The Critical Path
November 2022

**Project
Management
Institute**
Sydney, Australia
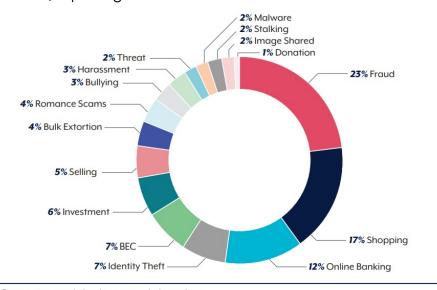
25 YEARS

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November 2022

Editor's Note
Himadri Chowdhury

$42 Billion. Let that sink in. This is what UNSW Canberra cyber security expert Nigel Phair estimates Cybercrime costs Australia's economy every year. The figures from the government are slightly better – an Australian Institute of Criminology (AIC) Statistical Bulletin puts the total economic impact of pure cybercrime in 2019 as approximately $3.5b. This encompasses $1.9b in money directly lost by victims, $597m spent dealing with the consequences of victimisation, and $1.4b spent on prevention costs. Victims recovered only $389m. Be it 42 or 3.5 or something in between, we are clearly talking big numbers here.

In 2020, there were 59,806 cyber crimes reported. In 2021 it went up by 13% to 67,500. And some experts say this is just the tip of the iceberg. The Australian Cyber Security Centre (ACSC) opines that the increased dependence on the internet during the pandemic has significantly increased the attack surface and generated more opportunities for malicious cyber actors to exploit vulnerable targets in Australia. No sector of the economy was immune from cyber criminals – from government agencies to large and small organisations, even families and individuals.

A majority of these attacks were Ransomware as a Service (RaaS) and the ACSC recorded a 15 per cent increase in ransomware cybercrime reports in the 2020–21 financial year. Using a software to block access to your computer till money is paid has now become commonplace with instructions and expertise easily available on the Dark Web. Hacking has also been organised with some state-sponsored entities targeting Australian businesses, especially critical infrastructure.

Note: Percentages rounded to the nearest whole number.

Figure 1: Cybercrime reports by type 2020-21 from ACSC

The last two major hacks – Optus and Medibank – have especially rattled everyone in the business and the government. So much so that the Federal Minister for Home Affairs and Cyber Security Clare O'Neil announced the formation of a multi-agency task force to combat cybercrime. Called the Joint Standing Operation (JSO), the task force will merge the efforts of the Australian Federal Police (AFP) and the Australian Signals Directorate (ASD), an agency of the Defence Department. We can argue that it is too little too late, especially when 9.7 million Australians had their private health data

exposed after the Medibank hack. However, it is likely signals that the government are taking this seriously now and it's not the proverbial locking of the stable after the horse has bolted.

In this issue of The Critical Path, we have an article on Cloud Computing by Varun Pant, President of Data Management Association (DAMA) and PMI's research paper on Global Megatrends 2022, where Cybersecurity is one of the megatrends. In Coco's Corner, Leo Coco discusses the simple tips and tricks that would help you become the project management leader you've always wanted to be. Louis Taborda talks about Objectives in Projectize.Me and how they need to elaborate and change throughout the project lifecycle. In Beyond Project Management, Ibrahim Dani discusses "Luck" and why we need to be in it to win it.

PMI Sydney Chapter recently completed the Elections for 2022 and here we have exclusive news on the newly elected Board Members. We also have some photos from the PMI Leadership Institute Meeting in Singapore and some important Chapter announcements in the News section.

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

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PMI Global Megatrends 2022: Cybersecurity
PMI

Protecting the confidentiality, integrity and availability of data is a necessary response to digital disruption. With so much digital data being generated and the explosion of remote/hybrid working, this often means guarding against cyberattacks, which have become larger, more frequent and more sophisticated.

By 2025, global cybercrime costs could reach US$10.5 trillion annually. PMI and PwC's research shows that over one-third of organizations face cybersecurity concerns when using technology to improve decision-making and outcomes for projects.

While IT departments may be responsible for overseeing cybersecurity, everyone has a part to play, including contractors and temporary staff. Here are three considerations for how project managers across the organization can work with cybersecurity teams, HR and other functions to mitigate cyber risks:
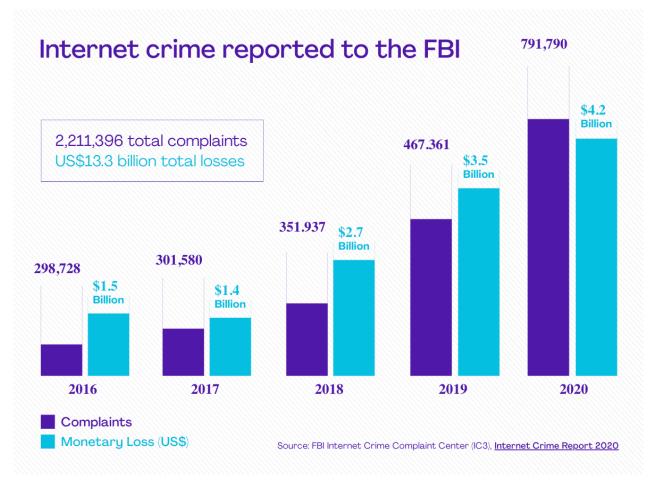
1. Improve cybersecurity awareness. Regular training on how to spot scams and implement best practices can fight complacency and help employees recognize evolving threats. The effectiveness of training also needs to be measured, for example, by looking at the number of suspicious emails reported or cybersecurity costs.

2. Create a culture of shared responsibility. "The wider business needs to buy into the importance of cybersecurity as a collective agenda," says Fady Younes, cybersecurity director at Cisco Middle East and Africa. "Employees must feel a sense of duty to safeguard information."

3. Manage third-party cyber risks. Research shows that two-thirds of large enterprises suffered software supply chain attacks in 2021. Steps to minimize such risks include creating a centralized vendor repository, assessing and monitoring the risk for each vendor and putting appropriate controls in place.

Data from the FBI shows that both monetary losses and complaints are rising dramatically, with phishing and similar attempts increasing 110% between 2019 and 2020 and extortion rising by 78%. Identity theft rose the most of any type of cybercrime, increasing 170% in one year. People over 60 comprise the largest group of victims of monetary loss. This group of near- or already retired people reinforces the need for better training and protections both in and outside the workplace.

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Internet crime reported to the FBI

2,211,396 total complaints
US$13.3 billion total losses

791,790

$4.2
Billion

467.361

$3.5
Billion

351.937

$2.7
Billion

298,728

$1.5
Billion

301,580

$1.4
Billion

| 2016 | 2017 | 2018 | 2019 | 2020 |

■ Complaints
■ Monetary Loss (US$)

Source: FBI Internet Crime Complaint Center (IC3), Internet Crime Report 2020

After the U.S., the U.K. accounted for the highest number of victims of cybercrime, followed by Canada and India.

The stories of giant hacks and compromised personal data that we read with increasing frequency must spur all of us to develop our awareness of these risks and take extraordinary care to guard against them.

Prioritizing Cybersecurity: Interview With Fady Younes
Fady Younes is cybersecurity director at Cisco Middle East and Africa.

"The pandemic has been a wake-up call," says Fady Younes. "Employees need to be kept secure on every device, from wherever they choose to work." To manage the risks posed by highly distributed teams, security must be at the core of network infrastructure. "This includes vendor consolidation, secure collaboration solutions for file sharing and communication, and workforce education."

Younes shared the results of research conducted by Cisco Talos that provides insight on the pervasive nature of the threat. "Nearly 70% of ransomware attacks resulted from cybercrime tools widely available for purchase. Known as 'commodity trojans,' ransomware attacks often found on the dark web are effective against systems with patching and endpoint vulnerabilities.

"Chief information officers and chief technology officers play an increasingly pivotal role in assuring that digital transformation continues to be embedded not only in the long-term strategic direction of the company, but also its day-to-day IT operations," Younes

stressed. "The chief information security officer, meanwhile, drills down to strategize the securing of all systems and data. They must work in harmony."

Customized, scalable cybersecurity solutions are "mission critical," Younes adds. And for information security (IS) teams to create effective security frameworks, "training and support are key components, whether it be developing the right strategy, being equipped with the tools to ensure best practice or having access to training and ongoing capacity building."

But Younes warns that apathy can set in. "Sadly, many do not understand the true level of responsibility required by all to keep the company safe. The truth is that a compromise can come from any angle, even something as simple as clicking on the wrong link or file in an email. And with this minor action, the results can be catastrophic."

Introduction to the Cloud
Varun Pant

As Project Managers, we are entrusted to deliver the outcomes of the business case, while balancing the triple constraints of time, cost and scope and trying to anticipate the challenges brought about by an ever-changing project landscape - ensuring that the risks are managed within tolerances, and benefits are realised.

To be a good project manager, it is important that one has a balance of skills- understanding of the business, a bit about technology as well as data and information management.

Today, we will discuss a bit about cloud.

Cloud is ubiquitous. Chances are that you use the cloud in one form or another. If you have used Gmail or use Office 365, you are using cloud.

In today's world, especially post-Covid, when we are all getting used to working remotely, the cloud holds a lot of promise to support the workplace of the future.

At the same time, it is worthwhile to estimate the risks and evaluate them against the benefits, before deciding to keep your sensitive data in the cloud.

History:

In July 2002, Amazon created its subsidiary Amazon Web Services, with the goal to "enable developers to build innovative and entrepreneurial applications on their own." In March 2006 Amazon introduced its Simple Storage Service (S3), followed by Elastic Compute Cloud (EC2) in August of the same year.

The notion of network-based computing dates to the 1960s, but many believe the first use of "cloud computing" in its modern context occurred August, 2006, when then Google CEO Eric Schmidt introduced the term to an industry conference.

What is cloud computing?

Cloud Computing has the following characteristics:

> On demand self-service: cloud service customer can provision computing capabilities, as needed, automatically or with minimal interaction with the cloud service provider

> Broad Network Access: cloud service customer users can access the resources from wherever they need to, as long as

Varun brings over 25 years of experience in crafting solutions that solve real life problems and delivering digital transformations to achieve business outcomes, with a specialisation in Information Management. He is currently working at eHealth NSW and oversees the planning, and governance of enterprise data and information management, and provides strategic advice about the feasibility and suitability of proposed solutions to achieve business outcomes.

the resource is network accessible, using a wide variety of clients including devices such as mobile phones, tablets, laptops, and workstations.
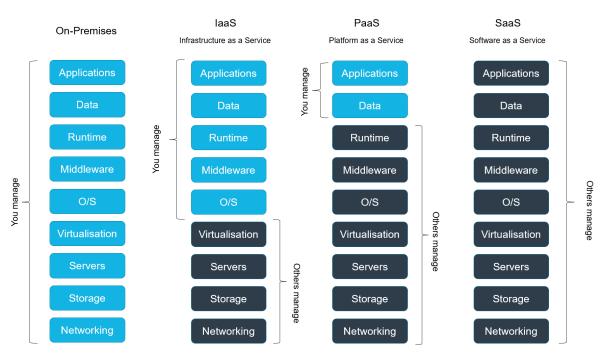
Resource Pooling: allows multiple tenants to share the core infrastructure, thus improving resource utilisation and bringing down costs. The biggest benefit as a project manager is not having to estimate capacity.

Rapid Elasticity: allows the users to obtain additional resources, compute, storage space, etc as required to meet the workload.

Measured Service: usage can be monitored, controlled, reported and billed. You can think of it as pay-as-you-go pricing, paying only for what you use.

Cloud service delivery models:

The various cloud delivery models are Infrastructure as a Service (IaaS), Platform as a Service (PaaS) and Software as a Service (SaaS).

AWS, GCP and MS Azure are major players in the IaaS space. You can provision and use infrastructure, and bring you own OS, host applications and maintain data. You have the most control and can make use of the scalability.

Then you have PaaS, where you can use the cloud to develop applications on a hosted platform, like AWS Elastic Beanstalk or Force.com, or even Service Now.

In SaaS, you just use the service out of the box with minimal configuration! The Cloud Service Provider is responsible for virtually everything except some minor configuration, but it comes at a cost of not having enough control.

Cloud deployment models:

Public cloud: the services are potentially available to any cloud service customer

Private cloud: services are for the exclusive use of a single cloud service customer- more expensive, but more secure- often used for heavily regulated industries

Community cloud: service is offered to a limited set of cloud service customers with similar interests or shared set of concerns.

Hybrid cloud: Any combination of the above

Benefits of Cloud Computing:

Moving to cloud computing may reduce the cost of managing and maintaining your IT systems

OpEx instead of CapEx: No need to pay the cost of all hardware upfront

Cloud computing makes data backup, disaster recovery, and business continuity easier and less expensive because data can be mirrored at multiple redundant sites on the cloud provider's network. Cloud solutions are usually more resilient and redundant with the proper configuration.

High Availability and ease of backups means that you are better protected against data loss due to corruption or ransomware

Rapid Elasticity and scaling and no need to guess capacity

Central maintenance and upgrades by experts

Automation and support for DevOps and DevSecOps

You do not have to reinvent security, and the Cloud Service Provider provides a lot of the functionality to keep your cloud secure

Risks of Cloud Computing:

Loss of control over the physical infrastructure and sensitive data

The multi-tenant nature of the cloud environment leads to increase in attack surface (anyone, including hackers, can access the cloud, esp. in multi-tenant SaaS)

More complex and layered cloud environments, especially multi-cloud environments

Less support for compliance and audit as there is limited visibility

Portability challenges and risks of vendor lock-in/ lock-out

Risk of breakdown of tenancy isolation, potential for data leakage, improper data disposal/ hardware disposal.

Knowledge concentrated with Cloud Service Providers

Concluding remarks:

Cloud computing is a balancing act - the benefits around reduced costs, agility, and ease of functionality (virtually everything in cloud computing is API based) counterbalances the additional cost of control design and implementation for information protection.

Studies have shown that humans are the weakest link, and most of the data breaches in the cloud are caused by misconfiguration.

Most of the challenges are not in the design of the cloud, but the configuration and operation of the cloud.

Cloud is hard work, but the benefits are worth it.

Beyond Project Management
Ibrahim Dani

Attract Your Luck

A few years back on a flight from Melbourne to Sydney a young man sat in the seat next to me. As soon as he settled in, he pulled up a few raffle coupons that he got from the airport. He got these tickets from some marketeers who were promoting a new product and distributing raffle coupons for cash and other prizes. I remembered seeing them at the airport, but I didn't bother to stop and pick up any coupon. Maybe because down deep I wasn't feeling lucky and thought that I wouldn't win a prize anyway. I looked at the young man next to me as he was diligently completing the coupons with his name, address and phone number. I was saying to myself this man really thinks he is lucky and that he is going to win a prize. He looked at me, and as if he read my mind he said: "Mate, you need to be in it to win it". A very good point. I didn't think that I would win any prize and therefore, I didn't pick up any coupon. He thought that he will win some prizes and got some coupons, and even more, he is meticulously filling them. The result: clearly, there is no way I would have won anything; and probably he would have won something. Simply put, he attracted his luck while I deliberately pushed it away.

You need to be in it to win it. If you want to get better at playing a musical instrument, you need to practice playing it as much as you can. If you want to advance in your job, you need to rub shoulders with the right people. If you want to meet your other half, you need to mingle with eligible bachelors. If you want to win the lottery, you need to buy a ticket. If you want to be lucky, you have to attract your own luck.

You might say that you are doing all of this and trying hard to attract your luck. Yet, you are not getting any results. This is very

[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.

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possible. This might mean that you need to consider alternative ways to attract your luck – you may not be writing your phone number clearly on your 'luck coupon'. Think differently, ask new people, visit new places, read different books and articles, check out different websites and apps, watch other television channels or programs, take a different route to your work or school, sleep and wakeup at different times; break the routine in some way or another and some results ought to happen.

One more thing I would like to add here. An important component of 'attracting your luck' is to be prepared when your luck strikes. You have to be ready for what you are attracting. If you are working on getting a promotion at work, make sure that you are ready, willing, and able to take on the duties of the new position when opportunity knocks. There is nothing worse than 'nagging' to get that new position, only to find yourself overwhelmed with the new duties and responsibilities of the new position when you get it. It is much better to be prepared for an opportunity even if it didn't happen, rather than getting an opportunity when you are not ready to exploit it.

Good luck attracting your luck.

Coco's Corner
Leo Coco

How to become the Project Management Leader You've Always Wanted to Be

Firstly, do you consider yourself a leader?

Leadership skills are highly sought after, and I think we need more Leadership focus within the Project Management space.

Let's be honest, Leadership can be challenging. It's part science and part art. The science can be learned through conventional means. The art is learned through practical and what I call "LIVED" experience. The ability to combine both separates the GREAT Leaders from the others.

As business environments and the world continues to rapidly change, this is creating a great demand for those with leadership skills, particularly as it relates to leading others through change. In the past, managers were tasked with maintaining the status quo. This is no longer true.

When we think of Project Managers, if you can lead others through change, you possess one of the most valuable workplace skills.

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 quoted on www.prosci.com – "Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. We apply

change management by helping individuals impacted by a change make the successful personal transitions that enable them to engage, adopt and use a change. Both project management and change management support moving an organisation from a current state (how things are done today), through a transition state, and to a desired future state. Project management focuses on the tasks required to successfully design, develop, and deliver the project, initiative, or technical solution. Change management focuses on the people impacted by this change and enables them to engage, adopt and use the change."

Leaders have the ability to change organisations and the world around them. Leadership skills are highly learnable and extremely valuable. Advancing your skills may be the best way to also advance your career in Project Management.

If you've always wanted to become an effective leader, then you're in luck. There has never been a better time to enhance your ability to lead others. There are more opportunities to learn these skills than ever before and also never been a greater need for these skills right now.

I know what you're thinking already, and I also know the debate over whether leadership skills are innate or learned, which has been debated forever. So, is it possible that some people are born with the natural attributes that support effective leadership, while the rest of us are relegated to be full-time followers? Or is it possible that anyone can LEARN to become a great leader?

While all this is debatable, there's little doubt that we are all capable of becoming more effective leaders.

Let's be honest here, even a moderate increase in your leadership skills can have a positive impact on your personal and professional life.

Fortunately for us as Project Management Professionals, there's never been a better time to enhance our leadership skills. There's a plethora of information available out in the marketplace, and some of it's often free.

Many famous leaders throughout history learned their leadership skills on the fly. They were passionate about a cause and developed the ability to lead and inspire others along the way.

I want you to know that you can greatly strengthen your leadership skills, regardless of your current level of expertise. Being shy or introverted won't prevent you from becoming an effective leader. In fact, many of history's greatest leaders were introverts!

So, there are many ways to strengthen your leadership skills. The most effective way to take your skills to the next level is to actually practice. I want you to realise that there are many opportunities each day to gain more experience, even outside of work.

Take advantage of every leadership opportunity in which you can hone your skills more by:
1. Developing a project/program vision and share it with your team/s. Take the necessary time to determine the goal and the associated path to achieving that goal.

Goals are significantly more effective when they have a deadline and a clear objective for achievement.

- Lay out the path to follow to complete the objective. Include your team/s in the strategy session. Listen to the feedback you receive.
- Show your team members how they will benefit from the collaborated achievement of the goal.

2. Demonstrate your values. Many team members aren't sure what to expect from an unknown project manager/leader. Each person has their own code of conduct. Let everyone see what you stand for. Each decision you make provides an example of your moral code.

- Your own behavior sets the boundaries for everyone else. Be confident enough to let your team/s know what you expect from others.

3. Have a positive attitude. Even if things have taken a turn for the worse, make sure you keep your chin up. The attitude of your team will rarely be better than the attitude which you're demonstrating.
- Not only will you feel better, but also your team will perform at a higher level and feel confident about the future.

4. Work on your communication skills. These skills are critical. Make every effort to develop your ability to communicate effectively. Ask yourself these questions on a regular basis:
- Does everyone know what I expect from them?
- Does everyone know what they need to know?
- Can everyone on the team communicate the goal of our project accurately?
- Am I listening effectively to each team member?

5. Find the optimal way to motivate each team member. This can actually take some time to discover. At the very least, always make the time to encourage and compliment each team member regularly for their efforts.

6. Demonstrate how much you care about being successful as a team. You determine the commitment of your team members by the amount of commitment you demonstrate.
- No one will care more than you do. No one will work harder than you do. Demonstrate how important the project is to you.
- Your commitment provides motivation and inspiration to others.

7. Be likable, but serious. If you're likable, others will do their best to help you. Aren't you more likely to help a friend than an enemy?
- Being likable isn't the same as being a pushover. Hold people accountable but be fair. If you want others to take the project seriously, you must be serious, too.

8. Maximize your strengths and allow your team to handle tasks that you're weaker at. It's rare that someone has all the required skills necessary to complete a significant project alone. Stick to what you do best and allow those on your team with the requisite skills to fill in your blanks.
- Focusing on being at your best makes those around you more confident. Admitting

- your weaknesses demonstrates that you're smart, humble, and committed to success.

9. Learn and advance your skills. The most effective way to enhance your leadership skills is to find a mentor with skills and personal attributes that you admire. If you're unable to find a suitable mentor, there still are other options.
- Books. There are countless books on the subject of leadership. Peruse those with the best reviews and put them to work. Avoid limiting yourself to a quick read. It's not just about educating yourself. You must apply the information regularly to see improvement.
- Websites. Leadership is a popular topic. There are plenty of free articles and videos to keep you busy for a lifetime.
- Formal education. There are seminars, webinars, and even courses covering the topic of leadership.

Anyone committed to becoming a more effective leader can find the necessary information to take their skills to the next level.

So, practice makes perfect. Take advantage of every opportunity to learn and practice Leadership Skills. It's not possible to master anything without intention and prolonged effort. Learn a little each day and apply it passionately. Review your results and seek continuous improvement.

It's fact that, while more than half of all effective leaders seem to be extroverts, introverts also have several advantages in leadership roles. Avoid allowing an introverted personality to be an obstacle for you. It's really a blessing in disguise.

Few people make a concerted effort to truly grow their Leadership Skills. You will be surprised how quickly you can build your LEADERSHIP muscles if you make the effort.

Becoming a more Skillful Leader requires education and experience. You're less likely to enhance your skills without putting in the time and effort. So, I encourage you to take advantage of any Leadership Opportunities which come your way so that your skills will grow.

Leaders are MADE and needed in Project Management!

To Your Success!

Leo Coco

Elaboration Across the Lifecycle
Louis Taborda

Every project management professional knows the difference between project initiation, planning and execution – the basic stages of a project. But the challenge many of my students struggle with is that there seem to be significant repetition when we progress through the lifecycle. There are sections in a Business Case (take objectives, for example) that are also present in the Project Charter, and then again in the Project Plan, which need to be tracked during execution and ultimately tested during the final acceptance stage of a project.

Maybe you do not see a problem with that? Of course, project objectives need to be visible continuously throughout a project to ensure we are working towards them. Yet, if you reviewed a project's documentation (where a comprehensive set exists) you will likely find that the description of the objectives changes over the lifecycle.

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.

Now imagine you are a student learning about this for the first time, and you are asked to write a strategic objective for the business that then needs to be translated into a project objective, which then might get expanded into planning objectives and finally deliverable objectives – are they the same thing? Do we simply cut and past them from one document to another? Or are they different in each phase?

Clearly, the original objectives can evolve as they are better understood over time – subject to scope / change control of course. In reality, there can also be significant pauses between project phases (just think of how long it might take to get a business case approved!) making it likely that different authors are responsible for the objectives in each document. But our students do not have the benefit of elapsed time or interaction with project stakeholders, so the easy answer they arrive at is to reproduce the original objectives in each project management document.

What my students are missing here (apart from the fact that this is clearly a very traditional project lifecycle I'm discussing and Agilists would be up in arms) is that this is not what happens in reality.

What happens (in both traditional and agile projects – but at different timescales) is that the objectives, and the more specific requirements, are "elaborated" and take on the specific language associated with the solution that is under development. As we know more about how the original objectives are to be met, they can be detailed to better communicate what is to be delivered by the project.

A strategic objective for a new Sydney Harbour Crossing can morph into a project Harbour Tunnel, which can become the Western Harbour Tunnel and perhaps finally be described as the Rozelle Tunnel? In this idealised progression, each phase provides more details, clarifying exactly what will be delivered with evident traceability back to the original motivation.

To complicate matters, few project sponsors play the (idealised) game and start by articulating their high-level needs. Instead, they too often focus on a solution of their own interpretation of the design – for our example, a sketch of how they want to destroy the Inner-West with the unsightly Rozelle Interchange. Which makes it essential that the next generation of project professionals can understand exactly how objectives and requirements should be elaborated through the lifecycle – and just as importantly, how to abstract from a proposed solution to the actual needs that exists. The latter being necessary to provide the project the opportunity to design and deliver the best possible solution to meet the actual needs.

Chapter News – November 2022

Update on PMI Sydney Chapter Election 2022

The Nominating Committee has reviewed all applications and has identified three eligible and suitable candidates for the Board.

As there are less candidates than vacancies, the Nominating Committee has endorsed the appointment unopposed of these three candidates. There is no requirement to proceed with an election in this instance.

The PMI Sydney Chapter Board is pleased to announce the three candidates who nominated, and successfully passed, all eligibility and suitability requirements in the recent Call for Nominations.

Your Incoming Board Members

Please welcome our incoming board members for 2022, who will have a two-year term.
- David Barrios
- Eric Liaw
- Omer Iqbal

You can learn more about each of our incoming board members through their election statements, provided below.

We would like to thank our outgoing board members – Leo Coco and Jasmin Craufurd-Hill for their service and support of the Chapter.

The incoming board members, and the allocation of roles, will commence and be determined at a Chapter Board meeting in the coming weeks.

Our thanks to our Nominating Committee – Red, Tim, Dean and Cath for facilitating this excellent result.

David Barrios

https://www.linkedin.com/in/david-barros-738a792/

David Barros has over 15 years of Project Management and Consulting, mostly leading Global Projects in both Public and Private Sectors, with exposure to a very wide range of Industries.

David was born and raised in Portugal, studied Information Systems in Bristol/UK, has

been in Australia just over 6 years and has an international profile, having lived, and worked in several countries.

He is currently a Senior Project Manager overseeing Projects in APAC & also a PMO, responsible of coaching project managers, creating and rolling out new processes & best practices at Snow. He has recently been enrolled as a Guest Lecturer at the University of Sydney.

He is PMP, PMI-ACP, Prince 2 and ITIL certified and experienced in Agile and Hybrid Project Management. He has been part of the Sydney Chapter for a few years, has volunteered for PMI as a Global Awards Evaluator and was involved with PMDOS initiatives. David has also been the Vice President of Membership for the ACS (former Australian Computer Society) Toastmasters Club.

David is a devoted father of 2, loves to hike, trying new experiences, socializing, team building activities, sports challenges, reading and investing.

He likes to connect and is passionate about people and their journeys. He brings along a broad perspective of life, culture, and business, being an avid reader & having completed over 100 bestsellers over the last years in areas such as Management, Leadership, Psychology, Personal Development, Productivity & Technology.

Election Statement

I strongly believe in the value of project management as a profession, PMI as an organization, our Chapter, and the skills and impact it creates for individuals not just on their careers, but also in their personal lives, which is often overlooked.

If I am given this opportunity, I will support PMI Sydney's current and future initiatives, and provide governance to reach our Chapter's strategic goals.

- Assisting with the management of events - regular meeting opportunities enable networking, continuous learning and creating a feeling of community and belonging
- Re-igniting the mentorship program and PMDOS initiatives
- Usage of Social Media to increase collaboration, networking, learning and support between members
- Building and leading a dynamic group of volunteers who will drive a diverse range of initiatives for our members
- Increasing Chapter Memberships and finding innovative ways to add value for members
- Creating linkage with recruitment firms for providing/sharing job opportunities for PMI members
- National & International collaboration with fellow Chapters for knowledge and effective strategy sharing

It's important to increase the diversity of the Chapter membership in industry sectors and gender. This will lead into increasing and retaining membership of both the PMI Sydney Chapter and PMI nationally.

I look forward to work together with the Board and propel our Chapter, in this new post Covid-era.

Chapter News – November 2022

Eric Liaw

https://www.linkedin.com/in/ericymliaw/

Eric Liaw is a passionate project management and transformation professional with a strong finance background. He has held leadership roles, delivering project solutions, effective execution and transformation across the hospitality, aviation, and engineering industries for over 20 years.

Mr. Liaw has been volunteering for the PMI Sydney Chapter since 2018, including mentoring and providing events support. Currently he is the Marketing Analyst providing support to the Communication and Marketing team. In 2019 he was the Associate Director of Communication and Marketing and designed the Marketing Data Analytics Framework for the Sydney Chapter. This provided membership insights to the Board which formed the basis for formulating strategies to promote the mission of Sydney Chapter.

Mr. Liaw has previously served as the Treasurer and Events Director for DAMA Sydney Branch, a data management professional organisation. Following the sudden departure of the committee, he stepped up and used his organisation, relationship building and stakeholder management skills to ensure the continuity of the Sydney Branch. He will bring a fresh perspective for the betterment of the PMI Sydney Chapter Board.

Mr. Liaw earned a bachelor's degree in Accounting at the University of NSW, a Project Management Professional (PMP)® and a Wicked Problem Solving Practioner.

He lives in Sydney for over 30 years, married and proud father of two children. An advocate of lifelong learning, he continuously expands his knowledge and willingly share it with others.

Election Statement

I have demonstrable skills, experience and knowledge that I can utilize when fulfilling my role in the Sydney Chapter Board and serving its members.

I am aligned to the Sydney Chapter Board to re-connect and re-engage with present and past members, promote the Chapter value proposition and create more value for the Chapter and its members.

Volunteers are intrinsic to the success of the Sydney Chapter. I will advocate greater recognition tangible and intangible for all volunteers.

Chapter News – November 2022

Over 25% of the members have been in the Sydney Chapter for more than 5 years. I want to tap into the skills, high EQ, experience, good judgment and wisdom of senior members for betterment of the Chapter. In addition I will promote the assets of these senior members to support junior members in their project management career.

Finally, I will advocate new initiatives to support new and prospective members career growth as a channel to retain members and grow the Sydney Chapter membership base.

Omer Iqbal

https://www.linkedin.com/in/helloomer/

I am a Civil Engineer, a PMP-certified practitioner and currently studying MBA from AGSM UNSW. I have 15 years of work experience in diverse construction projects, including Oil n Gas, Coal Mining, Hydropower Tunnels, Roads, Bridges, Telecommunication, Railways, Airports and Commercial Buildings.

For the past few years, I have provided my expertise in Infrastructure projects for TfNSW and Australian Defence. My greatest strength is finding solutions to complex project life cycle challenges. I am also a guest lecturer at UNSW where I am a tutor for Construction & Project Management related subjects.

I support initiatives to protect our climate and strongly advocate diversity and inclusion in all fields of life. I wish we all could do more for this planet. One of my wishes is to travel more and explore diverse cultures and the beautiful landscapes of this world.

I enjoy uplifting EDM, Coldplay, U2 and Linkin Park. In addition, I go on long drives, walks, and some hiking in my leisure. I also like to study and keep myself on par with current affairs and geo-political development.

Election Statement

I have held a few positions with Sydney Chapters Board since 2019, including President and Events Director. I believe PMI Sydney Chapter provides a safe and nurturing environment for upcoming PMs and a place to share the success stories of experienced fellows. In addition, PMI Sydney Chapter has excellent potential in connecting talent with industry and professionals with academia. At the same time, it also acts as a source of inspiration for individuals considering Project Management as a profession.

Chapter News – November 2022

I have ambitions to bring about executive changes in governance and operations to better support our PMI Sydney Chapter Membership Community. In addition, more focus on networking events and professional development opportunities will benefit our membership engagement.

Chapter News – November 2022

PMI Sydney Chapter ATP Partnership Announced

PMI Sydney Chapter is excited to announce our association with PM Partners, a well-respected PMI Authorized Training Partner, for all PMI-accredited courses. This partnership will provide our members with much-needed access to authorised and high-quality project management training both face-to-face or online (Hybrid), with special member discounts available.

To start this exciting journey together and formally announce the opportunities available to all members, we would like to welcome you to an event planned on the evening of Wednesday 23 November 2022 at 6 PM at PM Partners' offices at Clarence Street in Sydney CBD. Senior members from PM Partners and PMI Sydney Chapter Directors will be the hosts for the evening, explaining the benefits to members and answering any questions you may have. Mr Quinn Dodsworth from PM Partners will be our special guest speaker presenting insights to the PMI learning pathways, PM-Partners Agile offerings and will also run a fun exercise for all present on the night.

The event will be hybrid and all registered participants will receive a Zoom link in their inboxes before the event. We encourage you to attend onsite if you're available so you can also meet the team from PM Partners and your peers for some post-presentation networking, drinks and nibbles. See the event details below and use this link to REGISTER. Hurry, limited spaces available!

We look forward to seeing you there!

Location: Level 5, 45 Clarence Street, Sydney NSW 2000

Date: 23 November 2022

Time:

Registration from 5:30 PM

Event starts 6 PM (drinks and nibbles)

Session Details:

45-minute presentation

15-minute Q&A

Networking from 7pm – 8pm

1 PDU available

Chapter News – November 2022

PMI Sydney President Omer Iqbal and Professional Development Director Leo Coco recently attended the PMI Singapore Leadership Institute meeting – sharing some photos from the event. their time in attendance.

Chapter News – November 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!

Mark the Date – PMI Sydney Christmas Party on 16 December

Yes, we are organising a Christmas Party. Mark the date on your calendar. More details on location and timing would be released soon on the website and LinkedIn.

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.

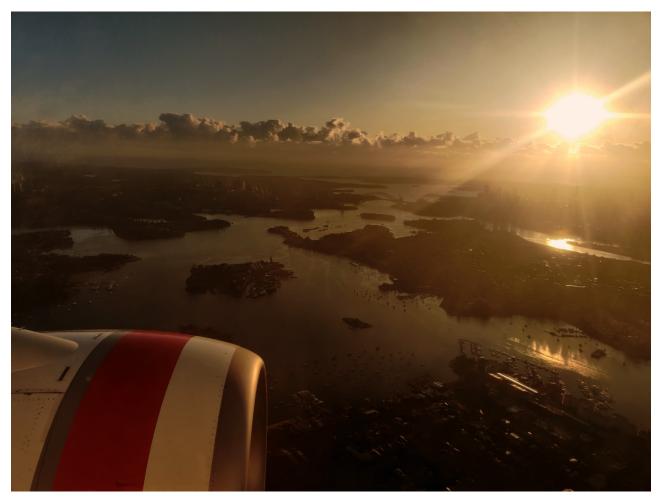## Contributions Wanted for the Newsletter

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.

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Photo of the Month
PMI Sydney

About the image
Sydney from the sky in the morning, shot by Himadri Sekhar Chowdhury on the way home from Perth this month.