PMInsight

2nd Edition - July 2017

www.pmiadelaide.org

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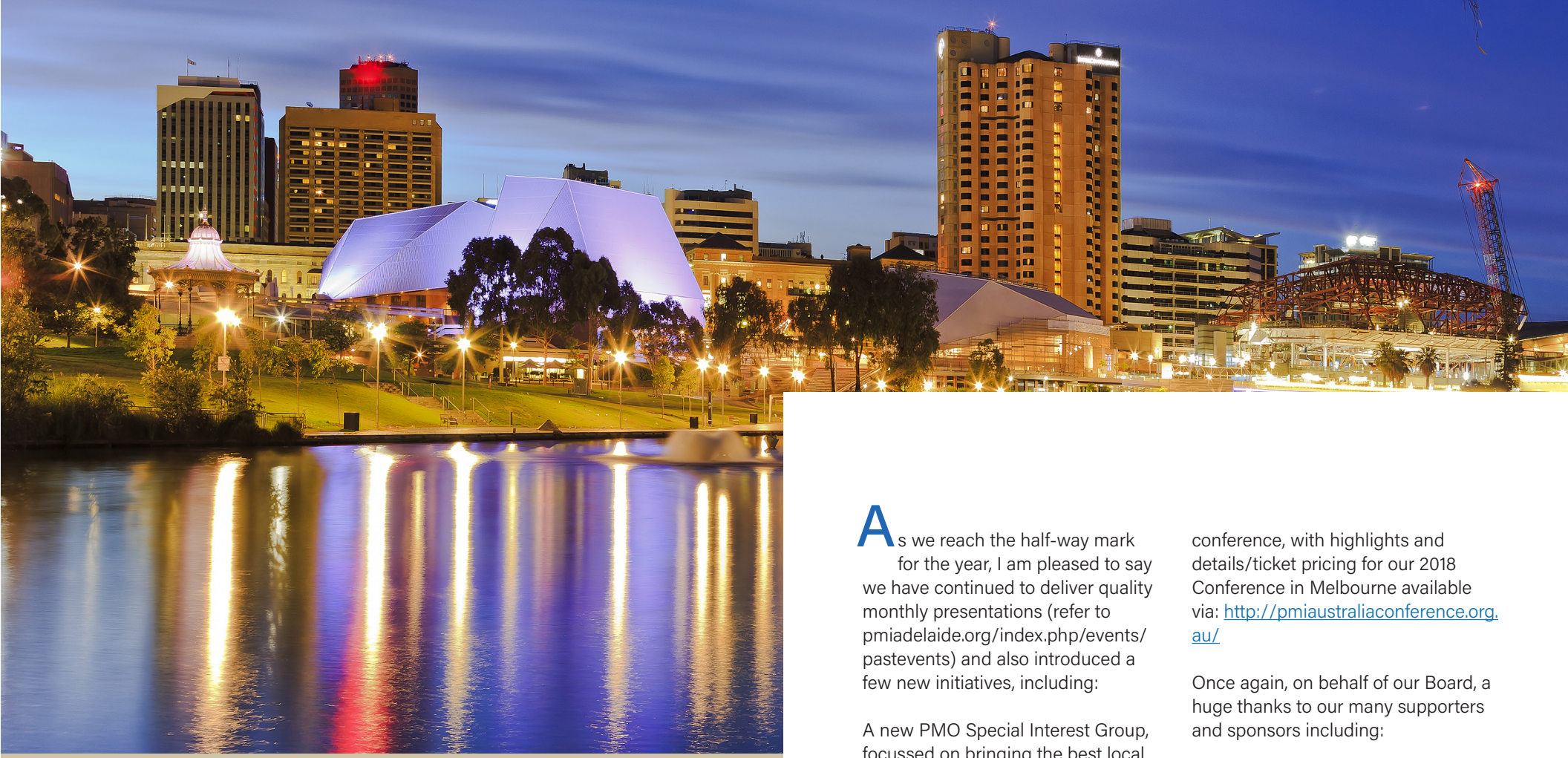
On this issue's cover:
Department for Education and Child Development
Adelaide Botanic High School (due 2019)
Estimated cost: $100M



President's Message

Welcome to our second newsletter for 2017

As we reach the half-way mark for the year, I am pleased to say we have continued to deliver quality monthly presentations (refer to pmiadelaide.org/index.php/events/pastevents) and also introduced a few new initiatives, including:

A new PMO Special Interest Group, focussed on bringing the best local minds together to develop some artefacts which can be used by organisations to assist with improving the operation of their project/program/portfolio management offices so as to increase their project success rates. For more information please email to adrian@astal.com.au

Beer'n'Brains, delivering a more informal group workshop based learning experience

Nationally, our 5th National PMI Australia Conference was held in Sydney. Another successful conference, with highlights and details/ticket pricing for our 2018 Conference in Melbourne available via: http://pmiaustraliaconference.org.au/

Once again, on behalf of our Board, a huge thanks to our many supporters and sponsors including:

Click on image to see all our valued sponsors

If you are interested in partnering or becoming a sponsor, please contact president@pmiadelaide.org

Stay informed, involved and look out for more events, networking and professional development opportunities during the next half of 2017.

Professional events

Calendar of 2017

What a great year 2017 has turned out to be with PMI Adelaide so far. Our events team has grown considerably in order to effectively manage our program of events. The first half of the year started off with our AGM and Beth Davidson-Park, Director of Operations City of Adelaide focusing on delivery of a range of large and complex projects throughout the City of Adelaide.

Our Leadership Series started in earnest with Professor Nicola Pleiss, UniSA Business School on "Mindfulness in Leadership", before moving on to Marina Pullin, MD of MCBI on "Diversity in Leadership", and lastly Julie Cunningham, Consultant, on "Neuroscience Based Leadership".

The leadership series was augmented with a special event at the GU Cinema in Glenelg on the Glenelg Jetty Rejuvenation proposed project by Jetty Road Main street Committee and Council with David Johnson, Managing Director, ANZ, Mott McDonald, and Thomas Masullo, Director, Woods Bagot Architects. The series also saw the inaugural Beer & Brains event in the city with Lachlan Mollison and yours truly Brian Murphy presenting.

Our Technical Project Management Series is still in full flow at the moment. John Khateeb on "How Agile Thinking Saved Space Exploration with Mars Pathfinder" started the series, and Desiree Beekharry on "Why use Agile for Post-Disaster Projects?" followed on. Our TPM series special event was on the new $100m Adelaide Botanic High School with speakers Nathan Hawkes, Turner & Townsend Thinc, Project Manager, Kylie O'Leary, DPTI, Government Agency Lead, and Adam Hannon, Cox Architecture, Lead Architect. The inaugural PMO SIG event was also held with Marc Soester, Executive Director at Sensei Project Solutions and Microsoft MVP, presenting on "The toothless Tiger". A roaring success!

The TPM series will conclude in August with Terry McKenna on "Why time isn't of the essence and money doesn't buy happiness". Our Beer & Brains event will next occur in August also with Yudhi Mohan-Ram sharing his insight on "how to overcome obstacles", and Associate Consultant Tim Levett at The Working Journey on "How to structure your project to enable success".

The Strategic and Business Management Series will start in September and details will be advertised post our last TPM series event. The months ahead will also see the inclusion of further Beer & Brains events, PMO SIG events, special events, and of course, dare I say in July, our Christmas networking function in December.

This year another inaugural event will take place in that we will be introducing PM Week. This will start on Monday 30th of October with project initiation right through to Friday 3rd of November with project close-out, incorporating International PM Day on Thursday 2nd of November. The week will also

see an executive breakfast, lunch, and dinner throughout the week. Tickets will be available for PMI members on a first come – first serve basis, so get in early when advertised. If you would like to be involved in presenting or sponsoring any of these events during PM Week, please do get in contact.

Also, don't forget that PMI Adelaide members have reciprocal benefits with partner organisations to attend their events, check on-line for details, and if you're due some structured professional development training remember PMI Adelaide has negotiated considerably discounts for members with our training sponsors for your benefit, again check on-line for details.

Lastly, if you have any ideas for our events team or indeed would like to present on a topic yourself please do get in touch. We hope you have a great next quarter that brings success to all your projects and look forward to meeting you again at our next PMI Adelaide event.

Technical Project Management

Total Quality Management	21st August

Strategic & Business Management

Change Management	18th September
topic to be announced	16th October
Benefit Realisation Management	20th November

PMP preparation course

Opening session	July 26th	Quality Management	Sep 6th
Introduction to Projects	Aug 2nd	Human Resources & Communications Management	Sep 13th
PM Processes	Aug 9th	Risk Management	Sep 20th
Scope Management	Aug 16th	Procurement	Sep 27th
Time Management	Aug 23rd	Integration	Oct 4th
Cost Management	Aug 30th	Wrap-up	Oct 11th

Are you making the most of your membership?

Just a reminder, your Chapter membership provides the following benefits:

Free entry to local and hosted monthly events, including the ACS IT PM SIG; newly established PMO SIG;

Free/discounted entry to joint events with other professional associations which all provide excellent networking opportunities and our National Conference.

Mentoring support.

Access to comprehensive, continuous education, training and personal development programs including our local study group to support with preparing for the CAPM & PMP certification exams.

Nationally, if you are a member of our Chapter, you automatically receive similar / reciprocal member benefits from the other Australian Chapters.

And many volunteering opportunities for you to share your experiences and knowledge with our members and the wider PM community.

Oh, BTW, our current membership has recently passed the 300 milestone!

If you require more information please visit our website at:
www.pmiadelaide.org
or contact our membership director at:
membership@pmiadelaide.org

Project Management Institute Australia - 2017

Conference highlights

by Adriana Summers

Recapping some of Day One at PMIAC17. Jammed packed with many notable industry speakers, all of whom have embraced the theme of Level Up – Lifting the Game of Success, the 300 delegates were inspired to challenge themselves and their profession to realise benefits for the whole community.

The official opening warped into overdrive with Colin Ellis, author of The Conscious Project Leader, challenging professionals to embrace change and up their Game.

CFO for Telstra Ewen Stafford, took it to the next level and shared his insights into the value of project management in the successful execution of strategy.

The addition of the Academic Track generated much interested. The session hosted by PMI Global Education Team began with several workshops concerning boosting global qualifications and professional development.

Jim Emerick, Management, and Technology Consultant explored strategies for agile leaders, challenging mindsets and giving many current and future leaders practical and agile approaches to leadership.

Catherine Smithson leading Change Management Consultant took us to the future, specifically outlining new trends in change management and highlighting the impact these will have on project management.

Dr Ian Snape, Scientist and Neurocoach, propelled us to another zone with his presentation on Risky Business: The Art and Neuroscience of Leading in High-Risk situations.

Mr Chee-Peng Tan led the charge challenging Project Professionals to rethink their approach in his presentation: Project Leadership & The Art of War: Winning before the game begins. Attendees gained practical insights and wisdom to immediately and enthusiastically practice.

Annie Sheehan and Gerrik Gratz had the audience salivating as they gave a brilliant case study of the food industry in their presentation on "Business-led project delivery in a fast pace world".

Leading Training Consultants, Haydn Thomas and Bob McGannon from Mindavation jointly challenged project professionals to embrace business management principles when seeking to level up their skills in project management.

James Bawtree appealed to delegates' inner child through his novel approach to Agile Project Management. Delegates had fun and learnt valuable lessons using Lego blocks.

Mark Dickson Chair of 2017 PMI Board of Directors gave delegates an overview of the Pulse of the Profession global research and what it means for Australia.

Finally, Day 1 closed with a healthy shot in the arm to cure organisations suffering from Bureasclerosis as defined by "Dr" Dom Price, Atlassian. Essentially those organisations trapped in a repetitive cycle of creating projects that fail to deliver real benefits.

Planning for PMI Australia Conference 2018 is now underway. Another brilliant 2 Day Conference focusing on the theme of Diversity, Performance, and Well-being for the project management community and business leaders to be held at the luxurious Crown Melbourne 20-22 May. If you would like to secure your tickets early and take advantage of EOFY Book now – 2-day conference special price $902. PMIAC 2018 Melbourne.

PHOTO CREDITS: pmiaustraliaconference.org.au

previous page: Naomi Simson, Founder of Red Balloon and Shark Tank presenter gave an entertaining talk on her business journey and life lessons. She helped delegates to refocus on the important things in life with her underlying message of "Live what you love". _ (PMIAC Conference)

Curren page: Winners of the 2017 Project Management Insstitute Austrlia at PMIAC Conference

IMAGE CREDIT: SA Water archive

Kamyar Kavousi, PMP

When Stakeholder Management goes wrong

Background

I was quite excited when my manager gave me the opportunity in mid-2014 to manage a technically complex project, which was an extremely important to the business. This project was called "Upgrading the Pressure Reducer Tank (PRT)". The driver of this project was to improve the safety as it was a very old tank built in 1960s and yet the tank had to remain operational as it supplies the water to more than 100,000 people. The PRT tank can be taken offline only during the winter period when demand is low.

For this reason, the business allocated $1.5 million to upgrade the PRT in order to address the safety issue ASAP. The secondary objective defined (as an opportunity) was to increase the capacity of supply to address the future population growth.

IMAGE CREDIT: SA Water archive

Procurement & Engineering of the project

I started engaging with the stakeholders, reviewing the risk registers, understanding the technical challenges of the job before I put my plan together. Everything seemed to be well identified. I was advised that we have to be very cautious about the sensitive residences who lived literally in 50m radius from the PRT.

An item on the risk register talked about a potential risk of a noise, which would be generated from the new assets when the new PRT is built. I reviewed the project documents and consulted with our internal stakeholders and the previous project manager who took the project to the level it was able to achieve the financial approval from the business. The requirement was not that difficult to address. I had to ensure that the new noise level does not exceed the current level of noise being generated from the PRT.

The biggest challenge was the timing of the project. I had only three months to successfully take the PRT offline, install all the new assets, and bring it back to operation.

I started planning my management methods, by reviewing the project disciplines (time, cost, scope, communication, stakeholders, etc.)

It is was October 2014. We had a deadline to secure the constructor before Christmas. I worked with our procurement team to finalise the tender documentations, submit to the market, receive and evaluate the responses and successfully select the preferred contractor within our deadline.

It's now mid-January 2015. The Design & Construction contract is formally signed. The team started developing the detailed design, proposed at the early days of the project.

The constructor's engineering team proposed different design: "If the main driver of this project is safety, why wouldn't we install the new assets above the new PRT roof? So the operational crew won't need to go inside the tank for future maintenance purposes". Our safety and operational representatives agreed.

It's now beginning of May. We are one month away from taking the PRT offline to start the construction work. We were tracking very well with respective to the planned time and the cost of the project. I was asked by our client's Engineering and Environmental team if I was aware of the noise management requirement. My response: "yes absolutely, I'm clear that we shouldn't exceed the existing noise level once the new PRT is back online".

The Environmental Management representative continued: "No. we have the obligation to meet EPA requirement". "What does it mean?" I asked. "well simply you shouldn't exceed 40dba". I referred to the documentations again and continued: "the reports show that the PRT site is not compliant with the EPA requirements and hence there is no obligation to lower the noise down to 40dba". The Environmental Management representative continued: "It's a false statement. It is legislation!".

This was quite a shock, since the difference in the existing noise level and EPA requirement was huge.

The client engineering team believed that there was a risk of noise because of the type of the valves selected for the new PRT, yet the construction engineering team believed that the noise wouldn't be directly generated by the new valves. The capacity increase of supply will result in higher flow rate to the PRT, hence may rise the noise level.

My question was whether by doing modelling we could calculate what

IMAGE CREDIT: SA Water archive

IMAGE CREDIT: SA Water archive

level of noise will be generated when the new PRT is installed. The answer from both the client and constructor engineeringteam was simple: "Noise reduction is a very dynamic and complicated criteria, and takes a lot of time to be studied. Yet the results wouldn't be 100% accurate when PRT is not built yet".

I was only two weeks away from starting the construction work. I either had to delay the project until we complete a thorough investigation on the noise or accept the risk. Delaying the project meant postponing it by a year because we would lose the winter period. I consulted with the construction engineering team. They suggested that after we complete the construction work and put the PRT back in operation we can carry out a noise testing, then based on the results we can address the noise.

I reviewed my cost management system and made sure that my project's fund allowed me to cover this extra study and mitigation solution to meet the EPA requirement post completion of the project.

Then I accepted the risk, made the call, and continued the work to start the construction.

Construction works

Everything is going very well as planned. I'm so happy with the progress we were making, until our Community Engagement team approached me: "Kamyar, we promised before to the residences that when we start the project we'll upgrade the site fencing and upgrade the landscape". My immediate response was this hasn't been addressed in the project brief. "this is what we promised and we won't look good if we don't take action on that" they continued. I knew that we were dealing with a very sensitive group of residences. So I had to release some funding from my budget contingency to add these extra works to the scope of the project.

3rd of September 2015, I am still happy with this complex project, as we finished the work with only two day delay and within the allocated costs. If weather was on our side we would have been able to finish it even earlier.

However, I'm still a bit nervous about the risk of noise. That's the last thing I have to do. Get the noise study done and understand how far we're out of the EPA requirement and how we can fix it. I was in the middle of the process to engage the professional acoustic engineering team, when our Community Engagement team advised me of a customer complaint of the loud noise. I knew this was not a good sign. One after the other residences were making calls that they were suffering from the noise. Our professional Community Engagement team helped me by fully engaging with the residences and having an onsite meeting with them. This mitigated the risk of further customer complaints slightly.

I had then the results from the new noise testing. It was loud, even louder than what was being generated from the old PRT. Our constructor initiated a temporary solution to bring the noise down to the very original level.

It's now mid. October 2015 and we have our second onsite meeting with the residences. They are not happy. One of them is a nurse and can't sleep well during the night. Few others are retired people who wish to be relaxed, not under the tension. Few others tell me that they have guests and relatives coming to Adelaide for Christmas and they want us to guarantee that this noise is further lowered. They are all right. If I was in that situation, I wouldn't tolerate it easily.

IMAGE CREDITS: SA Water archive

I and our acoustic engineering team explained the temporary solution. That it would bring the noise lower than the original site. I promised this will happen by Christmas. We also ran through the new design of the permanent solution which would bring the noise down so well that it will meet EPA requirements, but it will take more time to receive the engineering design and to be constructed. We shared the 3D design with the residences. It will be a big building which covers the whole PRT inside. The old PRT was less than 1m tall because it was a undergroung asset; yet the new building will be 5.5m tall. Yet we received massive push back from few residences. Again they are right. Out of a sudden a massive building will appeare around their places and it will take a year to be built.

I asked the constructor to give me a detailed cost estimate breakdown to complete the work. Contractually they had no obligation to meet the EPA they were supposed to make sure that the noise doesn't exceed the old level. The project required additional $560,000. The price was too high that I needed to seek additional funding from the corporate. Because the total value of the project exceeded $2 million, it required to be endorsed by the Senior Leadership Team as well as the Board.

I obtained the additional funding approval after a very challenging process. It was clear that Senior Leadership Team was not happy with the way the project ended up to.

December 2015. We finished installing the temporary solution and lower the noise but not to meet the EPA requirements as expected. At least I was able to deliver what I promised to the residences.

September 2016. After a very comprehensive noise study and detailed acoustic engineering we are ready to construct the new building which will cover the whole new PRT. We kicked off and I handed the project to the new project manager to deliver the remaining scope. It was finally delivered in February 2017.

What a project!

What I learnt:

1. Make sure that I consult with the "right" group of stakeholders to receive the correct advices. At the beginning of the project, I consulted with the engineering team to evaluate the risk of noise; whereas the right group was the environmental management team. Only if I had known what our obligations with regards to the EPA noise requirements were, I would have been able to evaluate the risk in a better and more realistic way and make corrective action much earlier during the engineering work.

2. For the very sensitive and tough decisions, there is no problem to reach out to the Senior Leadership Team and seek advices. I shouldn't have made the decision on my own to accept the risk of noise (identified two weeks before starting the construction work). Maybe my senior leaders' professional evaluation would have resulted in putting the project on hold for a year until we're fully ready to mitigate the risk of noise.

3. Small things can off track your project so easily. Make sure that all the risks are regularly reviewed, evaluated, discussed with your project team. This will guarantee to define the correct solutions for identified risks as well as opportunity to flag any new risks if they exist.

4. Never underestimate the influence that internal and external stakeholders have on your project. Engage with them fully! They will facilitate the success of the project. The other side of the coin is valid too. Lack of engagement can derail the project easily.

5. Making sure that from time to time I review the project at very high level with the stakeholders without getting drowned by the details. This gives me the opportunity to see everything at the bigger picture and if something is missed out I can pick that quickly.

6. At each major milestone of the project make sure all your findings have been reviewed by your stakeholders and the next steps are clearly defined. This will minimise the risk of something missed out or wrongly taken onboard.

PMI Adelaide Chapter
Mentoring program

Do you think you do not require a mentor?

Employees who received mentoring were promoted FIVE times more often than people who didn't have mentors.

Source: Sun Microsystems

"Having a mentor can provide you with many advantages. "Mentoring is a brain to pick, an ear to listen, and a push in the right direction."

Source: John Crosby.

A mentor can help to shorten your learning curve, open your mind to new ideas and possibilities, ideněfy opportuniěes and advise on how to promote yourself. If you select a mentor who works at the same company as you do, they can provide invaluable insider information on how to navigate the company poliěcs and achieve your goals. Mentoring is not just a great idea, it is a proven concept:

Employees who received mentoring were promoted FIVE times more often than people who didn't have mentors.

Source: Sun Microsystems

75% of executives point to mentoring as playing key roles in their careers.

Source: ASTD

95% of mentoring participants said the experience motivated them to do their very best.

Source: The War for Talent

96% of executives say mentoring is an important development tool.

Source: Account Temps

44% of CEOs list mentoring programs as one of the three most effective strategies to enhance women's advancement to senior management.

Source: Dr. Belle Ragins for Catalyst

"A lot of people have gone further than they thought they could because someone else thought they could."

Source: Unknown

So do you still think you do not require a mentor?

Interview:

Mark Gobbie, General Manager of Asset Operations and Delivery with SA Water

We had a great opportunity to sit down with Mark Gobbie, the General Manager Asset Operations and Delivery at SA Water.

Prior to joining SA Water, Mark held a number of State, National and Global roles with Kellogg Brown and Root (KBR) working in the Infrastructure (Water, Transport, Buildings, Oil and Gas) and Mining areas over a 20+ year period.

In addition, Mark is Director of the Board of Diving SA, a not for profit sporting club which promotes the sport of diving in South Australia and SA Branch President of the Australian Water Association.

Tell us a bit about yourself. What did you study at University and what year?

I have a Bachelor of Civil Engineering from the University of Adelaide and a Master of Engineering Science from the University of New South Wales. I finished my first degree in the early 80's, so I've been in the industry for 30 plus years now. I don't count after 30 as it makes feel old! The mix across my career has really been a combination of project delivery technical type roles for the first 15 years and since then I have undertaken a range of general management, executive leadership type roles working in all states of Australia, the United States, South East Asia, Middle East, and U.K.

My last role at KBR before I joined SA Water was Global Vice President for their Water business. In that role, I was responsible for all of the organisations water operations right around the world.

So the industry that you've been mainly involved with was water and waste.

It's mainly water but at various times, I've certainly had significant exposure to transport, mining, and building industries. My responsibility has been in general management leadership roles across those sectors while my technical background is in the Water area. I had various parts of the organisation I worked for reported to me in those fields. Overall, it's been a mix of engineering, procurement, construction management, and project management. It's been a journey that's for sure, but overall mostly water. That's probably the business that has underpinned most of my career.

Tell us more about your current role.

My role at SA Water is General Manager Asset Operations and Delivery which covers asset management, capital works and operation of all of our bulk water and wastewater systems and operation of our Laboratories. Effectively this is SA Water operations without the immediate customer facing parts. So if SA Water was a restaurant, my part of the business runs the back of house – albeit we are renovating the restaurant while still running the business.

In terms of people, that is about 680 of the 1500 in SA Water overall. The regulated capital expenditure is budgeted just under $1.2 billion over four years. In addition, there are number of projects outside of the regulated expenditure which takes the total capital works budget to around $1.7 billion over 4 years.

What was your vision after graduating from the University? Did you plan it out to say in 25 years I want to be a General Manager in big organisation?

No. When I graduated, I was very technical orientated, I worked for a civil engineering contractor for a couple of years, and then I joined EWS department and went through the graduate program there. Although

I had a fair idea I wanted to progress within a large organisation, I've really just pursued the best opportunities available, luckily for me there have been some really interesting ones to focus on.

IMAGE CREDIT: hassellstudio

What is EWS?

EWS is former SA Water. That was a fantastic training ground. I was really lucky to be in an organisation like EWS at the time. There was a great graduate rotation scheme. They ended up putting me through a master degree, I was very lucky to receive that scholarship.

On the graduate scheme I was dragged, kicking and screaming in to wastewater investigation area. At that point, I thought my future was in structural engineering. However, I never looked back. In one way or another, wastewater has never really left me, but you know, one thing led to another and opportunities presented elsewhere. I left the EWS and joined a company called Kinhill who were an Australian General Engineering Consultancy. Eventually they were bought out by Halliburton, who then became KBR. So, I saw the classic change from a small to mid-size Australian consultant firm to a large multinational oil and gas organisation to an IPO (Initial Public Offering).

I joined SA Water a couple of years ago really because of the opportunity to make a difference in an organisation that I thought was trying to change and develop itself. I felt I had achieved pretty much all I could at KBR. Although it was sad to leave an organisation you have been associated with for so long, the change has been great for me.

I personally have a vision in my career and become motivated and inspired by working with different people, but what has inspired you throughout your career?

I really like working with teams and people who are driven to develop and achieve outcomes. I guess I've always gravitated towards bigger organisations because they influence the lives of lots of people and if you manage them well you can make a big difference. I like good outcomes, I like teams that are successful. It's a huge thrill when you work in a team, and you achieve outcomes as a group and you can look back on it and you can say, you know, we started with not much and look what we have achieved. Whether it's a project, whether it's meeting a business plan, whether it's setting a vision for the organisation and seeing that organisation pursues that vision, it doesn't really matter, the basics of leadership are the same in all cases.

That's the bit that always excites me. At KBR, I was lucky enough to work in many different parts of all over the world. I really enjoyed working with different cultures and people with different backgrounds. It wasn't always easy as a westerner fitting into a different culture. Often the way you talk, the way you listen to people had to be different and I actually enjoyed that challenge. So they are probably the things on a personal level have motivated me.

You mentioned that you have worked in a lot of different countries. What has been the most memorable project that you have been involved? and what was your role and your achievement?

My most memorable project was the Seletar Wastewater Treatment Plant in Singapore. Actually, it's been demolished now – which is a sign I'm getting old!!

What year was that?

It started in about 1993 and finished in about 2000. I was the second person on the team and the last person out. It was a really tough job. A big project, a completely underground sewage treatment plant. In today's dollar value, it would probably be in excess of $2 billion. My role was effectively the lead process engineer but really, I was the design coordinator. Effectively, right hand man to the Project Manager. Then I came back at various times through the project to fill in for site manager and I ran the commissioner of the plant as well. I saw something turned from a brown field site to a 2-billion-dollar project 7 years later. We had a contractor working for us at the time that got into a lot of financial trouble, so we had to work through that. On a long project like that, there's a lot of changeover of personnel, I was probably the only common thread the whole way through.

Looking back on that now and I still remember to this day that I had done the hydraulic profile for the plant and want it was like to open the penstock on the inlet works and hoped that the waste water was actually going to run where it was supposed to!!

Have you ever had a mentor?

Numerous mentors. I think it's a really important part of professional development. Mentors happen both

formally and informally. I've probably benefited more from informal mentors but certainly I've had a number of formal mentors who've really helped me with key decisions or key moments in my career. I've probably had a couple of "tormentors" as well, people who may have been the curse of my life at one point in time, but when I look back on some of the things that I learnt from them, they were really important, Hence the term "tormentor". Sometimes you learn more about what to do from those who do things the wrong way, than those who do things the right things.

Exactly, so lessons learned are not limited to positive things.

I've been really lucky to have had several people who have just been prepared to take me under their wing at key points in my career. I guess they saw something in me that was of value to them, and they took me under their wing at the right time and I'm forever grateful for the time and effort they invested in me.

How do you describe a mature professional leader? What kind of personalities and characters do you see in that person to say 'this is a fantastic leader'?

I think, somewhat obviously, a leader is someone who can set a vision that people want to follow. Someone that's inspiring and people want to follow, rather than needing to be pushed. That's what leadership is about.

At SA Water, we have set a really simple vision, but you know it's inspiring. It's SA Water saying "world class water services for a better life" which is about being amongst the best in the world and about creating a better life for our customers. They are two things I really care about. So to me, that is an inspiring vision!

Perhaps the most important part of leadership is understanding that every single role in an organisation is important. As soon as you think that your role, or you, are more important than anyone else, then you lose the ability to be able to lead. For a team to be successful everyone has to do their job. For me understanding this is fundamental to leadership. It doesn't matter if you are the Chief Executive of the largest engineering construction organisation in the world or the graduate engineer of that organisation. Everyone, in between has to do their job, otherwise the leader and the team can't be successful. To be able to do that you need to have real empathy with people. Understanding what they are going through is the key to being able to relate to people at all levels of the organisation. It's about respect and truly believing that you are all in it together.

Considering nowadays dynamic and fast paced technological environment, how would you see the future of project manager?

It's easy as a project manager to think that my job is to deliver on time, cost and quality. But I believe, if you've delivered a project on time under budget and it met the quality that was in the specification, then that is actually the easy part of the equation. If you do that and the people impacted by the project aren't happy, then you haven't been successful. To me this is the big challenge for project managers today. When you look at the big cities of the world today, as we grow, as new technology comes to us, new transport systems, new water systems, we're in a situation where we're going to be installing and building new infrastructure in a living, breathing, working city.

If you're installing that new infrastructure without consideration of all of the stakeholders and making sure that they are brought along the journey of the project then you're not successful.

It's a bit like what I mentioned earlier, the $1.2 billion dollars of capital that we have in our regulated plan. It's not just the matter of spending that $1.2 billion dollars, we need to be able to say to our customers and to

IMAGE CREDITS: Resource in Focus magazine

our regulator that this money has achieved outcomes that customers expect. This is what we did for that 1.2 billion dollars and this is what it means to our customers. So as project managers and operators of water infrastructure in SA Water, it's about making that link through to the customers so that they can see where their money's going and that we're spending it in a responsible fashion.

I have a few questions to close it off. Consider or imagine that it's 1985 or early 1980's, would you do anything differently?

I'm very comfortable with my career and how it's progressed. Would I do anything differently? I probably wouldn't. However, my advice to anyone who's starting out would be to take a few risks, and have absolute confidence in yourself. Perhaps I should have taken a few more risks early on, but no regret overall.

It took a while to develop the maturity to be able to assess risks and opportunities, if you know what I mean.

That comes from developing your self-confidence, so my advice to any young project manager or engineer or scientist, is to have confidence in yourself and be prepared to take a few risks. The worst that can happen isn't anywhere as bad as you think it could be.

Sometimes that's not easy, but take those risks. Make them as calculated as you can, make them thoughtful of others but be prepared to take them on.

What is your advice for project practitioners who would like to be good senior leader like you? What skills do they need to develop?

I think you need the basic technical skills. Obviously, to be a good project manager you do need to know how to do time, cost and quality. That is important. But it's emotional intelligence and people skills that will really make you successful. Some people are born with it, others aren't.

However, do learn emotional intelligence as you move through your career. Sometimes you need to take yourself out of your comfort zone and be prepared to take that risk.

That would be my advice, concentrate on those interpersonal skills as much as you concentrate on the technical side of things.

Early in my career I focused on the technical side of the business and that wasn't a bad thing, but when I realised that to be successful it was all about people, then doors began to open. Once I realized there was no need to be inhibited by the role a person has in an organisation, then opportunities presented themselves for me. I like the word courage. Have the courage to take those risks.

Excellent! Beautiful. Thank you very much Mark. It has been very helpful listening and learning from you.

My pleasure.

Volunteering at PMI

Our volunteers have been very active and involved with PMI and its activities. They continuously improve and work towards excellence in all they do. There is always an opportunity for those who wish to excel in Project Management to support the PMI Adelaide Chapter Board as a Volunteer. We are constantly looking for people to assist with a diverse range of activities, including:

- Events (organizing, planning and on-site support for our breakfasts and evening meetings)
- Building Better Futures (Community and school education programs)
- Communications (managing the website, producing our newsletters and engaging in social media)
- Marketing (spreading the word of what PMI is about, obtaining sponsorships)
- Membership (dealing with queries, benefits)
- Mentor program (assisting as mentors)
- Professional development (planning and managing our Chapter classes)

Benefits of being a Volunteer at PMI

- Ability to gain experience on leadership and management skills
- Ability to gain Project Management Skills and to earn Professional Development Units (PDU's)
- Access a network of Project Management professionals
- Certificate issued by PMI Adelaide Chapter after successful completion of one year as a Volunteer.

How to become a Volunteer:

It is a easy as:

- Login to VRMS
- Select Adelaide, South Australia Chapter
- Then apply for any open positions that interest you.
- If you have any further questions, please email us at: volunteers@pmiadelaide.org

PMI Adelaide Chapter

Developing the profession

Adelaide is bracing and getting ready for a very happening and exciting times ahead with multi-million dollar projects across industries.

PMI believes that it has a key role to play, to provide that expertise and knowledge to the people involved in those projects across South Australia. With the ever-increasing competition and need for continuous improvement, it is inevitable that the project professionals in South Australia are aware of the new trends and changes around the world in the field of project management.

As promised in 2016, PMI has designed the year 2017 with an aim to bring forward that diverse wealth of knowledge to the PMI members through our events, workshops, outreach initiatives and certifications which empower our members to stay ahead in personal and professional lives. Being skilled, trained and certified is the new mandate to move forward professionally. This opens a window of new career opportunities, work opportunities across industries and an opportunity to be a part of big and major projects of the country. It is equally encouraging to see that the government and local industries are emphasizing on certifications in project management to better manage and execute projects. PMI brings out study group sessions every year with the intension of providing professional help to PMI members with zero fee. The study groups are conducted and managed by industry professionals and passionate PMI members with strong hold in various knowledge areas of project management and PMI Body of knowledge (BOKs). They mentor, train, facilitate group studying, encourage sharing practical knowledge, discuss the Body of Knowledge in detail, providing members with the skills to attempt exams and acquire certifications. PMI successfully completed their first batch of study groups for industry professionals in Adelaide.

PMI is also aiming to bring forth study groups for Agile Certified Professional certifications & Business Analysis Certifications in the coming year. We are also looking for volunteers & individuals who are passionate to share and impart knowledge through our study groups. We would like to specially thank Jairo Garcia and John Khateeb; our study group mentors this year and Hamish Van den Ijssel who have played a pivotal role in the successful completion of the first batch of study groups. We are focussing on improving our methods, facilitation techniques and documentation support to our members in the coming years. A big THANK YOU to our longstanding PMI members and our board whose support and motivation has helped maintaining consistency in our efforts in the field of Professional Development.

ADELAIDE, SOUTH AUSTRALIA CHAPTER

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"PMInsight promotes practices and professionalism of project management through sharing insightful knowledge and experience"

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This Newsletter is published by the Editorial Team of the Communications Portfolio on behalf of the Project Management Institute Adelaide SA Chapter.
We welcome articles, interview experts, general information and other contributions to enhance the project management knowledge and understanding of our chapter members.
Please send these to the Marketing Manager

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