



**Project
Management
Institute.**
Sydney, Australia

The Critical Path

October 2022



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Editor's Note

Himadri Chowdhury

Summer is here, at last, though not without the occasional spells of rain and flooding across large parts of the state. Let's hope the frequency and severity come down soon and we get bright blue skies and dry outfields. Yes, if Summer is here, can Cricket be far behind?



For some of us who are still not aware, Australia is hosting the ICC T20 Men's World Cup at this very moment. 16 teams are vying for the coveted World Champions title and trophy at seven stadiums across the country. There have been some pretty tense encounters in group matches already. Australia started the campaign on a disastrous note, losing spectacularly to arch-rivals New Zealand in their opening match at the Sydney Cricket Ground. However, they quickly redeemed themselves via a Marcus Stoinis record-breaking knock against Sri Lanka in the next. The India-Pakistan match was the real cliff-hanger of the tournament so far, going right down to the wire, till a brilliant Virat Kohli snatched a win for India. The tournament continues till mid-November, with the final scheduled at the MCG on the 13th. Go ahead, catch a glimpse of your cricketing heroes at the venues or the telly.



In the recent months, another consistent theme has been ruling the soundwaves – Cybersecurity. PMI has labelled Cybersecurity as one of the Global Megatrends in 2022 and predicts that by 2025, global cybercrime costs could reach US\$10.5 trillion annually. We have seen the impact up close. From Optus and Telstra to Medibank, Australian companies are falling victims to large-scale cyber-attacks, compromising the security of millions of customers. It's more important now to stay on top of our digital footprint and protect our identities than ever before. Watch this space next month for our special issue on Cybersecurity.

In other news, PMI Sydney Chapter Election 2022 is underway, with the call for nominations opened last week. There are still a few days to review and submit your applications. Please review the information in the newsletter and on the website. This is a fantastic opportunity to get associated with PMI in a leadership role. Give it a thought. If you do not want to join the Board, there are several volunteering positions available with the Chapter. There's a lot you can give back to the profession.

In this month's Critical Path, we have republished an article from PMI covering the pitfalls of project teams practicing perfectionism. We have also highlighted the speakers from Australia and New Zealand who are presenting at the PMI Global Summit 2022 in December in Las Vegas. In Beyond Project Management, Ibrahim Dani talks about a new concept – Civility Intelligence – and how it can impact not only your current work, but your reputation as well. Leo Coco discusses why Courage is one of the most important tools in a leader's arsenal in his column Coco's Corner. And, in Projectize.Me, Louis Taborda discusses a very important, but often neglected subject, project failures.

There are other news items from the Chapter completing the newsletter.

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

Best,
Himadri Sekhar Chowdhury
Editor, The Critical Path

The Dangers of Perfectionism for You and Your Team

Yasmina Khelifi, PMI-ACP, PMI-PBA, PMP

At school in France, we were primarily evaluated by the number of mistakes we made and less by our progress. What was important was to attain excellence and perfection.

Fast forward to my professional career, I have worked in many teams with many people—and some of them have proudly said of themselves, "I'm a perfectionist."

I recently thought about all of the different project managers I have worked with over the years, and how I managed teams. Being in a technical environment, I have worked with technical experts and many demanding people. I used to think I was a perfectionist...until I worked with many of them. I now see how damaging it can be.

Here are some things to keep in mind with perfectionism...

1. It results in an individual mental burden.

On the individual level, being a perfectionist forces you to redo and rework (documents, slides, speeches, etc.). It is exhausting because your mind is not at peace until everything is done exactly as you want it to be done. You wrestle with your inner critic. And when you get a negative comment, your self-confidence takes a hit and you work even harder to reach so-called perfectionism. The cycle continues.

In the long term, it can damage your mental and physical health. In some cases, perfectionism stems from a stress reaction. It can serve as a wake-up call that you need to alleviate your stress.

Think back to the last moment you were a perfectionist in your activities. How did you feel? Was it worth it? Next time, can you try to let it go and see what happens?

2. It's a teamwork killer.

When you work alone, being a self-perfectionist can damage your mental health. But if you work in teams and apply the same level of so-called perfectionism (or is it mania?) to them, you can trigger an even more damaging reaction. (I had some colleagues who worked with perfectionists, and they had to rework the slide deck a hundred times because the slides were not quite perfect.)

You must recognize the bigger responsibility here. "I'm a perfectionist" is a refrain you can use to explain your

From the [Voices on Project Management](#) Blog by Yasmina Khelifi, PMI-ACP, PMI-PBA, PMP

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requirements. Don't fall into the trap of this easy excuse! Find an accountability buddy who can help you refrain from this burning desire for perfectionism. Working on changing habits and behaviors is an essential skill for leaders.

Unfortunately, when collaborating with some colleagues, you can also foster impostor syndrome. For example, take Mike—a new project manager in a new field. He doesn't have strong self-confidence. If you are a perfectionist for the work he delivers to you, it may foster impostor syndrome for him. It can also demotivate him, which will be counterproductive. (For more, read my entries [Fighting Imposter Syndrome as a Project Manager](#) and [Do You Foster Imposter Syndrome in Your Team?](#).)

Ultimately, the expected impacts are that your coworkers will try to avoid working with you or become numb to your feedback.

3. Adopt a continuous learning mindset.

What is important is to balance the value of perfectionism with the expected outcomes. If you're giving a presentation in front of a multimillion-dollar client, of course you'll need to polish it and have it reviewed repeatedly. But in general, accepting mistakes from yourself and your team members is the first step in acknowledging that we are humans and that we are learning every day.

Paving the way to improve step by step will be more beneficial and less stressful for you—and your team. In addition, you'll become a role model as a leader.

If you work with perfectionists in your projects and you'd like to help curb the trend, perhaps you can follow a few tips:

- Send regular surveys to all stakeholders about the organization, content and format of whatever you are working on (you can even make feedback anonymous). This provides an opportunity to see an external view and helps to illuminate the perfectionist about their behavior.
- Debrief the team (including the perfectionists) on the results.

In doing so, you also instill a continuous learning mindset.

What are the acceptable boundaries you set up for yourself and your team in your projects? When can you squander? How has perfectionism helped or hindered you as a project manager?

Onwards to the PMI Global Summit 2022

PMI Sydney

Presentation 1: Sajid Latif and Vikki Kapoor, PMI Melbourne

Title: Gaining Strength in a Storm: Building a Resilient Chapter

Abstract: Covid-19 impacted everyone around the world. It had taken the world into a storm, some have lost the sail, which some have come even stronger. Our chapter has gone strength to strength, not just sailing through the storm but also building a more resilient chapter to adapt to a whole new world. The success story consists of the story from the day one when we cancelled our first event, to the recent Victoria Conference to rebuild and reconnect.

PMI Melbourne chapter has adapted to respond to the crisis it phased, but also continuously finding effective ways to move forward. We have invested in right tools and technology to stay connected and provide business connectivity to our members, and volunteers. Monthly events including AGMs, Mentoring, Outreach, Annual Planning day with Singapore office, New member special events etc were all converted to virtual using Zooms, Teams, Menti, Canva and other collaborative tools exploring features like polling, breakout rooms, and survey forms. Melbourne chapter was the first one to run an AGM successfully in May 2020 within 2 months of the lockdowns, which was shared with other chapters across Australia.

As we are now embarking to new normal, we are focusing on hybrid model to run all our events, providing options to our members to attend face to face or online. This model has resulted in improved member participation and improved satisfaction of value from chapter. This is the reason why PMI Melbourne chapter received the award of member satisfaction for year 2021.

Presentation 2: Himadri Sekhar Chowdhury, PMI Sydney

Title: The Trust Project

Abstract: How do some challenging projects succeed? As Project managers, we daily navigate a labyrinthine path filled with risks, issues, environmental challenges and varying stakeholder expectations, and we are expected to provide positive outcomes without having a team directly reporting to us. What sets the successful project manager apart is the trust they generate in the team and the stakeholders. Once the trust is established, the path, if not simpler, becomes a lot more navigable. To succeed, you need trust, but, to start, you need to trust in yourself. This presentation will show you where to start, what to look for, and how to realize you've reached the destination.



Sajid Latif



Vikki Kapoor



Himadri Sekhar
Chowdhury

By the end of the presentation, you should be able to recognize trust as a catalyst in successful project teams and identify methods to generate and maintain trust in the project lifecycle.

Presentation 3: Irfan Shehzad, PMI Melbourne

Title: Redefine, Reshape, and Reset: A Context-Based Approach to Achieving Chapter Goals

Abstract: The theme of Irfan’s presentation is how to create a safe space, where everyone feels valued and welcomed, thereby creating a lasting change that positively impacts the experience of members and volunteers which is essential in chapter sustainability. The presentation will guide the audience in learning how to foster an inclusive culture that focuses on diversity in the board, speakers, vendors, and other aspects of day-to-day chapter operations.

At the conclusion of his session, participants will be able to understand the impact of diversity, equity and inclusion (DEI) on chapter success and sustainability, articulate the “why”, create a comprehensive DEI plan for chapters, measure and track DEI progress using markers, examine your implicit biases, monitoring the trend and bringing improvements.

Presentation 4: Sam Farid, PMI New Zealand

Title: Demystifying Portfolio and Project Prioritization - a real-life practical journey with many lessons learnt

Abstract: One of the biggest challenges facing organizations is ensuring their resources are working on initiatives that provide the most value for the business. Implementing a prioritization framework enables a structured and consistent approach to prioritizing programme and project-based investments. During my talk, I will provide a first-hand look at the prioritization framework that we implemented, share insights to the design techniques, tools, outputs and lessons gained that will help you with your own portfolio prioritization journey.

By the end of the session, you would be able to understand the importance of a prioritization framework and how to position the value and benefits for your organisation; build deep knowledge and understanding of the framework design, assessment criteria, tools, data visualization techniques and reporting outputs; and learn about the pitfalls and challenges from real life experiences and lessons to help with your own prioritization journey.



Irfan Shehzad



Sam Farid

Beyond Project Management

Ibrahim Dani

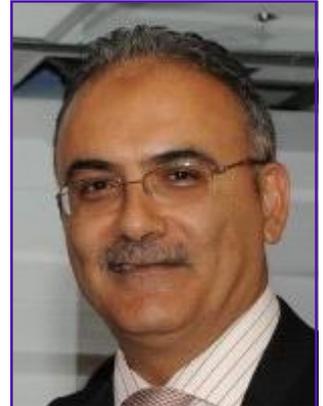
Civility Intelligence

Emotional Intelligence, Social Intelligence, Strategic Intelligence, [Leadership Intelligence](#), Diversity and Inclusion Intelligence, Generational Intelligence, Cultural Intelligence. These are some of the skills and behaviours of effective leaders as promoted by many scholars and thought leaders. I would like to add a new one: Civility Intelligence.

Sometime ago I was in discussion with our Procurement team to renew some expiring engagements for some contractors in our business unit. The situation had a sense of urgency and required quick turnover due to multiple processes and new guidelines mixed with overly optimistic assumptions and delays caused by many parties – my team included. One step in the contract renewal process is to complete a specific template. My team member completed the template, and I joined her in a meeting with a couple of officers from the Procurement team to review and endorse the completed template.

In this meeting, one particular Procurement officer missed no opportunity to remind me that we are in this situation of urgency because of my team’s “delay” and our business unit “disrespect” of the procurement processes. The officer completely ignored their own overly optimistic assumption that they took during the previous renewal round which contributed to this situation of urgency. A colleague in my team who processed the previous renewals has clearly warned the same Procurement team at the time about those overly optimistic assumptions – but the warnings were completely ignored. As a result, we found ourselves (the Procurement team and my Business unit) in a situation where we have to rush things in a very short time to ensure the smooth running of the company’s strategic projects led by those contractors.

I managed to keep my composure during that unjoyful and unhelpful discussion because my objective was to complete the renewals rather than discuss what happened and who to blame. To give that officer the benefit of doubt, I presumed that their intention was to make us pay more attention next time. Nevertheless, I did feel that the behaviour was more toward the rude-toxic side of the scale. This unexpected behaviour has indeed elevated my stress to an unprecedented level that I had to cancel my following meeting and go out of the office for a one-hour walk, just to relax and regain my self-control. My other



[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.

meetings and to-do list have suffered as a result.

I recently remembered that incident when I read about a study mentioned by [Christine Porath](#) in her book [Mastering Civility](#). The study has clearly indicated that incivility has negative impact on workers productivity. The study, conducted by the American Psychological Association, estimates that workplace stress costs the U.S. economy billions of dollars each year. A poll of hundreds of managers and employees across different industries shows that among workers who have been on the receiving end of incivility, 48% intentionally decreased their work effort, 80% lost work time worrying about the incident, and 78% said their commitment to the organisation has declined. Although this study was conducted in America, I would say that similar impact applies everywhere.

‘Civility Intelligence’ is something that we should be aware of, and actively seek and develop. On one hand, this enhances your image as a leader, and on the other hand, civility enhances the performance of teams and organisations.

Another study mentioned in [Mastering Civility](#) book reveals that when leaders treated members of their teams well and fairly, the team members were more productive individually and as a team. They also were more likely to go above and beyond their call of duty. Conversely, rudeness has negative impact on work productivity, as well as health impacts. [Robert Sapolsky](#) in his book [Why Zebras Don't Get Ulcers](#) explains that when people experience intermittent stressors like incivility also experience significant health problems. Incivility can deplete your immune system causing different kinds of diseases.

Sometimes we do uncivil actions at work unintentionally. Be aware of your own Civility Intelligence. Notice yourself whether you do any of these uncivil actions:

- Neglect to say ‘please’ and ‘thank you’. These go a long way in one direction when you say them, and a longer way in the other direction when you ignore them.
- You write emails, text or check your phone during meetings – particularly now in virtual meetings in the guise of ‘multi-tasking’. The only multi-tasking this will lead to is adding to your own uncivility balance.
- Keep people waiting needlessly for your presence at a meeting or your response to an urgent request.
- Belittle others nonverbally like rolling your eyes or smirking.
- Ignoring invitations. It is much better to respond with acceptance, decline or tentative – just respond with something.
- Write uncivil or unnecessarily long emails.

If you think that since you are not behaving rudely then you are behaving in a civil fashion, think again. Civility Intelligence is not just ‘not behaving rudely’; it requires positive gestures of respect, courtesy and kindness that lift your staff and colleagues up.

The first step in developing Civility Intelligence is to be self-aware of your own behaviours. To know how you actually behave, ask for focused feedback on your behaviours, teach yourself how to read emotions and make time for reflection. Identify people or situations that cause you to lose your temper, and work on explicitly managing your temper and behaviour in such situations. You can also work with a coach who can

detect subtleties in your behaviour that you may not be aware of.

To become more civil at work, Christine Porath in her book *Mastering Civility* suggests starting with three fundamental behaviours: smiling, building relationships with subordinates and listening. [Smiling lifts your mood](#), decreases stress and rubs off on others. To help you smile more, you can think about what makes you happy: your partner, your kids, a happy place you went to, or a favourite hobby or a joke you recently heard. [Guy Kawasaki](#) mentioned in his book [Enchantment](#), while smiling sends a very clear message about your state of mind; not smiling creates an opening for many interpretations including grumpiness, aloofness and anger.

The Centre of Creative Leadership ([CCL](#)) suggests that good leaders practice the 4/2 way: if you are within 4 metres, make eye contact – with a smile. If you are within 2 metres, say Hi. With the current proliferation of virtual meetings, a turned-on video (where applicable) and direct eye contact go a long way.

Another behaviour that promotes Civility Intelligence is Listening. Listening is very different to hearing. Listening is hard work and requires energy and concentration. Practice to listen better, listen to learn, listen to understand, but don't listen only to respond. Be there completely, focus your attention and join in the conversation in the fullest sense.

It certainly pays to develop your Civility Intelligence. Consider this example, if you need help from a colleague, would you call upon someone who is rude and uncivil, or someone who is usually nice to you and others?

Coco's Corner

Leo Coco

How to Lead with Courage

When we think of leaders, we might be tempted to think of courageous and heroic figures. The leader is the person heading an army, leading the charge, and taking the brunt of an enemy attack. But really, that's what it looks like to be a leader in films after all!

Yet, this is not the reality for most of us. Most people are managers and parents, where there is very little gunfire 😊.

But that doesn't mean you can rest on yourself on your achievements alone. It is still very important to be courageous and heroic. It's just that this courage will take a different form.

Leading Through Action....

The best of leaders are action-takers. When we lead through action, we set a positive example for our team and inspire them to similarly take action. This way, we avoid one of the worst traits that any leader could possess: hypocrisy.

There are few things that will inspire dissent in your ranks as quickly as being seen to be hypocritical....

Nobody likes being asked to do things because they feel that their manager is simply unwilling or even afraid to do it themselves. You are in command and with that comes responsibility. Giving the worst jobs to your team and not taking part in them yourself will be seen as an misuse of your power.

Decisiveness

Leading through action also means being decisive. It means being able to quickly make a decision and be willing to then commit to that action.

Many emerging leaders make the mistake of deferring or avoiding decision-making. They fear that they'll make the wrong decision and thus lose the respect of their team.

However, being indecisive is worse than making an unwise or incorrect decision.

Being indecisive makes you seem weak. And while taking action can result in a negative outcome, delaying a decision will only ever have negative consequences.

Furthermore, it's nearly always inspiring to see someone who makes quick decisions and doesn't doubt themselves. Decisiveness



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.

also builds confidence in YOU and your team members.

Responsibility

How is decisiveness a mark of Courage?

Simply, it means that you're willing to accept the responsibility that comes with the role of being a **Leader**. Being a leader doesn't mean telling others what to do and it certainly doesn't mean getting to take all the credit either.

Being a leader means taking responsibility for the team. It means protecting them, so they can do their best work. It means making decisions and being willing to deal with the consequences. It's only when we don't want to look bad that we sometimes tend to avoid making decisions... and that is ultimately a mark of weakness in your leadership skills.

Stoicism – is the endurance of pain or hardship without the display of feelings and without complaint.

Finally, being a Courageous Leader means that you take the heat when things do go as planned. If you make a mistake, it's important to not only own up to it, but also stay cool, calm and collected when you're reprimanded by your own management team.

Likewise, it's crucial to remain calm in a crisis. That means setting a good example when things seem to be going wrong for the team. It's important to prevent your team from going into a panic. **When you stay calm, you'll be able to address the issue in the best possible way.**

How to Be the True Hero Your Team Needs

Where does all this Courage and Stoicism come from? How can you acquire it if you don't possess it already, naturally?

Does it mean you need to just try to act TOUGH?

Not at all!

Being a truly great Leader comes from having the right priorities. It means sometimes, forgetting yourself in the applicable situations and instead, focusing on the goals of the organisation or client your working for and the happiness and comfort of your overall team. When you start with this, it's easier to become a Courageous Leader.

To Your Success!
Leo Coco

Our Project Failures

Louis Taborda

In a world that is fixated on success it can be uncomfortable to talk about failure. Yet, project management roles are always flirting with failure, because, let's face it, you do not hire a project manager (PM) if a project is a walk in the park.

If you are not experiencing any stress in a PM role, then I would suggest that you keep it to yourself. You are lucky, and if you broadcast the fact too widely, the organization is likely to come down on you with tighter project constraints that would quickly change the situation.

The reality is that project sponsors will inevitably want to shrink time and costs, while expanding scope. As representatives of the businesses their responsibility is to squeeze as much as possible out of the available resources. So, if a project is guaranteed to succeed, then we usually find the constraints are quickly adjusted to the point where it delivers “more bang for the buck” – making the PM's task more difficult and project success more of a challenge.

Risk of failure is an intrinsic feature of most projects!

Even the earliest (and simplest) definition of the PM role, as managing the triple-constraint, does not adequately express just how difficult a job this is likely to be. We do not highlight the fact that project professionals are hired to perform the near impossible, with potential for failure a real and present danger – because if it wasn't then we might not be sure we are extracting maximum value from the project.

If it is not a tightly constrained project brief, then as a “unique endeavour” by definition, no one can be quite sure what to do or how things will work out. In such environments, the PM roles is a little like that of a “test pilot” and every flight you come out of alive and with the aircraft intact has achieved its mission. We live to fly the next iteration of the plane and everyone has gained new insights that can contribute to future successes.

Not all project failures are cataclysmic and the inability to meet ALL the different stakeholder's constraints and expectations can be par for the course - especially if the projects are recognized to be challenging in the first place. The tolerance of failure is an important feature of an organization is commonly ignored – the project management corollary of an organization's risk appetite.



[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.

How many experienced PM's have had failed projects that have not had a negative impact on their career? While we spend a lot of time talking about project success, the bravery, determination and resilience required by our profession when we are positioned to regularly fail, can get discounted. It can also make those new to our profession unduly cautious and prone to over-planning when in fact they might be better off seeing themselves as that heroic risk taker: the test pilot; pushing the envelope on what is possible.

Chapter News – October 2022

PMDOK 2022 – Article below written by Louis Taborda.

Thanks to Sydney Mudau and Omer Iqbal, the event sponsors from PMI Sydney.

Thanks to everyone who helped #PMDOK2022 exceed all expectations for our MVE (Minimal Viable Event) sponsored by PMI Sydney Australia Chapter.

We had over 30 physical attendees at the Chau Chak Wing Museum venue provided by School of Project Management USYD with another 25+ on Zoom participating in the full-day program comprising:

Margaret Gardoll's Acknowledgement of Country and Introduction to the School of Project Management USYD and the John Grill Institute for Project Leadership

Omer Iqbal, President of PMI Sydney Australia Chapter presented the Welcome Address.

Louis Taborda's Convenor Address, described PMDOK's Mission and framed PMDOK2022 as a "live" Business Case.

Dr. Luke McClees' Keynote represented the Project Management Institute and presented PMI Global's education and research agenda - even as he and Florida were suffering the impacts of Hurricane Ian!

Ehssan Sakhaee presented on Project Leadership in the New Normal covering research on the benefits of (self) compassion in our profession.

Sandeep Mathur provided insights from his research on the management of real-world Digital Sciences Initiatives.



Mansoor Mohammed ran an interactive session describing the ethics-approved processes for engaging practitioners with his research on Agile Project Governance.

The morning panel saw Julien Pollack moderating distinguished experts discussing Theory

Chapter News – October 2022

VERSUS Practice with insights from Stewart Clegg, Matija Djolic, Jeff Scales, and Jon Whitty.



In the pre-lunch session, Michael Buhagiar introduced the idea of a Research On-Ramp, something like a "book club" for practitioners interested in engaging with academic research.

The Afternoon Panel was moderated by James Prater and the realities of being both practitioner AND researcher, with Awais Arif, Louise Gardner, Duro Kolar, and Sam MacAulay providing their insights.

Lightning Talk moderated by Sherif Mostafa included:

Dr. Karyne Ang, presenting on research on the introduction on new robotic technologies in construction projects;

Fatima Afzal, exploring the role of Project Managers in Sustainability;

Moe Mojtahedi, describing research suggesting the lack of integrated project management in mega-projects; and,

Salman Shooshtarian, presenting on project management and the Circular Economy.

The day was concluded with a World Café round with tables discussing topics from the program.

That only leaves the organizing committee comprising Louis Taborda, Mehdi Rajabi Asadabadi, James Prater, Dr. Karyne Ang, and Sherif Mostafa to thank all the above participants who made #PMDOK2022 possible, along with sponsors, the PMI Sydney Australia Chapter and School of Project Management, and everyone who attended the event.

Given #PMDOK2022 was designed as a "live" Business Case - do we have your support/approval for a bigger and better #PMDOK2023?

Chapter News – October 2022

PMISC Event – 13 October 2022



PMI Sydney Chapter held an enlightening session on the unspoken role of the program leader in delivering value in today's complicated environment and fast pace of change.

Organised in collaboration with the Western Sydney University and Australian Transformation & Turnaround Association (AUSTTA), this event in Parramatta saw academics and project professionals listen to Dr. Jess Tayel, a global Transformation and Change leader and the NSW chapter lead for both the AUSTTA and The Change Management Institute (CMI).

Dr Tayel shared the three main high-impact areas of focus that program leaders need to pay special attention to in order to improve the chances of delivering the business outcome.



Chapter News – October 2022

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.

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 this month. We thank you for your association, support and advice.

PMI Sydney Member	Years of Membership
Daniel Ferreira	3
Junwoo Kim	3
Wai Fong Cheung	3
Tian Li	3
Danielle da Costa Pereira	3
Pedro Vozone	5
George Athanasakis	5
Mark Kim	7
Nimesh Desai	7
Richard Hemsworth	10
Vasan Sri Ganeshwaran	10
Varghis Cherian	10
Rita Thomas	10
Jitendra Verma	15



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

PMI Sydney



About the image

Sajid Latif from the PMI Melbourne Chapter snapped this shot of the Sydney Harbour Bridge while in Sydney for the PMI R10 Conference last month.