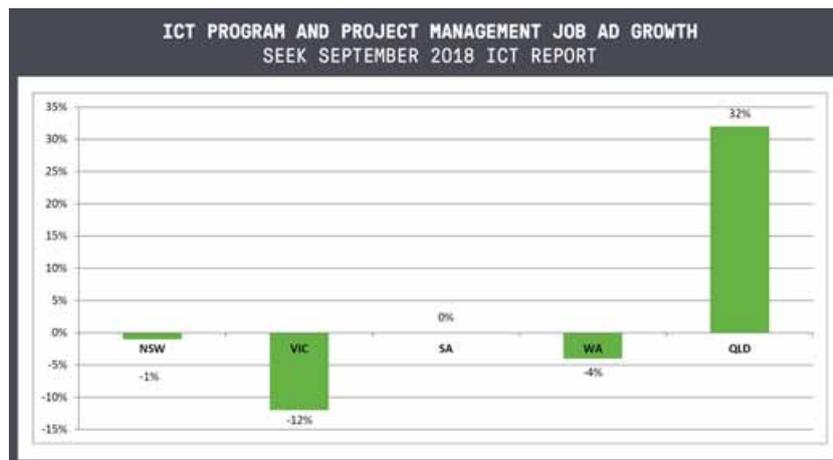


The apparent tightening of the market may just be a case of mistaken identity. Many new roles have emerged within the broader Project Management domain over the last few years and the good people at SEEK, and indeed many recruiters, have been slow to update their classifications. This is particularly evident with the emergence and proliferation of Agile practices. In NSW alone, Paxus is still placing close to 1,000 IT and Digital Project Managers a year - so there are still fantastic opportunities for skilled professionals. We have seen great prospects over the past year, particularly in Government, as IT infrastructure projects take front and centre as Government agencies continue to transform the way they work.

We have also seen some great opportunities in the finance space, particularly across the big banks, as fintech continues to revolutionise user and customer experiences. Demand for PMs also continues to remain strong across IT Outsourcing, IT Consulting and Telecommunications, with these industries continuing to remain steady.
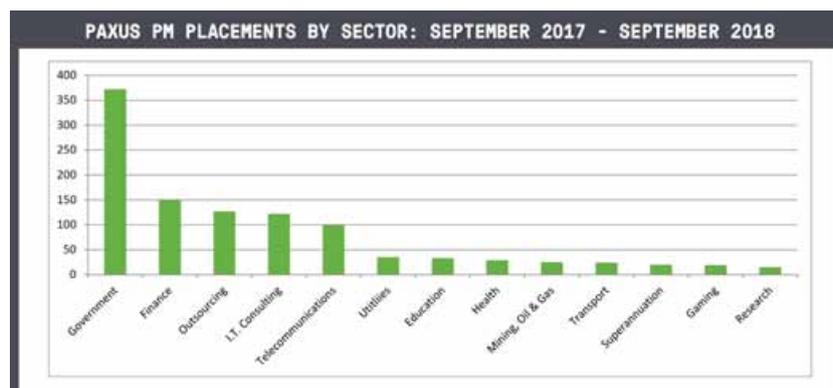
In terms of what you should be earning as a PM in ICT, SEEK's latest data reveals that NSW PMs are earning the most, with the minimum, midpoint and maximum salaries all above the national average, and the averages for each state. Following NSW, VIC is the state with the second highest paid PMs, followed by QLD, WA and SA.

### AVERAGE PROJECT AND PROGRAM MANAGEMENT SALARIES

| STATE | AVERAGE MINIMUM SALARY | AVERAGE MIDPOINT SALARY | AVERAGE MAX SALARY |
|---|---|---|---|
| NATIONAL AVERAGE | $114,379 | $128,076 | $141,772 |
| NSW | $115,532 | $129,468 | $143,403 |
| VIC | $110,503 | $125,224 | $139,946 |
| QLD | $102,600 | $117,600 | $132,599 |
| WA | $112,500 | $127,125 | $141,749 |
| SA | $95,000 | $106,022 | $117,044 |

We have already started to see a shift in some of the key areas of project management, which will affect salaries, skills that will be in demand, and the types of roles available to PMs. Over the coming year (and the years to come) we will begin to see:

• A shift to Enterprise Project Management Office (EPMO), operating at a strategic level in collaboration with executives, to ensure projects are undertaken to the benefit of the overall business.

• Increased adoption of Scaled Agile Framework (SAFe) and New Ways of Working (NWOW), where organisation and workflow patterns guide enterprises in scaling lean and agile practices.

• The increase of virtual project teams and the Gig Economy.

• The increase of millennial project managers, with 75% of the global workforce predicted to be comprised of millennials by 2030 (Deloitte).

• The increased recruiting of PMs with high EI- 95% of HR managers and 99% of employees agree that strong emotional intelligence is an important factor to consider when hiring (tech republic).

• Increased automation through Artificial Intelligence, including better utilisation of human resources to remove mundane rule-based tasks.



Staying ahead of these trends, and keeping them front of mind as they unfold is imperative to staying at the forefront of project management in Australia. At Paxus, we are leaders in the recruitment of IT and Digital PMs – we know the market, and can not only help you find your next IT and Digital PM role, but can also provide you with career coaching and advice to help you get ahead. To find out how we can help, and to speak to one of our dedicated recruitment consultants, please don't hesitate to get in touch with your local Paxus branch.
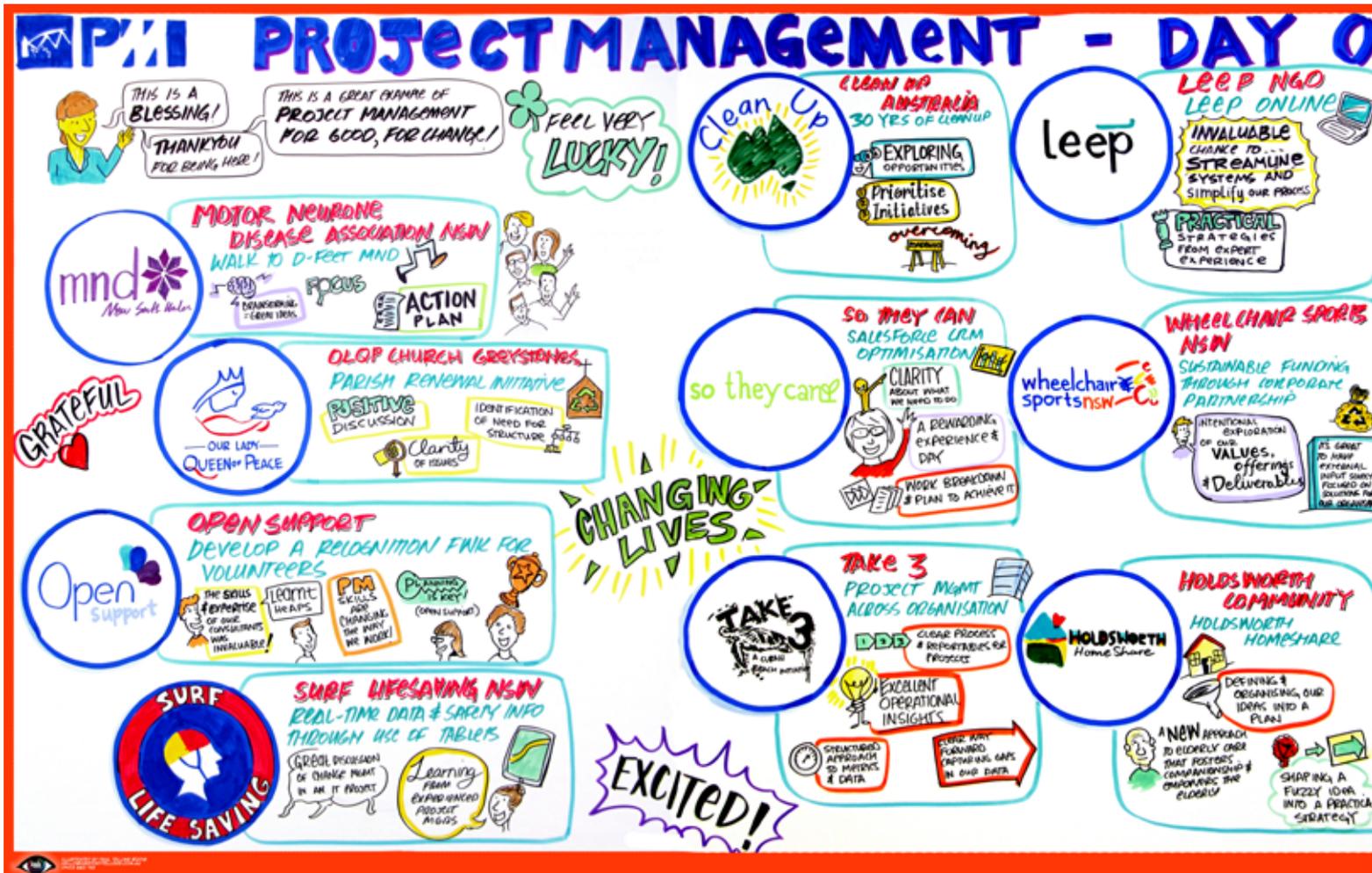
# Project Management Day of Service
# **PMDoS**

What I find most fulfilling about being the PMI Sydney Chapter's president is the opportunity to inspire members to "empower people to make ideas a reality" while remaining steadfast in the effort to drive value by "making project management indispensable for business success". On October 29th, 2018, inspired by the PMI Queensland chapter, Sydney held the inaugural Project Management Day of Service, where for the full day, we invite representatives from charities to bring an initiative they were having troubles to get off the ground, and we asked PMI Sydney Chapter Members to donate their time to help the charities to work on these problems.

It was a very rewarding day of learning, give back and leadership where 102 participants including representatives of 19 charities, witnessed a rollercoaster of ideas unfold into real plans for future achievements. The energy was amazing in the room with all participants stating their joyful anticipation for a similar event next year. Organising Team was outstanding, supported by Saleem Mahmood, the following participants met most weeks for 5 months to organize the event:

| | | | |
|---|---|---|---|
| Julia Checchia | Barbora Muzikant | Richie Menezes | Gabrille Di Marco |
| Irene Gennari | Mikky Hughes | Andrew Kramers | |
| Romina Pistelli | Rosemarie Santos | Zara Zamanikia | |

Special Event Sponsors

The 19 charities that attended the event:

The Project Managers that volunteered to support the charities:

| | | |
|---|---|---|
| Aarti Sivarajah | Harpreet Singh | Nikhil Bharadwaj |
| Adam Russell | Irene Gennari | Othman Hamdan |
| Aida Ab | James Lowry | Patricia Diaz-Harada |
| Andrew Kay | Jawahar Hussain Syed | Peta Andreone |
| Andrew Kramer | Mohamed Ghouse | Pierre Kickhefer (LC) |
| Arpy Ankeshian | John Chapman | Robert Ahrens |
| David Barros | Kayoko Evon | Sanath Wickremasinghe |
| Don Prasanna Kollura | Khai Dang | Puneet Grover |
| Duygu Agirgol Yaman | Laura Pereira | Robert Ahrens (LC) |
| Eric Liaw | Lesley Whitehurst | Rohit Lakhotia |
| Gordon Bartlett | Linda Ramsbottom | Roland Macedo |
| Guresh Ahuja | Mark Steward | Haroon Qureshi |
| Marshal (Hammam) Akouz | Saradhi Motamarri | Sarah Husselmann |
| Seynthan Thanapalan | Shine Aniyankunju | Shari Hooper |
| Steve Lukic | Stephen Lacy | Suzanne Cureton |
| Tajinder Singh Sandev | Tony Martin | Torsten Willms |
| Trudy Crawford | Varinder Singh | |

The Project Managers that were on the waiting list:

| | |
|---|---|
| Andrew Trieu | Patricia Diaz-Harada |
| Emma Peng | Petros Andriotis |
| Jai Desai | Rachel Minto |
| Lisa Li | Zakaria (Zak) Elmir |
| Paddy Pradhan | |

# Change Management in Projects, Consider **PODS**

In a project environment there should already be a plan for the physical outputs, perhaps an outcome or two, and some benefits that were in the business case to justify the expenditure and resource allocation.  All too often the people engagement side and the end-user engagement is not considered until well into the project, if at all.  In poorly managed projects the project manager considers his or her job finished when the physical components are complete.   We are not talking about variation management here - a topic which project management texts often mistakenly call "change management". We are interested in how people engage with a new process and implement it to deliver the desired benefits.

Sometimes, if it's a piece of software, an application, the implementation of a new process, a building, or even just moving a desk; the change management piece can be given scant consideration.  We've all heard the phrase: "they just through it over the fence and hoped it would work."  Project Managers have a responsibly to manage a project to achieve the benefits of the project, and should ensure that the people-change element is planned and effectively managed, as with any other component.

End-to-end project management models have strong elements of engagement.  The PMBoK system has intensive processes for stakeholder engagement and communication.  Agile (incremental) systems have an opportunity for similar, if not greater, engagement.

So, if we consider an idealised project process for an ICT (linear) project:

Investigation → Analysis and Design → Peer Review → Technical Design and Build → System Test → User Acceptance Test → Defect/Error Correction → Training and Documentation → Deploy to production → Close out/hand over/ maintenance

we see that there is an obvious need for user engagement at the deployment phase and handover phase.  Users might even get some level of engagement and change management during User Acceptance Testing.  However, there is a role for change management (which is used to ensure success) throughout the entire process.  Change management is not a "quality" process for business improvement - it is a method for minimising the risks of project failure when implementing technological, process or organisational transformation.

Kotter's 8-steps to leading change, D.E Hussey's EASIER model, or Prosci's 3 phases of change management are examples of change management models that can be applied to project work.  McKinsey's 7S Framework has mutually reinforcing elements that can also be used in projects to manage the change process.  As an experienced project manager, you would recognise that the PODS change leadership model of four phases (Plan, Organise, Deliver, Sustain) fits well with project practice.

From a continuous improvement (ISO9000) model or Lean Six Sigma approach to change, there is an inherent cause-and-effect relationship between key process inputs and outputs that provides the ability of the employee to see the benefits of self-directed work teams.   The natural response to mandates-to-improve-performance have previously been to "work harder" or "wait for management to install new technology", not to participate in the identification and control of root causes, which would fundamentally change the way the jobs were done.

Whether using the ICT process flow shown earlier or a more traditional project flow such as:

Initialise ⟹ Plan ⟹ Establish ⟹ Deliver ⟹ Closeout          (Waterfall)

PODS and its activity streams can be quickly applied, integrating with any project methodology and deliver the required transformation.

| Phase | Activity Stream |
| --- | --- |
| Plan | • Evaluate<br>• Assess<br>• Design |
| Organise | • Motivate<br>• Influence<br>• Unfreeze |
| Deliver | • Coordinate<br>• Coach<br>• Empower |
| Sustain | • Anchor<br>• Celebrate<br>• Reflect |

In most change management models there is a tendency for stakeholders to be motivated to accept requirements up front - an approach where detailed specifications are created and agreed early in the project.  In an Agile project approach there may be an initial backlog-of-product to be done, but development of the full detailed outputs are initially not visible.   Change therefore needs to be applied in an incremental way.  This approach is often easier for stakeholders to deal with and leads to less resistance.  Nonetheless, the change management aspects used in PODS are the same.

Iterate ⟸ Deliver ⟹ Closeout

Initialise ⟹ Plan ⟹ Establish          (Agile)
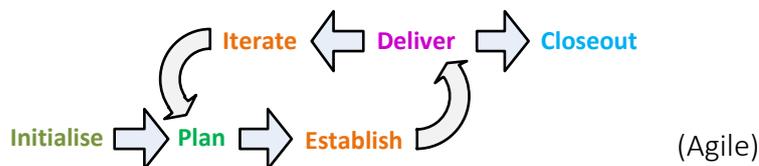
When I first started as a project manager in an Agile environment, one of my coaches related a story to me that resonated well.    If you have two bowls on a hotplate, one with hot water and one with cold water and you put a frog in the hot water it will jump out straight away.  If you put the frog in the cold water, it stays there.  If you warm that water incrementally, the frog doesn't notice the change and remains in the water as it warms.  In one case, the frog comes on the journey.  In the other case you need to deal with the significant resistance (and catch the hopping frog).   PODS can give you the opportunity to warm the water slowly and not shock the stakeholder with the rate of change.

Regardless of the project methodology, project teams may include specialist members to facilitate change, with titles like: Change Manager, Implementation Manager, Communication Lead, Change Champion, or Training Developer.    Regardless of the team that is brought on-board, the Project

Manager must coordinate the people and technical elements to deliver successful outcomes.

Within each phase of PODS, activities prompt specific actions that help you guide or lead the engagement process and move people to new behaviours delivering the named benefits.

| Activity Stream | Considerations |
|---|---|
| Evaluate the change | • Context: Environment, history, culture, previous changes<br>• Impact of change, examine significance |
| Assess the change environment | • Assess the expected scale & cultural impact<br>• Assess the requirements, analyse the culture<br>• Analyse success metrics |
| Design the message for change | • Develop the key messages<br>• Information styles<br>• Vision and goal alignment |
| Motivate your team | • Motivate through values, create purpose<br>• Mobilise resources /communicate goals |
| Influence change | • Role model and influence change, lead by example<br>• Establish champions, advocates and early adopters |
| 'Unfreeze' and sponsor action | • Create sense of urgency, plant early wins<br>• Deal with states of mind<br>• Target specific approaches, sponsor action<br>• Identify points of inertia / address resistance |
| Coordinate change readiness and commitment | • Change readiness assessment, measure commitment<br>• Support teams and roles /gain commitment |
| Coach to develop capability | • Coach with G.R.O.W. (Goal, current Reality, Options or Obstacles, Will or Way forward), develop capability<br>• Why? What? How? What else? (motivate, train, coach, explore) |
| Empower and enable change | • Enable behaviours (innovation, risk appetite), engage people<br>• Proceduralise accountability (formalise delegations)<br>• Enable responsibility, remove obstacles |
| Anchor change and sustain behaviour | • Anchor and sustain change<br>• Repeat and reward acceptable behaviours |
| Celebrate and reward change | • Identify and discourage non-conformance<br>• Celebrate and reward changed behaviours<br>• Congratulate closure |
| Reflect and review the changes | • Reflect on leaders' change activities, review learnings<br>• Measure success<br>• Capture successes for the future |

As with all good change management approaches, PODS has a strong feel of being self-evident. The phase: "It's just common sense", or "it's obvious" is commonly heard in reference to PODS. You will also recognise that leadership training now often has many of these components and recommendations for how to bring your team along with you in any change initiative.

Change management models are only a guide, so understand as many as you can; then make your own judgement as to which is the most useful. They are a tool to use as a framework for successful change. They act as a checklist, to give the best possibility of success in a change project.

**Richard Hemsworth**
Director of Professional Development
PMI Sydney Chapter

# Are you Delivering Value?

Technical project management skills are paramount to the success of a project, and everybody agrees to that. But what if that new project does not deliver the expected benefits or simply no one sees the value of that effort?

Outstanding project leaders, and in particular program and portfolio managers, have developed a deep business sense that helps them make better decisions when it comes to delivering value. Their skills extend beyond the common project management theories and toolkits to embracing a more holistic approach to their mandate. A full understanding of the project objectives allows them to drive the outcome and engage with the stakeholders successfully. There are three aspects of a project that any leader should master- or even challenge- before embarking in any new project:

**Alignment to Business Strategy**
Organisations need continuous innovation. In substance, forward thinking, research and experimentation play a critical role to the future of a business. For this reason, it is essential that a project leader fully understands the organisational strategy in order to deliver innovation that matters and is aligned to the overall vision. Encompassing the complexity of business dynamics is considered a cardinal aptitude in order to make a real impact in a project.

**Customer Focus**
It is well known that the project sponsor is usually considered the most important stakeholder; and it is quite true. However, outstanding leaders always place their customers- or end-users- at the top of their stakeholders list. These individuals are the ones that will interact and use the product, public infrastructure, iPhone app or service you are developing. Utilising a more customer focus and agile mindset that fit the project outcomes will increase the likelihood of delivering meaningful projects.

**Technical Challenges**
Being a subject matter expert makes your life easier when dealing with complex projects. However, not all project leaders come from a technical background. In that case, it is important to approach a novel project with questions rather than straight answers: Are there technological challenges? Is the project technically feasible? Have I investigated the unknowns deep enough? Do I have a minimum technical knowledge? Your commitment to familiarise with the technical challenges will impact the success of the project.

In an effort to become a better leader and start delivering value, and not only projects, you may want to develop a holistic approach to your mandates. A book that I enjoyed reading about the subject and that I encourage you to read is called *The Innovation Formula* by Amantha Imber.

**Gianluigi Bortoluzzi**
Associate Director of Marketing
PMI Sydney Chapter

# Project Management Body of Knowledge - Elements

Degree to which characteristics fulfil requirements. Sometimes as a specification or standard

Schedules, time & roster allocation to manage the completion

Individuals or groups who may affect, or be affected by the outcomes, activity or decisions

Potential events that may impact the delivery of a project, program or portfolio of work; including: mitigation, registers, thresholds, risk appetite, response, transference, cost and time allowances

Schedule

Resources

Risk

Processes that acquire resources, recruit, organise, train, manage and manage the project

Scope

**Delivery Elements**

Quality

**Management Elements**

Communications

Stakeholder

Sum of products, services and results to define a project. Often specified in a work breakdown structure by task

Cost

Procurement

Consideration of legislative, individual and audience information needs for: planning, workshops, briefings, lessons-learned, systems, and reporting

Cost elements to describe how costs are planned, allocated, structured and controlled; including: funding, capitalisation, accounting treatment and taxation

Integration

Processes needed to identify, define, combine, unify and coordinate activities

Acquisition of goods and services and the documents controlling bids, negotiations, quotes and seller's requirements

Members have asked for a summarised 'cheat-sheet' to assist with understanding the knowledge elements of PMBoK. As all of you would know, Version 6 of PMBoK was published 6 September 2017.

In the early days of project management only four elements were expressed as a caricature. It may help to artificially divide the current elements into delivery and management elements. Obviously, all need to be integrated.

There were a number of changes to processes; however, PMI has stayed with 10 knowledge areas. Two of these were clarified by changing their names. Project Time Management is now Project Schedule Management to make it clear that project managers manage schedule and not time. Human Resource Management is now Project Resource Management to signify that project managers manage both team resources and physical resources.
Please note PMBoK 6th Edition is always the authoritative standard.

**PMI Sydney Chapter Professional Development Team**

# Volunteering at PMI Sydney Chapter

**"Volunteering is time willingly given for the common good without financial gain"**

Having worked in Middle East for around eight years, coming to Australia was a big change for me and my family. The landscape had changed, from hot desert to a much pleasant climate, where one can enjoy all the four seasons (sometimes within a day). I was starting a new life both professionally and socially. We have no family in Australia, so it was a bit challenging to adapt.

Soon, my daughter joined local Primary school. We met her teacher in the first week to understand how my daughter was adjusting to the change and to the new environment. During this discussion, she asked my wife if she would like to volunteer at the school. The teacher suggested volunteering at the canteen, during fundraisers or within the class for reading groups etc.

I was astounded to hear that parents could volunteer at the school! Why do we have teachers? Before I could ask her, the teacher started explaining that school needs help to provide special attention to kids from ESL (English as second language) backgrounds. She mentioned that she has five helpers and is looking for another two, so my wife agreed to help for two days a week. The teacher also mentioned that you will make new friends and will know more about the Australian culture.

My wife had time as she was not working and needed something worthwhile and fulfilling to do outside the house, she agreed and signed up for being a volunteer. To my surprise within two weeks my wife had new friends, she started learning "Straylian" slangs and knew what a "barbie" is and what is meant by "bring a plate".

I was astonished and amazed to see how volunteering had helped my wife. That's when I decided to look for volunteering opportunities for me. It was then I decided to volunteer with PMI. Through my work, I have also volunteered with Salvation Army, volunteered at my kid's school, kid's soccer team and a few other small volunteering jobs.

Volunteering is a great way to make a difference, meet new people and learn new skills.  At PMI Sydney Chapter we are lucky to have over seventy truly dedicated volunteers as part of our team, regular volunteers who help in the admin, at our events and even involved with the Professional development program. Anyone can volunteer, no matter what your skills, experience or background. With limited resources, volunteering is a vital part in helping us make a difference.

**Puneet Grover**
Associate Director of People and Culture
PMI Sydney Chapter

# Become our valued Sponsor!

**To deliver high-quality events, educational training and membership benefits across New South Wales, we are always looking for sponsorship support. We invite you to consider becoming one of our valued sponsors!**

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Please send your enquiries to the Director of Marketing and Communications- Steve Howe at **marketing@pmisydney.org**

PMI Sydney Chapter was founded in 1997 and held its first Chapter Meeting on 15 April 1997. Today the Chapter has over 1,700+ members from a mixture of industries including, but not limited to:
construction, engineering, banking, insurance, finance, IT, telecommunications, consulting and pharmaceutical. Approximately 50% of Australian PMI's members are PMPs. PMI is strongly supported by a majority of companies in Australia and internationally. The Sydney Chapter conducts regular chapter meetings, education and certification courses and runs an annual conference in an effort to promote the profession of Project Management within NSW and Australia.

**SYDNEY, AUSTRALIA CHAPTER**

**PMI Sydney Group**

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This Newsletter is published by the Editorial Team of the Marketing Portfolio on behalf of the Project Management Institute Sydney Chapter.
We welcome articles, interviews excerpts, general information and other contributions to enhance project management knowledge and understanding of our chapter members. Please send your enquiries to the Director of Marketing and Communications- Steve Howe at **marketing@pmisydney.org**.

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