



**Project
Management
Institute.**
Sydney, Australia

The Critical Path

December 2022



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Editor's Note

Himadri Chowdhury

Around mid-2020, right in the middle of pandemic phase-I, as more and more countries closed their borders and started cocooning their residents into smaller geographical boundaries, I had started to wonder whether the freedom of human movement and ability to attend grandiose conferences were really a thing of the past. In fact, I had resigned to the fact that face-to-face is gone for good and had started forming an unhealthy relationship with my chair, monitor, webcam, and keyboard.



Fast forward to 1st December 2022, and it's a grandiose meeting hall in a larger-than-life casino at Las Vegas, a crowd of 3200 people shaking hands, nodding heads, laughing at jokes, clapping at cue and listening with rapt attention to Amy Webb as she paints a picture of the future! Nothing could have prepared me for such a drastic change. And I was not alone, human interaction in such a large scale seemed a bit difficult for quite a few of people initially at the PMI Global Summit 2022. However, as the Summit gained pace over 1-3 December, the diverse crowd really opened up to the new-ish possibilities of a changed future! Over three days, we met the stalwarts in the field of project management, including Lee R. Lambert, and heard them talk about their lives and their challenges.



To me, the value of attending this year's PMI Global Summit was the chance to meet and interact with people who I would have never met under normal circumstances. Seeing people enjoying the collective camaraderie, talking about their passions and why they were connected with PMI, learning about their incredible work in their respective fields made the journey worthwhile.

Closer home, the PMI Sydney Chapter celebrated the close of a successful year with a year-end party on 16 December at the Pullman Hyde Park. The evening started with emcee and our former Professional Development Director Leo Coco invoking the country and welcoming everyone in the room. Our President Omer Iqbal provided an account of the portfolios and outlined in brief our plans for 2023. We celebrated the contributions of our volunteers and the columnists for The Critical Path.

Then it was time for dinner and soulful tunes by the jazz band Jazz Royale. Post dinner, mentalist Andy Nunn enthralled the crowd with his almost mind-bending performance. As we moved on to dessert, drinks and sparkling conversations, Jazz Royale came back for an encore. There were some exciting gifts in store for the lucky ones sponsored by PMI Sydney Chapter and our partners M&T Resource. And, of course, we ended the evening with our mandatory group photo!



In this issue of The Critical Path, we have looked back into 2022 and looked forward into what we want from 2023. We also have some photos from the different events we organised or attended. Chapter announcements can be found in the News section.

As we move closer to the end of the year, The Critical Path Team and the PMI Sydney Board of Directors would like to wish you and your loved ones Happy Holidays and a great start to the New Year! The Critical Path would be back in February 2023.

We would love to hear from you and 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

Our '22 Recap and '23 Plans

The Critical Path Editorial Team

Rory Wilson

This year for me has gone by extremely quickly.

At work, my project work has expanded in remit and complexity and has been an interesting long-term piece of work to manage and which has challenged me professionally and helped me to expand my skillset. On the personal front, my amateur football team managed to overcome the odds and made the grand final, although ending up runners-up in the end but was a great season overall.

I'm happy for a year less interrupted and more connected socially and professionally (although Sydney's weather this year has presented its own challenges to this in some ways!) and for the chance to take a break over Christmas with family in other states, visit the beach and to see some international cricket over the summer.

In the new year, I'm looking forward to the opportunity to venture beyond Australian shores and take my first international travel since 2019. I'm also looking forward to expanding my own learning and development in the new year and further expanding my project skills and knowledge.

Kristy Dong

The year of 2022 was slightly special for everyone, whether it was the epidemic lifestyle slowly reaching to an end or events happening in our daily lives. The year also marked my shift from a student to a working person, and was a significant turning point for me. Also, I joined PMI Sydney Chapter as a volunteer in the Marketing team. Working on the PMI newsletter with my peers has been fruitful and motivating. The members of this team are all working extra hard to achieve the same objective. For me, as a newcomer to the field, joining this team was a fantastic opportunity to meet more people who work in this field and receive advice from senior team members.

For next year, I am looking forward to see us facilitate and promote more collaborative events for current students and fresh graduates. May 2023 bring back the day-to-day life we missed and embracing more new challenges.



Rory is the designer of this newsletter. And he has done an incredible job for the last 11 months.



Kristy is our social media champion – using LinkedIn to reach PMI members and well-wishers alike.

Malong Dong

2022 has been a year with lots of challenges. It's the 2nd year of the pandemic that we experienced continuous lockdowns and extended boarder closures. As a result, the labor shortages are intensified in 2022. The worldwide Great Resignation has worsened the situation.

On the project management front, the tradeoffs to deal with resource constraints may lead to project schedule delay, project scope reset and higher project delivery cost. On the resource management front, project leaders must think out of the box to attract talents through internal resource managers or external professional service providers.

The combination of labor shortages and supply chain disruption has forced project leaders to make difficult decisions one way or another in 2022. At the enterprise or organizational level, I am happy to see that many organisations have become more resilient and agile.

Project leaders working in a highly resilient and agile organization are more adaptive to the changing environment. I am thankful that project sponsors and project owners in such organisations are also more supportive and flexible to allocate resources, adjust timeframes, and reshuffle deliverables.

I am very excited that the worst part of the pandemic may be finally behind us. It means our life and work can eventually back to normal with less disruption. However, I am mindful that the new norm is not as same as the one before the pandemic. We still need to be resilient and agile post the pandemic.

I am very excited that the market conditions of recruiting project professionals may improve in 2023.



Malong is an editor of the newsletter content and someone who we turn to for opinion pieces on key news items.

Membership Update 2022

Sydney Mudau

As the Director of Membership for PMI Sydney Chapter, the year 2022 has been a year of growth and achievement for our organization. We have welcomed many new members to our chapter and have seen an increase in engagement and participation in our events and activities including 25th anniversary of Chapter .

One of the highlights of the year was the successful partnering with of ProjectBites. ProjectBites.com is a website that provides project management resources and tools for professionals, as a resource for improving their skills and knowledge in project management.

There are several potential benefits that members could potentially gain from using ProjectBites.com:

- Access to a range of project management resources: ProjectBites.com offers a variety of resources and tools, such as templates, guides, and case studies, that can help members improve their project management skills and knowledge.
- Professional development opportunities: The website may offer online courses, workshops, or other professional development opportunities that can help members stay up-to-date on industry trends and best practices.
- Networking and collaboration: ProjectBites.com may also provide a platform for members to connect with other professionals and collaborate on projects, which can be a valuable resource for career development and growth.
- Time-saving tools and templates: The website may offer a range of templates and other tools that can help members save time and streamline their project management processes.

This will provide valuable support and guidance to members at all stages of their careers. We have also continued to expand our professional development offerings for 2023, with a range of workshops and training sessions that have been well-received by our members.

Another area of focus for us has been building strong partnerships with local organizations and businesses.



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.

We have established several new relationships that have helped to increase the visibility and reach of our chapter, and we are grateful for the support of these partners.

Looking back on the year, I am proud of the progress that we have made and the impact that we have had on the professional development of our members. I am confident that with the support of our dedicated team and the commitment of our members, we will continue to thrive and grow in the coming year.

Following is the list of members who celebrated either 3, 5, 7, 10, 15 or 20 years of association with the PMI Sydney Chapter in November and December 2022. We thank you for your association, support and advice.

November 2022 Anniversary

Prefix	First Name	Last Name	Years of Membership
	Jacilyn	Ogrady	3
	Francois	Horion	3
Mr.	Daniel	Ferreira	3
Mr.	Eric	Liaw	5
Mr.	Pedro	Vozzone	5
Mr.	SUSHIL	ANAND	7
	Angela	Brady	10
Mr.	Anthony	Thomsen	10
Mr.	Royce	Lee	10
Mr.	Balan	Naidoo	10

December 2022 Anniversary

Prefix	First Name	Last Name	Years of Membership
	Juliana Karen	Jamal	3
	Jean Laval	Chue Him	3
Mr.	Chen	Kang	3
Mr.	Sam	Abbasi	3
Mr.	Surendran	Williams	3
Mr.	David	Smith	5
Mrs.	Yvette	Knox	5
	Brendan	van Drempt	5
Mr.	Eric	Liaw	5
Mr.	Jacques	Rene	7
Mr.	Jeroen	Lubbers	10
Mr.	Nathan	Richau	15
Mr.	Avtar	Nanuana	15

Beyond Project Management

Ibrahim Dani

Trust Your Guts

In December of every year, I reflect on what I've done and learned in the past year. One of my achievements this past year is what you are reading now: my regular corner in PMI Sydney Chapter 'The Critical Path' newsletter. I called it 'Beyond Project Management' because my aim is to broaden the circle of concern of project managers beyond the traditional scope, quality, cost and time constraints.

This time, I want you to add to your 'beyond project management' bucket the notion of trust your guts – it is likely that you know more than you think you know. When I wrote my first 'Beyond Project Management' article back in March, I was unsure how it would be received. Nevertheless, I trusted my guts and went ahead in my writings. Here I am, writing my 10th article this year – and all started because I trusted my guts.



As we move on in our life, we accumulate knowledge and skills: we change. We unknowingly treat the accumulated work and personal experiences as 'common knowledge' and we convince ourselves that everyone is aware of. We believe that our actions and knowledge are nothing but spontaneous and instinctive 'facts of life' which everyone do and know.



[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.

However, with some observation you will find out that some or even most of your spontaneous actions and instinctive knowledge are not as spontaneous and instinctive to others. This is nothing but a positive implication of the ‘boiling frog syndrome’, where you are not fully aware of the changes that happened to your behaviour and intellect as a result of the experiences you are continually collecting. As a Project Manager, you are accumulating more knowledge and skills in every project you are delivering. And because every project is different, you are in fact accumulating diverse knowledge and skills – you just need to trust your guts.

Melody Wilding in her interesting book ‘Trust Yourself’ dedicated a full chapter to ‘trust your gut’. Wilding explains that “The brain considers a situation, quickly assesses all your experiences, memories past learnings, personal needs, and preferences and then makes the wisest decision given the context. In this way, intuition is like an internal traffic light, cautioning you to slow down or to stop when a situation isn’t good for you or you’re not ready and giving you a green go-ahead to move at full speed when something is right.”

You should have more confidence in yourself, your knowledge and your experience. Continually test your knowledge and skills and increase your self-awareness. Wherever you are in the journey of life, chances are that you know more than what you think you know, and you can do more than what you think you can do. You just need to be more self-aware, get into the habit of attuning to what others are telling you, and attract your luck by surrounding yourself with people who would give you a little nudge.

Enjoy the festive season and trust your guts more in the coming year.

Coco's Corner

Leo Coco

2022 In Review

Where has the time gone??

What a year it's been with all of us getting back to 'NORMAL'..... So what was normal again?

It's been so long, that I have even forgot what normal is supposed to be! So, like everyone else. I just allowed myself to go with whatever the universe had planned for me.

All that project work in the market which slowed due to the level of uncertainty in the world during this Global Health Pandemic called COVID, is now seeing the flood gates open once again and projects have been in full swing this year with opportunities in the market to make higher than normal rates.

I hope we never live to see this all play out again.....

For someone who has been closely connected to and supporting others in the Project Management Industry for many years, I have had the privilege of seeing people who were struggling during covid with life and work, to now having reclaimed their lives, been reunited with their families and are now standing on their own two feet once again, and flourishing!



I also had the pleasure of working alongside some incredible individuals in PMI Global and PMI Sydney Chapter, including the Board Members of which I was fortunate enough to work with and was able to serve my fellow peers.



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.

As a Certified Resilience Coach, I remember ending 2021 briefing my different teams around the 5 Stages of Post Pandemic Adjustment and I tell you, I have watched each stage play out this year for myself and those around me on both a personal and professional front...

As a reminder, “The 5 Stages of Post Pandemic Adjustment” are:

- 1st STAGE – TREPIDATION**
- 2nd STAGE – PREPARATION**
- 3rd STAGE – ELATION**
- 4th STAGE – LAMENTATION**
- 5th STAGE – ASSOCIATION**

For Stage One, I myself and many of us, felt the uneasy feeling of going BACK to NORMAL. But our normal had changed.... ZOOM, MS Teams & Google Meet had evolved their platforms which had been updated with the many features that may have never progressed if this Global Health Pandemic had not occurred. But getting back to normal did feel a little strange and I sometimes found myself fighting to adjust!

Stage Two played out interestingly too as we all prepared to get back to it.... What time do we need to get up, is the bus service still running to get to work, where did I put my work clothes. Wearing a suit felt strange and the thought of having to pack a lunch even stranger..... not to mention having to work with some people whom I had not formally met face to face before. But we all pushed through!

Stage 3 was exciting to watch in both myself and others. For many people they were able to fully reconnect with their families, friends and not to mention the many life events (that pot postponed, cancelled, or put on hold) which we all started getting invited to again such as birthdays, weddings, and social events. Most of us were getting excited to be moving again and we started to see more interactions build within the PMISC community and scheduled events.

Over the last 3 years, we adjusted our lives to deal with what was happening in the world and definitely got used to things like taking the kids to school before work, didn't have to get changed into work clothes before starting work, had breakfast with our partners and kids before starting the day and basically reformed many new daily habits and rituals which suited our new way of existing. Well, this was Stage 4, and this is where many of us are still stuck today and trying to re-adjust from. It almost triggers a grieving feeling in us like we are losing something, and everything suddenly feels like it's getting more and more chaotic.

Luckily for me, I managed to learn much more about myself and my wife during the last year. Reconnecting with who I am, back to working on my goals, dreams, and aspirations. 100% is what I give to the things I do, and the feeling of reconnecting with others and the world again has been a joyous feeling overall to be honest.

Stage 5 is the most critical stage and for many of us, we will struggle to settle into the NEW World until we connect with others, this is a fact! When you settle into a supportive network and feel like your part of a community again is when you can fully adjust.... I know even up until this week; I still see many of my teams on video calls with their cameras OFF.... I can't say I fully understand this, being on a VIDEO call with your

camera off, but this is part of the adjustment process where we reconnect. I know for me going back into my clients' offices was the game changer when it all clicked into place for me, and things started to feel like a "new normal".

I had the pleasure of MCing PMISC 25th Anniversary Event this year and also travelled to PMI Asia Pacific Leadership Institute Region Meeting in Singapore! The rewards of working as Volunteer on the PMISC Board of Directors with PMI Global and serving the members of PMISC has been invaluable not only from the perspective of the exposure I had to the many talented and passionate leaders in PMI but also the learning opportunities which have allowed me to grow personally as an individual.

My end of year 2022 message to all our members is **“remote working isn't a privilege, it's a way of working, so don't forget to also keep moving, stay connected with others and make health your highest priority”**.

Wishing you and your families a wonderful Festive Season and Successful 2023!

ProjectizeMe

Louis Taborda

Making Project Management Easy to Teach

I've been teaching Project Management (PM) for over ten years now and it now seems to me to be such an easy subject to teach – if only we taught it in the right way.

I'm sure we all have our own stories of how we were first taught PM – in class or by the books we read. There would have been topics which include the Triple Constraint (aka the Iron Triangle), Gantt Charts, the Critical Path Method, and very possible the Earned-Value Method. These techniques are highly prized by the profession, and one just has to know certain things to be able to pass for a PM. Like knowing the difference between a risk and an issue – [click this link quickly if you are unsure](#) – it is just a quick way of checking the “knowledge” of someone claiming admission to our club.

Take this up a few notches and you will want to get a PMP Certification so as to remove all doubt. Because that is what a



[Dr Louis Taborda](#) is a project professional and passionate educator at the School of Project Management, University of Sydney. He is also founder of [Projectize.Me](#) a start-up Social Enterprise. All the views expressed here are his own.



credential is – a symbol of having attained knowledge it sends a signal of achievement and accomplishment. There is nothing wrong with having a PMP to signify that one's professionalism is based on sound knowledge. It is just that this can be a difficult road when someone is new to PM and there is always a temptation to gain the symbol, without the knowledge.

To put it another way: Is the PMBOK the best way to learn PM? [The question is posted on LinkedIn](#), so I will not impose my own opinion here. What I will say is that I have been exploring fun and easy ways to teach PM that do not have to begin with the processes and techniques that a professional needs to have in their PM toolbox.

The central premise is that absolutely everything can be viewed (at least in our profession) as the result of a project – whether it is a building, an object, an event or even an experience.

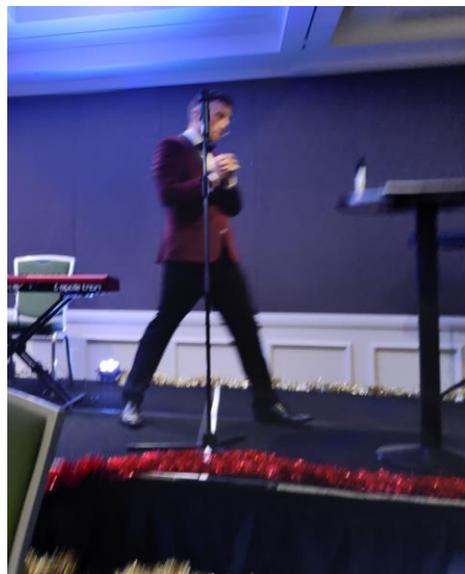
For a PM newbie, the activity begins by identifying something (anything) that exists in our world here and now. The task for the student is to go back in time to the point of its creation and to reflect on the conditions under which it was created. This archaeological approach to teaching PM gives us a means to link PM to a student's passion as they can begin with their “favourite anything” and work backwards to explore how it came into being, reflecting on the people and processes that made it a reality.

There is much more to be said about this approach which aims to engage the students by recasting PM as a mechanism that can direct their passion to similarly create deliverables or outcomes they find meaningful. This pedagogy is closely related to Experiential Learning in that students learn (not by doing, as in the traditional definition) by studying and reflecting on what has been done. It is not as powerful as getting one's hands dirty managing a project, but it does provide an endless number of case studies of PM in action. It may not teach students the hard skills of calculating the Critical Path, but it can offer a historical context for appreciating the business case, identifying stakeholders, exploring risks and understanding both success and failure – a unique story crafted for each student's specific interests that can provide the motivation for them to learn the more difficult aspects of our profession.

I'll take this opportunity to wish everyone a great Christmas and a Happy New Year! And given the festive season, a great project to analyse through the “archaeological lens” might be [Coca-Cola's creation of the Santa Claus we know and love today](#).

Chapter News – December 2022

PMI Sydney Chapter Year-End Celebrations Photos



Chapter News – December 2022

Photos from PMI Sydney Chapter and PM Partners Event to announce ATP Partnership



Chapter News – December 2022

PMI Sydney Job Opportunity

PMI Sydney Chapter is looking for an Admin Assistant to help us with daily administrative tasks. It is a part-time role and a great chance for someone to work with experienced project managers in an agile set-up. More details would be released on the website, job sites and social media in a few days.

There are exciting things happening in 2023 and we would be happy to have you!

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 Sydney Mudau at membership@pmisydney.org and Omer Iqbal at events@pmisydney.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@pmisydney.org with your contributions or suggestions.

Photo of the Month

PMI Singapore



About the image

PMI Asia Pacific Group at the PMI Global Summit 2022