The Critical Path
May 2023

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Editor's Note
Himadri Chowdhury

Early mornings have started getting the bone-chilling, breath-freezing quality as we start venturing into the chilly months. Temperatures across the state are plummeting and a few more minutes of snooze seem all the more precious now. Apart from the cold, the things that got most talked about this month were the Federal Budget of 2023-24, the Coronation of King Charles and the G-7 meeting in Japan, all important for different reasons.

Several interesting updates came about in the Federal budget, most important being the surplus of $ 4.2 Bn. Although this will be a one-off surplus and the projection shows the next few years will see deficit, this did create a sense of positivity in the market. The other takeaways from the budget were increase to the bulk-billing initiative, assistance to low income renters, prioritising clean energy initiatives, strengthening Medicare and increasing surveillance to stop scammers in their tracks.

Most of the policy decisions were keeping in line with the election promises though infrastructure spending might need to get on a faster track in the coming years. The jobless data was also positive, forecast to be 3.5 per cent in the June quarter of 2023, and 4.25 in the June quarter next year.

The boom to residential and commercial properties continues with the increase of migration and flocking of the investors to the red-hot Australian property market. This is creating several issues, especially for the first home buyers, where the home prices have moved way out of reach, and for the tenants, with rents increasing by 10-50% over course of a few months in several suburbs. What we need very quickly is an increase of supply, and the NSW Premier is looking at building vertically to resolve the current crisis.

The increase of development means better opportunities for project professionals in the construction industry, but there is also concern about failed businesses, mainly developers and builders, in all corners of the country. A significant number of established firms are going into liquidation and bankruptcy, creating challenges for the customers and financial institutions at the same time.

At the same time, infrastructure development needs to keep up the with the pace housing growth. What we have heard so far are promises to make the infrastructure, including transport, more efficient, and new analysis and reporting, but nothing much on ground benefitting specific projects. One example is the Parramatta light rail, which was delayed till May 2024, and another being the fast train to Newcastle, where no promises were made in the Federal budget.

Your Chapter is getting into a rhythm this year with multiple successful and informative sessions and meet-ups organised. Footfalls have increased every session and there seems to be a demand in the community for better engagement and good content.

The Chapter has several other sessions in the pipeline and a special AGM session in June. We request the membership to suggest topics that you want to see us host and get on the stage with us if you would like to present. We are looking forward to hear from project management and related professionals. Please contact us at events@pmisydney.org.

In this month's Critical Path, we have Leo Coco presenting the second part of his discussion on Discomfort and how it affects us. Steve Tompkins talks about how to apply project management principles on job hunting.. The art of integration is the focus of Jess Tayel's column this month, and Ibrahim Dani looks at leaders that are "Multipliers". Matt Sharpe from PM Partners discusses Scaled Agile Framework® (SAFe®) 6.0 – what's new, which our readers will find very informative. Louis Taborda also talks about Agile, and the importance of the Minimum Viable Product. Our Volunteering Director My Tran Le recollects the events from our Volunteering Day celebration on 15 May. There are other news and inputs.

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

# Scaled Agile Framework® (SAFe®) 6.0 – what's new?

Matt Sharpe

True to its own principle of relentless improvement, the Scaled Agile Framework® has released its latest iteration – SAFe® 6.0 – featuring a suite of refinements to enable teams to deliver better results, faster. PM-Partners Agility Practice Lead/ Agile Principal Consultant Matt Sharpe provides an overview of the changes.

Ever since the first version of the Scaled Agile Framework® (SAFe®) was launched in 2011, thousands of enterprises have benefitted from scaling their lean-agile practices and principles through this increasingly popular approach. As expected, and in true agile style, the framework has gone through several iterations over the years, culminating recently in the significantly rewritten and revised version SAFe 6.0.

This new release has been highly anticipated and is a pretty big deal, incorporating a number of upgrades to elevate the framework and provide practitioners and enterprises with a much-expanded toolkit. So, what are the main changes to be aware of?

Matt Sharpe

PM-Partners
Agility Practice
Lead
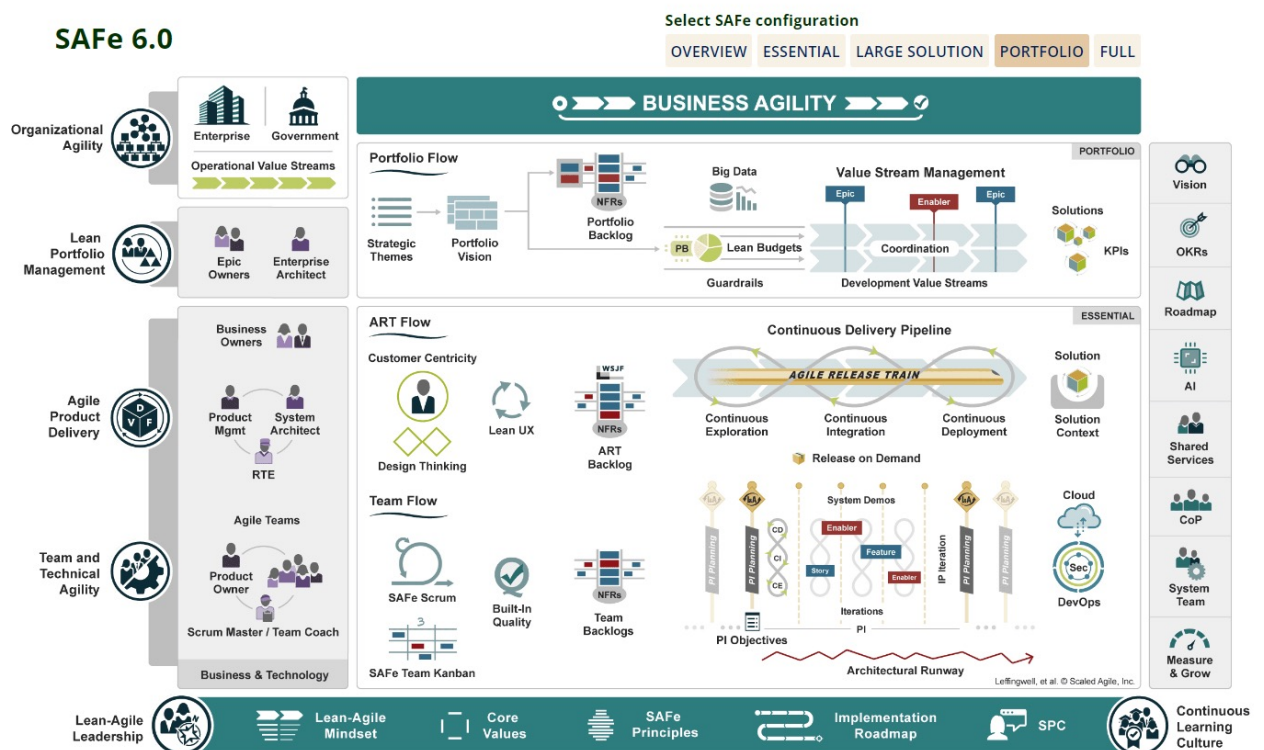
SAFe® 6.0 at a glance

As well as a suite of new and advanced practices, techniques, and content, the latest update includes an entirely new look and feel to the Big Picture and updates to some of the terminology used (see image above).

To simplify and align the language of SAFe across all levels, the word 'Program', for example, has been replaced with 'ART', PI now stands for 'Planning Interval' and SPCs have been rebadged as 'SAFe Practice Consultants'.

Six themes of SAFe® 6.0

The most significant aspect of this latest revamp is that the whole framework is now underpinned by six major themes, as illustrated below. These themes change the emphasis of SAFe to true business agility and empowering teams, with a focus on improving flow at all levels of the organisation.

1	**Strengthening the foundation for Business Agility**
2	**Empowering teams and clarifying responsibilities**
3	**Accelerating value flow**
4	**Enhancing Business Agility with SAFe across the business**
5	**Building the future with AI, Big Data and Cloud**
6	**Delivering better outcomes with measure and grow and OKRs**

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1. Strengthening the foundation for Business Agility

A major improvement is the promotion of Business Agility Value Stream (BAVS) as a prominent feature in the SAFe framework, which really shifts the focus upwards to take an enterprise from sensing an opportunity to delivering the right solution.

2. Empowering teams and clarifying responsibilities

All roles within the big picture have been updated to include new 'responsibility wheels', which offer a clear overview of each role's main responsibilities. This makes it easier for people to understand their roles and improve their job performance.

3. Accelerating value flow

The concept of flow has also been emphasised, and SAFe now includes four new flow articles that offer advanced guidance on applying flow principles to all levels of SAFe, including Portfolio, Solution, ART and Team.

4. Enhancing Business Agility across the business

As successful SAFe transformations impact more than just development, SAFe 6.0 also introduces five business and technology patterns that extend business agility throughout the organisation. These include business-enabled ARTs, building an Agile executive team, applying SAFe to other business functions.

5. Building the future with AI, Big Data, and Cloud

Acknowledging the most significant shifts taking place in the digital landscape, the latest revamp incorporates expanded guidance for integrating AI, big data, and cloud into value streams.

6. Delivering better outcomes with Measure and Grow and OKRs

Finally, SAFe 6.0 includes expanded guidance on OKRs (objectives and key results) and improved tools for measuring competency and flow. These refinements will ultimately help teams deliver better outcomes.

SAFe 6.0 is all about helping teams work more efficiently and effectively so they can deliver better results more quickly. By focusing on flow, SAFe 6.0 empowers organisations to achieve the benefits of true business agility and step up to new challenges and emerging opportunities.

For more information on the updates included in SAFe 6.0, read the full version of this article and visit the Scaled Agile Framework website. And if you're looking for a practical understanding of how to help an organisation achieve business agility, don't miss Implementing SAFe (6.0) on 11-14th July, which includes the opportunity to become a certified SAFe 6.0 Practice Consultant (SPC). Book online or contact us on 1300 70 13 14 today.

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PM Jobs Guide
Steve Tompkins

Your next Project – your next role!

In the last month, we have seen an increase in unemployment to 3.7%, and I'm predicting this trend continues as the government wrestles to get inflation under control. Project Management remains an industry where most of the opportunities come in contract form to align with deliverables. With a predicted increase in workers from overseas and a tightening in project and contractor spending (the new government targeting $1.6bn savings from contract labour over the next 4 years), the market will tighten. So, in a world where competition is increasing for a decreasing number of roles how should a Project practitioner best approach their job search?

It can help to fallback on your core skills and think of the job search as a project. So I thought we would explore this further. Just as projects have well-defined deliverables, the process of finding employment also requires careful planning, execution, and monitoring. This guide explores the key elements of treating "getting a job" as a project deliverable, helping you approach the job search process strategically and effectively.

1. Define Your Objectives:

As with any project, the first step is to clearly define your objectives. Determine the type of job you are seeking, including the industry, role, contract or permanent and level of responsibility. Consider your skills, experience, and personal interests to ensure alignment with your career goals. Defining your objectives provides focus and clarity, making it easier to develop an action plan.

2. Conduct a Situation Analysis:

Just as project managers conduct a thorough analysis of the project environment, it's essential to assess your job market situation. Research industry trends, job market demands, and the skills and qualifications employers seek. Reach out to recruiters you consider "trusted advisors" to help – those that have helped you find work or even those you have hired off. Analyse your strengths, weaknesses, opportunities, and threats (SWOT) to identify areas for improvement and competitive advantages. This analysis will help you tailor your job search strategy accordingly.

3. Develop Your Job Search Strategy:

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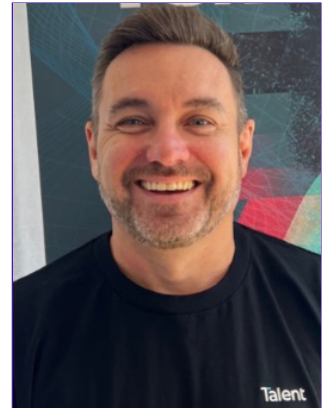
Steve Tompkins has over 20 years' experience in the Recruitment Industry in Sydney and the UK, nearly a decade of which was spent in leadership positions. He is the NSW Government Client Relationship Manager for Talent International in Sydney and has enjoyed working closely with the PMI for the last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

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well-defined strategy guides the execution and success of the project. Apply this concept to your job search by developing a comprehensive strategy. Determine the channels you will use to search for job opportunities, such as online job portals, professional networking platforms, or recruitment agencies. Define the criteria for evaluating job postings and target companies that align with your career goals. Establish a timeline, allocate resources (such as time for networking or attending job fairs), and set specific goals to keep yourself on track. Reach out to trusted recruiters and previous connections.

4. Prepare your "Project Documentation"
Just as project managers create project documentation, you need to prepare the necessary documents for your job search. Update your resume, ensuring it showcases your skills, experience, and achievements relevant to the desired job. Ensure your LinkIn profile supports your "brand" and is inline with your resume. There is nothing worse than differing dates on both!

Tailor your cover letter for each application, highlighting your core skills and value proposition. Additionally, gather any supporting documents, such as copies of certifications, letters of recommendation, or a portfolio of past projects. These documents will serve as your project deliverables, representing your suitability, qualifications and capabilities to recruiters and potential employers.

5. Execute Your Job Search Plan:

Now it's time to execute your job search plan. Actively engage in networking activities, both online and offline, to expand your professional connections. PMI events are perfect for this! To maximise each event ensure you speak to 5 people you do not know.

Leverage social media platforms like LinkedIn to build relationships and explore job opportunities. Apply for positions that match your criteria and follow up with personalised, well-crafted thank-you emails after interviews or networking events. Continuously monitor job boards, company websites, and industry-specific platforms for new openings. Treat each application and interview as a milestone in your job search project, ensuring you allocate time and effort accordingly. Do not fall into the trap of a "machine gun" approach – applying for anything that's a rough match – as this could do more harm than good as you dilute your brand. Think more like a sniper!

6. Evaluate and Adjust:

Of course, monitoring and evaluation are crucial in project management to ensure progress and make necessary adjustments. Similarly, regularly assess your job search progress and evaluate the effectiveness of your strategies. Always ask for feedback from interviews and adapt your approach accordingly. Be open to expanding your skills, practicing question responses and potentially obtaining additional certifications if you identify gaps or changing market demands. This continuous evaluation and adjustment process will increase your chances of securing a job.

7. Celebrate Success and Learn from Setbacks:

Just as project managers celebrate project milestones, take time to acknowledge your achievements throughout the job search process. Celebrate small victories, such as

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securing an interview or receiving positive feedback. Equally important, learn from setbacks or rejections. Treat them as learning opportunities, identify areas for improvement, and use the feedback to refine your approach.

In conclusion, by treating "getting a job" as a project deliverable, you can approach the job search process with structure, organisation, and determination. Define your objectives, conduct a thorough analysis, develop a strategy, and execute your plan with focus and resilience. Continuously evaluate, adapt, and learn from the experience, just as you would in managing a project.

With this mindset, not only will it help with the emotion and stress often linked to a job search, but it can also increase your chances of success and securing your next opportunity.

Beyond Project Management
Ibrahim Dani

Make Everyone Smarter – Be a Multiplier

If someone asks you to describe the characteristics of different managers you worked with or know of, it is very likely that you would describe someone as 'brings out the best in me' while you describe another as 'puts me down every time'. Liz Wiseman (https://www.linkedin.com/in/lizwiseman/) describes the first type as "**Multipliers**": the leaders who use their intelligence to amplify the smarts and capabilities of the people around them, while she describes the second type as "**Diminishers**": the leaders who drain intelligence, energy, and capability from the people around them.

Liz Wiseman describes in detail these two types of leaders in her book "Multipliers. The book is thought-provoking that will make you think differently and challenge your own view on your leadership style and the style of people around you.

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.

The book presents the characteristics and disciplines of Multipliers and contrasts them against Diminishers. The book also claims that Diminishers get less than 50% of the collective productivity of their teams, while Multipliers get twice the collective productivity of their teams.

The disciplines of Multipliers and Diminishers are summarised in the accompanying infographic.

The book also presents the notion of 'Accidental Diminisher': "While the narcissistic leaders grab the headlines, the vast majority of diminishing happening inside our workplaces is done by the Accidental Diminisher – managers with the best of intentions, good people who think they are doing a good job leading." (Page 191).

The book narrates some character virtues and how they can unintentionally lead the manager to becoming an Accidental Diminisher:

- Idea Fountain: while the intention is to stimulate ideas in your team, they overwhelm them and make them shut down.
- Always On: The intention to create infectious energy turns out to consume all the spaces and tune other people out.
- Rescuer: Jumping always to protect your team will make them dependent on you, which will weaken their reputation.
- Pacesetter: The intention to set a high standard for quality will render others to become spectators or give up.
- Rapid Responder: Responding quickly to keep the organisation moving fast will create a traffic jam of too many decisions and changes.
- Optimist: Continuously promoting a can-do attitude will make people wonder if the leader appreciates the struggle.
- Protector: By keeping people safe from political forces in the organisation deprives them from learning to defend themselves
- Strategist: Creating a compelling reason to move beyond the status quo may make people defer up and second-guess their boss rather than finding answers themselves.
- Perfectionist: The intention to help people produce outstanding work, will make people feel criticised, become disheartened, and stop trying.

The book provides workarounds for the above tendencies, and detailed learning experiments to become a Multiplier. It is packed with insights and controversial arguments that keep your mind buzzing, long after reading every chapter.

Projects and Transformations
Jess Tayel

The Project is The Silo: The Art of Integration

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

Introduction

Project management professionals often face the challenge of integrating their projects with the organization's bigger picture and strategic intent. This is vital to ensure that projects achieve their objectives and facilitate change adoption.

Therefore, I am starting a series on the top 10 skills you need as a project professional to integrate faster and better with the strategic vision, objectives, and the bigger picture.

This article will focus on the first skill for successful integration: listening to what is not being said.

Skill 1: Listening to What is Not Being Said

One crucial skill for successful project integration is listening to what is not being said. This involves understanding nonverbal communication, reading between the lines, and paying attention to context.

A. Understanding Nonverbal Communication

Nonverbal communication, such as facial expressions, body language, and tone of voice, can convey valuable information about a person's emotions, intentions, and opinions. By observing these cues, project managers can gain insights into the concerns and motivations of stakeholders that may not be explicitly communicated.

- No laptops at meetings: be fully engaged in discussions, don't bring your laptop.. pay attention to what they say, how they say it and how their body gives free clues and insights waiting to be seen and heard.

- Engage them by asking meaningful questions about them and their business

- Ask them to speak about their top 3 pain points and pay attention

- Ask them to paint a picture of when those pain points have been resolved or reduced.

Then ask those follow-up questions:

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.

- How does it feel to have those challenges?

- And how do you want to feel when those paint points are gone/reduced?

- How do you want to feel about this project?

- Pay special attention to the words "**expectations**" or "**I expect**". Any expectation is a risk. This is what stakeholders have decided on what good looks like and expect others to read minds about what they think is good. Whenever you hear those words, ask more probing questions to demystify this expectation.

B. Reading Between the Lines

Sometimes, people are hesitant to voice their concerns or disagreements directly. A skilled project manager can pick up on subtle clues in conversations and anticipate potential issues before they become significant problems.

Following the point above, ensure you use your conversations with your stakeholder wisely. Don't be too formal; ask about the scope and out of scope, and make this too mechanical. Instead, engage with your stakeholders in matters that make them know who you are, reveal your intentions and do the same for them.

The key is to remain curious about them and their business, not just scope, budget and timelines.

C. Paying Attention to Context

By being aware of the context in which a conversation occurs, project managers can better understand the meaning behind the words. This includes considering the stakeholder's position, the relationship between the parties involved, and the broader organizational culture.

Understand your project's surroundings (regardless of in scope or out of scope). If you, as a project lead, do not have the big picture, no one will.

Understanding the bigger picture affects your success and the quality of responses and questions you demonstrate throughout the project life cycle. This is even more critical in bigger scale projects and programs, especially those of a transformation nature, cross-functional or high profile.

Coco's Corner
Leo Coco

The Discomfort Zone – Part 2 – The other side of Comfort...

In last month's newsletter I described what role COMFORT plays in our lives and also how it could be the reason WHY you are where you ARE at the moment.

Well now I am going to encourage you to get out of that prison cell and learn about how Discomfort can propel us towards our goals.

Welcome to the other side of the coin. You can't know what comfort is unless you've been uncomfortable at some point in your life. Without one, the other has no value. The Discomfort Zone, though, has more purpose than you might realise. The Discomfort Zone is where all the REAL magic happens. The Discomfort Zone is where you'll find the potential answers for all your goals and dreams to truly take flight.

So, what is Discomfort?

Uneasiness. Worry. Pain. Discomfort is defined by negative emotions, giving the impression that it is something to be avoided at all costs. If you doubt this concept, just consider how many medications there are to take away pain or anxiety.... How many systems and programs are in place to erase worry from your life? Who in their right mind would want to be made uncomfortable?

At the same time, we forget some very large TRUTHS about Discomfort.
- Pain lets us know when something is wrong in our body as a sign that we need to fix.
- Worry shows us when we might need care and thought in moving forward with a plan we might have.
- Uneasiness is an instinct that alerts us when something is 'off' or not 'right 'about a situation.

So instead of thinking of discomfort as the enemy, what if you consider it to be a signal, alerting us where something might need to change? Think of Discomfort as an indicator pointing at an opportunity for GROWTH.   This is an open invitation to change your life by forcing you out of your Comfort Zone and into something much grander.

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.

Think of the Discomfort Zone as you usher in life's classroom. Will the lessons be hard? Sometimes, YES. But the outcomes will speak for themselves. Keep reading and find out how.

How Can Discomfort Propel Us Towards Our Goals?

Think for a moment about the greatest accomplishments in your life. Chances are that it doesn't take much scrutiny to see where discomfort had some hand in the outcome. Even the birth of a baby requires a certain degree of pain. But ask the woman who'd struggled for years to have a child if the pain was worth it, and you'd get a resounding 'yes!'

Discomfort is, at its heart, a hard push away from where you are. It's the stimulus that drives you toward change. So, think about this:

Discomfort Allows You to See New Possibilities
When you've grown stagnant, or are stuck where you are, discomfort gives you an itchy feeling of wanting something different in your life. When you start looking around for what satisfies this itch, you discover new interests and ideas, things which in turn ignite the spark you need to get back into life.

Discomfort Helps You Discover Connections to What You Know
Discomfort urges you to find solutions when a problem arises. Because when a problem needs solving, this discomfort arises forcing ideas to form in your mind of, "I can do that. I know how to solve this problem."

Discomforts Sets Your Dreams on Fire
At some point, it's not enough to make goals or imagine pretty dreams. Discomfort comes in the form of dissatisfaction, the constant questioning of "Why aren't I doing this yet?" It nudges you until you cannot be satisfied by anything less than trying out your ideas to see if you can make them happen.

Discomfort Underscores Boredom
A break, or even a long vacation, is a wonderful thing. At some point, though, discomfort makes even your favorite things feel dull and uninteresting. Discomfort demands you find something new to do, something which will engage your mind and body. Discomfort will not be satisfied by anything less.

Discomfort Demands You to be Bold
There's no shrinking back into the shadows when Discomfort pops up. Discomfort challenges you to prove you're up to the actual challenge. It pulls at you, forcing you to think creatively, be more flexible, and throw yourself into the fight. Remember, if you want control of what Discomfort brings you, you will have to take what it has to give.

Discomfort Pushes at Our Limits
When the Comfort Zone begins to shrink our world, Discomfort demands we take back these things which are being threatened. Those borderline uncomfortable aspects of our lives become something to seize control of once and for all.

Discomfort Increases Brain Power
Studies have shown that one of the biggest factors in developing dementia is not

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challenging your mind enough as you grow older. This is why they recommend stimulating your mind more, especially as you reach middle age. Now imagine what the comfort zone does to intellect. When you're comfortable, you don't have to think as much about things, you stick to your routine, and you never challenge yourself to think creatively. Discomfort activates your brain cells, stimulating cognitive thought processes, pushing creativity, and demanding you to put your brain to work.

Discomfort Forces New Perspectives
The Comfort Zone has a very singular view of the world. Discomfort is where you find your thoughts and beliefs get challenged. It pushes you to see the other side of the story and invites you to reconsider your beliefs about things you thought you always believed were true.

Discomfort can be a powerful tool if you have the courage to use it. The best part? Once you've deliberately allowed yourself into the Discomfort Zone, you'll find it's not as uncomfortable as you might have expected. In fact, once you get past the initial shock of leaving your Comfort Zone, you will settle in pretty quickly to the challenge.

Using Discomfort to reach your goals and attain the next level of personal growth seems pretty simple, doesn't it?

Projectize Me!
Louis Taborda

Agile's Minimum Viable Product

While a lot of people subscribe to Agile Methods in theory, it can be another matter to actually adopt an Agile mindset.

When presented with iterative methods (like Scrum) it is easy to understand what to do, but less clear how to achieve the outcome that is at the heart of Agile thinking. How do you actually know what to deliver in each iteration when you are simply discussing things at the process level? It is only when you start talking about the actual product that is desired/delivered that you can assess whether a team is actually working in an Agile way, or just following the Scrum Master's rule book.

That is where it is essential to not only understand the key concept of the Minimal Viable Product (MVP), but to actually be able to apply it in reality. There are some great examples on the web of what an MVP should/should not be, so let's not repeat that here. What is important is that an MVP looks to "deliver value" as early as possible and present it to the customer (rather than a proxy like the sponsor or product owner) for review and test.

To determine what constitutes an MVP in a specific project is not easy, but it gets to the heart of what Agile thinking is about: don't just research, analyze, design and document what is needed, build a prototype and get it into the marketplace so you can determine what the customer thinks about it. When an MVP works well, it gives early feedback and creates a community of early adopters who effectively become co-developers of the concept.

Finding the MVP for your project/product can be difficult - especially when we have been trained to target and attempt to deliver the end-goal; to meet the requirements as they are presented. To find an MVP, or more accurately, a series of incrementally more sophisticated MVPs, can be challenging. You can spot a suitable MVP when it is presented, but how do you actually determine one for your situation? As shown in the "Sprint" book by Jake Knap and team at Google Ventures, it can require us to develop new mental muscles to think of product/solution delivery incrementally – maybe that is what they mean by an Agile mindset?

So, here is a recent real-world example of an MVP that emerged when a colleague moved to Sydney and whose partner, an accomplished sous chef, wanted to set up a restaurant. As I

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.

apparently come across as a bit of a "foodie" I was asked where I considered would be a good area to lease a space. As we were coming out of Covid and seeing the shuttered restaurants around Sydney, I was quite worried for my new friend – it seemed highly risky to start a new venture in this climate. Landlords want you to sign long-term leases and there were no guarantees that finicky Sydney siders would like the menu/cuisine being suggested.

An MVP for a restaurant is provided as an example in the Lean Startup, Eric Riels' book that popularized the MVP and, importantly, took it outside of its digital/software origins. The emergence of food trucks, underground supper clubs, and pop-ups provide examples of MVPs in the food industry that require less capital investment and provide entrepreneurs with an opportunity to test their menu in the market. When combined with a Social Media campaign, a wannabe restaurateur essentially can build their business incrementally, taking baby steps and adjusting their products with customer feedback.

So I recommended my colleague consider an MVP for their new venture, beginning with a market stall or pop-up. They did just that and the result is to be seen in their Google rankings as one of the top spots for empanadas in Sydney. And with their on-line following they are not bound to one location and can relocate wherever makes the most sense.

Continue the discussion on possible MVPs for a restaurant start-up here on LinkedIn.

PS: I have no financial or other interests in the business linked above although I may score a free empanada – but I could have received that as a thank you for the MVP advice and without needing to write this article!

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Volunteers Event Recap – 15 May

Contributed by My Tran Le - Volunteering Director, PMI Sydney Chapter

On Monday, 15th May, the Project Management Institute (PMI) Sydney Chapter hosted an unforgettable evening to honour our extraordinary volunteers, coinciding with the commencement of Australia's National Volunteer Week. It was more than just a gathering; it was a celebration of the synergy among our volunteers, who exemplify the true spirit of Change Makers. Our volunteers came from diverse backgrounds, both new and seasoned. From the moment they stepped into the event, they were immersed in an atmosphere filled with enthusiasm and camaraderie.

The night began with our PMI Sydney Chapter president, Omer Iqbal taking the stage. With infectious energy, he unveiled the remarkable progress our Sydney Chapter has achieved over the past two years. Omer passionately highlighted how our chapter continues to embody the core PMI Culture Values: Make it Easy, Aim Higher, Be Welcoming, and Embrace Curiosity. These values serve as our guiding principles as we forge ahead on our journey.

As someone who holds volunteerism dear to my heart for over twenty-five years, I had the privilege of sharing a few stories from my diverse experiences. I aimed to inspire our volunteers, reminding them of the immense impact they have on our community. Additionally, as the Director of Volunteering, I had the pleasure of unveiling the strategy and priorities of our Volunteering Portfolio for this year.

Each portfolio director introduced their active members and presented them with the National Volunteers Week certificate of appreciation and a PMI Sydney Chapter goody bag for their outstanding contributions. Our volunteer community has grown from a small group of fourteen volunteers (at the start of 2023) to a thriving community of over forty volunteers.

We couldn't conclude the night without a few rounds of 'Volunteers and Change Makers' trivia, where the finalists (Sashi, John, Alyson and Emily) snapped up additional bags of goodies. Amidst all the fun and networking, we were reminded that the journey of a Change Maker is about more than just volunteering. It's also about developing friendships, creating value, and finding joy in what we do.

As I reflect on this incredible evening, I'm filled with gratitude for each and every volunteer who has played a vital role in shaping our project management community. Together, we will create a lasting change and make an even greater difference to the project management community.

If you're interested in being part of a vibrant team that knows how to combine fun with transformation, I invite you to join us. Together, we can ignite change and be the Change Makers of tomorrow!

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***PMI and Academics Supporting the Next Generation of Project Managers* Event Recap - 25 May**

Attendees of our 25 May event, *PMI and Academics Supporting the Next Generation of Project Managers* were treated to an interesting and engaging talk from our two presenters, Alejandro Romero-Torres and Shankar Sankaran. Alejandro and Shankar brought considerable lived experience at the intersection of project management and academia and gave the audience great insights into how academia can support future project managers.

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PMI Sydney Chapter Annual General Meeting – 22 June 2023 at 6 PM

It is time for our Year of 2022 Annual General Meeting (AGM). We welcome you to join us this year to see what has been happening over the past year and use your voice to help us shape PMISC's future.

More details on the agenda, key speaker Graham Dobbin from Dale Carnegie, and location are on our website at this link.

Registration for PMI members is complimentary. For non-PMI members, the registration cost is $35. Make sure to register early for your chance to access the early-bird discount.

Date: Tuesday 22nd June 2023
Arrive: 6 PM Meeting: 6:30 PM to 8 PM
Depart: 9 PM

Women in Projects Australia Event – 20 June 2023 at 6 PM

Join Women in Projects Australia for some good old fashioned networking!

Discuss your current project, your pain points, your celebrations and meet some other people that work in the Project Space - you never know who you will work with on your next project, who will be your next client, or where your next role might come from.

We are here to develop the confidence and skills of our group to ensure they can go after their goals and dreams.

Look forward to catching up with you! Click here for full details and to register.

PMI Sydney Chapter Event – 6 June 2023 at 6 PM

PMI Sydney is organizing an event titled Strategic Positioning in Dynamic Markets, presented by Rana Adeel Akbar. The event will take place on June 6th, 6pm to 9pm, at the Castlereagh Boutique Hotel. Register for the event here.

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PM-Partners EOFY Sale

PM Partners 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 PM Partners 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.

Membership Updates
Sydney Mudau

Message from the Membership Director

PMI Sydney Chapter and UTS (University of Technology Sydney) bring together the benefits of PMISC (Project Management Institute Sydney Chapter) to over 100 students. This collaboration aims to provide valuable resources and opportunities to the students, enabling them to enhance their project management skills and professional development. The key aspects of this partnership for students are:

Accessing PMISC Membership: This membership will grant them various benefits, including networking opportunities, industry events, workshops, and access to a vast project management professional community.

Networking Events: PMISC regularly organizes networking events where professionals from different industries gather to exchange knowledge and build connections. Students from UTS will be able to attend these events, providing them with opportunities to network with experienced project managers, industry leaders, and potential employers.

Workshops and Training: PMISC offers a range of workshops and training sessions focused on project management methodologies, best practices, and emerging trends. Through the partnership, UTS students will have the chance to participate in these workshops, enabling them to gain practical knowledge and develop essential project management skills.

Mentorship Programs: PMISC provides mentorship programs that connect experienced project managers with aspiring professionals. UTS students will have the opportunity to be paired with mentors who can offer guidance, advice, and support as they navigate their project management careers.

Job Placement Assistance: PMISC collaborates with various organizations that actively recruit project management professionals. Through this partnership, UTS students will receive job placement assistance, including access to job boards and exclusive job opportunities in the project management field.

Knowledge Sharing and Resources: PMI offers a wealth of resources, including research papers, case studies, webinars, and articles, related to project management. UTS students will have access to these resources, enhancing their understanding of industry practices and providing them with valuable insights.

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

Overall, the partnership between PMI Sydney Chapter and UTS aims to bridge the gap between academia and industry, empowering students with the necessary tools and connections to thrive in the field of project management.

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
May 2023	
Mattia Bianchetti Fettolini	5
Chaetanya Dev	5
Wendy Sass	5
Heidi Henderson	7
Shari Hooper	7
Peter Jaques	7
Rohit Lakhotia	7
Lisa Li	7
Seamus Kierans	10
Chris Rauchle	15

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Photo of the Month
Rory Wilson

About the image
A cliff face in the Maipo Valley in the Andes above Santiago, Chile – taken on a hiking trip while on a recent holiday.