



**Project
Management
Institute.**
Sydney, Australia

The Critical Path

July 2023



Contents

July 2023

2-3	Editor's Note	Himadri Chowdhury
4-5	President's Note	Omer Iqbal
6-8	The Agile Leader – Seven steps to foster organisational agility	Matt Sharpe
9-10	Soft Skills for Project Managers	Steve Tompkins
11-13	The Art of Asking Questions	Ibrahim Dani
14-16	The Art of Integration – Part 3	Jess Tayel
17-19	Strategies for Learning and Leveraging Failure	Leo Coco
20-21	The Third Wave of Projects	Louis Taborda
22-23	Chapter News	PMI Sydney
24-25	Membership Updates	Sydney Mudau
26	Photo of the Month	Rory Wilson

Editor's Note

Himadri Chowdhury

The crisp stillness of the rapidly cooling air was shattered by a neatly placed kick, and the blue, black, and white Oceanz ball wrapped itself almost gleefully in the net. After a nerve-wracking 52 minutes, the stadium erupted in thunderous applause, which refused to die down till the last whistle as relentless attacks were successfully thwarted, granting the Matildas their first Women's World Cup victory of 2023. Looking on from the sidelines, the captain and the most well-known face of the team, Sam Kerr, cheered the team, desperately trying to hide her disappointment of missing the inaugural tie for the home team.



A few thousand miles away at Old Trafford, the Australian men's cricket team was also trying their best to avoid an innings defeat in the fourth Ashes test, till the rain intervened to signal that Ashes would be retained by us. Not to be left behind, the stunning Aussie swimming champs were winning accolades one after another at the 2023 World Aquatics Championships in Fukuoka, Japan. In all, July has so far been extremely productive for Aussie sports, and we pray the winning streak continues going forward. Especially for the Women's World Cup, it would be a sweet ending if the hosts could keep the Cup in Australia.

Closer to home, we had some very interesting PMI Sydney events in July and the session on Career was so well received that we are thinking of doing an encore. That goes on to show quality and calibre of the speakers we are getting and the commitment and dedication of the Events team. Keep looking up our website and LinkedIn for details on the upcoming events and think of presenting on a topic that is close to your heart.

The 2023 PMI Asia Pacific / South Asia Leadership Institute Meeting is happening this year in Bali and there are representations from all the chapters in the region. There would be fantastic presentations from great speakers and a lot of PMI Global and Board representatives would be attending in person. Your Chapter would be represented by a few Board members and we will provide you first-hand inputs from the LIM through LinkedIn and the next month's Critical Path.

In this month's Critical Path, Matt Sharpe from PM Partners discusses an Agile leader's 7 steps to foster organisational agility. Steve Tompkins reflects on his presentation at the PMI Sydney event in July and talks about the importance of soft skills in jobs. Ibrahim Dani provides a guidance on the subtle but important art of asking questions, while Leo Coco provides his views on learning and leveraging failures to produce lifelong learnings. This month, Jess Tayel is revealing the third skill in the art of integration, the art of creating a Strong and Effective Partnership with the Business. Last but not the least, Louis Taborda explains his theory on three broad waves of projects in history.

PMI Sydney Chapter would soon be calling in nominations for the Board Member positions. Please read the details in the News section, along with other news. We also have a note

from our President thanking the membership for the successful AGM and providing other updates.

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

President's Note

Omer Iqbal

Dear Members and Supporters of PMI Sydney Chapter,

With the winter winds blowing and the warmth of camaraderie enveloping us, I trust this missive finds each of you in good spirits and eager anticipation. As we delve into the thrilling world of project management in 2023, I must express my sincere delight in recapping the resounding success of our recent Annual General Meeting (AGM) on 22nd June 2023.



Picture this: a gathering of visionaries, united in purpose, standing shoulder to shoulder supporting our family 'PMI Sydney Chapter'. Our AGM unfolded with precision, following the promised agenda with grace and flair. A pinnacle moment, graced by the eminent Mr. Graham Dobbin a guest speaker from Dale Carnegie Australia, who infused the evening with profound insights, leaving an indelible mark on our hearts and minds.

Now, let's take a moment to pause and reflect on the treasures left behind. The minutes of this momentous occasion (AGM) will soon grace the hallowed 'Governance' page of our esteemed website. Ah, but here's a twist! To access the 'Governance' page under 'About', you will have to ensure you sign in first.

One intriguing revelation unfolded during the AGM—a motion that struck a chord with our collective wisdom. A motion to set up an Investment Committee. This committee will be like our trusted advisors, giving the Board advice on where to invest and how to manage risks with our existing (surplus) funds. To be part of this incredible journey we've set up a web form where you can submit an EOI in joining the committee. Head over to the 'Governance' page and seize this opportunity! (Link also provided at the bottom of this letter). Make sure to fill out the EOI form by 31st August 2023. We can't wait to see your enthusiasm fuelling this new venture! (The members who submit EOI shall be interviewed/screened via our Nomination Committee to keep a standard approach across seniority of matters. Once the formation of the Committee is complete, the Board will note and agree on a Terms of Reference with the Committee.)

But hold, for there is more splendour to behold on the horizon! A panorama of upcoming events awaits, a kaleidoscope of knowledge and networking. Brace yourselves for a rejuvenated series of Agile sessions, a dazzling Christmas Party, and a range of interactive Evening Events that will blow your mind!

Ever-changing, ever-engaging, be sure to frequent our website's Events page and our venerable LinkedIn page. That's where all the magic happens, and where you can secure your spot for these mind-blowing gatherings.

So, my fellow project management aficionados, let's huddle up and make this winter a season of knowledge, fun, and unforgettable moments!

Gratefully yours,

Omer Iqbal
President PMI Sydney Chapter

To access the Expression of Interest Form for the "Finance Investment and Risk Committee", click below:

<https://forms.gle/KEShCkBhheLgsWEV7>

The agile leader: 7 steps to foster organisational agility

Matt Sharpe

Cultivating agility is more than just deploying agile methodologies – it's about nurturing a mindset that permeates every aspect of the business. Here Partners Agility Practice Lead/ Agile Principal Consultant Matt Sharpe unravels the distinctions between the two and outlines the role and steps senior leaders should take to drive true agility within their organisations.

Agile has been a buzzword in the business world for years. The concept of agile practices originated in software development, where it was a response to the limitations of traditional 'waterfall' project management. However, over time, the agile approach has expanded beyond software development to become a way of working and thinking about how to run the whole business using agile principles. This broader concept is known as 'business agility'.

What is business agility?

At its core, business agility refers to an organisation's ability to quickly respond to evolving customer needs, market trends, and operational disruptions in productive and cost-effective ways. In the face of mounting uncertainties, an increasingly competitive market and rapid technological advancements, business agility has become the linchpin for organisational strength and resilience.

According to a [study by McKinsey](#), companies displaying high agility witnessed a 20 to 30 per cent increase in profitability, achieved higher levels of employee engagement and customer satisfaction, and improved operational-performance metrics, including time to market, by 30 to 50 per cent. Today's business landscape no longer rewards just the fittest but the fastest – those with the speed to quickly evolve, adapt and innovate.

The agility-agile conundrum: similarities and differences

Contrary to some opinions, 'Agile' and 'agility' are not the same thing. Agile is an umbrella term for a set of methodologies, frameworks and practices such as Scrum, SAFe® and Kanban, which emphasises collaboration, iterative development, and rapid delivery of working software.

Business agility, on the other hand, is an organisational state of being, a mindset, and a model for how the whole organisation works together with a focus on customer centricity and value. It is broader in scope, encapsulating not only project delivery but also



Matt Sharpe

PM-Partners
Agility Practice
Lead

strategy, leadership, culture, and processes across the whole organisation including those areas not typically involved in 'Agile' frameworks such as finance, HR, marketing, risk and compliance and other supporting functions.

Agile can be a good starting point for developing business agility practices, but it is not a silver bullet and certainly not the sole panacea. It's a means to the end, with the ultimate outcome being a nimble, responsive, and more resilient organisation.

Charting the path to success: 7 actionable steps for senior leaders

Though ultimately rewarding, the journey towards agility is fraught with challenges. The [15th State of Agile report](#) cited no fewer than ten barriers to agile adoption. Resistance to change is one of the most significant impediments, along with inconsistencies in processes and practices, which were both called out by 46 per cent of respondents.

Leaders play a pivotal role in overcoming these challenges – their attitudes and decisions significantly influence the organisational culture, impacting its capacity and capability to be agile. Here are some steps to consider to nurture a culture of agility within your organisation:

- 1. Emphasise the importance of agility:** communicate the benefits of business agility and how it can help the organisation better meet the needs of customers and stakeholders in today's fast-paced business environment.
- 2. Encourage experimentation:** this includes providing resources and support such as funding for pilot projects or new tech and tools, and creating a safe space where employees can learn from their failures.
- 3. Empower teams:** foster a culture of autonomy based on trust and accountability, allowing teams to self-organise, make decisions and take calculated risks. This lifts engagement, ownership and speed of execution.
- 4. Remove roadblocks to agility:** this includes breaking down organisational silos, simplifying processes, and addressing barriers that prevent teams from working effectively in an agile manner.
- 5. Leverage agile practices:** agile methodologies and practices can help to build momentum towards business agility, improving collaboration, transparency and adaptability and showcasing the benefits of a more flexible approach to work.
- 6. Create a learning culture:** promote a growth mindset and invest in regular training, workshops, and mentoring programs to help your teams build the skills and knowledge they need to work confidently in agile.
- 7. Measure progress and celebrate success:** Set goals and metrics to track progress and share results, recognising and rewarding teams that demonstrate agility and innovation.

These specific actions can all help to foster a more agile and responsive business. But remember, the journey to agility is just that – a journey. Patience, persistence, and an iterative approach, learning and adjusting along the way are paramount to success. True business agility is committing to ongoing relentless and continuous improvement, and this journey does not have an end point.

Ultimately, leaders should work towards developing a comprehensive approach to business agility that incorporates both agile practices and a broader cultural shift and matures with practice and skill. In this way, you can help to create and sustain an organisation that's better able to adapt and thrive in a rapidly changing environment.

If you're seeking more insights on instilling agility within your teams, [read the full version of this article](#) or find out how PM-Partners can help with advisory and relevant training, including our one-day, interactive [Big Room – Business Agility course](#) for up to 60 attendees. [Get in touch online](#) or call the team on 1300 70 13 14 today.

SAFe and Scaled Agile Framework are registered trademarks of Scaled Agile, Inc

Matt has a proven track record across multiple industries, from government and financial services to not-for-profit and media, and is passionate about helping organisations succeed through leveraging best practice in business agility, change management, digital, agile transformations, and capability uplifts. He has deep expertise across agile project, programme and portfolio management, diagnostics and assessments and extensive experience in consulting, digital strategy, BPR, analytics and project management. Matt is a Certified SAFe 6.0 Practice Consultant (SPC), AgilePM practitioner, Lean Portfolio Manager, certified Scrum professional, CSM and CSPO.

PM Jobs Guide

Steve Tompkins

Soft Skills for Project Managers

Last week I had the pleasure of presenting to the Sydney Chapter, in what turned out to be a full house of engaged and passionate Project Practitioners with our (now to be annual) “A Career Market update”. I’ve been overwhelmed with the positive feedback so thought for this month’s Critical Path contribution I would expand on some of the topics covered.



In the presentation I touched on predictions of the hot topics impacting Project Managers and how they will deliver projects in the future. We talked about AI, Data, Remote working, increase in the use of Hybrid approaches and Soft skills.

This month I’ll be doing a deeper dive into “Soft Skills” and their importance in securing your next PM role. Soft skill is a general term but does differ from profession to profession in their weighting or could be totally different. Soft skills for a Business Analyst are usually interpersonal skills, communication, listening skills, time management and empathy. Developers need creativity, problem solving and perseverance. While these overlap into the world of the Project Manager, soft skills in Project Management have changed as the role of the Project Manager has evolved and become more complicated. This is why further exploration into what Soft skills in Project Management is warranted. What soft skills are popular with hiring managers now and over the next 6 months?



Steve Tompkins has over 20 years’ experience in the Recruitment Industry in Sydney and the UK, nearly a decade of which was spent in leadership positions. He is the NSW Government Client Relationship Manager for Talent International in Sydney and has enjoyed working closely with the PMI for the last decade. His main area of specialisation in recruitment is in sourcing, delivery and support of Project Managers, delivery teams and Project resources.

The PMI refers to these soft skills for a Project Manager as Power Skills in the Talent Triangle. They are:

- Leadership
- Active Listening
- Communication
- Adaptability
- Brainstorming
- Coaching and Mentoring
- Conflict management
- Emotional intelligence
- Influencing
- Interpersonal skills
- Negotiation
- Problem solving
- Teamwork

While of course all of these skills are important to the well-rounded Project Practitioner – it's worth relating these skills to the market we are entering now. As unemployment normalises to pre covid rates (and contrary to the last few months RBA data), it will increase, predicted to be over 4% next year. With a recession highly likely, we can expect more scrutiny on which projects are invested in and companies will move to tighten their purse strings around project spend. Therefore we will see an increase in shared project resources. If we are mindful of this, then we can foresee the Power skills that will be most useful in this market– and therefore predict where a hiring manager's focus will lie: namely an increased focus on a candidate's "Influencing" and "Negotiation" skills.

A candidate's ability to adapt will also be a major focus. Under assessment won't just be a PM candidate's ability to adapt and pivot to changing scope and unforeseen project impacts, but their ability to adapt their communication style with so many different types of people they engage with in their role. As shared resources increase, today's PM will be exposed to more diverse teams and have less time to build rapport and trust with these resources. The PM's ability to adapt their approach with all levels of the organisation to C level, from Stakeholders to Change managers to users to BA's to vendors, remotely or face to face will be paramount.

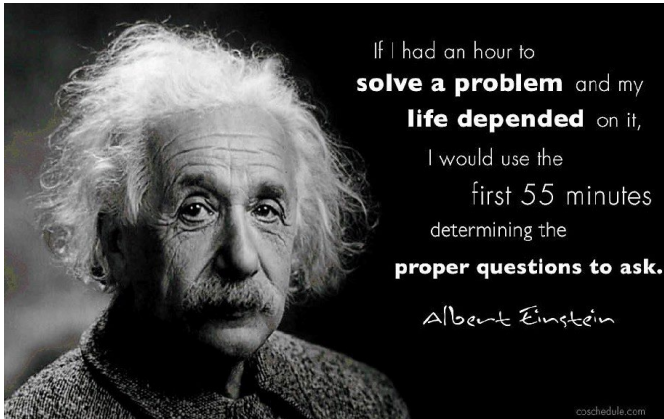
While all the skills in the Talent triangle are important, I would suggest the Power Skill of Adaptability as one of the most valuable skills for a Project Manager in the months to come.



Beyond Project Management

Ibrahim Dani

The Art of Asking Questions



If you've ever wanted to make an impact, win hearts, or persuade others to take action, then sharpening your skill of questioning is an absolute must. The way and type of questions you ask can truly captivate the minds and hearts of people, and draw them closer to your way of thinking. Project Managers as advocates and implementers of Change rely heavily on the power of questions to persuade their stakeholders and rally everyone towards the common goals of the project.

As the great philosopher Voltaire once said, "Judge a man by his questions rather than his answers." Questions possess an inherent power that goes beyond their answers. When you pose a question to someone, they not only ponder the question itself but also reflect upon you, your style of inquiry, and their perception of the question's purpose. The art of asking questions is a crucial skill that Project Managers, and indeed everyone else, should develop if they want to effectively sway people towards their vision.

Every individual holds unique values, fears, prejudices, and biases. They come from diverse cultural backgrounds and are motivated, inspired, and influenced by different things. To succeed in this complex landscape, it is essential to understand and embrace the intricacies and simplicities of the human experience. This can be achieved by truly listening and seeking to comprehend how someone has arrived at their present standpoint. Once you grasp their perspective, you can meet them where they are, rather than where you desire them to be. It is from this starting point that your questions should emerge.

To truly master the art of asking questions, it is crucial to comprehend the various types and categories of questions, as



[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.

well as to learn the appropriate manner and timing of posing them. Here are some ideas and strategies to help you prepare and ask engaging questions:

1. Determine the purpose of your question: Are you seeking information from the person or attempting to elicit a reaction? Do you desire a decision, a fact, or an opinion?
2. Know when to use leading questions and when to use non-leading questions:
 - a) Non-leading questions aim to gather information, with the focus on the answer rather than the question. These questions help build rapport with people, as they allow them to express their viewpoints uninterrupted. For example, you may ask “What is your estimated timeline to complete this task?” However, be cautious, as non-leading questions can sometimes lead to a loss of control over the conversation. You may encounter someone who enthusiastically responds to your question and doesn't want to stop.
 - b) Leading questions, on the other hand, suggest a specific answer. These questions place the spotlight on the person asking the question, rather than the one answering it. For example, you may ask “Do you think that you can complete the task next week?” The answer is often embedded within the question, and the respondent can either affirm or refute it. If you seek affirmation, be prepared with persuasive arguments to reaffirm the situation, or be open to changing your own opinion.
2. Exercise caution with questions beginning with 'Why': Such questions can unintentionally come across as judgmental, regardless of your true intentions. Asking 'why' may erode trust and potentially lead to a loss of control over the conversation.
3. Take the time to craft meaningful questions and listen attentively to the responses. This demonstrates your genuine desire to understand and learn at a profound level, fostering authenticity, rapport, and trust.

Asking questions creates buy-in, and buy-in produces results. The act of questioning empowers individuals. When you solicit people's views and ideas, you send them a powerful message of belief in their abilities to contribute and effect change. By asking someone, "What could you do about this?" you are inspiring them to take ownership and leadership in the situation.

In essence, a powerful question is a catalyst for transformation. It has the capacity to ignite curiosity, spark reflective conversations, and surface underlying assumptions. It stimulates creativity, generates forward momentum, and focuses attention. Beyond its immediate impact, it touches upon a profound meaning, evoking emotions and inspiring individuals to delve deeper into their thoughts. As it unleashes a chain of further questions, it opens the door to exploration, growth, and new insights.

Furthermore, mastering the art of asking questions not only influences others but also transforms our own thinking. Often, we become trapped in our own perceptions of reality. Skillful questioning can pave the way for new awareness, insights, and perspectives. Our past experiences and beliefs about life, ourselves, others, and the world shape the boundaries of our creativity. A narrow self or world view limits our ability to envision new possibilities and generate innovative solutions. By asking questions, we can break free from our limited perception and explore new dimensions of thinking. But that's a story for another article.

So, embrace the power of skillful questioning, and watch as the world opens up to you in ways you never thought possible.

References

- Gowdy, Trey. Doesn't Hurt to Ask, November 2020 (<https://www.amazon.com.au/Doesnt-Hurt-Ask-Trey-Gowdy/dp/0593138910/>)
- Effective Advising in Statebuilding and Peacebuilding Contexts – How. The art of asking catalytic questions. 2015, Geneva, Interpeace-IPAT (<https://www.ipat-interpeace.org/publications/>)

Projects and Transformations

Jess Tayel

The Project is The Silo – The Art of Integration: Pt 3

A series on the top 10 skills you need to integrate your project into the bigger picture and contribute to success.

Introduction

The Power of Partnership: Unleashing Skill 3 - Creating a Strong and Effective Partnership with the Business

Buckle up as we delve into the third segment of our series - an adventure that invites you to go beyond the realm of ordinary project management. We will unfold the art of Creating a Strong and Effective Partnership with the business.

This skill invites you to transition from a project manager to a project leader, transforming your relationships with your stakeholders from mere transactions to strong partnerships. The power of a strong partnership can light up the darkest corners of project challenges, making this journey exciting.

A. Laying the Foundation of Trust



Building a strong partnership is like constructing a resilient bridge. The key foundation stone of this bridge is trust. Trust enhances open communication, effective collaboration, and long-term success.

- **Transparency** - Let honesty be your blueprint. Be upfront about the project's objectives, progress, resources, and challenges. And when you don't know (and there will be many instances where you don't have the answers), it is ok to say that



[Jess Tayel](#) is a global thought leader in Business transformation, an executive coach and mentor. Her mission is to elevate the transformation practice and enable leaders to be the best version of themselves. Jess is also the founder of the People of Change Community, a global community for leaders and professionals in change, transformation, program management and experience design.

you don't know.

- **Reliability** – Consistency is the steel that reinforces your bridge of partnership. Deliver your promises and maintain consistent communication to build credibility.
- **Understanding** – Show genuine interest in your stakeholders' needs and concerns. The more you understand them, the stronger the bonds of your partnership. Many project managers don't think this is their job, and they put that on the shoulders of business analysts or product managers. You can not deliver on soothing you don't understand. You don't need deep technical knowledge, but you certainly need to know your stakeholders' pain points, how they run their business, and what interactions they make with us to achieve their objectives.

B. Fostering Collaboration



A resilient bridge is built not by one but by many hands. Collaborative effort is an important pillar that upholds your partnership.

- **Inclusive Decision-Making** – Encourage stakeholders to share their ideas and participate in decision-making processes. This inclusion adds the cement of unity to your partnership. And it also requires you to be 2-3 steps ahead in your thinking, so you can engage your stakeholders and allow them time to engage. Engaging and adding immense pressure at the same time does not feel like collaboration.
- **Shared Responsibility** – Share the weight of the project's success and failure with your stakeholders. This shared load can often lighten the burden and strengthen your partnership. This is achievable by not only having clear Roles & responsibilities, but also by asking them about what you and your team need to do to achieve the optimal outcome, and what other options are available, should the optimal outcome not be attainable.

C. Sustaining the Partnership

The task doesn't end with building the bridge. It is equally important to keep it strong and steady against the rushing currents of change and challenge.

- **Regular Communication** – Regular communication acts like a routine inspection, identifying minor issues before they escalate into significant damages. Don't go

radio silent and expect them to assume you are busy. Maintaining regular communication shows you care and respect your stakeholders.



- **Appreciation and Recognition** – Appreciating your stakeholders' contributions and recognising their efforts adds a protective layer to your bridge, shielding it from the corrosive effects of neglect.
- **Adaptability** – Be ready to adjust your plans and strategies according to the evolving business landscape. This flexibility will keep your bridge of partnership strong amid shifting sands.

Conclusion

Becoming skilled at Creating a Strong and Effective Partnership with the business enables project managers to cross the river of complexity and reach the land of successful project completion. It is a voyage of mutual growth, shared vision, and collaborative success. Remember, in the world of project management, building a project is essential, but building a partnership is vital.

And all this requires you to grow as a leader to deliver better quality change into the world.

Don't just focus on the technical skills, as you will soon realise their ceiling is closing on you. You may seek to strengthen your partnership with the business and get coached on how to elevate your leadership to amplify all of you, including your technical skills.

Coco's Corner

Leo Coco

Strategies for Learning and Leveraging Failure

Let's be honest for a moment now...EVERYONE makes mistakes, whether it's at work, in a relationship, in parenting, or with friends. And mistakes can lead to the perceived feeling of failure, in not accomplishing what it was that you had originally set out to achieve, might be one of the most crushing feelings in the world for you.

As Project Management Professionals, we are used to making mistakes as part of delivering projects and yes sometimes these mistakes lead to failed implementations of sorts.... But I would invite you to reframe how you see failure. The only real FAILURE is if you stay down when there's an opportunity to get BACK UP again. Regardless though, we all know that there is a lot to LEARN from any failures we experience.

The big question is HOW do we leverage our failures in an opportunistic way to help us LEARN?

Here are several strategies for LEARNING from failure below.

1. Things Can Only Get Better (Mindset)

The first (and most important) thing to learn from failure is that **mistakes** are inevitable, and failure is **common**. It doesn't mean you're incompetent. It simply means that **mistakes** are a massive part of the learning process in life, both personally and professionally.

You should remember the fact that things can only get better! If you're delivering a complex project and doing something new, which has never been done before, the outcome might be less than ideal when done for the first time. Well, you don't need to beat yourself up forever! We trust that you will have a lesson from this experience to move forward. You were courageous enough to try something new and you lived to LEARN from it.

2. Expressive Emotions (Let it go!)

Making a mistake at any level in any environment can stir up negative emotions in us. You might think that letting yourself feel frustration or anger is bad, but it's actually an **excellent** way to build a more positive outlook moving forward.



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.

You will never move on from failure until you have processed the emotions that pop up from such a situation. It's crucial to acknowledge all of those emotions, so that you can move on. If you don't process your emotions, then you will carry them with you, and it will likely hold you back. Practice calming activities that take you away from the situation for a moment, whether it be journaling, mindfulness, yoga, going outdoors or spending time with a great friend.

3. Take The Lesson (This is where the magic happens!)

Once you have taken a moment to deal with your emotions, you can now plan for your next steps to move into the future. Reflect on the situation objectively, and consider what lesson you just learnt that you could take with you moving forward.

A typical Project Post Implementation Review (PIR)..... You have to identify the cause of the failure or mistake, and understand how it stopped you from achieving what you were trying to do. For example, you may have decided not to include a vendor as part of your implementation due to the cost associated. Yet if you had done so, having them available may have allowed you to progress through the technical situation your team found themselves in. You have to look at where in the process you could have made decisions or done a little more preparation, which will prevent this from happening again.

4. Accountability (Own It!)

The acceptance of failure is an essential part of the process. You don't have to take all of the blame (which we do sometimes as project managers) as it normally isn't all on you. But you do need to accept accountability for the role you played in the project making the mistake or experiencing the failure. For example, if the project you are managing failed to provide sufficient communication to key stakeholders in the business prior to a Technology Services outage, acknowledge that and accept it as a failure of the project. Understanding that isn't about beating yourself up. It's simply about holding yourself accountable, so it is to build self-awareness and more importantly to prevent failure from happening again next time.

5. Focus on Control (Don't sweat the small stuff!)

Now let's get to the point on what you can control. You can control how effectively you manage your time and where you spend your energy. You can only take action to try and mitigate uncontrollable factors, such as other people's decisions, actions, and the weather.

The point is that you should **focus** on the controllable factors and know that you are doing absolutely everything in your power to achieve the desired outcomes. And you can continue to do that even when you are sometimes faced with unforeseen circumstances.

6. Plan - "If You Fail to Plan, You Are Planning to Fail" — Benjamin Franklin

Finally, you need to leave your **mistakes** in the past because your future doesn't have room for dead weight!

You take the lessons you have learned and apply them at every opportunity.

As Project Management Professionals, you've been through it all now, so you are fully prepared to cope with mistakes or failures that may occur in the future. Leveraging all that you learn on a daily basis is essential to grow through the opportunities presented by failure.

And guess what? They will continue to occur, but that's okay. YOU will be okay.

To embrace the learnings waiting to catapult you into YOUR future success - **FAIL FAST!**

To Your Success!

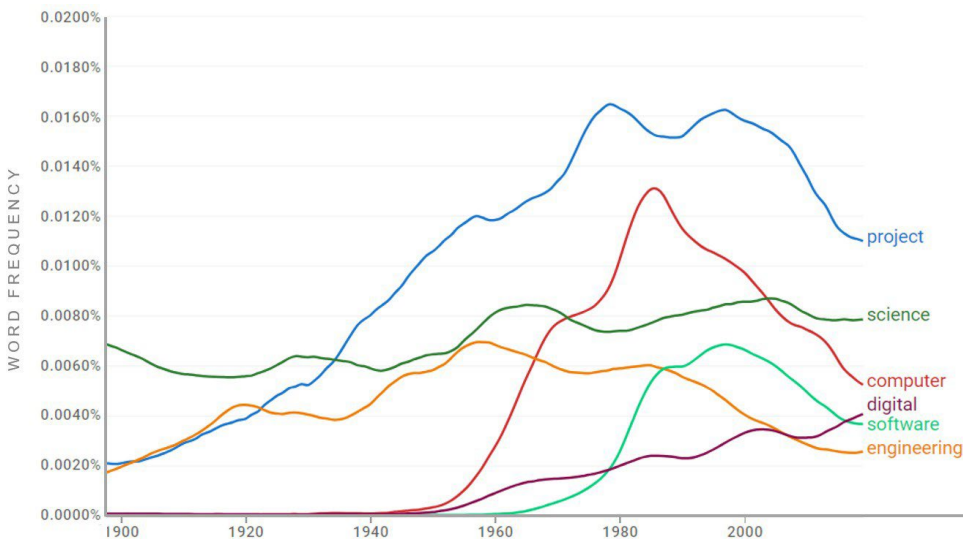
Leo Coco

Projectize Me!

Louis Taborda

The Third Wave of Projects

Google's Ngram is a visualisation tool that analyses word frequencies across books and other digitised documents. The image below is the Ngram for the word "project" and clearly shows how widely used the term has become, even when compared with related terms like science, computer and engineering, along with more recent ones such as software and digital.



The popularity of the word project is frankly quite staggering. Even as I did the search expecting the word to be popular, I never thought it would be that popular! You can try similar searches for yourself [here](#) – it offers hours of fun, and maybe even some edification.

What I was looking for when I started on this little investigation was to investigate the relationship between the word project and some of the underlying technologies that changed over time. My thinking (thesis) is that there are three broad waves of projects in history. The first wave comprises those ancient projects, somewhat lost in time, but leaving evidence of their magnitude in the monuments (like the pyramids) that have survived to this day. Patrick Weaver has done a great job of providing a historical timeline for project management that can be found [here](#) where he discusses the management of these ancient projects.

The second wave is more recent and covers the ambitious engineering projects undertaken in the late nineteenth and early



[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.

twentieth century. These are more recognisable and largely still operating as designed with highlights including the Eiffel Tower, Panama Canal, Hoover Dam, with many of these megaprojects involving construction or heavy machinery. The interesting thing about these second wave projects is that they benefited from the increasing awareness and codification of the discipline that has become project management.

The most recent change from traditional (hard) engineering to digital and software technologies marks what I term as third wave projects. These projects challenged earlier thinking on scope and planning as the digital medium, with its flexibility and ease of change, required the Agile Methods that project management has now embraced.

The interesting question is whether some of these waves are evident when we view the Ngram graph of terms reproduced above. It is unclear what the underlying reason for each of the bumps in the Ngram might represent but it could be the basis of an interesting discussion. But I can detect an apparent correlation between the term software and the last bump in the prevalence of the word project around the 1990s. What do you think? The fact that the usage for both words have declined since around 2000 is a little concerning. Perhaps the growing popularity of the word agile has resulted in the usage of project waning? More investigation is needed and our [discussion can continue here on LinkedIn](#).

2023 Elections Coming Soon!

PMI Sydney Chapter (PMISC) is delighted to announce the upcoming “Call for Nominations” for the election of the chapter members who will join the PMI Sydney Chapter Board in 2023.

Call for Nominations opens	Tuesday 1 August 2023 (09:00 AEDT)
Call for Nominations closes	Sunday 27 August 2023 (17:00 AEDT)
Candidate information released	Monday 25 September 2023
PMI Sydney Chapter Election starts	Monday 2 October 2023 (09:00 AEDT)
PMI Sydney Chapter Election closes	Friday 20 October 2023 (18:00 AEDT)

An important reminder to members: to be eligible to nominate and to vote in the next election, you must be a member in good standing (a member who has paid both PMI® and Sydney Chapter dues for their current annual membership period) at the time the call to nominations occurs.

To assist all interested members, an Election Information Pack is now available on our website for all candidates. [Access it here.](#)

The Elections and Nominating Committee (hereafter referred to as the Nominating Committee – or NomCom) role is to ensure that they present candidates at the election that are ready to dedicate the time and effort to their role on the Board. These candidates need to demonstrate to us that they will work with the Board, for our current and future members and partners, and represent the interests of PMI Sydney Chapter, and PMI.

The Nominating Committee will be accepting applications once the Call for Nominations is open. The members of the Nominating Committee are:

- Chair: Dean Naicker <https://www.linkedin.com/in/dean-naicker/>
- Leo Coco <https://www.linkedin.com/in/cocoleo/>
- Ibrahim Dani <https://www.linkedin.com/in/ibrahimdani/>

Eric Liaw, PMI Sydney Chapter Board Secretary at secretary@pmisydney.org is the Single Point of Contact (SPOC) for the Board and will facilitate communications between the NomCom and Board on election matters.

If, after reviewing the Election Information pack, you are more interested in volunteering with the PMI Sydney Chapter in another capacity, we encourage you to reach out to My Tran Le, Volunteers Director at volunteering@pmisydney.org

Any questions, please contact the Nominating Committee at nc@pmisydney.org

Chapter News – July 2023

A selection of photos from PMI Sydney Chapter's Annual General Meeting.



Membership Updates

Sydney Mudau

Message from the Membership Director

Over the past couple of months, Sydney Chapter has experienced remarkable and steady growth. The growth has surpassed all expectations and is confidently staying on track to reach its ambitious goals for this year. This significant progress can be attributed to a multitude of factors, with one of the most crucial being the substantial increase in student membership, returning members, and new members joining the Chapter.

The increase in student membership has been particularly noteworthy. It indicates a collaborative relationship with universities in the field of Project Management. This surge in young talent has injected fresh perspectives and energy into the organisation, and been driving innovation and propelling PMISC to new heights. Additionally, the dedication and hard work of the Academic Outreach and Membership portfolio teams have played a pivotal role in attracting these aspiring professionals, fostering a sense of community and providing them with invaluable resources and opportunities to flourish.

As we celebrate this remarkable achievement, it is essential to extend our heartfelt gratitude to all our members who have been instrumental in this success. Their commitment, enthusiasm, and active engagement have been the driving force behind PMISC's continuous growth and positive impact on the industry. Their unwavering dedication to excellence and their willingness to volunteer their time and expertise have truly made a difference in shaping PMISC into the thriving organisation today.

As we look to the future with optimism and determination, it is essential to acknowledge that our journey would not have been possible without the collective efforts of our membership and academic outreach portfolio teams. Together, we have laid a strong foundation for continued growth and impact, and I am confident that PMISC will continue to flourish as a leading force in Project Management.



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.

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 in March 2023. We thank you for your association, support and advice.

PMI Sydney Member	Years of Membership
July 2023	
Srinivas Bhagavatula	3
Dean Broers	3
Justin Chambers	3
Simon Haycock	3
Joseph Everard Benno Motha	3
Dean Naicker	3
Akhilesh Das	5
Fernanda Dutra	5
Michael Dutton	5
Sk Naureen Laila	5

Photo of the Month

Rory Wilson



About the image

The green and gold of blooming wattle is popping up everywhere in the bush around Sydney as we move towards spring.

Similarly, the green and gold is commonplace in the streets of the city in support of the Matildas in the FIFA Women's World Cup hosted across Australia and New Zealand. We wish them and all of the teams competing good luck!