



**Project
Management
Institute®**
Sydney, Australia

The Critical Path

April 2022



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Editor's Note

Himadri Chowdhury

School holidays have started and chocolate egg wrappers are being discovered in the unlikeliest of places in my house. One more reminder that Easter is around the corner, apart from the snaking queue of cars and exasperated faces trying to enter the parking in Sydney Olympic Park. The Easter Show is in full swing, airfares are sky-high, hotels are sold out, and rental cars are flying off the shelves! Somehow this year looks almost normal, like we have well and truly left behind the stasis of the last two years. And as the attendance at Albert Park for the Australian GP showed, Aussies are ready to go out in huge numbers and make the most of the few rain-free days!



There is another big reason to celebrate this month – your PMI Sydney Chapter is turning 25. It is by no means a simple feat. Out of the 303 Chapters PMI has globally, only a handful have made it past 25. From the humble beginnings in 1997 to the biggest chapter in Australia in 2019 – it took a lot of patience, perseverance and dedication from successive Boards and Volunteers. The current PMI Sydney Board would like to thank all the past Board members, PMI Officials, Members, and Volunteers for their significant contribution to the Chapter over the years.



A very special thanks to the founding Board members of the PMISC – Martin Grant (President), Deborah Jones (Vice President), Nick Wilde (VP Publicity), David Marks (VP Membership), Ereti Pardoe (VP Professional Development) and Leanne Rolfe (VP Programs). You inspire us.

The Chapter would announce an event to celebrate the Silver Jubilee with the members later this year. There are other exciting events in store and some cool giveaways, starting with a Photography Contest this month (check the News section). Stay tuned!

In this issue of The Critical Path, our Membership Director Sydney Mudau celebrates the members who have completed significant milestones between January and March of this year. We have Malong Dong talking about the job market in Australia and the likely impact of the Federal budget 2022 on the job outlook. Leo Coco discusses the one trait which sets leaders apart and unlocks productivity and Ibrahim Dani takes up an interesting topic – generational gap or generational diversity. There is news from the Chapter and the PMI community. And don't forget to register for the online event on April 28.

April is not only a time for enjoyment, but also a time for quiet reflection. Let's pause for a while to think about all Australians and New Zealanders "who served and died in all wars, conflicts, and peacekeeping operations" and "the contribution and suffering of all those who have served". Wherever we are on ANZAC Day, let's celebrate in the best way possible. LEST WE FORGET.

We would love for you to contribute to the future issues of our newsletter. Please connect with us at newsletter@pmisydney.org or marketing@pmisydney.org.

Best,
Himadri Sekhar Chowdhury
Editor, The Critical Path

Project Professionals: Jobs Outlook 2022

Malong Dong

2022 is a federal election year. Treasurer Josh Frydenberg has been trying hard to ensure that the budget makes a bold bid for re-election. The question for the project management community is: Does the budget change the jobs outlook in 2022?

The Current Jobs Market

We may start by looking at the overall jobs market in Australia. As a developed country, Australia has managed the economy well during the once-in-a-century pandemic. Comparing with other OECD countries, Australia's unemployment rate is at historical low. According to Australian Bureau of Statistics Labour Force Survey, the number of roles for project professionals is expected to grow strongly over the next five years.

Job Market Dynamics

In 2022, the full impact of the skill shortage caused by the Australian border closure may be revealed. It is a challenge that faces not only organizations but also project professionals. Treasurer has set a target of bringing in 160,000 skilled migrants in 2022-2023 in the budget. However, this target is lower than the average of the past 10-year annual data prior to the pandemic. Therefore, skill shortage is likely to stay.

Secondly, the late cycle of the low-interest rate among developed countries has gradually come to an end. US and UK have hiked their interest rates. Australia is expected to follow the path soon. Project work as an investment for business will be under greater scrutiny from a return-on-investment standpoint. Projects with weaker business case will face challenges to get through funding approvals. As a result, project professionals will be shifted to work on projects with better investment returns.

Challenges and Opportunities

The skills shortage is a challenge for hiring managers, but it can be an opportunity for individuals. As a hiring manager, I experienced that a candidate turned down my offer when the offer letter was about to go out.

Given the hurdle rate is about to be lifted higher, another challenge is the job rotation within the project management teams due to the fast response on market dynamic and competition.



Malong has extensive global and local portfolio management and delivery experience in Fortune Global 100 companies across multiple industries in Asia-Pacific and Europe. As a long-term member of PMI and a regular contributor for members' education, Malong shares his insight on best practice of project management, industry trend and career advice to the global project management community.

For example, some of the Project Managers may not be comfortable to take up a role as Business Analyst.

On the other hand, the job rotation may offer opportunities for project professionals to learn new skills and enhance their career development.

When you think about all these opportunities, just trying to be a little bit more flexible and make sure that you will be able to gather as much information as possible when you apply for a job. So that will certainly help the conversation and take you through to your Interview process.

Must-Have Skills

The pandemic has been the driving force for us to rethink how we work and live. Although we might be working in office for a few days every week, the hybrid working mode is here to stay this year. Remote collaboration has become the new norm in our ways of working. Project professionals may see an uptake of face-to-face time after travel restrictions are lifted. It is wise to think how this can help with your stakeholder engagement.

In 2022, the hybrid working mode requires project leaders to sharpen their leadership skills. Particularly in motivating their team, communicating with stakeholders, and influencing with positive outcomes.

Final Thought

The federal budget does not have a significant impact on the jobs outlook in 2022 as there are plenty of opportunities for project professionals.

The best way for us to navigate through this is to keep our learning going. We learn from online resources, our job, and industry body like PMI. Our resilience built on learning and professional networking helps us become more flexible and embrace these opportunities.

Beyond Project Management

Ibrahim Dani

Generation Gap or Generational Diversity? A curse or a blessing? A limiting difference or an enriching variety?

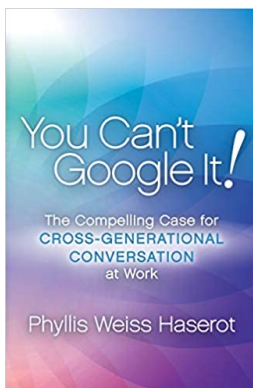
It is not unusual to have four, or probably five different generations in one business unit or team. With retirement age increasing, people working for a longer time, and the exponential technological changes in the last few decades, all of this introduced significant differences in the mindsets, behaviours, and assumptions of people from different generations. Ignoring these differences will turn an enriching generational diversity into annoying gaps.

More Generation Z workers (born after 1994) are entering the workplace these days. They are rubbing shoulders with Millennials (born 1980–1994), Generation X (born 1965–1979) and Baby Boomers (born before 1965). At times, you may also find some employees from the Silent Generation (born before 1946) in your team. Indeed, this is adding challenges for managers and team members alike.

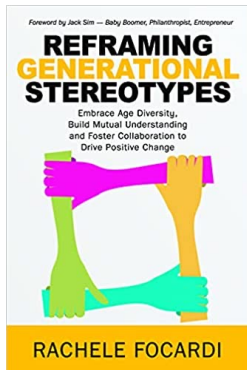
Attitude, working style, perception, life experience, and aspirations, are some of the differences across the generations. Diversity, Equity, and Inclusion (DEI) initiatives sometimes overlook Generational Diversity. While some studies in the US indicate that only 8% of companies include Age in their DEI strategies, there is a growing discussion and interest in acknowledging this diversity and executing strategies to leverage the cross-pollination of generational knowledge and skills as an accelerator for success. It is argued that combining the wisdom and business planning of the more experienced (older) staff with the energy, excitement and new skills of the younger generation ensures a more sustainable progress.



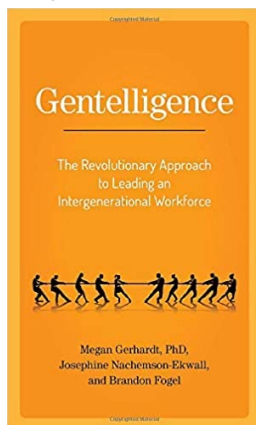
[Ibrahim Dani](#) is an accomplished business leader with extensive experience in managing programs and leading people. Ibrahim had a colourful career journey including speaking at PMI EMEA Congress and training aspiring Project Managers. He is an advocate for excellence, a trusted adviser, and a thought leader in project delivery and related human capital management.



[Phyllis Weiss Haserot](#) invented the term GENgagement: “the state of achieving harmony, mutual involvement and cooperation, flow, and ongoing absorption in work with people of different generations.” In her interesting book [You Can't Google it](#), Phyllis Weiss Haserot asserts that organisations need continuity, heart, talent, inspiration, common purpose, and to transfer wisdom through the ranks in a continual flow. She presents a recipe for GENgagement which includes the ingredient of ‘Enabling multigenerational input to organisational and market strategy and service delivery.’ This can be perpetuated through meaningful and trusting conversations, bonding stories, and working relationships across generations.



[Rachele Focardi](#) asserts that “acknowledging and embracing differences is the only way to harness the power of each generation and build multigenerational teams that can truly drive innovation.” In her enriching book [Reframing Generational Stereotypes](#), Rachele Focardi affirms that with the skills of perspective-taking, curiosity, empathy, sensibility, and humility; and using strategies to recognise, understand, embrace and celebrate Generational Diversity, you will be able to shift the minds of senior leaders to inspire, empower, and develop employees across multi-generations.



[Gentelligence](#) is the title of a book co-authored by Professor [Megan Gerhardt](#), [Josephine Nachemson Ekwall](#), and [Brandon Fogel](#). The authors present “a revolutionary approach to leading an intergenerational workforce.”

In promoting the term Gentelligence, the authors put forward a framework for moving employees away from generational conflict and toward a productive embrace of one another's differences. The framework consists of four practices:

1. Resist assumptions. Appreciate individual contributions and recognise shared values across generations.

2. Adjust the lens. Welcome multiple views, create opportunities for the team to discover each contributor's strengths, embrace age-diverse perspectives, and develop programs that allow for cross-generational transfers of knowledge.
3. Strengthen trust. Share power to demonstrate the value of individual contributions and give every employee permission to question whether a practice aligns with the company's values.
4. Expand the pie. Provide continuous learning opportunities and enable intergenerational knowledge exchange through programs such as mutual mentoring and intergenerational boards.

In conclusion, generational diversity is a blessing. To leverage this wealth of wisdom, enthusiasm, creativity and curiosity, you should avoid erroneous assumptions, facilitate dialogue, recognise differences, encourage intergenerational interaction, embrace conflicting perspectives, and design mentoring, coaching and training programs with generational differences in mind.

Coco's Corner

Leo Coco

4 Reasons Why Great Leaders Get Up Early



I know as I progressed my professional career over the years, I was always on the lookout for way to become a great leader in my own right. I found out that success takes a lot of dedication, effort, determination, and preparation. So, to become a great leader, you must plan ahead, be proactive, and set goals that you're willing to work hard for.

I discovered that great leaders are known to have a schedule that they follow carefully.

While every leader has their own specific routine and special things that they do to succeed, you'll find that most great leaders are Early Risers. They make a concerted effort to get up early every morning, so they can get more done during the day.

To become a great Leader, it's important to understand why getting up early plays a significant role in your overall success. Here are some ways you could benefit from waking up just a little bit earlier every morning. Maybe you'll become the next great leader of our time!

Get Extra Time in Your Day

By getting up earlier, you're adding time to your day. While it might not seem like much, an extra 30 minutes each day can make a big difference in your productivity. After you see the cumulative effect of the extra time, you'll agree that the benefits are well worth it.



Project Management Authority, Trainer, Entrepreneur and Speaker, there are many facets to [Leo Coco](#), our PMISC Director. He has seen it all – from fast-paced corporate environments, to public enterprises touching millions. Decades of experience have given him an almost uncanny ability to home in on the latest trends in the market and predict changes that are coming. In this column, Leo gives our readers a ringside view of how the world of Project Management is changing around us.

Think about how you could benefit from some extra time in your day. Just 30 minutes a day adds up to 14 hours a month that you didn't have before. You can get a lot done in those 14 extra hours!

Enjoy Some Peace

When you wake up with the rest of your household, you can become stressed and distracted with everyone running around at the same time. Helping the kids get ready for school, making sure your spouse packs lunch, and getting everything ready for breakfast and for your day can be stressful and overwhelming.

By getting up early, you can do a few things that help you get your day going, such as:

- Exercising
- Going over your day's schedule
- Making a "to-do" list
- Spending time in spiritual reflection

Improve Your Brain

A study conducted in 2008 by Texas University determined that those who were early risers earned a full point higher on their grade-point average than those who considered themselves to be night-time folks.

Christoph Randler, a Harvard biologist, learned in a 2008 research study that early risers were also more proactive. This quality leads to higher productivity and success potential throughout life.

Boost Your Energy

Sleep experts have discovered that people who go to bed earlier and get up earlier get much better sleep, so they're more energetic the next day. Your body becomes more in tune with the earth's circadian rhythm, which helps you on multiple levels.

Studies have also revealed that those who are considered early risers are more agreeable, more optimistic, and much more satisfied with their lives. These qualities also boost energy significantly.

Remember, when you start getting up earlier, don't expect to notice a difference in the first few days. Give it time.... Soon, you'll notice the cumulative effect of getting up a bit earlier each day. Decide whether an extra 30 minutes or an hour each day can make a positive difference in your daily routine.

Just think, an extra hour each morning adds up to seven more hours a week and 365 hours in a year. For the average worker, those 365 hours equal about 9 weeks of full-time work. So, that's like adding two more months into your year!

What could you accomplish in two extra months each year?

Chapter News – April 2022

Register for the PMISC Event on 28 April

PMI Sydney Chapter welcomes you to an online event on April 28, 2022. Please register to hear Mr. Sandeep Mathur talk about how data science is impacting investment decisions at the Transport for NSW (TfNSW), at: <https://pmisysdney.org/events/event-listing/using-data-science-for-active-transport-benefits-tracking-and-investment-decisioning/individual-registration>

Mr. Mathur is the Director – Active Transport Portfolio, Data & Analytics – at Transport for NSW (TfNSW). Since joining TfNSW in 2016, he has delivered several Data Science Initiatives and was last year chosen to manage the Active Transport portfolio. Mr. Mathur has a long association with the PMI Sydney Chapter. He became a member in 1999 and has held several Board positions over 14 years, including 2 years as President.

Photography Contest

Send us your photos taken in and around Sydney for a chance to win a cool mug with the PMISC logo. You have a better chance of winning if the photo celebrates any facet of project management. Five best entries win every month. All entries to be sent to marketing@pmisysdney.org with the subject line “PMISC Photography Contest”. Remember to send high-resolution photos in JPG or PNG.



The Melbourne PMI Conference



The PMI Melbourne Chapter is calling for abstracts, seeking sponsors and have opened award nominations for the PMI Melbourne 2022 Conference on 16th May 2022. They are also offering a virtual ticketing option for members that cannot make it over to Melbourne. All information is available on the website: <https://melbourne.pmi.org.au/Conference/>

Speaking at PMI Sydney

Are you ready to inspire others? Tell us what you're passionate about. PMI Sydney Chapter is looking for volunteers to be speakers in 2022 events and participate in panel discussion. Please contact Mulalo Mudau at membership@pmisidney.org and Omer Iqbal at events@pmisidney.org to take part in 2022 events and panel discussions.

Contributions Wanted for the Newsletter

The PMI Sydney Chapter Newsletter Editorial Team is requesting your contributions for our monthly newsletter, The Critical Path. News, Views, Opinion Pieces, or Articles, all are welcome. We would also be happy to hear about the content you'd like to see in the newsletter.

Please reach out to marketing@pmisidney.org with your contributions or suggestions.

Project Management Survey

This is a reminder for a survey on leadership practices and communication processes for project success being conducted by Ashok Rehan, a Doctor of Philosophy student at the University of Southern Queensland (USQ). Please note that PMI and PMI Sydney Chapter are not in any way associated with this survey.

<https://surveys.usq.edu.au/index.php/269244?lang=en> – Self-Assessment Questionnaire (for Project Managers/Leaders)

<https://surveys.usq.edu.au/index.php/597833?lang=en> – Questionnaire - Identified Success factors in the Australian Building Construction Sector (for Project Manager/Leaders)

<https://surveys.usq.edu.au/index.php/872343?lang=en> – Observers - Assessment Questionnaire (for Project Stakeholders)

DASIG Volunteers Wanted

The DASIG is growing and looking for volunteers to join us. Please visit the link below for more information, and check VRMS for Volunteer Opportunities:

https://www.linkedin.com/posts/da-sig-australasia_volunteers-dasig-communitybuilding-activity-6907850128590528512-HqdP?utm_source=linkedin_share&utm_medium=member_desktop_web



We're Growing!

Join us on the journey in growing the Disciplined Agile community in Australasia!

Explore volunteering opportunities that fit your skills and interests today.



DASIG@melbourne.pmi.org.au

Membership Updates

Sydney Mudau

Following is the list of members who celebrated 3, 5, 7, 10, 15 and 20 years of association with the PMI Sydney Chapter between January and March 2022. We thank you for your association, support and advice.

PMI Sydney Member	Years of Membership
Jonathan Burke	3
David Pearton	3
Mohannad Hussien	3
Mahesh Ramamoorthy	3
Steven Hill	3
Kathrin Samad	3
Dhanesh Suryawanshi	3
Jinlei Han	3
Stett Brown	3
Gregory Minefos	3
Stephen Burke	3
Kevin Fung	3
Matt Salihi	3
Harvinderjit Singh Gornam Singh	3
Mohamed Sallam	3
Aniruddha Deshpande	3
Sreenivas Silari	3
Mark Nunez Andrade	3
Grace Amitai	3
Abhishek Mishra	3
Ismail Ibrahim	3
Maria Biglands	3
Tomasz Safinski	3
Jo Falconer	3
Victor de Oliveira	3
Chris Uttley	5
Ken Eppleston	5
Paul Chester	5
James Cody	5
Muthu Kumaran Renganathan	5
Justine Lammey	5
James Matthews	5
Mostafa Marey	5
Stephen Curtis	5
Warwick Smith	5
Tarkan Ozturk	5
Mayooran Varatharajah	5



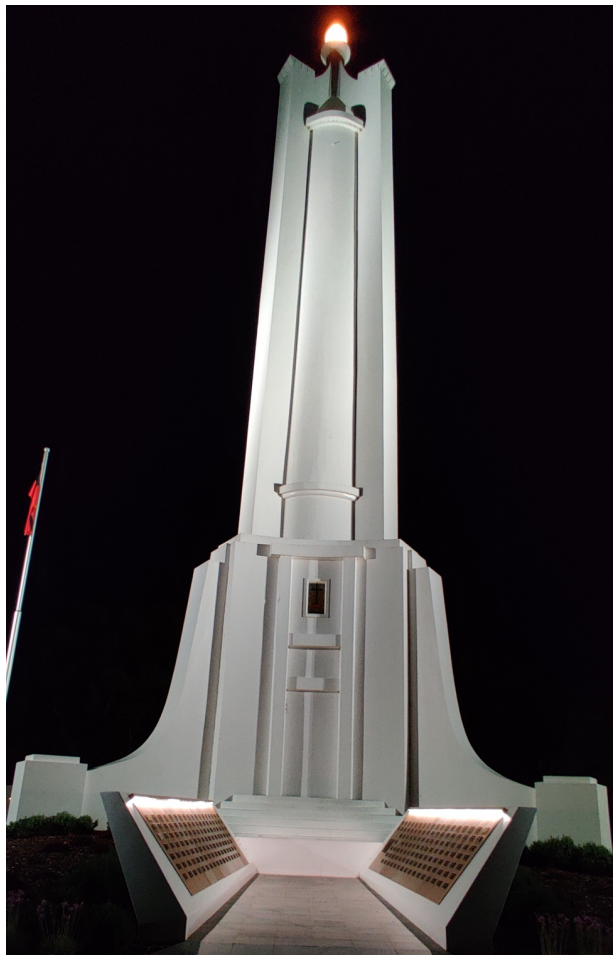
Sydney is a self-driven and motivated individual with a passion for learning and growth. Sydney enjoys steering the membership portfolio to serve PMI Sydney Chapter members.

He is a firm advocate for continuous improvement and passionate about sharing project management best practices with the wider Project Management network.

PMI Sydney Member	Years of Membership
Marie Antoine	5
Scott Hawkins	5
Hammam Alkouz	5
Adriana Leal Carneiro	5
Priya Viswanathan	5
Philip Redding	5
Paul O'Brien	5
James Emerick	7
Sandra Gebbe	7
Jennifer Koch Frances	7
Georgina Kilfoil	7
Sandra Heilmann	10
Andrew Darcy	10
Emma Stewart	10
Lee Giddins	10
Benjamin Howell	10
Heen-Hungh Mervyn Wan	10
Elizabeth Wang	10
Rebecca Boyd	10
Denny Mathew	10
Johan Grove	10
Jody Hofmeyr	10
Rowan Brown	10
Lai Ping Yong	15
Phillip Ow	15
Paul Flanagan	15
Erika Berzins	15
Victor van Straten	15
Jeffrey Ham	20
Imola Novak	20

Photo of the Month

Himadri Chowdhury



About the image

ANZAC Day is round the corner and this white beacon in Albury stands tall in remembrance of the heroes who fought for the nation. Lest We Forget.

Read more about the Albury and District War Memorial here:

<https://www.warmemorialsregister.nsw.gov.au/content/albury-and-district-war-memorial>