



PMI WA-Chapter Newsletter

June 2009

Volume 2009, June Issue

Special Point of Interest!!

Projects-in-Action Program 2009

MSPProject® 2007 – Tools, Tricks and Tips will be held Thursday June 18 .

Trevor Rabey will facilitate this workshop.

For further information, please go to <http://www.wapmi.org.au/education/index.php#pia>

Clinton in't Veld, PMP
Education Director
PMI WA-Chapter

Inside this issue:

PMI WA-Chapter's President Address	1
PMI Professional Awards	1
PM Ed 09	2
What Makes a Good Project Manager?	3
Network with Change Management in June!	4
Survey Results are now available!	4

WA PMI Chapter's President Address

As we reach the half-way point in the year, I thought it appropriate that I update you on progress so far.

The Chapter's program of events is now in full swing.

Under the very capable and enthusiastic direction of Colin Alchin, Events Director, we have had very successful and well attended monthly **Chapter meetings**.

And Colin has a few ideas for special events in the second half of the year which I'm sure will be equally popular.

Projects In Action seminars kicked off in April with Ighsaan Davids' seminar on Leadership in Project Management and in May 'Building High Performing Project Teams' with ever enthusiastic Jane Tempest.

If you missed out on these, then you still have the opportunity to pick up some Tools,

Tricks, and Tips on MS Project 2007 from Trevor Rabey,

In August, learn about the differences and similarities of PMBOK and PRINCE2 presented by Graeme Allan.

PM Ed

Then we have **PM Ed**. This event is a 'must' for anyone in WA who's involved in project management. Great speakers and a good range of topics.

Even if you're an experienced PM, this is a fantastic opportunity to hone your skills and maybe refresh some of those techniques that maybe you don't use on a daily basis – but maybe should.

For PMPs, the full 2 days is worth 14 PDUs – great opportunity to boost your continuing certification status.

Check the website for further details. www.pmed.com.au

Strategic Planning Day

The Board held an additional meeting in May to discuss the high priority initiatives, and determine what resources we need to make them a reality.

A number of members have expressed their interest in assisting the Board and becoming involved in Chapter organisation, either as Board Members or in supporting roles.

My sincere thanks to those who've put up their hands.

We have now determined the priority initiatives and will be contacting the volunteers to determine their preferences and match skills/interests to the assignments.

See you at the Celtic Club, West Perth, on June 10.

Nigel Rarp, PMP
PMI WA-Chapter President

PMI Professional Awards

P Med09

Come on WA-Chapter!!

To date we have not received any applications from WA for the PMI Awards.

There are some very good Project Management practitioners in your Chapter!

Would you like to be the **Project Manager of the Year?**

We encourage you to represent the WA PMI Chapter at the Official Australian Project Management Awards. Visit <http://www.pmichapters-australia.org.au/awards.htm> to apply or to learn more.

There is also a **Distinguished Contributions Award** for which you can suggest individuals that made a positive contri-

bution to the development and/or management and/or support of PMI.

Show your appreciation for your colleagues or fellows and put their names forward.

Applications/ nominations will be accepted until 10th of June.

Please feel free to invite colleagues and friends as Applicants do not need to be a PMI member.

Michael
PMI Awards Org Team
(Communications)



PM Ed 09
July 7 - 8, 2009

The Esplanade Hotel Fremantle

Early Bird registrations have been extended to June 5.

www.pmed.com.au

Tuesday July 7 - Wednesday July 8, 2009 Esplanade Hotel Fremantle

The Most Relevant Event This Year !

The PMI WA Chapter is proud to be once again hosting this year's PM Ed being held at the prestigious Esplanade Hotel, Fremantle. Don't miss this chance to join some of Australia's leading project management and business facilitators presenting a range of one and two day seminars and workshops.

PMP's earn up to 14 PDU's. Register online or download a registration form from www.pmed.com.au

Two Day Seminars

July 7 - 8

The Science and Art of Effective Communication
Optimising Project Outcomes in Your Organizational Zoo
Managing your Project Scope (PMBok Fourth Edition)

Dr Lynda Bourne PMP
Arthur Shelley
Dr Keith O'Shea PMP

One Day Seminars

July 7, 2009

Characteristics of a Successful Project Manager
Becoming a Project Coach and Transforming the Project Culture
Corporate Improvement Process (CIP) for PM Organisational Maturity

Ighsaan Davids
Todd Hutchison PMP
Murray Gough

July 8, 2009

Project Management Best Practices
Establishing and Managing a Robust PMO
Competency Based Assessment System (CBAS) for Project Management

Ighsaan Davids
Todd Hutchison PMP
Murray Gough



Dr Lynda Bourne PMP



Arthur Shelley



Dr Keith O'Shea PMP



Ighsaan Davids



Todd Hutchison PMP



Murray Gough

Early Bird Discount extended to Friday June 5. PMI WA Members receive a further 10% discount.

Cocktail Night Sponsor



Managing Partner



What Makes A Good Project Manager?

What makes a good project manager?

Is it the person in your organisation who has recently qualified with a PMP®?

Is it the person in IT who tells you that all her projects come in on time, within budget and adhere to the relevant quality standards?

Who determines who is good and who is not?

Nowadays, the majority of organizations have project management as a core set of skills in their business, where a wide variety of individuals have the function of project management somewhere in their job description.

Some of these practitioners have the obligatory certificate or diploma in project management and the chosen few will have the much sought after degree on the subject or better yet the illustrious title of PMP.

Which most corporations deem sufficient to provide them with a sense of comfort that their organizational projects are at least being managed.

Unfortunately many organizations are guilty of asking the wrong question?

It is no longer sufficient to ask "do I have project management as a core discipline in my organisation?"

Corporations, especially those in the commercial and development sectors, need to be asking the right question, "What kind of project management, do I have in my business?" or more importantly "what kind of project management skills do I require?"

And it is a fair wager that the gap in between, for many corporations, will be somewhat larger than expected.

As a discipline project management was incubated and matured in the construction and engineering sectors.

As with most things in life, one tends to see the world through one's own experiences and thus the development of the discipline that is project management was heavily geared towards these sectors. Consequently the application of this discipline in other industries has often met with disastrous results.

Why would that be? The beauty of constructing a fine building or a sturdy bridge is that you have the luxury of "seeing" what it is you are producing. If a mistake is made it is visually apparent, quality standards are benchmarked against industry norms and when you procure your raw materials you can actually touch and feel the product. Now consider this, you are a project manager tasked with the implementation of a sophisticated piece of ERP software or the delivery of an organizational wide change management project. Can you "see" what you are building? Can you "touch and feel" the end product? Unless you are clairvoyant, chances are, probably not!

Yet many organizations we have encountered still bring the proverbial knife to the gunfight. The results are, pardon the pun, a bloody mess!!! This is compounded by an unhealthy over reliance on computerized tools that provide the comforting illusion of control where "% complete" is estimated in an unscientific and uncontrolled manner. Often based on the assertions and guarantees of subject matter specialists where the "patsy" (SORRY !!) project manager does not have the technical competence to analyse and question the specialists work.

For all we know the "specialists" could have spent the duration of the project working up to level 7 on tomb raider and the response of I'm 90% complete means "I have thought about the problem and come up with the solution..... in my head!!", which to that individual many in fact represent 90% of the

perceived intellectual effort require to solve the problem. While the remaining 10% is the actual work required to put the solution together.

The irony, that the remaining 10% will take 9 weeks to complete versus the 2 weeks the PM had scheduled in the project plan, is lost when the, up-until-now, confident and seeming in control project manager crawls into the sponsors office to plead for an extension 2 weeks before the project is due!!

ENTER the disciplines of facilitation (the 2nd dimension) and psychology (the 3rd dimension) and now your PM has a reasonable chance of a) knowing what is actually happening on the project and b) dealing with any problems that may arise!! Incidentally the first and equally important dimension is traditional project management, the corner stone of any good PM tool set.

Now back to the simplest of analogies with construction and engineering. The following, you are a project or construction manager on a building site. A wall on the north side of the building is built skew. The project manager can "see" it is skew and instructs the contractor to rebuild. The contractor rebuilds the wall and the project manager can "see" it is fixed.

Imagine the following; you are a project manager on an ERP implementation. You can't "see" what is happening but all the signs and your intuition point to something very wrong with the data quality. In order to "see" what is wrong you need to facilitate an investigation with your project team to establish the problem. As it is fairly likely, that as project manager you don't have the technical expertise to understand the full ramifications and depth of the problem. This doesn't mean you can't **understand** the problem.

Now fixing it is an entirely different matter, as this requires more facilitation and often some psychology. Once the problem is completely understood facilitating a solution is straight forward enough. But more often than not some psychology is required. Why??? Well back to our earlier analogy. When the skew wall is broken, you instruct your contractor to make good. If he/she doesn't, you terminate their contract and find another contractor to fulfil the request. Ever tried telling a systems specialist or ERP technician to do something!! Think again. You are not managing semi skilled labourers here; you are managing highly skilled professionals that may often be better paid than you. One therefore has to orchestrate a solution using various psychological tools. The other thing worth mentioning is that the greater the degree of specialization in the individual the greater the degree of adult pathology that is likely to exist. So getting everyone to agree to fix the same problem in the same way is quite an achievement.

By the way, I'm not implying that every project manager has to rush out and enlist at their local university for a Master's in Psychology. But as a project manager one needs to have a broad understanding of how the professional mind works and the various personality types that exist. How one then uses this information and deals with people is a matter of personal style.

So in summary, if you are a project manager or an employer of project managers, be sure to check that you or your employees are utilizing the right tools for the job. Furthermore there are some great facilitation courses out there and a lot of fascinating reading on the science that is psychology in cyberspace.

Clinton in't Veld, PMP
Education Director
PMI WA-Chapter

Project Management
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Australia
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AUSTRALIA



The Western Australia Chapter of the Project Management Institute (PMI®) was established in December 2001 as a not-for-profit Australian organisation.

PMI is the largest international professional organisation for the project management profession and is well known for its international defacto standard publication called the "Guide to the Project Management Body of Knowledge" (PMBOK®).

The WA Chapter's vision is "To be the leader in promoting Project Management best practice, professional development, and standards in Western Australia."

www.wapmi.org.au

Member contributions welcome.

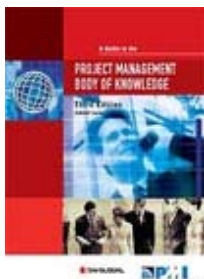
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Errors and omissions to communications@wapmi.org.au

Herman Veltkamp, PMP
Communications Director

Building professionalism in project management.™

Project Management Institute



What a Deal !

The PMI WA-Chapter has a limited number of PMBOK 3rd Editions available at the below-cost sale price to PMI members of \$50 each. GET IN QUICK !

The 4th Edition PMBOK is now available at the PMI WA-Chapter member price of \$75 each. Changes from the 3rd-Edition to the 4th-Edition are minor.

Chris Rowlands, PMP
Membership Director
PMI WA-Chapter

Change Management Institute

Come and meet Perth's Change Management Institute at their June Networking

Drinks Event to be held on Wednesday 24th June from 5:00pm at the Metro Bar, Medina Grand, Mounts Bay Road, Perth (just across from the main entrance to the Perth Convention Centre).

Come and introduce yourselves to:

- Victoria Brimelow, KPMG
- Hilary Brooks, KPMG
- Melanie Taylor, Fortescue Metals Group Ltd
- Bev Andrews Manager, Bank West
- Gordon Brockway, Organisational Capability Solutions
- Carly Perkins, BHP Billiton.

This is a pay as you go event!

For more information on the CMI or on this event, contact Victoria on 0423 700 058,

or, alternatively by email on vbrimelow@kpmg.com.au

or CMIinfo@change-management-institute.com

Survey Results

The 2009 Annual Business and Professions Study

Remember the survey you completed online late last year? Well, the results are in and can be found at: http://www.beaton.com.au/2009_A_BPS_respondent_report_web.pdf

For those interested in the optional section on business ethics, conducted in collaboration with St James Ethics Centre, the full report from that study is also available on the Beaton Consulting website.

We hope you find the reports interesting, and we thank you sincerely for contributing to the study.

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<http://www.beaton.com.au>