

Project
Management
Institute.
Sydney, Australia

The Critical Path

March 2024



Contents

March 2024

2-3	Editor's Note	Himadri S. Chowdhury
4-5	The Power of Project Management Technology Quotient (PMTQ)	Ibrahim Dani
6-8	What is Sustainability in Project Management?	Richard Stejer
9-11	Celebrating an Amazing Year in Volunteering	My Tran Le
12	PMI 2024 Strategy – PMI: Next	Malong Dong
13-15	Chapter News	PMI Sydney
16	Membership Updates	Ibtihal Albashneh
17	Photo of the Month	Himadri S. Chowdhury

Editor's Note

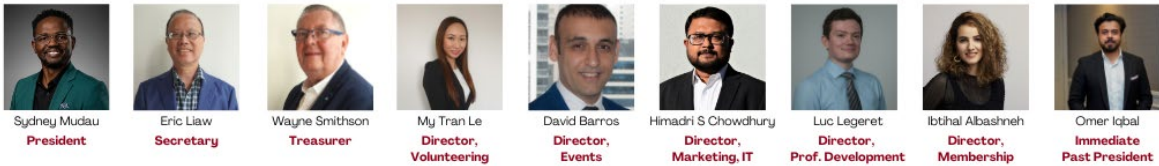
Himadri Sekhar Chowdhury

The Critical Path's first issue of 2024 comes to you a month late. I would be the first to admit when things are not going according to the plan. We can call it what we want, the stars not aligning, a string of misfortunes, resource constraints, excusable delays, but the fact remains that we are delayed, this was unplanned, and we hope to not miss another issue this year.



So, having got this out of the way, what's new this year? For starters, we have got a new Board. We welcomed two new Board members this year – Luc Legeret and Ibtihal Albashneh – and three others, including yours truly, Sydney Mudau and Wayne Smithson, got re-elected for another term. We finalised the portfolios in our first Board meeting in February.

Board Members



Associate Directors



Sydney steps in as the President of the Chapter, while Wayne remains the Treasurer, Luc the Director for Professional Development, Ibtihal the Director for Membership, and I retain the IT and Infrastructure and Marketing portfolios. Along with the Board, we are pleased to announce a full cohort of Associate Directors who will be managing the implementation of all strategic initiatives by the Board.



As has been the tradition for the last few years, we hold our Strategy meeting with the PMI Asia Pacific team and PMI Canberra Chapter in February. This year it was the Sydney Chapter's turn to host the event at the beautiful AECOM offices in the CBD on 18 and 19 February. After two days of discussions and decisions, both Chapters have

agreed on the respective 1-3 year strategy tied to the global PMI strategy that offers great benefits and value to the members. The key elements of the strategy will be discussed by the President on LinkedIn and during the Annual General Meeting.

While I am talking about the strategies, it would be important to discuss the PMI-Next Strategy. PMI has launched a new strategy earlier this year that focuses on maximising project success to elevate the world. The focus is now on maintaining PMI's pole position of most trusted professional certifications and generating more value from the community knowledge pool, all the while stressing on lifelong learning. Look up Malong Dong's article in this issue where he has explained the strategy in a little more detail.



In terms of the plans for the year, our events are already in motion and we have hosted two events this year – one in partnership with WiPM. There are several more in the works and you will get the details in the Chapter News section. The AGM is scheduled on the 5th of May, and we request all members to join us for the same. The registration will open soon.

If you have any bright ideas on how to make the newsletter better, we are all ears. Please reach out to the marketing team at newsletter@pmisydney.org or marketing@pmisydney.org.

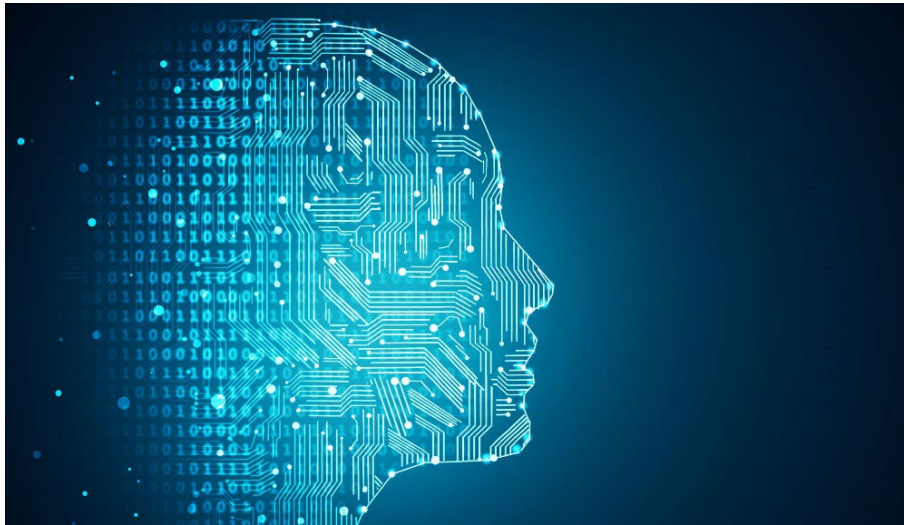
Best,

Himadri Sekhar Chowdhury

Editor, The Critical Path

The Power of Project Management Technology Quotient (PMTQ)

Ibrahim Dani



In the dynamic landscape of project management, staying ahead of the curve is not just a desirable trait—it's imperative for success. With technology evolving at breakneck speed and AI platforms and solutions spreading rapidly, project managers and organisations need a robust framework to effectively integrate and leverage technology. Enter PMTQ, or Project Management Technology Quotient, a game-changing concept that is reshaping the way we approach project management in the age of AI and digital transformation.

Understanding PMTQ

PMTQ is more than just another industry buzzword; it represents a strategic approach to evaluating an organisation's and project manager's ability to manage and integrate technology effectively. At its core, PMTQ assesses the readiness of individuals and teams to harness technology to drive project success.

Why PMTQ Matters

In today's fast-paced business environment, AI and other emerging technologies are revolutionising project management. According to research by the Project Management Institute (PMI), project managers with a high PMTQ are better equipped to lead successful AI implementations. PMTQ serves as a critical bridge between AI strategy and real-world execution, enabling organisations to maximise the potential of cutting-edge technologies.



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.



Key Traits of High PMTQ

A high PMTQ is characterised by several essential traits that empower project managers and organisations to thrive in the digital era:

- 1. Always-On Curiosity:** Project managers with a high PMTQ possess a relentless curiosity for emerging project delivery practices. They stay abreast of the latest technological trends without succumbing to hype, ensuring that their approach remains grounded in practicality and relevance.
- 1. All-Inclusive Leadership:** Effective leadership is at the heart of successful project management. High PMTQ project managers excel at fostering collaboration and synergy among diverse teams, whether they consist of human talent or cutting-edge AI solutions. By embracing inclusivity, these leaders unlock the full potential of their teams and drive innovation forward.
- 1. Future-Proof Talent Pool:** In today's knowledge-driven economy, talent is the ultimate competitive advantage. Organisations with a high PMTQ prioritise recruiting and nurturing individuals with a growth mindset and a commitment to lifelong learning. By investing in a future-proof talent pool, these organisations ensure their ability to adapt and thrive in an ever-evolving technological landscape.
- 1. Technological Fluency:** A deep understanding of emerging technologies is a hallmark of high PMTQ project managers. These individuals possess the technical acumen to leverage AI, machine learning, and other advanced technologies to streamline project workflows and enhance productivity. By staying technologically fluent, they remain at the forefront of innovation and drive meaningful change within their organisations.
- 1. Adaptability:** Flexibility and adaptability are key attributes of high PMTQ project managers. In a rapidly evolving digital landscape, the ability to pivot and respond to change is essential for success. These individuals embrace uncertainty as an opportunity for growth and continuously seek out new ways to optimise project delivery processes.

Transforming AI Strategy into Reality

Whether you're a seasoned project manager or a forward-thinking organisation, cultivating a high PMTQ is essential for unlocking the full potential of AI and other emerging technologies. By embodying the core principles of PMTQ—curiosity, inclusivity, talent development, technological fluency, and adaptability—you can position yourself and your organisation for success in the digital age.

In conclusion, PMTQ serves as a guiding framework for navigating the complexities of modern project management. By embracing PMTQ principles, project managers and organisations can harness the power of technology to drive innovation, streamline processes, and achieve unparalleled success in today's rapidly evolving business landscape.

What is Sustainability in Project Management?

Dr Richard Stejer

*Sustainability is a long-term outcome for project management practitioners. In this article, **Dr Richard Stejer** from **PM-Partners** shares what you need to consider to deliver projects sustainably and how you can start developing skills in this important area.*

Sustainable project management goes beyond positive environmental, social and economic project outcomes and includes sustainable methods, tools and techniques in the delivery of the project. In this article Dr Richard Stejer, Senior Training Facilitator at PM-Partners, shares how sustainability can be embedded at every stage of the project and what you can do to uplift capability in this increasingly critical area.

Sustainability has long been a goal associated with environmentally positive outcomes. In more recent times, it has become central in many organisations as part of their social and economic goals; together, this three-pronged sustainability framework is known as the triple bottom line. Sustainability is closely tied to ethics and longevity both at an organisational level but also on a global scale.



Dr Richard Stejer
Senior Training
Facilitator at PM-
Partners

What is sustainability?

The [United Nations](#) defines sustainability as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”. In 2015, United Nations member states signed on to 17 [Sustainability Development Goals](#), which define desirable social, environmental, health and economic outcomes through addressing issues such as inequality, education, peace and justice in a global partnership.



Sustainability in project management is “the application of methods, tools, and techniques to achieve a stated objective while considering the project outcome’s entire lifecycle to ensure a net positive environmental, social, and economic impact”, according to Green

Project Management, the global advocate for sustainability in project practice.

Sustainability in project management

Sustainability as a concept has evolved within project management. In its early days, sustainable project management was defined by whether the project outputs met sustainable goals, for example, if a building achieved a high Green Star rating. However, Green Project Management specifically notes that methods, tools and techniques are the key determinants of sustainable project management. The distinction between “sustainability of the project” rather than “by the project” has become more prominent.

Additionally, while early adopters of sustainable project management were largely doing it for the good of the planet, according to SAP’s 2022 global Environmental Sustainability Study, 86 per cent of Australian leaders now see a positive connection between taking environmental action and profitability. Motivating factors include both carrot and stick: customer demand and governmental regulation.

As organisations recognise the role of effective project management in contributing to their competitive advantage, sustainable project management has become a key way to deliver on environmental, social and governance (ESG) goals.

In projects, particularly where the client stakeholder is a government body or multinational corporation, sustainability has become a success factor. Frameworks such as PRINCE2 have also added sustainability as a project performance target; PRINCE2 7 introduces a ‘sustainability management’ approach, which “provides guidance about planning and running projects more sustainably, and how/who project managers should engage with within communities” covering quality, risk and sustainability performance targets.

Sustainability in the project lifecycle

Sustainable project management must account for the long-term effects and benefits of both the project’s activities and the project outcomes. Embedding sustainability in the project lifecycle helps to deliver more sustainable outcomes. This includes:

- **A sustainable project vision**
- **Planning for sustainability**
- **Sustainability in project execution**
- **Closing the project sustainably.**

Read the original, full article to learn about what each of these stages should entail and how they contribute to more sustainable delivery.

Building project skills in sustainability

Equipping your team members with project skills that place sustainability at the forefront helps to align practitioner capabilities with wider sustainability goals. Green Project Management’s PRISM™ (Projects Integrating Sustainable Methods) methodology takes a strategy-first approach that goes beyond sustainability in the project lifecycle.

The comprehensive framework ensures that projects meet their sustainability objectives and also contribute to a sustainable future. It is centred on value maximisation of the sustainable asset lifecycle using existing organisational systems, and certification as a Green Project Manager (GPM) is therefore an excellent option for project practitioners who want to step up their sustainability credentials.

The GPM pathway begins with the Green Project Manager — Basic (GPM-b™) certification, which is included as part of PM-Partners' new Sustainable Project Management PRiSM™ Foundation course. This one-day course equips participants with the necessary skills and expertise to deliver projects sustainably, setting them apart from other project managers in their field. Learning outcomes for attendees include the ability to:

- Identify the phases of the PRiSM project delivery lifecycle
- Develop an effective business case
- Develop and manage sustainability with a sustainability project management plan
- Engage and negotiate with your project's stakeholders
- Document project success criteria
- Report accurately on project progress to stakeholders and provide materiality for ESG and sustainability reporting.

At the conclusion of the course, participants have one year to sit the Certified Green Project Manager — Level B (GPM-b™) exam.

Uplifting capability in this area attunes project team members to finding sustainable solutions and increases the chances of innovation – new technologies, processes and products – that have sustainable outcomes. In concert, a team of sustainability-focused project managers can empower organisations to undergo business transformation and achieve their ESG goals through their projects.

Celebrating an amazing year for our PMI Sydney community of volunteers!

My Tran Lee

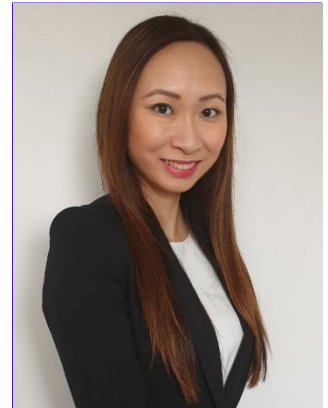
As we step into another promising year in 2024, we acknowledge with great gratitude the remarkable efforts of all our volunteers in the PMI Sydney Chapter. Our growth has been significant, from 6 volunteers in 2022 to 75 volunteers (as of December 2023).

2023 was an incredible year, our volunteer community showcased remarkable dedication, resulting in outstanding contributions. Choosing recipients for the 'Outstanding Volunteer' Awards was challenging for the Directors due to the high calibre of work displayed. However, we were thrilled to announce the recipient for each portfolio during the PMI Sydney Chapter end-of-year celebration on 14th December. The award recipients included Daniel Ferreira, Hemalatha S, Humera Shazin, Jeby Thomas Jacob, John Yap, Malong Dong, Raymark Sinchongco and Sashi Sivam.

These individuals demonstrated exceptional commitment, exceeding expectations in their volunteer roles and surpassing their designated responsibilities within the PMI Sydney Chapter. From organising Chapter events, increasing our membership reach, extending our academic outreach, driving our Critical Path releases, migrating to a new website platform, establishing the Agile Movement, reigniting the Project Management Day of Service (PMDoS), and supporting new volunteer recruitment initiatives, their voluntary contributions have left an indelible mark in 2023.

They have also been recognised as Associate Directors (ADs) for 2024, responsible for managing the operations of their corresponding portfolios. Looking ahead, our ADs have reaffirmed their commitment to excellence. They have pledged to continue their tireless efforts, embracing new challenges, and driving positive change. Our vision for 2024 includes fostering collaboration, promoting innovation, and making an enduring impact.

To our volunteer community, I extend my deepest gratitude. And to our new ADs, congratulations! Your dedication, resilience, and spirit of service inspire us all. Congratulations to our ADs for 2024!



My Tran Le is PMI Sydney Chapter's Volunteering Director and a passionate advocate for Women in Project Management.



Academic Outreach : Raymark Sinchongco

“Ray has supported the PMDOK event and Academic Outreach, he has been proactive in addressing the gap in the Portfolio”



Events : Jeby Thomas Jacob

“Jeby was instrumental to the Events team. Coordinating between the various teams and speakers to ensure the Events were running smoothly, onboarding new volunteers into the Events team and supporting the team while David was overseas on leave.”



Technology : Hemalatha S

“Hema led the transformation of PMI Sydney Chapter website by doing the required trainings, reviewing and updating the content as necessary, coordinating with other portfolios and testing the new website before the go-live date. Post transition, Hema worked closely with the vendor to resolve issues and respond to queries, all the while organising and leading volunteer team meetings and updating plan.”



Marketing : Malong Dong

“Malong has been the creative force behind the newsletter for the entirety of 2023. He has managed contributors, reviewed articles, supplied images where necessary, planned and executed the delivery of the newsletters and kept a keen eye on the quality of the content.”



Membership : Daniel Ferreira

“Daniel has continuously contributed to membership Portfolio and taking initiatives with engaging members at events. he also had inputs to ongoing improvements in membership experience.”





Volunteering : John Yap

“John has provided exceptional contributions to our PMISC volunteer community. He consistently embody our values of ‘Be Welcoming’ by fostering inclusivity and creating a sense of belonging for all new volunteers. John has demonstrated extraordinary initiative, being proactive in identifying improvement opportunities and supporting our recruitment and onboarding initiatives - consistently pushing us to ‘Aim Higher’.”



Special Project - PM Day of Service (PMDoS) : Humera Shazin

“Humera, through her planning and coordination, has seamlessly brought together a team of dedicated volunteers to deliver an impactful full-day event, the PM Day of Service (PMDoS). Humera not only met but exceeded expectations in orchestrating an event that exemplifies our mission of fostering collaboration between skilled professionals and nonprofits dedicated to community service and social impact. This is a recognition of Humera's instrumental role in advancing our PMISC mission and her capacity to effectively manage project for social good.”



Professional Development : Sashi Sivam

*“Sashi has created a PMISC Agile Movement initiative where he is responsible for creating and rallied a group of high performing and self-motivated volunteers to bring not only focus on the benefits of AGILE Principles to Project Management Professionals but also much needed VALUE to the members of the chapter!
His down to earth and personable communication style, he has seen many gravitate to what he is doing and to get involved themselves.*



PMI 2024 Strategy - PMI: Next

Malong Dong

The first quarter of 2024 has been a time to focus on setting the PMI direction. The 2024 strategy is revealed - PMI: Next.

PMI APAC visited the Sydney Chapter in February. A virtual event called 'Shining a spotlight on strategy' was held across the region in March.

The new PMI purpose statement - We maximise project success to elevate our world - has made the headline. This statement is articulated further as shown below.



At the tactical level, the strategy on-a-page gives us more specifics about where we play, who we serve and how we operate. Please approach your Chapter Leaders if you'd like to know more or click [HERE](#).

PURPOSE : Why We Exist		We maximize project success to elevate our world		
STRATEGY : What We Do to Deliver	WHERE We Play	Community Generated Knowledge Platforms & Resources	Career Long Learning & Development	Most Trusted "Gold Standard" Professional Certifications
	WHO We Serve	Current and aspiring project professionals		
	HOW We Operate	FOCUS ON THE PROFESSION Leading Authority for Project Success <hr/> PMIXAI <hr/> Employers' Support and Advocacy <hr/> Unique and Enhanced Membership Value <hr/> Expanded Awareness	ACTIVATION MODEL <hr/> Innovate 70 / 20 / 10 Resource Allocation <hr/> Expand Globally Leverage growth of PMP, U.S. and China to support global expansion <hr/> Amplify Across the PMI flywheel	INTERNAL CAPABILITY BUILDING <hr/> Data Driven Decision Making <hr/> Scalable Product Development <hr/> Sustainable Chapters and Volunteer Support System <hr/> Unified Digital Experience <hr/> Marketing Effectiveness
CULTURE : How We Behave		Make it Easy	Aim Higher	Be Welcoming
		Embrace Curiosity	Together We Can	

Chapter News – March 2024


Event Alert: Managing Difficult Stakeholders (Virtual and In Person)

“Dealing with difficult personalities at work is an essential skill if you want to increase your influence. In this session, learn how to take charge of a difficult relationship – whether it is a senior stakeholder, a peer or a team member.

- ◆ identify and classify typical behaviours of difficult stakeholders
- ◆ overcome your fear of confrontation
- ◆ take charge of difficult conversations
- ◆ use emotional intelligence to establish effective work relationships”

 Date: 9th April 2024

 Time: 6 PM - 9 PM

 Where: AECOM, Level 21/420 George St, Sydney NSW 2000

 Cost: Free for Members and Students, \$35 for non-members


Register [HERE](#)


Event Alert: PMISC - New Volunteers Orientation


This session is your gateway to understanding our PMI Sydney Chapter's mission, values, and the incredible work we do. Whether you're an experienced volunteer or just starting, this orientation is designed to equip you with the knowledge and tools you need to succeed with PMI Sydney Chapter.

- ◆ Discover the heart of our organisation and the causes we champion.
- ◆ Get to know fellow volunteers and build a stronger network.
- ◆ Learn about the various portfolio and future volunteer opportunities.
- ◆ Ask questions and dive into our projects and initiatives that make a real difference to the communities.

 Date: Wednesday, 24 April 2024

 Time: 18:00 - 19:00

 Where: Online [Link will be provided post registration]

 Cost: FREE for PMI Sydney Chapter volunteers (please enter the promo code provided in your email. If you experience any issue, please contact the PMISC Volunteering team)

Register [HERE](#)

Chapter News – March 2024

PMI-funded research project

A Call for Project Management employers and line managers to take part in a PMI-funded research project

If you are a project management professional who has employed, supervised and/or mentored young early career project managers, we would like to hear from you!

What is involved?

You will be invited to a 45-minute online research interview where we will have a conversation about how organisations facilitate the early career work readiness of project professionals, particularly around decision making, critical thinking and building confidence.

Who is conducting the research?

This research is funded by PMI and is being conducted by Associate Professor Christina Scott-Young at RMIT University & Dr. Jessica Borg at the University of Melbourne.

How do I get involved?

Please get in touch with us and we will schedule an interview.

Associate Professor Christina Scott-Young christina.scott-young@rmit.edu.au

Dr Jessica Borg via jessica.borg@unimelb.edu.au

Women's Day Event

PMI Sydney Chapter held an interactive session in collaboration with "Women in projects Australia" on 5th of March 2024 on the occasion of International Women's Day and the local initiative this year had the theme, #CountHerIn: Invest in Women, Accelerate Progress. Here're some photos from the event.



Chapter News – March 2024

Event on Diverse Perspectives and Business Value

PMI Sydney Chapter hosted Paul Wong, Ph.D, to share his experience on embracing different perspectives (divergence) and building strategic alignment within teams of teams (convergence) at the first event of the year held at the Castlereagh Boutique Hotel on 20th of February 2024. Following are some photos from the event.



Membership Updates

Ibtihal Albashneh

Message from the Membership Director

Since early 2024, the membership portfolio team has been working hard to develop the Sydney Socials, which is an opportunity for all PMI Sydney Chapter members to relax and share their daily activities over some drinks and nibbles while having fun. PMISC are planning to have our first PMI Sydney Socials in the coming months. Additionally, the team is discovering the prominent members' activities and learning from worldwide PMI chapters who have achieved an outstanding member retention rate. Finally, the portfolio is starting its own Standard Operational Procedures, which will help any new volunteer onboard as smoothly as possible.

Following is the list of members who celebrated their 5 year association with the PMI Sydney Chapter recently.

Jaco Bondesio	Ahmedi Azra
Tian Li	Maria Biglands
Mohmad Imran Sheth	Tomasz Safinski
Brett Simpson	Shane Pretty
Francois Horion	Kiran Annamdas
Lauren Farmer	Paul Roberts
Muhammad Iyaz	Sreenivas Silari
Yvonne Yu	Richard John
Tina Bridson	Frederik Gouws
Harvinderjit Gornam Singh	Andria Ratchford
Anton Greeff	Mohannad Hussien
Joseph Dbais	Victor de Oliveira
James Langstaff	Tarek Zaman
David Pearton	Sydney Mudau
Robert Cowan	Gemma Roberts
Brian Edler	Rajat Krishna Shrestha
Stephen Burke	Yannis Karoumpas
Sujata Tiwary	George Awad
Junwoo Kim	Xing Ying Lee
Darrell Wood	Lenin Suarez Castellanos
Daniel Ferreira	Humera Shazin
Arman Carlos	John Tassopoulos
Rory Kelly	Leanne Ma
Leo Coco	Min Choo Gan
Kathrin Samad	Dean Mathison
Steven Hill	



Ibtihal Albashneh is PMI Sydney Chapter's Membership Director and a keen project champion.

Photo of the Month

Himadri Sekhar Chowdhury



About the images

The trees at the Auburn Botanical Gardens are gearing up for Autumn, while the lone wombat enjoys its afternoon nibbles.

