



**Project  
Management  
Institute.**  
Sydney, Australia

# The Critical Path

June 2023



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## April 2023

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# Editor's Note

## Omer Iqbal

Dear Members and Subscribers of Critical Path,

I hope this note finds you well and enjoying the surprising speed with which the first half of 2023 has zoomed by. It's incredible how time flies when we're busy working towards our goals. Speaking of surprises, it seems the curse of La Niña has bid us adieu for now, as we anticipate a dry winter. So, make sure to soak up the sunshine during your weekends!



Now, let's talk business. June is here, and with it comes a significant

event for PMI Sydney Chapter—the Annual General Meeting (AGM). This is our chance to come together, share our strategy, discuss our operations, and present our financial performance to our esteemed members. AGMs are more than just formalities; they keep us accountable to the promises we make and help maintain a healthy discipline in our operations.

But wait, this year's AGM is going to be extraordinary! We're spicing things up by combining the AGM with two of our key pillars—Learning and Networking. It's a match made in project management heaven! For the learning portion, we have the pleasure of welcoming Graham Dobbin, a globally renowned keynote speaker from Dale Carnegie Australia. Graham has worked with illustrious companies like Google, Indeed, OFX, and BMW, and he's generously offering his time to share his experiences, knowledge, and insights with us. Let's give a big thanks to Graham for gracing our event!

Now, onto the networking part—doors will be open 30 minutes prior to the event, giving you the opportunity to mingle with fellow members and build connections. And don't worry, the fun doesn't stop once the AGM concludes. We'll continue to serve delicious food and drinks late into the evening, ensuring ample time for safe networking and engaging conversations.

Here's a sneak peek at the agenda for the AGM on 22nd June 2023:

- 6:00pm – Doors open, and registration starts.
- 6:30pm – AGM quorum count followed by an insightful AGM report.
- 7:05pm – AGM concludes, including a Q&A session.
- 7:10pm – Get ready to be inspired by our guest speaker, Graham Dobbin from Dale Carnegie Australia.
- 8:00pm – Unwind and enjoy a dedicated networking hour.
- 9:00pm – Time to wrap up the event, feeling energized and connected.

In next month's Critical Path, I will share key updates and operational performance highlights from our AGM. So, keep an eye out for that!

We're genuinely excited to see each and every one of you at the AGM on 22nd June 2023. It's going to be an event filled with learning, networking, and plenty of good vibes.

Wishing you all the best until then.

Kind regards,  
Omer Iqbal  
President, PMI Sydney Australia Chapter

P.S.: We would love for you to contribute to the future issues of our newsletter. Please connect with us at [newsletter@pmisidney.org](mailto:newsletter@pmisidney.org) or [marketing@pmisidney.org](mailto:marketing@pmisidney.org).



# How Business Analysts Can Thrive in Agile and Hybrid Environments

## Stephen Howard

*Finding it hard to navigate the ever-changing delivery landscape?*

**Stephen Howard**, Senior Consultant, Facilitator and Business Analysis Practice Lead at PM-Partners, shows you how to combine your existing BA skills with new agile approaches to deliver the right tools and techniques to satisfy a range of needs.

Organisations are increasingly embracing a hybrid-environment approach to improving delivery performance and driving innovation, combining both traditional and agile methodologies and practices. What does this mean for the business analyst (BA)?

In this rapidly evolving landscape, shifting team dynamics are causing confusion about the exact responsibilities of a BA. Meanwhile, different operating methods and principles have led to uncertainty about how to apply existing skills effectively. Here, we consider where and how BAs fit into this emerging new world and what they can do to adapt and enhance their role to ensure they remain valuable contributors.



Stephen Howard has an extensive experience consulting, facilitating, and mentoring in disciplines such as strategic IT management, portfolio, program and project management, business analysis, agile and team development. Working across Australia, New Zealand, Asia and Europe, his audience includes those looking to uplift their skills in leadership, strategic planning, time management and other areas.



### A changing landscape

Traditionally, business analysts have been the bridge between the business and IT, eliciting, and documenting requirements, and ensuring that technical solutions align with business needs. They are skilled professionals who analyse business processes, identify areas for improvement, and propose strategies to enhance efficiency, productivity, and profitability.

In agile and hybrid environments this core function holds firm: the BA still plays a crucial role in ensuring customer needs are met and

the final product delivers value. However, the rise of agile methods and blended practices necessitates that BAs evolve their roles to better support new ways of thinking, learning, and working.

In contrast to more traditional, sequential project management approaches, agile methods emphasise flexibility, collaboration, and iterative progress to drive faster delivery of value. Blended practices, meanwhile, typically combine the strengths of both worlds: structure and predictability with the ability to accommodate changes and evolving needs. Supporting organisations as they navigate these domains therefore requires both an evolution and an expansion of the BA role.

## **Building skills for the future**

Just like today's project manager, the modern BA must be able to combine agile approaches with traditional project management to deliver fit-for-purpose tools and techniques that best suit the environment they're operating in.

To excel in these more fluid landscapes, BAs need a diverse skillset; one that can be leveraged to satisfy a range of needs and brings agility and adaptability into every aspect of their work.

They must take what they already do well – their domain knowledge, analytical thinking, problem-solving and communication skills – and build onto it with a focus on:

**Agile methodologies:** BAs need a solid understanding of agile principles and practices, as well as knowledge of user stories, backlog management, sprint planning, etc.

**Facilitation and negotiation:** BAs should sharpen these skills to facilitate workshops and brainstorming sessions, encourage diverse perspectives and foster a cohesive environment.

**User-centric design:** Developing a user-centric mindset and skills in user research, usability testing, and UX design empowers BAs to ensure that the development efforts align with user needs and helps to create exceptional customer experiences and user-friendly products.

**Change management:** Agile and hybrid work environments involve significant organisational and cultural changes. Change management techniques can help facilitate smooth transitions and address issues as they arise.

**Adaptive communication:** Skilled BAs can adapt their communication style according to specific stakeholders, including product owners and end-users.

**Data analysis and visualisation:** With the increasing emphasis on data-driven decision-making, business analysts should develop proficiency in data analysis techniques and tools. They should be able to extract insights, identify trends, and present data in a visually compelling manner.

**Growth mindset:** Nothing is set in stone – agile and hybrid delivery environments are continuously evolving. BAs must cultivate a positive attitude towards learning, embracing challenges and actively seeking out opportunities for improvement. Having a growth

mindset empowers BAs to take control of their own development and unleash their full potential.

## **The value of training and certification**

To ensure BAs keep pace with the evolving landscape, training and certification programs play a vital role.

Our [PMI Agile Certified Practitioner](#) exam preparation course provides the necessary study and preparation required to obtain the globally recognised Agile Certified Practitioner (PMI-ACP®) and enable the fast pace of change and empowerment that is integral to agile.

The purpose of this certification program is to build a comprehensive knowledge base of agile best practices, to enable project managers and team members to apply the tools and techniques when working within an agile environment, with a goal of obtaining a professional certification credential of the highest calibre.

To find out more about keeping pace with the shifting demands of today's delivery environment, contact our team or call 1300 70 13 14 today.

*Note: PMI members qualify for a 20% discount on PM-Partners courses – simply quote code PMI20 when booking.*

# The Ups and Downs of Job Hunting: Balancing Emotions and Success

## Steve Tompkins

Last month, I wrote about looking for your next role and approaching it as if delivering a project. I've been recently helping a friend through the job search process and we've talked openly, not just about his challenges looking for a role in the current market, but also his mental state while going through this. It's something we have all faced at one time or another.

The emotional toll job hunting can take is a very real and should be acknowledged. He has some good days – some wins, call backs and interest in his profile – and then there are days he's really down, which has a real impact on his confidence (which it shouldn't – he's not only a superb Project Practitioner but a really nice and personable guy too!).

Recently, one of the top four banks made the move to cut 300 jobs as part of its plan to reduce office headcount by 20%. Project delivery and program management workers in the retail and business bank bore the brunt of the cuts. This follows one of their competitors cutting 224 roles in May.

Coping with any job loss can be a challenging and emotionally difficult experience. However, there are steps you can take to help you navigate this situation and move forward positively. Here are some suggestions for coping:

1. Allow yourself to process your emotions: Losing your job can trigger a range of emotions, including shock, anger, sadness, and even a sense of loss. It's important to acknowledge and accept these emotions rather than suppressing them. Give yourself permission to grieve the loss of your job and the changes it brings. You are not alone in this!
2. Seek support from friends and family: Lean on your support network during this time. Share your feelings and concerns with trusted family members and friends who can provide you with emotional support. Talking about your experience can be cathartic and help you gain perspective.
3. Take care of your well-being: Redundancy can be stressful, so it's crucial to prioritise self-care. Make sure you're getting enough sleep, eating well, and engaging in activities that help you relax and unwind. Regular exercise can also be beneficial for managing stress and boosting your mood. Try to stick to an exercise routine at the same time every day.



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.



4. Reflect on your achievements and strengths: Remember that redundancy or a contract termination does not define your worth or abilities. It reflects a change in circumstance and shift in priorities of that employer. Take some time to reflect on your past accomplishments and the skills you've developed throughout your career. Recognize your strengths and use them as a foundation for moving forward. Write these down.
5. Assess your financial situation: Evaluate your financial resources and create a budget to manage your expenses during the transition period. If needed, consider seeking financial advice to help you navigate any financial challenges.
6. Update your resume and skills: Use this time as an opportunity to update your resume and enhance your skills. Seek feedback from recruiters you trust.
7. Explore new career opportunities: Redundancy can be a chance to explore new possibilities and discover alternative career paths. Research different industries and job opportunities that align with your skills and interests. Networking, attending job fairs, and utilising online job platforms can help you connect with potential employers.
8. Stay positive and maintain a routine: It's normal to experience setbacks and rejections during a job search. However, maintaining a positive mindset and a structured routine can help you stay motivated and focused on your goals. Set daily or weekly objectives, such as networking, applying for jobs, or updating your skills. Don't forget to reach out to companies directly. Show initiative and remember – LinkedIn is your friend!
9. Avoid common traps. Common pitfalls to watch out for are:
  - i. Groundhog Day – don't sit on Seek every day, losing your search criteria. This will "dilute" your brand and applying for jobs less relevant will not help your cause. Sometimes less is more.
  - ii. Training – Human beings want to "do stuff". They want to keep busy. While training may help in some cases don't jump straight to this, depleting funds you may need as it may not get you the required outcome. After all, you got your last couple of opportunities without this, right?
  - iii. Follow up with a call! I'm still amazed at how many candidates don't do this.
10. Seek professional support: If you find it challenging to cope with the emotional impact of redundancy, consider seeking professional help. A career counsellor or therapist can provide guidance and support as you navigate this transition.

Remember, any end of a current role can open doors to new opportunities, even if it may not seem like it at the time. Try to stay resilient, maintain a positive mindset, and take proactive steps towards your future career goals.

# Beyond Project Management

## Ibrahim Dani

### Engage Your Way to Project Success!

Did you know that only 2 out of 3 projects actually meet their goals and business intent? Despite all the fancy project management frameworks, tools, and training we have today, our success rate still lingers around 60% – even in the most optimistic research! It's time for a breakthrough. We've focused so much on perfecting our tools and processes, but maybe there's something else we're missing.



Here's my hypothesis: a fool with a tool is still a fool. No matter how much we refine our tools or streamline our processes, it's ultimately the people who produce the results and achieve the project's goals. So, it's time to shift our attention to the most crucial factor: the people.

They are the ones who complete the work, meet the deadlines, and contribute to the project's success. In fact, a significant portion of the project cost is tied to human resources. No matter how perfect our tools are, we need the right people – competent, motivated, and engaged – to make it all happen.



I'm thrilled that PMI is finally recognizing the importance of people, referred to as 'power skills' in their 2023 Pulse of the Profession report titled "Power Skills, Redefining Project Success."

It's an acknowledgment that frameworks and tools alone are not enough. It's the people who will ultimately make or break our projects. In other words, a fool with a tool is still a fool.



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.

To truly harness the potential of your team, you need to motivate and engage them. Studies have shown that disengaged individuals are toxic, and a single actively disengaged employee can offset the work of three actively engaged employees. Actively disengaged team members are like project killers: constantly finding ways to avoid their responsibilities. They produce incorrect outcomes and render the efforts of others useless. So, it's safe to say that a fairly competent but actively engaged employee is far more valuable to have on your project than an expert who lacks engagement.

If you want to increase the chances of project success, become an engaging leader. Look beyond the tasks and focus on your team's behaviour. Here are some strategies to consider:

- 1. Practice Authenticity:** Lead by example. Your actions speak louder than words. To bring about change in an organisation, leaders must model the desired behaviour.
- 2. Be Passionate:** Infect your team with your enthusiasm. Your emotions and energy are contagious. Instead of being dull in status meetings, ignite your passion for the project and highlight the progress being made.
- 3. Be Present:** Eliminate distractions and give your team undivided attention. When communicating with them, fully engage and always turn on your video during virtual meetings. Surprisingly, even if a mobile phone is turned over but visible, it can still distract people.
- 4. Listen to Understand:** Don't just listen to respond; listen to learn. Pay attention not only to the words but also to the subtext – body language and hidden meanings.
- 5. Start with Yourself:** You can't expect your team to be engaged if you're not actively engaged yourself. Lead by example and demonstrate your own commitment.
- 6. Define Your Culture:** Establish a clear way of working, your team's culture. If you don't define it through your actions, your team will create their own, which may not align with your goals.
- 7. Spend Quality Time:** Quality time leads to high-performance teams. Have frequent conversations and encourage both formal and informal interactions. Every interaction matters.
- 8. Help Your Team Find Meaning:** Connect with your team on an emotional level. Assist them in discovering personal meaning through their work activities. Great leaders help create a sense of purpose.
- 9. Instil a Mantra:** Engage your team with a powerful, concise mantra that encapsulates the essence of your project and its desired outcomes. It forms a strong emotional connection.
- 10. Foster a Courageous Culture:** Create an environment that promotes authenticity and cultural diversity. Respect and value everyone's opinions, allowing people to thrive.
- 11. Actively Promote Creativity:** Make creativity a top priority in your agenda. Encourage your staff to tap into any resource that ignites their spark.
- 12. Reinforce Positively:** Catch your team doing something good and express gratitude. A simple "thank you" can go a long way in boosting morale and motivation.

While managing is essential for compliance, it's not enough. Highly skilled employees require additional motivation to stay engaged and committed. As an engaging leader, you have the power to inspire your team, drive them towards the right outcomes, and ultimately enhance project success. So, stop managing and start engaging!

# Projects and Transformations

Jess Tayel

## The Project is The Silo: The Art of Integration – Part 2

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

### Introduction

Welcome to the second part of our series! If you're seeking to weave your project into the very fabric of your organisation and usher it to the zenith of success, you're in the right place. This piece will enlighten you on Understanding the Unique Parameters of the Business Landscape.

When projects run in their own world and have blinders on, this might seem like we are delivering on the outcome; however, many issues would eventually arise from not being able to integrate the business landscape into your project.

Some of these issues are related to the following:

- Delivering something that works for a narrow audience.
- Things get more challenging towards the end of the project when you are trying to have people rally behind you to get the project over the finish line.
- The project is bland and vanilla and lacks the understanding of the business context
- The risk of rework is higher.
- There is a higher risk of introducing subsequent phases (things that we missed in the first phase ) to deliver the full outcome.
- Overall, business frustration and lack of trust. And, this affects your confidence, conviction and your career advancement projections.



[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 Transformation & Change Community, a global community for leaders and professionals in change, transformation, program management and experience design.



Unlocking this skill will transform you into an organisational cartographer capable of mapping your business landscape and using that map to navigate the treacherous terrains of project management.

This is the kind of **work that many avoid and secretly hope for the best**; however, the more complex the project, the more you need to make time and space to get this done.



### ***A. Painting the Company Culture***

The company culture is your canvas – it forms the backdrop upon which your project will unfold. The more vividly you can paint this picture, the better you can tailor your project approach to fit within the masterpiece that is your organisation.

- **Mission, vision, and values** – the DNA of your company; these elements form the foundational brush strokes of your organisational portrait.
- **Interactions** – observing these give you the colours you need to complete your painting. How

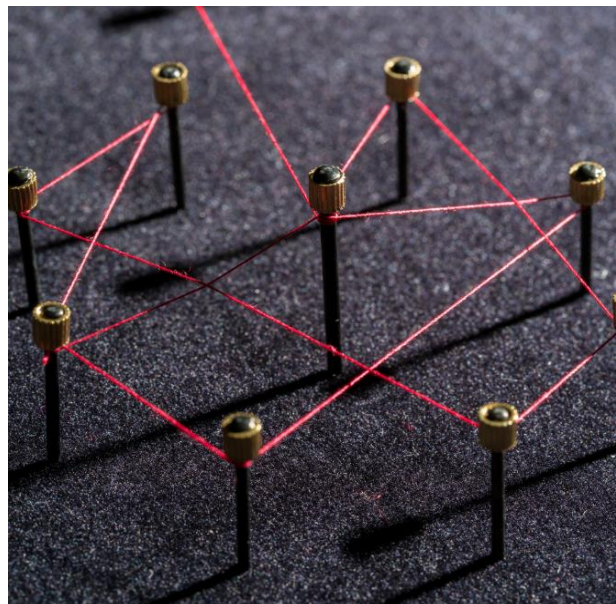
staff communicate, and information flows help you understand your organisation's emotional tone and conversational style.

- **Decision-making process** – this outlines your painting, defining how power and influence are distributed across the organisation.

### ***B. Identifying the Key Stakeholders***

Stakeholders are the characters in your masterpiece. Like portrait artists, project managers must understand the essence of these characters to depict them accurately.

- **Stakeholder mapping** – Just as artists sketch their subjects before painting, start by creating a list of potential stakeholders who can make or break your project.
- **Understanding their essence** – Uncover their concerns, priorities, and expectations to create a more detailed sketch.
- **Relationship building** – Keep your subjects engaged and appreciated. Regular communication, prompt response to concerns, and involving them in decision-making can bring their portraits to life.



### ***C. Assessing Risks and Opportunities***

Navigating the business landscape requires a keen understanding of potential pitfalls and vistas of opportunity. It's about painting a landscape with all its dramatic shadows and highlights.

I want to stress that Risk is not a task in the project's long list of to-dos. Constantly and proactively being in tune with what is going on in your landscape (which is usually more significant than your project's scope) is critical to ensuring your transformation project is a success.



- **Risk assessment** – Sketch the shadows in your landscape. Identify potential internal and external risks that can obscure your project's success.
- **Opportunity spotting** – Identify the sunny spots in your landscape. These are potential opportunities that, when leveraged, can add significant value to your project.
- **Risk management plan & opportunity optimisation strategy** – Plan for when the clouds roll in and the sun peaks out. Preparing for uncertainties ensures you're ready to react swiftly when the landscape changes.

**Understanding the Unique Parameters of the Business Landscape** is a project manager's journey to becoming an organisational cartographer and landscape artist. By mastering this skill, you'll be able to create a stunning masterpiece of a project that aligns with the intricate designs of your organisation's tapestry. As you progress, remember – you are not just a project manager but an artist bringing a vision to life.

# Coco's Corner

## Leo Coco

### The Discomfort Zone – Part 3 - The Discomfort System - I

Let me introduce you to “The Discomfort System.”

Is it possible to truly become comfortable with being uncomfortable?

**Absolutely!**

Consider this problem: You're given an assignment to walk up and introduce yourself to 100 strangers. Initially, this feels a little daunting or the task might even feel impossible. What you may not realise, is how long you can expect for this discomfort to last.

The first person you introduce yourself to will be the hardest. You might be unsure what to say. You have no idea what the other person will say or do in response. But as you keep going with this task, you will soon find something interesting. After a handful of people, you'll start relaxing. If the responses you get are pleasant, you might even start enjoying yourself to the point where the task no longer feels uncomfortable at all by the time you finish.

What does this mean for us? Yes, Discomfort fades over time. The **more** we challenge ourselves, the **easier** it gets. This is especially true when you understand how discomfort works and how to manage it. You can learn how to navigate the Discomfort Zone so easily that the steps involved will become a habit until you find yourself managing discomfort with ease.

The trick is to **choose your battles**. You don't have to make your whole life uncomfortable to create positive change. In fact, you really shouldn't. So, if you're deciding to shake up your work life, being in the comfort zone for a bit at home or in your relationships will give you somewhere to retreat to rest and recharge before tackling discomfort again the next day.

**Ready?** Let's get started.

#### Step 1. Examine Your Discomfort

Before you can leave your Comfort Zone, you need to know where you're going. You should start with paying attention to the things which make you uncomfortable. Try looking for the following signs:



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're Reacting Physically to the Suggestion of a Certain Change**

If you cringe every time someone brings up a hot topic, you already know you need to change, whether you've acknowledged it or not. Look for physical signs connected to this thought, such as an upset stomach, a sudden need for the toilet, or difficulty sleeping because you just can't stop thinking about the topic. Some signs are more subtle, such as having a suddenly itchy nose when talking about this topic.

### **Your Body Language is Already Screaming 'No!'**

We hold ourselves differently when we feel threatened. We hunch over and sometimes cross our arms in front of us. We may even physically start moving away from the person who suggests this change as if trying to gain distance from the idea.

### **You Can't Talk About it – Or You Can't Stop Talking**

If you can't find the words to discuss something or get choked up in conversation, this is a sign that you're definitely uncomfortable with the topic. It's definitely time to back up and notice what's going on.

Once you've identified some possible areas where Discomfort indicates some change may need to happen, ask yourself the following questions to narrow your focus down on the specific issue which needs some work.

What is making you so nervous and anxious about the idea of facing the challenge?  
What aspect of this is making you the most uncomfortable?

These questions will help you home in on the root cause of the Discomfort. This is important because your approach from here on out will be shaped by just what problem you're trying to solve.

Once you think you've understood what is causing your Discomfort, it's time to move on to the next step.

## **Step 2. Reflect on Discomfort**

There is no quick and easy way to go through this step. You'll have to take the time to do it properly, so give yourself an hour or two and sit back and enjoy what you're about to discover about yourself. It's sure to be quite interesting!

Reflection is such a positive exercise. You now have the time you need to sit down with your emotions and examine not just what you're feeling but why you're feeling the way you do. The biggest key to getting through this step is honesty with yourself, so be prepared to really be truthful as you step into this journey.

You need to create a space for understanding yourself which is conducive to calm, without interruptions, and free of distractions and noise where possible. You may want to play some soft music if it helps to keep you calm and centered. Or you can use noise-canceling headphones to block out the world for a moment if needed.



Next, you'll choose your preferred method for reflecting. For some, this involves journaling. For others, it's more a matter of sitting with your thoughts to see where they go. Do whatever works best for you.

Now, once you're ready, it's time for you to concentrate on these important questions.

### **Why are You Ready to Step Out of Your Comfort Zone?**

It's important to begin here, so do not skip this question. This will help you frame your goal and understand your desire to change. This is all about affirming your decision to move into Discomfort and will give you an answer that you can come back to anytime you feel sad or discouraged on your journey.

### **How Has Your Comfort Zone Held You Back?**

This can be answered in two ways. By asking in general how your comfort zone has kept you from moving forward towards change. This will help confirm that you can't stay where you were anymore. It's just not good for you.

Yet if you can answer this regarding the challenge you're attempting, you'll discover the roadblocks that have held you back so far. Why have you been holding back? For how long? What made it easier to stay where you were than to move forward? Unfortunately, you won't change a thing unless you first dismantle these. You will want to spend some time reflecting or writing about this topic to free yourself from these feelings.

If this doesn't work, or you're truly having trouble letting go of the things holding you back, and things seem particularly difficult, don't hesitate to seek help from someone trained in dealing with past trauma, such as a counselor or medical professional who can help you through this step.

### **What is Motivating You to Move Forward Right Now?**

This is incredibly important. Here is where you seize the change and make it your own. Say these words out loud if you can: "I am moving forward right now because \_\_\_\_\_!" Make this your war cry. Make it an affirmation as this is your reason for making yourself uncomfortable in the first place.

*STEPS 3-6 IN THE NEXT EDITION OF THE CRITICAL PATH. HAPPY READING*

# Projectize Me

## Louis Taborda

### A Project Management Safari

I was first introduced to the work of Henry Mintzberg when I was asked to teach Organizational Design Theory, a field I had little knowledge of at the time - other than working in organizations, of course. Here was a subject that all professional have some innate understanding of, but [Mintzberg identified five types of organizational structures in his research](#). He called them configurations, which reinforced the idea that these structures emerged because of the dynamic tensions between five parts of an organization.

I'm a little rusty now, but the point is that Mintzberg provided a satisfying causality in his work; a sense that there was logic behind the different types of organizational structures we could see in reality – it was a useful and applicable research – especially if you subscribe to a Critical Realist's view of the world. He followed up that early research by looking at strategy and his book entitled [Strategy Safari: A Guided Tour Through the Wilds of Strategic Management](#), co-authored with Bruce Ahlstrand and Joseph Lampel, is a bestselling business classic. The “safari” in the title provides an elegant, accessible metaphor that is both modest and instructive. It captures a sense of curiosity and wonder with which we may view the different forms that this complex and abstract notion can take. As a bonus, the book also invoked [the parable of the nine blind men exploring an elephant](#) from different perspectives and yet failing to correctly identify the animal.

Sadly, Mintzberg is somewhat unique and [his ideas on management practice, research, and education are often considered heretical](#), but I admire his work for the lack of pretense about possessing some higher wisdom and instead of having a egalitarian view of shared and accessible knowledge that is grounded in a sense of humility.

We could use some of that in project management. Our Body of Knowledge (PMBOK) comes to us as the Bible for our discipline, when in fact it is similarly the result of simply observing what actually happens in practice. That is no secret and the origins of the PMBOK are clearly stated but it is the pomposity of the title that tends to hide its humble origins.



[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.

Maybe like Mintzberg's book, we should call our PMBOK: A Project Management Safari? But then maybe it will not be deemed to be important enough to be the foundation of a discipline. Humility does not always get the respect it deserves. And, as evidence, I sadly must note that some latter editions of *Strategy Safari* now have as a subtitle "the Complete Guide Through the Wilds of Strategic Management", whereas before it was simply a guided tour. Such is life!

# Chapter News – June 2023

## Annual General Meeting and Graham Dobbin's Talk

Join us as we reflect on the achievements of the past year and discuss the exciting roadmap for the future, with guest speaker Graham Dobbin from Dale Carnegie. Be a part of shaping the PMI Sydney Chapter's direction.

Event link <https://pmisydney.org/calendar?eventId=32754>

169 Castlereagh St, Sydney, New South Wales, AU, 2000

Thu, Jun 22, 2023, 6:00 PM - 10:00 PM

## Project Practitioner Career Event

PMI Sydney are excited to invite you to our 3-in-1 "Project Practitioner Career Event" in conjunction with Talent International and Avec Global. With three different speakers, this event is not to be missed.

Join us on 20th July 2022 for what is sure to be an excellent educational experience and networking opportunity! Sharpen your project management skills with three industry experts, gain insights from real-world experiences, and network with fellow professionals.

Topics to be discussed include "LinkedIn: personal branding and social engagement," "A career market update," and "How Avec hires the best project practitioners."

Link: <https://lnkd.in/g3p8ygCr>

## Academic Outreach Program

In 2023, the Academic Outreach Program at PMI aims to strengthen its partnerships with educational institutions by collaborating with a diverse range of universities. We seek to increase the availability and accessibility of project management education, and ensure that students from different backgrounds and regions have the opportunity to acquire valuable project management skills.

Overall, the Academic Outreach Program's goals for 2023 are to

- Promote research, leadership, nurturing a strong network of students
- Increase support and resources to the Sydney Chapter
- Empower and encourage student leaders to organise impactful events, such as mentorship programs and career development activities.



# Chapter News – June 2023

## PM-Partners EOFY Sale

We have an EOFY sale running until midnight, June 30th: Buy 2 get 1 free on these course packages: <https://www.pm-partners.com.au/capability/special-offers/> OR 30% off all our training courses using code EOFY2023 at checkout.

This includes courses like PM Fundamentals, PRINCE2®, PRINCE2 Agile®, AgilePM®, AgileBA®, and the full range of SAFe® courses, with Leading SAFe, SAFe for Teams and Lean Portfolio Management among the most popular options.



The banner features a purple and yellow background. On the left, a red ribbon says 'EOFY SALE'. Below it, 'BUY 2 GET 1 FREE' is written in large white letters, with a 'VIEW PACKAGES' button underneath. A white box at the top center says 'STUDY AND SAVE'. A teal circle with 'OR' is positioned between the two offers. To the right, '30% OFF ALL COURSES' is displayed in large purple and red text, with a 'VIEW PACKAGES' button below it. Further right, the 'pm-partners' logo is shown, followed by 'Use EOFY23 at checkout' in a teal box. A small note at the bottom right states '\*T&Cs apply. Offer ends 30th June midnight EST.'.

# Membership Updates

## Sydney Mudau

Following is the list of members who celebrated either 3, 5, 7, 10, 15, 20 or 25 years of association with the PMI Sydney Chapter in May 2023. We thank you for your association, support and advice.



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.

PMI Sydney Member	Years of Membership
<b>May 2023</b>	
Michael Alacqua	3
Henia Colinard	3
Norbert Dommel	3
Thomas Fleming	3
Duncan Ross	3
Faham Tahmasebinia	3
Sandeep Chatterjee	5
Griffin Foster Morris	5
Irene Gennari	5
Magid Bahaa Reziky Gerges	5
Paul Da Silva	7
Milind Kulkarni	7
Nithin Nayak	7
David Wiggins	10
Tracy Griffith	15
Julie Haw	15
Hua Ye	15
Kylie Barrett	20
Shane Edwards	20
Stanley Tat Choi Wong	20
John Flynn	25
Sandeep Mathur	25