



**Project
Management
Institute.**
Sydney, Australia

The Critical Path

July 2022



Contents

July 2022

2-3	Editor's Note	Himadri Chowdhury
4-6	12 Tips to Build Sustainable Credibility	Lonnie Pacelli
7-9	PMDOK2022 Project Management Research Summit	PMDOK2022 Organising Committee
10-12	Beyond Project Management	Ibrahim Dani
13-15	Coco's Corner	Leo Coco
16-17	ProjectizeMe	Louis Taborda
18-21	Chapter News	PMI Sydney
22	Membership Updates	Sydney Mudau
23	Photo of the Month	Yuan Xiao

Editor's Note

Himadri Chowdhury

The mid-year quickly came and went, bringing with it another round of interest rate hikes, inflation, grocery price hikes across the board, and an unemployment rate of 3.5 per cent, lowest since August 1974. While that is a boon for jobseekers, with almost one job per one unemployed Australian, economists warn that this might trigger another rate rise very soon from the Federal Bank trying to stem the inflationary pressures.



Interest rate hikes, as mainstream media keeps on reminding us, would add more pressure on the average household, already grappling with fuel and electricity rate hikes. The mortgage payments have been rising steadily and have started putting brakes on real estate prices across the major cities. Though a lack of employees is forcing employers to increase pay and benefits for employees, for smaller firms, it means scaling down operations, or, in extreme cases, refusing order intake.

It looks like there would be several adjustments in the short term before things start falling back into place by the end of the year. And that's if the war in Ukraine comes to an end and supply chains start getting back on their feet. However, going by a recent Reuters report, a dozen or so developing countries are at a risk of defaulting on their loans owing to a multitude of factors. While it's probably not going to hit our shores, Australia may not be immune to the economic volatility this causes in the world markets.

There are quite a few things to look forward to as well. The Commonwealth Games start on the 29th of July in Birmingham and we have several medal hopefuls in the Australian contingent. We wish for nothing less than a repeat of the Olympic performance. Closer home, the signs of unity and solidarity with our Pacific Islands neighbours were clearly visible during the recent summit attended by our top leaders. It looks like we are finally on the same page on the climate crisis, which would likely have been a sticking point for some time. And there might be some encouraging news on the Australia-China trade relationship, as reported by the media in the recent times.

The Census 2021 results are here and there are no surprises for guessing that NSW continues to be the largest state with over 8 million people, and Greater Sydney remains the largest city in Australia with 5.2 million people, though closely followed by Melbourne with 4.9 million people. The median age of all Australians remains at 38 years in 2021. Males make up 49.3 per cent of the population while females make up 50.7 per cent. For more interesting stats, visit the [ABS Site](#).

The July issue of The Critical Path republishes an interesting blog from ProjectManagement.com, 12 Tips to Build Sustainable Credibility by Lonnie Pacelli. We also have a Sneak Peek of the upcoming PMDOK2022 Project Management Research Summit, being organised jointly by the PMI Sydney Chapter and the School of Project Management, University of Sydney.

In Beyond Project Management, Ibrahim Dani brings up an ethical question to provide us a lesson on the transition from mindless obedience to mindful obedience, with a hint of intelligent disobedience. Louis Taborda talks about influential projects in ProjectizeMe, while focusing on apt imagery for the same. Leo Coco is back with his take on the top ten traits for successful project managers in Coco's Corner. There is a quick summary of our July 12 event, along with other news from the Chapter and the PMI community and an invitation to participate in our photography contest.

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

12 Tips to Build Sustainable Credibility

Lonnie Pacelli

The Scenario:

1. Bert was an external hire with an impressive resume showing how he managed a team of individual contributors.
2. Wanting to make a good impression, in his first few team meetings, Bert tried hard to befriend the team, using humor and self-deprecating comments to appeal to them. Things started off great.
3. After a month on the job, the team started seeing inconsistencies with what Bert had on his LinkedIn profile and how he verbally described his experience.
4. The team started asking him questions about how he handled situations in his last job, but many of Bert's answers were evasive and vague.
5. Bert missed a crucial deadline from his boss Eva. He never notified her that he would miss the deadline and she had to press him for the status.
6. Bert's interaction with his team became less frequent and more evasive.
7. Eva grew increasingly concerned with Bert's lack of credibility and started having skip level discussions with Bert's team.
8. After three months of giving Bert an opportunity to establish credibility, Eva acknowledged that she made a mistake in hiring Bert. He was moved to an individual contributor role to give him a chance to turn things around.
9. Bert was eventually terminated, having never gotten over the credibility hump.
10. Five years later, one of Bert's former team members was a manager at a new company. Bert's resume came across her desk. "No way," she thought as she moved on to the next resume.

The Message:

Earlier in my career, I attributed credibility primarily to what I knew and how I could demonstrate my knowledge to those around me. As I experienced the hard knocks of becoming a leader, I came to realize that my knowledge was only a small part of building my credibility. Having sustainable credibility as a leader means:

- Knowing what you are expected to know and admitting when you don't know something
- Walking the credibility talk with customers, colleagues, leaders, and followers
- Delivering what you say when you say it will be delivered



From the [Helping Project Managers to Help Themselves](#) Blog by [Lonnie Pacelli](#)

The [Helping Project Managers to Help Themselves](#) Blog is based on over 35 years of project management and leadership successes and failures. Get practical, concise nuggets on both hard and soft skills to help you deliver projects successfully with minimal friction.

Republished from [ProjectManagement.com](#) with the permission of PMI.

As a scaled-up leader, you'll be assessing the credibility of your followers to ensure they can drive results. This means you have internalized what makes a person credible. Internalizing the credibility characteristics means you practice them yourself. Assessing the credibility of others when you yourself have credibility issues is like the person who lives in a glass house throwing stones at others. Leaders are expected to be sustainably credible if they want to be followed.

Need to work on your credibility? See which of these 12 tips might help you get over the credibility hump:

- 1. Match actions to words** – There's a reason this is first on the list. People watch what you do and listen to what you say. If there's a mismatch, your actions will be believed over your words. This is a huge credibility killer. Always ensure words match actions.
- 2. If you don't know something, say so** – It's cringing to watch someone be evasive or try to guess their way through an unfamiliar topic. If you don't know something, say, "I don't know, but here's when I'll follow up with the answer."
- 3. Think and act "win-win" with colleagues** – Colleagues want to trust you. If you look at your interactions as, "for me to win you have to lose," then others will view you as untrustworthy regardless of your command of the subject matter.
- 4. Don't position yourself as least-worst** – There are times, like competing for a job, when you do want to win over colleagues. Winning doesn't mean berating others to make yourself look better—that says, "I may be bad, but he's worse." By all means, note bad behavior when you see it; just don't use it to make yourself look good.
- 5. Don't oversell what you know or what you've done** – I've seen many resumes where someone has oversold themselves, but when talking with them I saw a cavernous gap between reality and resume. Be accurate in what you know, what you've done, and results you've delivered.
- 6. Don't confuse credibility with charisma** – Great leaders typically possess charisma that enhances their credibility. Not-so-great leaders rely on charisma to cover up credibility gaps. Charisma is great, but don't let it take the place of credibility. You'll get found out over time.
- 7. Don't let a due date silently slip by** – Being credible means you do what you say, when you say you'll do it. Going silent on an expected action raises questions about whether you'll do what you said. Don't underestimate this trait; it's crucial not only for you to do but also for you to hold others accountable when they promise something by a certain date.
- 8. Explain the why** – As a leader, followers want to know the rationale behind your thinking, particularly when you're making a potentially unpopular decision. Get used to asking yourself why you're taking a particular action, even if you don't have to explain it to others. Building this habit will be helpful when you have to expose your decision rationale to others.
- 9. Be the same persona all the time** – Are you an in-person Jekyll and a social media Hyde? While you may think it's safe to express yourself freely online, colleagues, customers and followers will see your online comments and extrapolate them to predict how they may be treated by you. Don't think for a minute you can keep your personas separate.
- 10. Admit it when you're wrong** – Credible people not only freely admit when they're wrong about something, but they can learn from it. Mistakes are going to happen; those who can't admit it or make the same mistake over and over again never get over the credibility hump.

11. Plan and deliver results realistically – At the end of the day, credible people plan and deliver results based on reality. Note I'm not using the “under-commit-and-over-deliver” baloney mantra that weak leaders use. Plan to reality, manage risks and issues, ask for help when necessary, and deliver.

12. Don't undercut your own credibility – Poking a bit of fun at yourself or admitting shortcomings are good signs of a confident leader. However, when overdone you could inadvertently convince others you might not have the credibility to be followed. If it looks like you're not confident in your own ability, why would others view you as confident?

The Consequences: By not taking intentional action to build your credibility, your consequences could include:

- **You won't be believed** – No amount of words can make a non-credible person credible. Colleagues, customers and followers simply won't believe what you have to say.
- **Your opportunities will be limited** – A leader won't give you a big problem to solve if they don't think you have the credibility to solve it.
- **Your non-credibility ghosts will follow you** – Simply put, people have very long memories, particularly when those who are expected to be credible fall short. Today's colleague or follower could be tomorrow's potential customer or boss.

The Next Steps:

1. Look through the 12 tips and decide on your three greatest opportunity areas.
2. Review your assessment with a trusted advisor who is willing to tell you what you need to hear, not what you want to hear.
3. Commit to being held accountable by your advisor.
4. Put actions in place to address your top three.
5. Review your progress with your advisor.
6. After you've put new habits in place to address your top three, pick the next three, and so on.

Exclusive Preview: PMDOK2022 Project Management Research Summit

The PMDOK2022 Project Management Research Summit aims to follow-on the pre-COVID19 tradition of hosting an annual gathering of Australian academics.



Sponsored by PMI Sydney Chapter and the School of Project Management at University of Sydney, this year's summit brings together engaged project management professionals with researchers and educators from academia with the shared goal ***Develop Our Knowledge***.



PMDOK2022 will be a hybrid event held on the 30th September 2022 – Australia-wide on Zoom and physically hosted at the University of Sydney.

We aim to rebuild our community of engaged project scholars over the next few years with PMDOK2022's one-day program having something of interest to practicing project managers, leaders and academics while offering a unique opportunity for the exchange of experience and knowledge.

We have exclusive inputs from the Organizing Committee of this year's PMDOK.

From Louis Taborda – Convenor

As the inaugural chair of the successful Academic Program that part of the PMI Australia Conference (in 2017, 2018 and 2019) I saw the growing interest in bringing together practitioners with scholars – each learning from the other!



I think we need to do that again because project management is a living, evolving discipline and the transfer of knowledge between research and practice is vital. Besides being a cute and catchy acronym, PMDOK2022 really is about “Developing Our Knowledge” together. Attending PMDOK2022 will not just be educational, informative, fun and earn you PDU's!

Louis is a lecturer in the School of Project Management, University of Sydney with over 25 years of project management experience. He was awarded the Distinguish Contribution to Project Management, PMI Australia, 2018. Louis is a lecturer in the School of Project Management, University of Sydney with over 25 years of project management experience. He was awarded the Distinguish Contribution to Project Management, PMI Australia, 2018.

We want you to actively engage in identifying and exploring the problems faced by practitioners; share in the latest research thinking from scholars around Australia; and actively participate in discussions on the thornier aspects of project management and delivery that are rarely explored.

We are still putting together what promises to be a stimulating PMDOK2022 program for both researchers and practitioners.

Our call for research papers closes on the 14th August 2022, after which the program and ticketing information will be released. In the meantime, feel free to [contact me](#) or join the [Engaged Project Management Scholars](#) group on LinkedIn if you would like to participate or have ideas to share.

From James Prater

One of the issues that I had to grapple with when undertaking my PhD was getting feedback on my research from other than my supervising team.

Keep in mind that the support I received from my supervising team was fantastic, but presenting a research paper to an audience that included practitioners and eminent researchers opened doors to further conversations, whilst at the same time challenged my thinking about my own research and led to the development of follow up research paper in an area that I had not previously considered.

That is the environment we want to create with PMDOK2022 and I strongly recommend that any PhD candidate grab any and all opportunities to present their initial results as the feedback you receive is invaluable.

From Karyne Ang

When I think about conferences, often the scene that my mind conjures up is, one sitting down in the audience and listening to a string of speakers passionately presenting particular aspects of project management. Occasionally, that passion can be contagious and inspiring. Alternatively, there are panel members on stage having a debate about a particular topic or issue. But why bother attending when I can have a similar experience (especially if I am on Zoom) watching a YouTube video?

We did not want another passive conference experience in the PMIAC2019 Academic Track. Instead, we ran interactive sessions like World Café sessions. These are facilitated brainstorming and knowledge sharing sessions which where all participants can share their views and experiences. What made that session relevant and exciting was that the conference participants themselves are recognized as the experts. We gathered around topical themes and had practitioners and academics from diverse backgrounds drawing upon their own knowledge to share multiple perspectives.

The way the session was designed and moderated enabled everyone in the 'café' to have a voice. An output of the session was comprehensive list of ideas across multiple project management themes. But the real value of the session was the active knowledge transfer and sharing between all participants.



James has held senior IT project and program management roles and he received his PhD in 2020 from the University of South Australia. He researches the impacts of optimism and politics on software development projects.



Karyne is an active academic working across a number of Australian universities. She received the Research Achievement Award from PMI Australia, 2018 for her research on Stakeholder Value.

People were able to network, discuss, debate and experience very different viewpoints in a very short time. We aim to do that again in PMDOK2022 with lively sessions that bring people and diverse ideas together so the stimulating conversations can long after the session ends!



#PMDOK2022

Project Management Research Summit

30th SEPTEMBER 2022

Developing Our Knowledge

Calling all
Project Management
Academics + Educators + Practitioners

The banner features a central graphic of two stylized human heads, one orange and one yellow, facing each other. Inside each head are gears and plus signs, symbolizing thought and knowledge. A glowing lightbulb is positioned above the space between the heads, with dashed lines connecting it to the top of each head, representing the exchange of ideas. The background is a solid dark blue.

Beyond Project Management

Ibrahim Dani

Intelligent Disobedience

The (true) story goes, a young nurse, fresh out of nursing school, was assigned to a hospital emergency room. A cardiac patient was rushed in. After a quick assessment, the experienced emergency room doctor ordered the new nurse to administer the medication he judged the patient needed. The nurse was stunned because she had been taught that this particular medication carried grave risks for a cardiac patient. The nurse told the doctor that she has been taught that particular medication could be fatal in this patient's situation. The doctor was bristled at the questioning of his decision and in a raised voice and stern glare told the nurse "You just do it!"

What would you do if you were this freshly graduated nurse, and the doctor was with years of experience? Imagine yourself as the nurse. If you administer the medication and the patient dies, how would you feel? How will you face the patient's family? But what if the doctor was right? What if your refusal to act endangers the life you are trying to save? How will you live with that? There is no time to hesitate. Do you obey or disobey?

The nurse quickly thought of an alternative other than either obey or disobey. She hooked up the IV bag to the patient, injected the medication the doctor had ordered into the bag, and called the doctor over and told him that the medication is ready. All what needed was to open the valve on the IV bag. The nurse said that she couldn't do it because it violated her training. The doctor would need to open the valve himself. This was enough to get the doctor to rethink the risks and the other options that were available. The doctor changed his order to administer a different medication. The nurse promptly did, and the patient recovered fully.

What happened here is that the nurse moved from mindless obedience to **mindful obedience with a hint of intelligent disobedience**. The nurse clearly understood the order, examined the situation and made a conscious choice. At times, those in authority may not be at their best, yet the responsibilities of their position require them to act. We must be able to see them as both having legitimate authority and human frailty, and at times be prepared to question them, correct them, or even disobey them. We can't say "we were just following orders."



[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.

A disastrous outcome for “just following orders” is the story of [Air Florida Flight 90](#) in 1982. The Boeing 737 plane hit the bridge over Potomac River in Washington DC on take-off, hit 7 vehicles on the bridge before plunging through the ice into the Potomac river, killing 74 of the 79 passengers and crew onboard, plus 4 civilians on the bridge. The official cause of the accident was Pilot Error. The Pilot misinterpreted the reading as instrument error and turned down the First Officer warnings.

Taken from the cockpit voice recorder:

First Officer: *God, look at this thing. That doesn't seem right, does it? Uh, that's not right.*

Captain: *Yes it is, there's eighty.*

First Officer: *Naw, I don't think that's right, Ah, maybe it is.*

22 seconds later, the plane crashed into the bridge and plunged into the Potomac river. That last recording was of First Officer one second before impact “Larry, we're going down, Larry...” Had the First Officer not surrendering by saying ‘Ah, maybe it is’ and somehow intelligently disobeyed the Captain, 78 lives -including his own- would have been saved.

The story of the nurse, Air Florida Flight 90, and other similar stories are included in the remarkable book [Intelligent Disobedience – Doing Right When What You're Told to Do Is Wrong](#), by [Ira Chaleff](#). The author argues that the danger lies in teaching obedience too well, so the habit of unquestioning obedience is carried into adulthood. From politics to sports, from financial institutions to religious instructions, from education system to law enforcement, there are stories of individuals and whole departments who went along with programs or orders that came from higher levels that defy common sense or our values as people.

[Bob McGannon](#) in his pragmatic book [Intelligent Disobedience – The Difference between Good and Great Leaders](#) talks about ‘redefining courage: assessing your courage and risk profile relative to acting with intelligent disobedience.’ While acknowledging that no tool can predict with 100% accuracy whether you should perform an intelligently disobedient act in a certain situation, the author provides an interesting and practical ‘intelligent disobedience model to assess courage and risk’. The model examines your ownership level of the outcomes, your desire to act smartly, the impact of the outcome on you, your business environment and your family; your intuition, your ability to conduct the necessary homework, and your personal view on the ethics of acting or not acting. Not taking an action can be an act of intelligent disobedience, as in the nurse story above.

As a Business Leader or a Project Manager – and even as a parent, it is important to **break the habit of mindless obedience and teach mindful obedience**. You can do this by:

1. Teaching that obedience should be a **rational decision**, not a reflex.
2. Creating **awareness** of the existing habit of mindless obedience and the potential negative values of unquestioning obedience – when needed.
3. Promote the idea that **alternative responses** to blind obedience are acceptable, preferred and even rewarded.
4. Protect the subordinate who displays **appropriate disobedience** and commend the use of intelligent disobedience when it occurs.

When weighing the right course of action, we must give our own perceptions, training, and values equal validity to the perspectives of those in authority. We should not constraint ourselves with the two options of obey or disobey. There are often other options that can lead to better outcomes. When you face a situation, **understand** the environment, **examine** the alternatives, and make a **conscious decision**. Remember, if you obey an order, you are still accountable regardless of who issued the order.

Coco's Corner

Leo Coco

The Top 10 Traits of a Project Management Professional

One of the most critical attributes I've discovered while working within the Project Management Industry for Project Managers is that all the top performers are multi-dimensional, and they all hold a broad range of skills and abilities.

In my personal experience over the last 20 plus years and having worked with some of the best in the industry, I have seen the following 10 traits emerge almost as “superpowers” for what I have seen in top performers in the Project Management space. You could use this list of essential skills as a cheat sheet to help uplift YOU as a Project Management Professional.

- 1. Master Negotiator:** One of the most essential skills to becoming a successful Project Manager is the art of negotiation. It's important to master the art of negotiation, as you will leverage this skill not only with your teams but also with your stakeholders. However, no one is born with those refined skills, so one of the best ways to level up and shortcut the path to becoming a master negotiator is to learn from someone who has already mastered the art. Here is a link as a starting point - <https://www.projectmanager.com/training/how-to-negotiate-better>
- 2. Trust:** When individuals and teams interact with each other as part of project management, they are placing a high amount of trust in each other's professional abilities to guide them through the journey they are all about to embark together. Trust is built on a foundation that takes time as we all get to know each other, and one of the best ways to build that foundation is to leverage the principles stated in Steven Covey, “The Seven Habits of Highly Effective People.” Covey masterfully illustrates the power of leveraging principles such as honesty, integrity, fairness, and human dignity to build unbreakable of trust with those you interact with.
- 3. Hard Work:** Anyone lured into the project management industry to be a Project Manager by the promise of earning good money will inevitably come face-to-face with a hard dose of reality about what this involves... Becoming a successful Project Management Professional is hard work! There are no shortcuts, and the temptation to take on bigger projects before you might be ready may likely result in the “1 step forward, 2 steps back” paradigm. Learn about people and



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.

become familiar with the dynamics of managing complex projects and your time will come without a doubt.

4. **Get Organised:** To be successful in project management is to master the art of juggling hot potatoes while riding a unicycle and spinning a dozen plates... Or at least that's how it feels some days! Project management professionals learn early on that the only way to keep your head above water is to really master the art of being organised. There's no room in the industry for someone who doesn't organise and structure their day, as this chaos ends up flowing through their teams as well.
5. **Communication:** You will struggle as a project management professional if you don't have great communications skills. Unfortunately, most people aren't born with the ability to communicate effectively. The only way to really refine your abilities is to practice, practice and keep practicing. Being mentored by those who have already mastered the skill is a great place to start and accepting feedback provided to you by your stakeholders and your team is a wonderful source of insights about how you communicate.
6. **Listening:** If you can master this skill, this is a game changer too...The sister skill to great communication is that of good listening. Learning how to listen effectively is a secret superpower that far too few in general seem to master.
7. **Patience:** Sometimes the hardest part of the project management game is that we want to "hurry up" and get the project delivered. Many times, we face issues and problems during delivery requiring us to use other skills like negotiation and conflict resolution. But the harsh reality is that a big part of being successful in the project management game is learning how to not only be patient, but to also manage the patience of your sponsor and stakeholders effectively. While waiting may seem difficult as a project manager, be aware that it's more excruciating as a stakeholder waiting to see the benefits of your project. One thing which separates the pros from the average is the ability to also instill patience in stakeholders when your project has for whatever reason.
8. **Flexibility:** Sometimes when we embark on projects, there is only thing for certain, being "to expect the unexpected" Anyone with experience knows that few statements could be more than accurate in describing this industry and the excitement it offers. Learning to be flexible and keeping an open mind to challenges you may face while delivering a project will not only do wonders for your career trajectory, but also do wonders for your stress and anxiety levels.
9. **Social Skills:** Ultimately, many aspects of project management are directly linked to the mastery of social skills. Cultivating emotional intelligence and using those soft skills in your management of your teams, vendors and stakeholders can be another superpower which can propel you far ahead of your competition. Be authentic in getting to know your team and stakeholders at a different level as this will also help build trust in those you work with or for.
10. **Leadership:** Lastly, the keystone upon which all the others rest, is mastering the art of leadership. Perhaps no other single skill is more powerful than this, and no other skill can provide the catalyst to accelerate your career the way that leadership can. Learning to lead effectively is something that many spend a lifetime studying, and

after putting in our “10,000 hours” many times over, we could arguably say we have many opportunities to develop these skills to a greater depth. I recommend reading the book by John C Maxwell to help with this area called “The 21 Irrefutable Laws of Leadership”.

If you aspire to stand out and reach the top of your game in the Project Management industry, then cultivate these 10 traits and you will become an unstoppable force in the industry. Start building up these superpowers in yourself today and watch your career take off!

To Your Success!

Images of Projects

Louis Taborda

PMI has identified the top 50 most influential projects for 2021 and it is an interesting collection worth spending a few minutes (or hours) reviewing. I find these lists a great way of introducing my students to the diversity of modern projects and in the first class I ask them to pick their favourite Top-3 and discuss them in groups.

Not surprisingly the top project for 2021 is related to the rollout of the COVID-19 vaccine and there is a picture of a medical professional administering an injection to an old man. As you go through the list you will find there is a common template used for each project on the list: there is a picture, a few paragraphs describing the project which is followed by a timeline describing key milestones relating to the project. Nothing unusual in that but the repeated pattern with eye-catching images related to each project soon got me thinking:

What would a picture of your project look like?

If you want to play along, you should stop reading this article for a minute to think about what might be a representative image of your project?



The Sydney Opera House makes a great project management case study and but is this classic image taken during the Vivid festival a good representation of the project?

I play a variant of this exercise with my students to spark a discussion on what a project might look like. I put up images associated with famous projects like the Sydney Opera House.



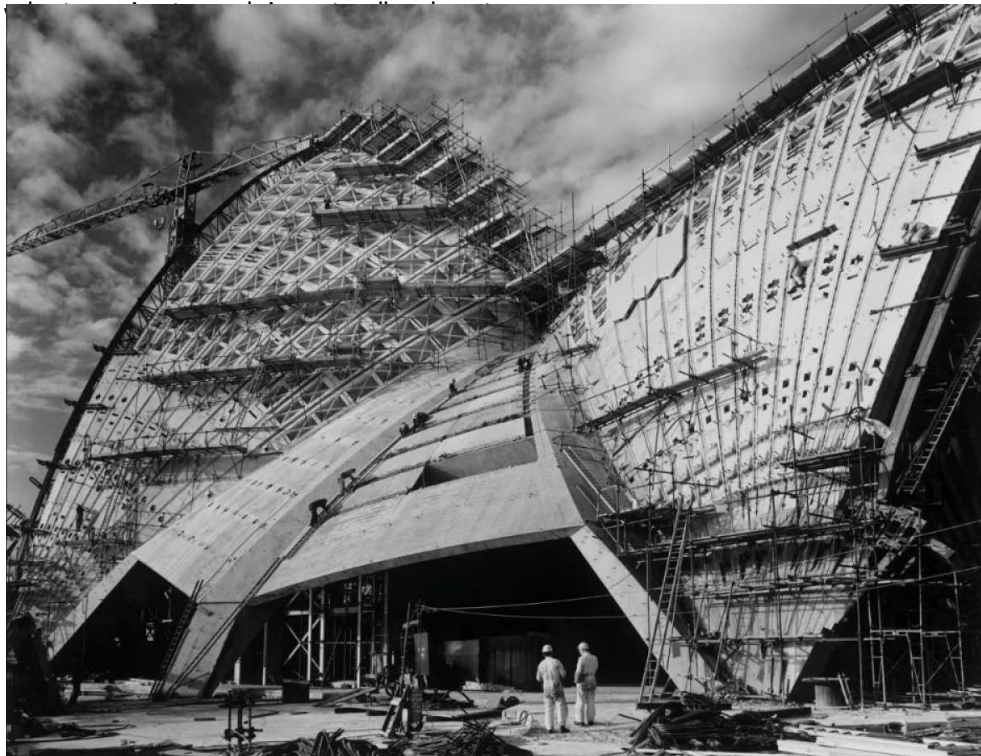
[Dr Louis Taborda](#) is a project professional and passionate educator at the School of Project Management, University of Sydney. He is also founder of [Projectize.Me](#) a start-up Social Enterprise. All the views expressed here are his own.

(which made #50 in PMI's earlier list of the top 50 projects of the past 50 years), Apollo 11 mission (#2) or Dubai's Burj Khalifa (#15) and ask them to consider if the pictures are an accurate representation of the project.

The aim of this exercise is to get an appreciation of the "project lifecycle" and to make them appreciate that much of the work that is done (certainly by project managers) in projects has taken place long before the product or service sees daylight. The fact is that most of the images of PMI's Top-50 projects are actually pictures of the (end) product.

You might have similarly thought of an image for your project that is more related to the product you deliver rather than the somewhat less exciting office space and computer that you are working on most days. If you are lucky enough to work on something tangible like a construction project, you may have more interesting photos showing stages of the building - but even then, there has been a lot of invisible work that would have taken place earlier. Maybe your project is a small part of a much larger program of work - in which case I'm curious as to what picture you chose for your project. Was it the widget you are responsible for, or the entirety of the system that will utilize it.

Whatever the case, it may be natural to overlook the effort undertaken during the project itself and skip to visualizing the end result. After all, that should be our guiding vision and what matters the most anyway - even if it might be an inaccurate picture of



The Opera House shells under construction, 1965.
Image: Max Dupain, State Library of NSW

Chapter News - July 2022

PMI Sydney Chapter Event – Project Management Challenges in Digital Age

The digital age is changing the way people manage projects. Hybrid working is here to stay since the onset of the pandemic. What challenges will you face as a project manager in the digital age? Guest speaker Dharam Singh, who is an authorised PMI training partner instructor, offered his insights with fellow members of the PMI Sydney Chapter in an event held on 12 July in Sydney.

Dharam kicked off the talk with the trend of adoption of Artificial Intelligence – research finds that the adoption of AI among project professionals will increase from 27% to 35% in the next three years. Therefore, he suggests that a set of digital-age skills is needed to embrace the trend – ability to make data-driven decisions, data science skills, and an innovative mindset.

After two years of pivots and resets, organisations are setting into new ways of working. Dharam pointed out the challenges faced by project leaders. This includes disconnected and disengaged remote workforce, lack of alignment and low morale. To overcome these challenges, Dharam's advice for project leaders is to shift the focus on people strategy and understand what people are good at. This, in turn, will make the teamwork smarter and build strong affinity for novelty.

Dharam then elaborated the concept of high-performance teams in the digital age. He compared dysfunctional teams and high-performance teams. The key building block for high-performance team is to nurture the right culture, which encourages innovation and adapts disruptive technology shifts. Project managers are expected to adapt to new opportunities and challenges in the age of digital disruption.

The presentation was wrapped up by our guest speaker with a clear message of making training and development a priority. The digital environment has offered a more convenient and flexible way for talent development.

- Compiled by Malong Dong



Chapter News - July 2022



Chapter News - July 2022

Evening Event - The Role of an Integrated and Optimised Project Management Plan in Achieving Project Success

Dr Moe Mojtahedi presents this evening event, which will explore the components of a proper project management plan and the integration and optimisation of components to achieve better outcomes in managing a project. Register at the link below:

<https://pmisydney.org/events/evening-events/pmisc-28-july-2022-evening-event-the-role-of-an-integrated-and-optimised-project-management-plan-in-achieving-project-success>

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@pmisydney.org with the subject line "PMISC Photography Contest". Remember to send high-resolution photos in JPG or PNG.



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@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.

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 either 3, 5, 7, 10, 15 or 20 years of association with the PMI Sydney Chapter between April and May 2022. We thank you for your association, support and advice.

PMI Sydney Member	Years of Membership
Julia Braga	3
George Awad	3
D Shamil Perera	5
Justin Gilmour	5
Ben Slater	15
Mark Ferguson	25



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.

Photo of the Month

Yuan Xiao



About the image

Yuan Xiao submitted this stunning image of the Sydney Harbour Bridge at sunset, amidst cloudy skies that have been a recurring theme for Sydney over the past months.

Congrats Yuan, you are our July winner and a shiny new PMISC mug is headed your way!