CONNECT

BUILDING CAPABILITY IN COMPLEX ENVIRONMENTS

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CEO MESSAGE

Hello everyone, I hope this edition of CONNECT finds you well. We have had a number of achievements since our last edition, including the very successful launch of the 2018 International Roundtable Series held in Sydney on the 8th of June, hosted by our series partner, the John Grill Centre for Project Leadership at Sydney University. Following on from the Sydney event we held subsequent Roundtables throughout June in Ottawa, Canada and Windsor in the UK. Thanks to our local sponsors for making these events possible. Very interesting themes surrounding the topic are already formulating based on the discussion thus far. A very quick snap shot has been included in this edition. Registrations are still open for upcoming Roundtable events.

We have made further headway on our review of the ICCPM Complex Project Manager Competency Standards. I was fortunate to be able to attend the GAPPS review of our Complex Project Manager Competency Standards in the Netherlands at Delft University of Technology. This makes up our third review event, we are making great headway and gaining very valuable feedback from practitioners and academics on what a revised 2019 version of the standards may look like.

I am very proud to report we have welcomed another strong cohort of students to our Certificate IV program in Sydney. We have our next two courses starting in Canberra and Melbourne in September and October respectively. Enrolments are still open. Contact our fabulous training team if you would like to find out more or enrol.

As part of our 10 year anniversary celebrations last year, ICCPM has been working with our Members, Fellows, Partners and broader stakeholder community in efforts to review our current membership program and offerings. It was an exciting time meeting with representatives from Western Sydney University to discuss new opportunities for collaboration - watch this space! Feedback from our membership survey has also been very insightful and will play a fundamental role in the formation of a new membership program for the future, with opportunities for greater involvement in the ICCPM community for those interested.

I would like to thank all our volunteer contributors of this edition of *CONNECT.* This edition is geared towards the subject of Leadership, touching on valuable thoughts and insights on the importance of the leaders role in complex projects. I trust that you will enjoy reading it.

If you have any feedback or would like to contribute to future editions please get in touch!

Collin Smith
ICCPM CEO and Managing Director

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ICCPM and GAPPS Complex Project Manager Competency Standards Review

28 June 2018 - The Netherlands

Amidst hosting a number of Roundtables as part of the ICCPM International Roundtable Series, ICCPM CEO Collin Smith headed to the Netherlands to attend our third review of the ICCPM Complex Project Manager Competency Standards, following on from the Sydney and Vienna events.

In partnership with the Global Alliance for the Project Professions (GAPPS), the review was undertaken at Delft University of Technology. The workshop focused on analysing and reviewing the current "Views" in the standards. These views apportion the behaviours required of complex project managers in the workplace.

The process involved re-grouping the behaviours into themes, allowing for the removal of repetition with other professional standards. Ultimately, participants of the review geared their input towards working on a universally applicable standard that can be applied across industry sectors and project types.

Suggested further actions were to ultimately create a revised final version that can be both a stand-alone set of competencies or used as an 'add-on' to other existing project professional standards.

APM Future Proof Conference
25 April 2018

This years Association for Project Management (APM) Conference welcomed over 500 delegates to discuss the theme:
"Future Proof - preparing today's profession for tomorrow's challenges."

The event included a variety of speakers including: futurist, Rohit Talwar, broadcaster & mathematician Hannah Fry and Chief Executive of the Royal Society of Arts, Matthew Taylor. All gave their take on what the future holds, how these implications will affect the project management profession and how those working in the profession can become "Future Proof".

Focusing on key areas of the profession, the conference addressed how project managers can adapt their practices to ensure they consistently deliver success consistently in an ever-changing world, providing delegates the opportunity to hear the background on some major transformational projects.

Topics covered included: Mega trends affecting the "future of work", Delivering results though People, Communication & Engagement, and the challenges of the future society put forth on project managers to make better communities a reality. Find out more HERE.

Image credit: IPMA, APM Conference 2018,. https://www.ipma.world/news/apm-project-management-conference-2018/

PMI AU Conference
Melbourne, 20-22 May 2018

Hosted by the Project Management Institutes (PMI) Melbourne chapter, this year's PMI Australia conference was themed by **Diversity, Performance and Wellbeing,** underpinned by **four streams:** Project Trends and Innovations, Leadership, Technical Project Management and Strategic and Business Management.

A packed two day conference, delegates heard many thought provoking presentations. A range of industry speakers, covered topics such as Design Thinking, Managing Diversity, PMO Maturity Assessments, Cyber Security, Agile Project Management & Continuous Improvement, and the Future of Project Management.

With increasing digital disruption many large corporate organisations are responding with "new ways of working." Many are undertaking major transformations which require project managers to augment their tool kits to align with new ways of working. The conference emphasised the importance of the commitment practitioners must make to themselves to continue to evolve skill sets in order to remain relevant in their field.

IPMA Diversity in Project Management Conference
Croatia, June 7-9 2018

"Celebrating differences makes the difference"

Held in the Brijuni Islands National Park - North Adriatic - in Croatia, conference topics covered: team diversity for better projects, embracing diversity in the face of resistance, best practice approaches to create high performing teams and the Diversity Challenge: the social responsibility of opportunity and inclusion.

Targeted primarily towards managers and directors responsible for staffing and recruitment in project teams and "Diversity and Inclusion" managers, the conference sought to address two major challenges: gender and age gaps in the project profession.

The two day event was split over three streams: good practices (practitioners), better practices (experts) and next practices (academics).
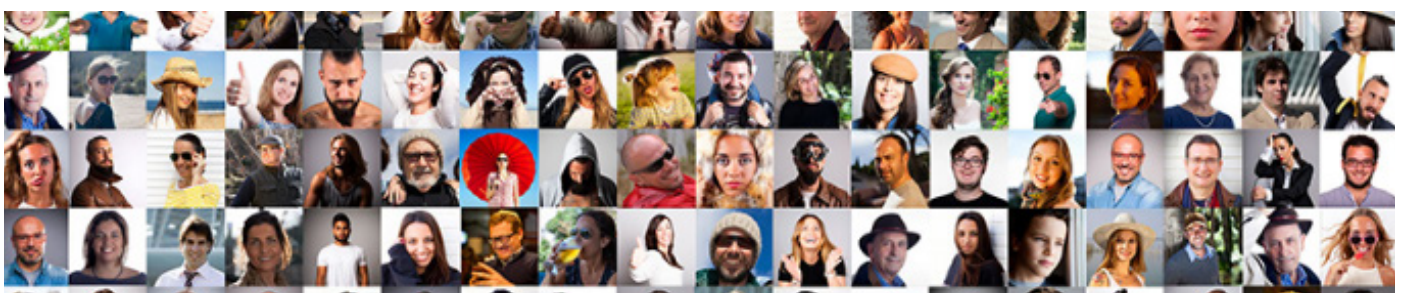
Find out more HERE.

Image credit: IPMA, *2nd Diversity in Project Management Conference, https://www.ipma.world/news/2nd-diversity-project-management-conference-4th-call-participation/*

Coaching for Collaboration in Complex Environments

Jude Olson, PhD, ACC

Jude is an accredited, professional coach providing leadership and transition coaching to individuals, teams and organizations—building on strengths for accelerated development. She is certified by the International Coaching Federation and qualified in assessments including Appreciative Coaching, Voices 360°, via EDGE™ and MBTI Step II. A special focus is helping adults to positively navigate mid-life reinvention.

Based in the US, Jude currently serves on the faculty of University of Dallas College of Business teaching "Emotional Intelligence for Effective Leadership" and "Managing Complex Organisations", in addition to coaching in the Texas Christian University EMBA Program. Amongst her busy schedule Jude is also an active Fellow in the ICCPM network.

> "
> *I was part of a living laboratory on complexity management called the F-35 program and it was apparent that traditional program management tools and techniques were inadequate to ensure success...*
> "
>
> *- Tom Burbage, Executive Vice President and General Manager of the F-35 Joint Strike Fighter Program and ICCPM Fellow (Profile in ICCPM Connect, March, 2018)*

As Tom Burbage suggests, leading in complex environments, projects, and organizations requires different skills beyond the "command and control" paradigm. Beyond the 'iron triangle' of cost, schedule and performance, complex project management requires the non-technical 'soft skills.' In fact, our current global business environment of ambiguity now demands an approach that is adaptive, inclusive, and facilitative as it encourages workers to share their knowledge and create innovation—the ultimate competitive edge.

As an executive coach, I had the privilege of working with Burbage and his leadership team over the first decade of the F-35 startup. I observed and learned from him and the positive impact he had on an enterprise, whose organizational chart could only be illustrated as a "jigsaw puzzle" with multiple interdependent diverse stakeholders across the world in a context of continual change.

His leadership skills in relationship-building broadened to facilitating a collective organization with no geographical boundaries and boundless energy, expertise, and spirit that was described by employees, partners, and customers as "simply the best!"

Now, in my own practice, I work with other high-performing, technical leaders who still try to get results the "traditional" way, feeling that they need to provide all the answers and use tight control of meetings, plans, decisions, and other people to drive task performance, goals, and accountability. This often has unexpected and undesired outcomes. Turnover and attrition of top talent are warning signals that something is not working optimally in the tone of a team or department, or the culture of an organization. Leaders themselves can become ill or overly stressed, overwhelmed with time and performance demands. This may result in burnout and sometimes aggressive or volatile behaviour, leading to a reputation that "no one wants to work with them." Their careers start to plateau, as the organization is not willing to take the risk of giving them more scope, responsibility, or visibility.

Today's constantly changing, dynamic and data-driven environments require a different leadership approach with all stakeholders. No longer can a "lone soldier" or "corporate Hercules" provide all the wisdom. Leaders must rely on others with diverse points of view to collaborate. They need to acknowledge that distributed leadership can come from individuals anywhere in the organization—those with or without an executive title. One needs all "hands on deck" (and hearts and minds) to solve complex problems, create the organization's future, and build complex machines, like the F-35 stealth fighter: the Lightning II.

Burbage was a role model of a collaborative leader who built open offices with glass doors (not mahogany) for the F-35 program, went to lunch in the cafeteria, and rode the elevator with employees. He welcomed newcomers personally with a special "onboarding center" and built relationships "one handshake at a time" with customers, partners, and vendors from around the world. The artwork behind his desk was a picture of a crew team rowing in a boat, a hobby he enjoyed and a symbol of his philosophy. He sponsored Leadership summits with partner companies, countries, and customers every six months during startup years. More than 70 percent of the Lightning II plane is still being built outside of Lockheed Martin by thousands of suppliers. Collaborative, integrated management and design teams would become a hallmark of the F-35 program innovation and production—reaching a milestone by delivering its 300th plane to the U.S. Air Force in June.

A "traditional leader" who needs to shift gears to better manage a complex environment might work with a coach to assess their current challenges, get feedback regarding their behaviors, and then try to apply new behaviors in the workplace. There are leadership assessments that measure Emotional Intelligence, which includes communication skills, managing conflict, demonstrating empathy, and relationship-building skills.

The process also asks the leader to look internally and conduct a self-assessment of their own behaviour:

(1) **Do you listen to others?**
(2) **Do you learn from others?**
(3) **Do you leverage your relationships?**

Soliciting feedback from direct reports, managers, colleagues, and customers to hear their experience of the leader can be done through surveys or interviews. The goal is to identify areas in which to develop and improve. This kind of constructive feedback can be a quick reality check about one's strengths, blind spots, and "fit" within a job role. A coach can help brainstorm strategies to apply these best practices in the workplace:

1) Listen to others: your employees, customers, partners, stakeholders, supply chain, competitors in the marketplace. Open your door and ears—be accessible. Listen in the parking lot, boardrooms, and in factory walk-arounds. Invite others to interrupt your schedule; let your assistant know your schedule can flex a bit each day for unknown visitors who have an idea or news to share with you. By listening, you build trust with your employees. They will return the favor—by sharing good news and new ideas (and especially that critical "bad news" needed early), once they know you value them enough to spend time with them.

2) Learn from others: those new to your organization, your old-timers, the resisters, the outliers, the high-performers, the SME's, the millennial who is trying to bring new ideas to your workplace. Millennials, especially, want to be heard and "put in the game early" to contribute their perspective. Expect that knowledge will emerge from the bottom up. When you share your vision, use it to focus learning efforts rather than drive specific behaviors. Don't give your opinion first in meetings; give yours last—or not at all. Remember you always have the power to make the final decision later. Demonstrate receptiveness by publicly acknowledging others' ideas and their well-meaning intentions. Ask questions and learn from divergent thinkers. Thank those naysayers for caring so much about the company to bring up unpopular opinions. Foster information and knowledge flows by engaging in dialogue. Connect the past, present, and future—invite storytelling!

3) Leverage your networks: see interconnections and create new linkages. Take time for lunch or coffee with colleagues inside the company and outside in your industry, including your competitors! Ask for volunteers to participate in Tiger teams to solve short-term unique product problems, focus groups to solicit employee opinions, and cross-functional teams to work on long-term, complex issues. Encourage all employees to push new ideas up the organization and sponsor them. Reward them with money, flex time, new opportunities, and employee parking spaces or tablets. Reignite Kaizens and Lean workshops to focus on process and long-term improvements. Assign high potential leaders to team projects for new market strategies. Show up personally for those presentations. Create social occasions at ballgames and "win" parties to celebrate success.

Knowledge-sharing is always enabled by fostering interconnectivity and social relationships. Help your organization focus on those powerful basics: "vision," "mission," and "values or guiding principles," so employees are motivated to work together, think together, and create together. In complex environments, innovation emerges non-linearly out of the interactive dynamics that create the movement itself and is not pre-defined. Facilitate that movement by using a systems-view of the organization and getting yourself out of the way—don't let your ego, judgments, or past success be barriers to allowing others to show you the way to the future. Let your people lead!

These "soft" skills may sound easy and yet be hard to appreciate, learn, and implement, especially with an already overly-scheduled calendar and steep workload. The goal is to find a balance of applying your technical hard skills with leadership soft skills--to effectively communicate and build relationships based on trust and commitment. Time and effort to experiment with new behaviors and get feedback from others to refine and redirect these skills will be required. Consider them investments in the future. The good news is leaders who try to change are often able to engage others in new ways quickly—as fast as thirty to sixty days. "Small wins" can have big impact.

As a complexity leader, you have the option of creating a different brand and legacy for yourself. You may be able to get the work done through others—the essential challenge of leadership—more productively and profoundly. You may feel less 'in over your head'

and even enjoy the ride of leadership more by leaning on others for help and new ideas.

Imagine, too, the innovation and successful future that's possible for your organization when you spark collaboration in complex environments.

Look for more of Jude's writing and coaching services at www.judeolsoncoaching.com

Want to hear more about the JSF startup story? Look for this JSF E-Book for your Kindle now available on Amazon, click here.

Inventing the Joint Strike Fighter
Applying Appreciative Inquiry to Collaborative Start-Ups

Jude Olson & Frank Barrett

criterion conferences
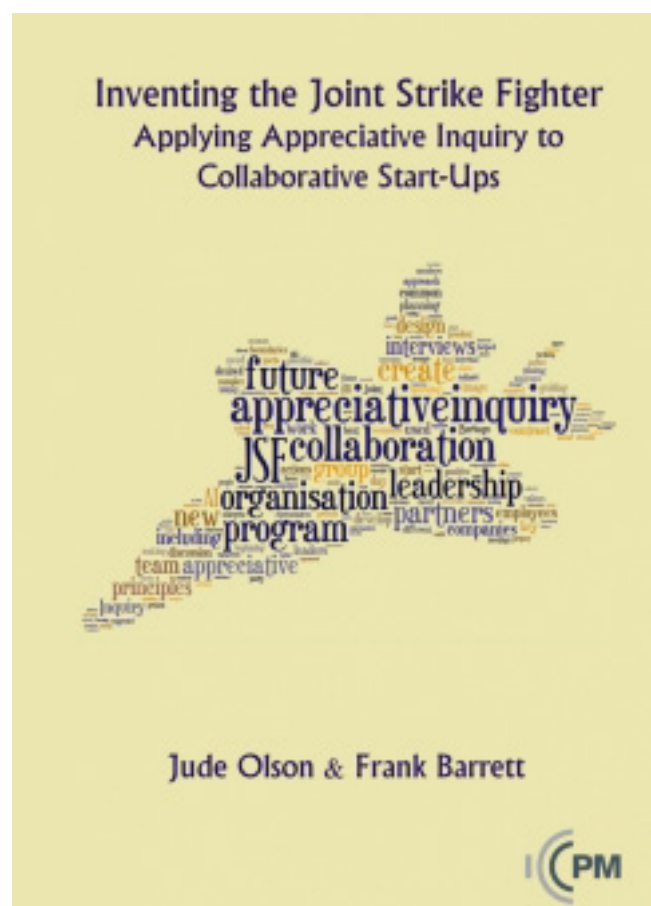
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Three Keys to Swift Trust

Aubrey Warren

Aubrey Warren is a Situational Leadership® master trainer and the Australia and New Zealand global affiliate for the Center for Leadership Studies. He runs a leadership and communication training business, Influence 3, and teaches in QUT's Graduate School of Business. He is the co-author of Conversations at Work (2015).

There's an African proverb that says: "If you want to go fast, travel alone. If you want to go far, travel together".

It goes to the heart of working cooperatively and collaboratively. We know that together we can achieve more. And we know that working together requires the essential ingredient of trust. It's essential for team performance, for collaboration and for managing effective change.

But there are a couple of real challenges to this ideal. One is this sort of trust normally takes a long time to establish. The other is that we usually don't have a lot of time and we often need to engage trust quickly.

Compounding the issue is that trusting others is an act of vulnerability, which typically requires ceding control. And most of us dislike both of those experiences.

The need for "swift trust" is perhaps most readily evident in emergency response and crisis situations. Sometimes called "Swift Starting Action Teams", such groups are typically composed of experts in their respective fields who don't normally work together but have to immediately perform cooperatively at a high level of effectiveness.

But it's not only combat units or emergency response teams that need swift trust. Many project teams, virtual teams, research teams and task forces have the same requirements to harness collective expertise without the benefit of prior relationships. And in any case, our continually changing working environments, which increasingly call upon adaptability and flexibility, require most of us to engage cooperatively and rapidly. Which calls upon mutual trust and the inherent challenges of time and vulnerability.

Here are three principles for enabling and supporting swift trust:

First, establish common ground and shared purpose. An environment of "we, us, our". We often note how a crisis situation will "bring out the best in people". A significant part of that is because the clarity of the situation focuses attention on the task or challenge, with personal concerns set aside. When a group has a clear and shared purpose it helps everyone to focus on what matters as well as to understand their role and the roles of others. It's also because we see each other as sharing common ground - the situation isn't "yours" or "mine", but "ours". (This also reflects the fundamental meaning of communication – "to share common meaning"

Create a positive team environment of "we, us, our"

Unfamiliar situations naturally create wariness and uncertainty. One practical way to ease this and encourage a sense of shared purpose and collective contributions is to ensure everyone gets a positive introduction. Confidence and collective credibility emerges from mutual respect and appreciation.

Second, encourage the common components of trust. Among these are: openness, acceptance, congruence (alignment of what we say and what we mean), reliability, and competence. These are the signals of trust that we naturally look for, so it's important to be conscious of our behaviours (not just our intent). Intentionally sharing information, encouraging and acknowledging others contributions, talking straight, making and following through on commitments, and sharing our expertise creates an environment of psychological safety for a group.

Encourage and acknowledge the contribution and success of others

Third, extend trust. Stephen M.R. Covey, author of The Speed of Trust, quotes former PepsiCo CEO Craig Weatherup as saying:

"Trust cannot become a performance multiplier unless the leader is prepared to go first."

Trust does involve risk and vulnerability. It's a choice. It's an act of courage. Which makes it a leadership responsibility. If we expect trust we must show trust. People trust what they see.

Demonstrating trusting and trustworthy behaviours sends a powerful signal.

One simple way to encourage and reinforce these components is to tap "the power of small wins". Look for opportunities to celebrate progress towards the goal. Too often we tell ourselves that we'll celebrate at the end of the project. But of course that "end" can be a long way off. It probably lies around numerous corners, will be subject to many detours and deferrals, and may see multiple changes in personnel. Why not look for shorter-term milestones to acknowledge progress, and celebrate achievements along the way to maintain motivation, focus and a sense of shared achievement?

> " **Trust is like the air that we breathe. When it's present nobody really notices. When it's absent, everybody notices.** "
> - Warren Buffett

Want to find out more about Aubrey's work on leadership and communication?

Find his co-authored book *"Conversations at work: Promoting a Culture of Conversation in the changing workplace"* in the amazon book store here.

ICCPM 2018 International Roundtable Series

2018 ICCPM ROUNDTABLE SERIES

CANADA - SYDNEY - NEW ZEALAND - UK - BRISBANE - MELBOURNE - CANBERRA

#ICCPMRT2018

Project Leadership –
the game changer in large scale complex projects

"In a complex project or programme there is rarely one leader. A complex project or programme is a multi-level endeavour involving numerous different groups and individuals." (Remington K., 2011)

It is well understood that in most cases, organisational success depends to some extent on the successful delivery of program and project outcomes. Too often, the potential for achieving the highest degree of organisation success relies heavily on the execution of effective leadership.

The purpose of the roundtable discussion is bring together the collective wisdom of participants to focus on the topic of leadership of complex projects with the principal outcome being a clear definition of further action required.

Participants from previous Roundtable Series include:

- Vice President for Policy, **Business Executives for National Security**
- Executive Director, **New Zealand Defence Industry,**
- Director of Programmes, **Thales Group**
- General Manager, **Northrop Grumman**
- Industry Liaison, **Department of Homeland Security**
- General Manager, **Kellogg Brown & Root**

Navigate Complex Project Leadership:

- Explore board level participation in the execution of good project leadership
- Explore and design complex leadership capabilities
- Dealing with uncertainty and ambiguity
- Executive decision making in complex environments

Get In Touch!

- Visit the official 2018 Roundtable website.
- Contact ICCPM: admin@iccpm.com

in @International Centre for Complex Project Management (ICCPM)

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Upcoming Dates:

06 August - Brisbane, Australia
03 September - Canberra, Australia

17 August - Melbourne, Australia

Attendance is FREE but registrations are essential!

Download Discussion Paper   **Register for an Upcoming Roundtable**

Roundtable Highlights Report

The story so far - Sydney, Canada, UK

Dr. Maurizio Floris from the John Grill Centre for Project Leadership opened the launch of the 2018 International Roundtable Series in Sydney on the theme *Project Leadership - The Game Changer in Large Scale Complex Projects*, posing interesting considerations to delegates about what the current landscape looks like for complex projects. Conversation was picked up from the 2016 Roundtable Series on Contracting for Success in Complex Projects, setting out to identify elements in our projects environments that create leadership challenges, including but not limited to: community (publics, politics, and media), risk management and capital allocation, as well as collaboration and trust within and outside project organisations. This formed the basis for events in Canada and the UK.

From preliminary analysis of the delegate discussion at each event, it is becoming clear in the early stages of this thought leadership series that Project Managers agree on **4 major themes** impacting project leadership.

1. **Stakeholders**
    Issues of trust between project stakeholders was identified as a key issue. Leadership requires mature clients and parties to respect choices and party interests. Social media is changing the way stakeholders engage in projects of public interest.
2. **Governance**
    In a world where things are moving quickly, transparency is important. Boards need to be more open and involved in projects to allow for a more closely aligned corporate structure. This will allow projects to be more adaptable and better able to manage risk. Governance needs to move from oversight to enablement.
3. **Project Success**
    AI, Big Data, census data etc are traditional definitions of digital disruption. From a project perspective, this disruption means a need to adapt to constant change - "tomorrow" is already here and is forced upon project teams by customers and their expectations. Project leaders must prepare for an increase of complexity on projects and traditional measurements of success.
4. **'Being Human'**
    Project leaders should seek to have professional skills and people skills. Leaders must recognise the needs for diversity (gender, culture, ages etc) to improve team performance. It is equally important they recognise the mental health of the team - ignoring this is at the leaders own peril.

Following further engagement with delegates and in-depth analysis of the discussion thus far, a **FULL** highlights report on this section of the Roundtable Series will be published on the ICCPM website for members. Watch out for the update!

THE UNIVERSITY OF
SYDNEY
—
John Grill Centre
for Project
Leadership

Launch of the 2018 International Roundtable Series in Sydney, hosted by our Series Partner, the John Grill Centre for Project Leadership at Sydney University.

2018 ROUNDTABLE LAUNCH
SYDNEY, 8 JUNE

ICCPM 2018 International Roundtable Series

WITH THANKS TO:

ICCPM would like to thank **The John Grill Centre for Project Leadership** for supporting the 2018 Thought Leadership initiative as our Series Partner, and the **Australian Department of Defence – Capability Acquisition and Sustainment Group (CASG)** for supporting the initiative as our Series Sponsor.

Thanks to all our Event and Supporting sponsors who have contributed to the Roundtable success so far; the **Telfer Centre for Executive Leadership, Raytheon Canada Limited, Irving Shipbuilding,** the **Association for Project Management (APM), Kingsfield Consulting,** the **Major Projects Association (MPA).**

We would also like to thank volunteers who helped in the capacity of group facilitators and scribes, playing the important role of driving conversation and capturing key points for knowledge sharing and dissemination.

In appreciation of our sponsors:

Series Sponsor

Australian Government
Department of Defence

May 2018

The Australian Department of Defence, Capability Acquisition and Sustainment Group (CASG) has become the series sponsor of the 2018 International Roundtable Series.

The Series Sponsor agreement will extend CASG's involvement with the ICCPM and will play a significant role in broadening the reach of the 2018 Roundtable series to engage with an increased number of international stakeholders in large scale complex projects.

Chief Executive Officer for the ICCPM Collin Smith said , "CASG's support of ICCPM since its inception has created an intimate and strong relationship between our organisations, as we both share a commitment to building capacity in complex project delivery."

ICCPM's thought leadership initiative is set to challenge leadership mindsets and practices to achieve successful planning and delivery of large scale complex projects. To find out more about the Roundtables or to register your attendance, please visit the ICCPM Roundtable Series website.

For further information, please contact ICCPM on admin@iccpm.com or 02 6120 5110.

Event Sponsors (Australia):

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QUT Graduate School of Business is renowned for its real world learning opportunities, "specialising in multidisciplinary education programs designed to develop and transform leadership and decision-making skills in complex, ambiguous and emergent environments."

Offering the only Exectuive Master of Business in Complex Program Leadership in Australia, the "intensive program integrates academic knowledge, industry practice and self-awareness to expand horizons, challenge and the workplace behaviour of each participant. It emphasises: understanding yourself, influencing and leading others, strategic planning, innovative thinking and holistic decision making. The program complies with the Competency Standard for Complex Project Managers (CS-CPM) as maintained by ICCPM."

"The Australian Financial Review BOSS Magazine has named the QUT Executive MBA the best in the country. The program is offered in both Brisbane and Canberra." Find out more here.

QUT will be hosting the **Brisbane event on the 6th of August** at the Graduate School of Business, QUT Garden's Point Campus and **Canberra event on 3rd of September** at the QUT Executive Education Centre in Deakin.

MELBOURNE

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KPMG are a global network of professional firms providing a full range of services to organisations across a wide range of industries, government, and not-for-profit sectors.

KPMG service areas are Audit, Assurance & Risk Consulting; Deals, Tax & Legal; Management Consulting; and Innovation & Digital Solutions.

In Australia, KPMG has a long tradition of professionalism and integrity, combined with a dynamic approach to advising clients in a digital-driven world.

"Our deep expertise has seen us work with renowned companies to help them solve complex challenges, steer change, disrupt sectors and grow. Collaboration and innovation are ingrained in our approach, with our people aiming to provide genuine, sustainable value for our clients.

Amid times of economic change, technology advancement and industry disruption, KPMG has the depth of expertise, global reach, clarity of insight and strength of purpose to work shoulder to shoulder with our clients – now and into the future."

KMPG will be hosting the **Melbourne event on Friday 17 August** at KPMG Tower Two, Collins Square, 727 Collins Street.

Supporting Sponsors (Canada):

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Raytheon Canada Limited is on a mission: to support the Canadian government, its armed forces and its global missions while strengthening the domestic industrial base.

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Irving Shipbuilding Inc. is a member of the J.D. Irving, Limited group of companies, a diverse family owned company with operations in Canada and the United States.

Supporting Sponsors (UK):

The Association for Project Management is the leading body for project management in the UK. In 2017 the APM was awarded a Royal Charter to raise awareness and standards in the profession, this was a significant achievement and a major step forward in the evolution of project management and the project profession.

A membership association, the APM provides project professionals in the UK access to qualifications, research publications and various events to help with professional development.

David Thomson, Head of External Affairs for the APM said in sponsoring the ICCPM UK Roundtable event, "The Association of Project Management – as a newly chartered body - is delighted to be associated as a sponsor with the UK leg of this important ICCPM thought leadership programme".

"We were thrilled to have the APM sponsor our UK Roundtable in June. Their support of the event helped contribute to a successful event where we had project professionals gather from various industries and organisations to build the discussion on the importance of strong project leadership", said ICCPM CEO Collin Smith.

"Kingsfield has been providing support to the international engineering and construction industry for over 30 years. After starting life as a traditional claims consultant, we have evolved to provide a wide range of services to our clients' projects all over the world. Our primary aim is to avoid claims and disputes via hands-on pragmatic assistance to project teams – delivered through our consulting, planning and learning business streams.

Three business streams support the profitable and timely delivery of complex projects – by hands-on, collaborative consulting; as experts in our field of project management; and via innovative and engaging training."

Endorsed Media Sponsor (UK):

"The Major Projects Association is a membership association for organisations engaged in the delivery and the development of major projects, programmes and portfolios.

The purpose of the Association is to improve the initiation and delivery of major projects through the interaction of members from all sectors in sharing experience, knowledge and ideas."

ICCPM ROUNDTABLE - OTTAWA, CANADA
22 JUNE

ICCPM ROUNDTABLE - WINDSOR, UK
26 JUNE 2018

Beyond the Iron Triangle

Olanrewaju (Lanre) Adebayo

An alumnus of Cranfield College of Management UK, Lanre is an insightful and inclusive subject matter expert in strategic P3M with over a decade of experience in business transformation/organisation development using Viable-System-Model technique. He has worked with both Ministry of Defence, General-Dynamics UK and is now based in Melbourne. An advocate of system-thinking methodology in the understanding and delivery of complex projects/programmes that meet business needs.

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Most organisations attribute programme success or failure to one of three elements in the project change triangle (PCT): cost, time and baseline requirement. The latter refers to performance at the point of delivery with separate attention given to post-delivery success. Programme performance measurement and the achievement of programme success are two distinct concepts, but the former is fundamental to achieving the latter. There is a common perception that the notion of success from a programme management perspective is found at the point of delivery, with the PCT as tangible measurement. Yet there is a second notion of success, which is found 'beyond delivery' that is the user's satisfaction, aligning with benefit realisation.

This article is based on research and interviews with programme leaders. It asks: how do you affirm 'true success', and what is its impact on programme leadership?

NOTIONS OF SUCCESS

According to Franceschini et al, "you get what you measure" .1 Large organisations, including the National Audit Office, often apply success measurement based on the PCT for these reasons:

• **Key-user requirements:** There is a perception at an organisational level that measures of success are the satisfaction of key-user requirements, using a set of milestones and performance targets against the PCT, which are tracked.

> " **Defining 'true' success in programme management is not as simple as looking at the iron triangle.** "

• **Approved business case:** A widely accepted norm by programme leaders is that their performance is based on meeting overt corporate and departmental targets that translate to corporate success. The assertion that success is staying within the PCT envelope is approved in the business case.

• **Commitment:** Programme leaders are judged on commitment to corporate targets in their appraisals. An interviewee explained: "If I agree to do something and I achieve it, that is success."

Most large organisations thus define success at the point of delivery, with PCT parameters as its measurement. Corporate measures of performance win, as they are more tangible and link well to staff performance reporting, which only gives a partial indication of success.

BEYOND DELIVERY

Interviewees for this article recognised that success extends beyond delivery, but the constraint of corporate performance measurement metrics hinders their ability to do anything about it. The reasons for this notion are as follows:

Reputation: Programme success is a reputational issue with through-life legacy, where the programme management organisation is seen to have a positive reputation for delivering what it said it would deliver, and also meets the need of the customer (an effective solution).

The user(s) need: The end goal of giving the customer what it wants, from a professional point of view, which is centred on getting the desired solution that delivers effects with respect to the present time.

Capability delivery: The delivery of capability that is fit for purpose but recognises that the complexity of the changing environment is paramount. "There is a huge amount of uncertainty in the delivery of these programmes, so to simply measure their success on a time and cost basis is wrong in my opinion," said one interviewee, adding: "There is little point in delivering to the customer something it no longer needs because the environment has changed."

Benefits and outcomes: Achieving the high-level objectives for an organisation, such as efficiencies, certain types of capability, or value for money for both shareholders and employees. The PCT is not a measure of success, but a measure of delivery.

LEADERSHIP AND PROGRAMME MANAGEMENT SUCCESS

Achievement of success in programme management requires a leader that understands both notions of success: at the point of delivery with PCT measurement criteria, and beyond delivery, where this relates to customers' or stakeholders' needs in an ever changing environment.

Leaders must display competency in project/programme management, the accepted definition of which is given to Crawford, cited by Gehring: "[Competency) encompasses knowledge skills, attitudes, motives, traits and behaviours that are causally related to bring about a superior job performance. "2

A leader that displays a strong causal relationship between these six factors of competency may achieve success - although the consequence of the causal relationship may also be affected by that organisation's view of success.

CAUSAL-RELATIONSHIP MODEL

The causal-relationship model highlights the combination of attitude, traits, and knowledge and experience. This makes a programme leader highly skilled in dealing with complex programmes. These skills are also reflected in the leader's behaviour and are shaped by drive and motivation. A person's 'attitude' is an individual, settled way of thinking and feeling, and is influenced by the individual's choice of action or response to a challenging situation or context. 'Traits' are a leader's intuitive ability in terms of sensing and judgement based on reflection and emotional intelligence. 'Knowledge and experience' is the human faculty with respect to data interpretation, and held to be true based on evidence or context.

These three factors - attitude, traits and knowledge/experience - have an influence on leadership skills, which are gained through the ability and capacity acquired by these three factors, and then applied in a systemic way. This enables programme leaders to adaptively carry out complex activities involving ideas through cognition (traits), technical ability (knowledge and experience) and interaction with people (attitude). The skills acquired by a programme leader will shape that person's behaviour, which is influenced by motivation and drive. This results in the causality to bring about a superior job performance, as expressed by the definition of 'competency'.

IMPACT OF SUCCESS

A programme leader's belief system, in terms of motivation and drive, is the underpinning starting point for success achievement. However, it can be in contradiction with the organisation's perception of success and its measurement. Though a programme leader's motivation or drive is to deliver to the user's need, evidence suggests that organisational emphasis on the PCT can override this. Hence, a leader may succumb to pressure and just deliver to the PCT as stated in the business case, even though the users may be unhappy or dissatisfied. From a strategic point of view; programme leaders in organisations ought to feel duty-bound to look beyond, irrespective of what's written in their terms of reference. They must make sure that programme delivery is aligned to the wider environment and still relevant. They must have a long-term view and look beyond their immediate responsibilities to be successful.

The understanding of success extending beyond delivery is crucial, as a distinction is made between programme performance measurement and the ability to meet the users' needs while also satisfying stakeholders' requirements. Organisations will limit their programme leaders' competency attributes - the six factors to achieve success, as above if the view is only at the point of delivery.

> " **"I MIGHT KNOW THAT MY PROGRAMME IS DELIVERING THE WRONG PRODUCTS, BUT MY PAY DEPENDS ON WHETHER I AM DEEMED TO HAVE MET MY OBJECTIVES. THIS COMES DOWN TO WHAT I AGREED WITH MY BOSS"** "

"I might think or know that my programme is delivering the wrong products, but my pay depends on whether I am deemed to have met my objectives. Ultimately, this comes down to what I had agreed with my boss," explained an interviewee. "So, on the one hand, success is meeting what I said that I would, even though

it can be wrong. In a broader sense, as a senior leader, I wouldn't consider that a total success, because I know that the projects within the programme are not strictly relevant.

However, if the organisation's view of success extends beyond delivery, programme leaders will be empowered and encouraged to exhibit and enhance the full spectrum attributes of the six competency factors and their causality. This, in turn, may lead to 'true success' in programme management.

If a programme leader agrees to deliver a programme, but the environment changes around the programme so that it is no longer fit for purpose - even if within PCT measurements the outcome is not 'true' success.

This tension, between programme performance measurement and the true essence of programme success, shows that the PCT parameters of measurement may be erroneous as a standard measurement of success for major programmes.

Credit:
"Beyond the iron triangle" was o first published in the Project Journal Magazine of the Association of Project Management, Autumn Edition 2016, Issue 288, pages 56/57.

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'A Rough Diamond is nothing more than a chunk of coal that just did its job'

Ian Biggs

Ian Biggs is a Certified Practicing Portfolio Executive (CPPE) with 15 years of portfolio/program/ project leadership experience driving the delivery of: Large-scale ICT programs, Aviation industry systems, Aviation Rescue and Fire Fighting Vehicles, Solar Power Stations, Communications Systems, Defence Infrastructure, and Research & Development initiatives.

Ian is highly regarded for building project delivery dexterity in complex environments and has an active interest in the implementation of new and innovative methods to work through project complexity.

As an avid reader of PMI's Pulse of the Profession, I continue to be dismayed at the high number of project failures that organisations globally continue to experience. Like a good Work Breakdown Structure (WBS), we continually analyse the deconstructed fabric of failed projects to determine how and why it went so wrong, but according to a leading project management & leadership author - Colin Ellis, he believes that there are only two reasons:

(1) The Project Sponsor and
(2) The Project Manager.

In the development of this article, I looked at a significant amount of research relating to project leadership and can see that the attributes of a project leader are well documented in project management literature. But each year, organisations around the world face astronomical project failure rates, often wasting millions of dollars per failed project. So, if we know why projects fail, (Leadership being a major contributor) and we don't want this to continue, something needs to disrupt the cycle; something out of the norm; something that isn't just a rehash of the traditional methods; something which raises the priority of leadership so significantly that it 'shocks' the profession into driving our leadership mindset in a renewed direction.

> " **Sometimes you have to make a complete disaster of your life in such an epic way that it will be absolutely clear to you what you've been doing** "
> - David Whyte

Daniel Defoe wrote the first known book on projects in 1692/3 'An Essay Upon Projects' and in this book he describes the soul placed in the body as being like a rough diamond, that must be polished, or the luster of it will never appear. An analogy which I will use to distinguish the traditional leadership used effectively to deliver traditional projects (rough diamond) and the requirements of the modern project professional leading the delivery of more complex projects (polished diamond).
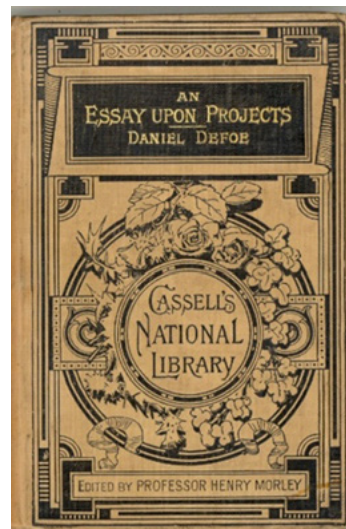
> " **The soul is placed in the body like a rough diamond, and must be polished, or the lustre of it will never appear** "
> - Daniel Defoe
> 1692/3

I think we all acknowledge that projects are becoming more and more complex with most organisations experiencing varying levels of volatility, uncertainty, ambiguity, multiple funding partners, do more with less mandate and of course political intervention? We are delivering projects in a different era requiring different tools, techniques, and leadership.
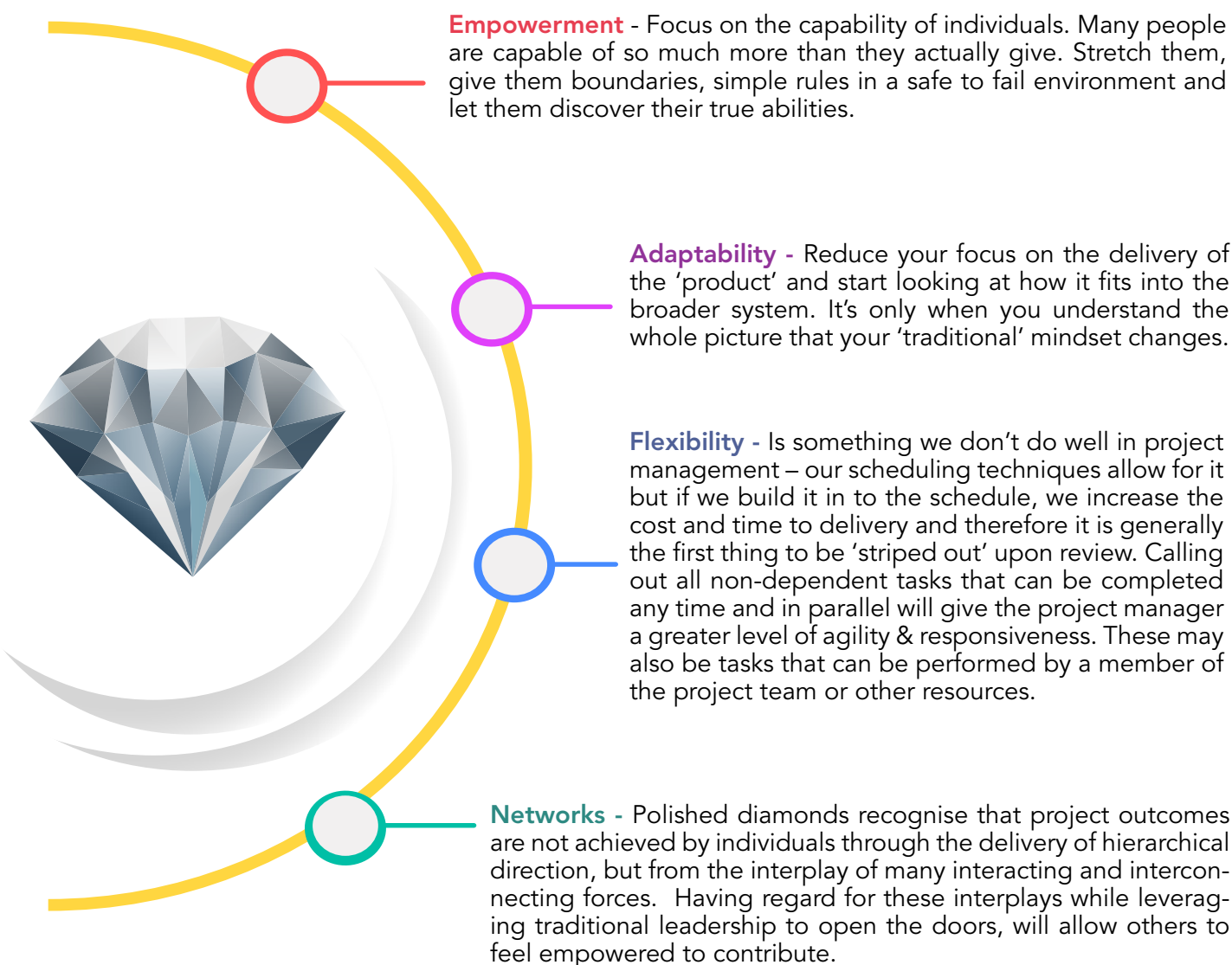
We no longer 'crank a handle' and expect the same predictable product to 'pop out the end' as we did up until the late 80's early 90's where our current project management techniques and leadership assumptions were well suited. Can we attribute the high rate of project failure as reported in the 'Pulse of the Profession' to the fact that we are still using the tools techniques and leadership based on a bygone era?

The exponential growth of global interconnectedness and technology has meant that we are no longer looking at a road with simply faster cars, we are looking at an entirely new and ever evolving landscape where a road no longer cuts it as a linear path to a set destination. Our polished diamond project practitioners have adapted by handing in their fast cars for 4 wheel drives – a slower ride but able to navigate all types of terrain.

Project leaders who focus on the fast cars (traditional methods) and not the broader system of transportation (systems thinker), are perhaps an endangered species in the current digital age.

Rough diamond leadership approaches need to be complemented by new ones because our deterministic analysis of a situation or problem is no longer an effective method by itself. Our project management context has changed along with the fast pace of organisational change.

So, how do we make this shift from rough to polished diamond from a leadership perspective? To answer this question, I think it's important to acknowledge that traditional leadership is the foundation for future development. The following are some examples of action that can be taken to address this issue:

Empowerment - Focus on the capability of individuals. Many people are capable of so much more than they actually give. Stretch them, give them boundaries, simple rules in a safe to fail environment and let them discover their true abilities.

Adaptability - Reduce your focus on the delivery of the 'product' and start looking at how it fits into the broader system. It's only when you understand the whole picture that your 'traditional' mindset changes.

Flexibility - Is something we don't do well in project management – our scheduling techniques allow for it but if we build it in to the schedule, we increase the cost and time to delivery and therefore it is generally the first thing to be 'striped out' upon review. Calling out all non-dependent tasks that can be completed any time and in parallel will give the project manager a greater level of agility & responsiveness. These may also be tasks that can be performed by a member of the project team or other resources.

Networks - Polished diamonds recognise that project outcomes are not achieved by individuals through the delivery of hierarchical direction, but from the interplay of many interacting and interconnecting forces. Having regard for these interplays while leveraging traditional leadership to open the doors, will allow others to feel empowered to contribute.
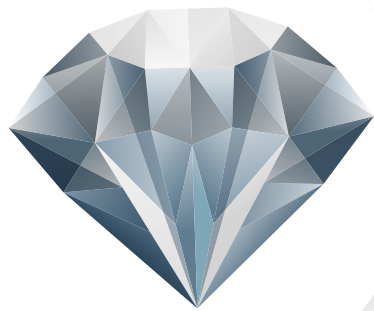
Disruption – Challenge existing patterns/processes and the (inevitable) 'but that's the way we have always done it' mindset. Creating conflict and openly acknowledging uncertainty de-stabilises businesses and once you are past the denial stage, people will come to the table to offer alternatives. Sometimes it's difficult and time consuming to get to a 'tipping point' but well worth the effort once past this juncture.

Autonomous Activities – The rough diamond who demands innovation from their team will generally get a rehash of a traditional technique. Creating working groups, setting boundaries, simple rules and a safe to fail environment however, will allow innovation to emerge through non-directed discussion empowering people to think differently and feel valued for the opportunity to contribute.

Sense-Making V's Reactionary – Rough diamonds operate as controllers by directing order. Polished diamonds spend time making sense of emerging situations rather than applying controls to stop the emergence. Understanding an emerging situation may have positive results and provide greater opportunity.

Collaboration – There is a general feeling amongst many project practitioners to 'just get on and do it'. A result of many years of continued pressure to 'hurry up and get the project delivered'. Don't ever underestimate the power of people to assist by performing 'change agent' roles for you. Regular collaboration will help build this momentum.

Age Discrimination – There is a view that only 'older' people can be effective project managers – experience, lessons learned, school of hard knocks are all terms we have heard to justify this. My view is that the young inspiring project practitioner already immersed in the digital/information age of society and technology have an edge over those who are still trying to come to terms with existing technology and the inevitable 'but I've always done it like this'.

So, a challenge to all of us practitioners who focus on the 'known' is to take a leap through the Johari Window and immerse yourself in unknown (new, different, unfamiliar) leadership territory. The luster of your inner diamond will stand you apart from those who continue to buy faster cars wandering why there are more policemen, stop signs and speed cameras than ever before…….

Towards the Successful Implementation and Delivery of Large-Scale, Complex and Major Technology Projects

Meshach Bolutiwi

Meshach Bolutiwi is a management consultant specialising in technology and digital innovation and transformation and works with organisations globally to help advise, implement and deliver large-scale technology-driven transformation initiatives.

Meshach is also an academic researcher with research interests in the areas of large-scale complex IT systems, complex systems, large-scale complex IT projects and technology management.

Over the past few decades, there have been widespread failures of projects connected to the implementation and delivery of large-scale complex information technology systems (LSCITS) across various industries globally. The high failure rates of large-scale complex and major information technology projects (LSCITP) continues to be a topic of central interests in both the academic and professional sectors. Notable examples of LSCITP failures in the United Kingdom (UK) include the NHS's National Programme for IT (NPfIT), the e-Borders programme and the BBC's Digital Media Initiative (DMI). In the United States (US) examples include Ford Motor Co.'s project Everest and the State of California's 21st Century Project (MyCalPAYS). In Australia, examples include the Victoria state's HealthSMART project while in Canada examples include Avon Products' Service Model Transformation (SMT) project.

These projects have been severely challenged, and some have failed for a variety of reasons mainly due to challenges and difficulties encountered in the implementation and delivery processes spanning key project areas. Such areas include management, technology, scope, requirements, quality, cost, schedule, risk management, stakeholder engagement, along with significant issues arising from other areas such as systems engineering, complexity, human factors and external factors. The several issues encountered within these project environments are often the results of a set of interconnecting factors and the complexities inherent in LSCITP pose several difficulties and challenges that eventually lead to their poor performance and subsequent failures.

Failures of LSCITP are widespread in both public and private sectors, though; private sector failures tend to be less visible in comparison to public sector projects. Failures of LSCITP and IT projects in general, continue to grab headlines. At present, the IT industry is an industry that is continuously being distinguished by high profile LSCITP failures when compared with any other industry domain. A significant percentage of IT projects are delivered late, many exceed their original budgets, and most do not meet specified requirements including quality and technical performance expectations or delivered expected value when eventually delivered. Recent studies have also suggested that LSCITP run over budget by a very high percentage and end up failing to deliver value for stakeholders or meet required expectations.

Additionally, the management of LSCITP has become very complex over the past few years due to the complexity of the solutions being addressed and implemented through technology. According to Morris and Hough (1993), the implementation and delivery of large complex projects are insufficiently understood and are poorly managed. The continued high-profile IT failures suggest that the lessons learned

and knowledge gained from past failures are not being effectively applied in the implementations of new IT projects and thus highlights the need for continued research on the issue (Dwivedi et al., 2015). Recently, the UK's National Audit Office (NAO) reported that a third of major government projects in the UK that are due for delivery within the next few years are at risk of being unachievable. A vital issue noted by the NAO is that the extent and impacts of the initiatives designed to improve the delivery and assurance of these projects are unclear. Adding to that, the overall picture of progress with regards to the performance of these projects is opaque. The NAO goes on to suggest that more efforts and urgent action is required to improve the delivery and assurance of these major complex projects.

The successful implementation and delivery of LSCITP is a crucial element of any economy. Large-scale complex IT systems are essential as a result of globalisation and technological advancements; they are critical because the majority of these large-scale systems are being implemented to help solve today's complex problems and help meet the challenges and demands of the future. Overall, technology has become the definitive force that influences economic development. Managing and delivering today's complex systems requires a new systems architecture and robust and efficient approaches to systems design and integration (Philbin, 2008), systems thinking approaches, including a new approach to how they are implemented and delivered.

In response to these numerous issues and challenges and the wider efforts within the industry aimed at significantly improving the successful delivery and assurance of LSCITP, notably the 2004 report by the Royal Academy of Engineering and the British Computer Society that examined the failures of large scale complex software projects and subsequent recommendations and the Association for Project management (APM)'s Strategy 2020 report on large scale project failures within the industry and the need to create a world where all projects succeed. I embarked on a journey to understand and identify the root causes of failures of LSCITP by examining them from multiple angles and perspectives.

The research being conducted seeks to understand the challenges, difficulties, and failures inherent in the implementation and delivery of large-scale and complex technology projects, and the reasons why they are constantly challenged and why they fail far too often. More importantly, the research is looking to gain perspectives from industry practitioners including perspectives from the academic sectors. The end objective of the study is to provide the methodologies and or frameworks that can support the implementation and delivery of LSCITP so that they can be steered in the right direction when faced with significant challenges to reduce the levels of complexities and likelihood of failures and help deliver expected outcomes.

The results so far are staggering, and I will be sharing some of the outcomes of the study once the study has been concluded. I believe failures of LSCITP can be prevented if the numerous challenges and difficulties they face throughout their implementation and delivery lifecycle are well understood and addressed. LSCITP need not run over budget, cost too much, and regularly fail to deliver on expected outcomes and value for their stakeholders. The failure to understand the continued reasons behind the high failure rates of LSCITP will have severe consequences for society globally. I believe so because these large-scale complex systems aided by advancements in technology now sit at the core of how society functions and they have now become the defacto engine that drives the way that our world operates.

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Dates	Details	Location
11 - 13 September 20 - 21 November 6 - 7 February 2019	Complexity in Project Environments Risk and Decision Making in Complex Environments Lead Through Organisational Complexity	Canberra
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CAPT Bradley Smith, Director
LHD System Program Office

Information Sessions

In June, ICCPM CEO Collin Smith hosted information sessions on our certificate IV course in Responding to Organisational Complexity in Melbourne.

The sessions were well received and we look forward to continuing this offering to help answer your questions and aid opportunities for growth and development.

Next Information Session:

In 2018 we will continue to host information sessions for our next intake of courses. We are in the process of planning more information sessions for the upcoming 2018/2019 Training Calendar. These will be offered in various formats including **Face-to-Face and Webinar options.**

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ICCPM Member - *Lieutenant Commander David Knight*

Project Manager SEA 1778 Phase 1

David commenced his career in the Royal Australian Navy as a Weapons Electrical Engineer on completion of a Bachelor of Engineering (Communications) degree from RMIT University. Since joining the Navy he has undertaken various engineering and project management roles on Navy ships and shore based engineering support organisations. He has completed a Master of Systems Engineering, a Master of Project Management and MSP courses.

Currently, he is the Project Manager for SEA 1778 Phase 1 – Deployable Mine Countermeasures within the Capability Acquisition and Sustainment Group. As the Project Manager, David is responsible for the acquisition and introduction into service of seven different systems which will form part of the Navy's deployable mine countermeasure capability.

David considers that strong leadership and communication skills combined with the ability to be adaptable and agile are essential qualities project managers need when dealing with project complexity. These skills are essential to lead, motivate and communicate with project team members and key project stakeholders, whilst at the same time ensuring project risks, issues and constraints are managed adequately throughout the project life-cycle.

ICCPM Welcomes New Members

Harry Ha	Diana Atkinson-Cave
Sean Lacey	Steven Pulman
Paul Callender	Bob Laslett
Michelle Dawe	

ICCPM Fellow Profile

Jim McDowell

Jim McDowell is Chancellor of the University of South Australia, a position he has held since 1 January 2016.

Born in Belfast, Northern Ireland, Jim completed a law degree with honours at the University of Warwick (England) in 1977. He worked in legal, commercial and marketing roles with aerospace company Bombardier Shorts for the next 18 years.

Jim joined British Aerospace in Singapore in August 1996. In 1999, he was appointed Regional Managing Director of BAE Systems for Asia, following the merger of British Aerospace and Marconi Electronic Systems and based in Hong Kong. Upon taking over at BAE Systems Australia, Jim established the company's headquarters in Adelaide, South Australia where he lives. Jim was Chief Executive Officer of BAE Systems Saudi Arabia a $6 billion company from September 2011 to December 2013.

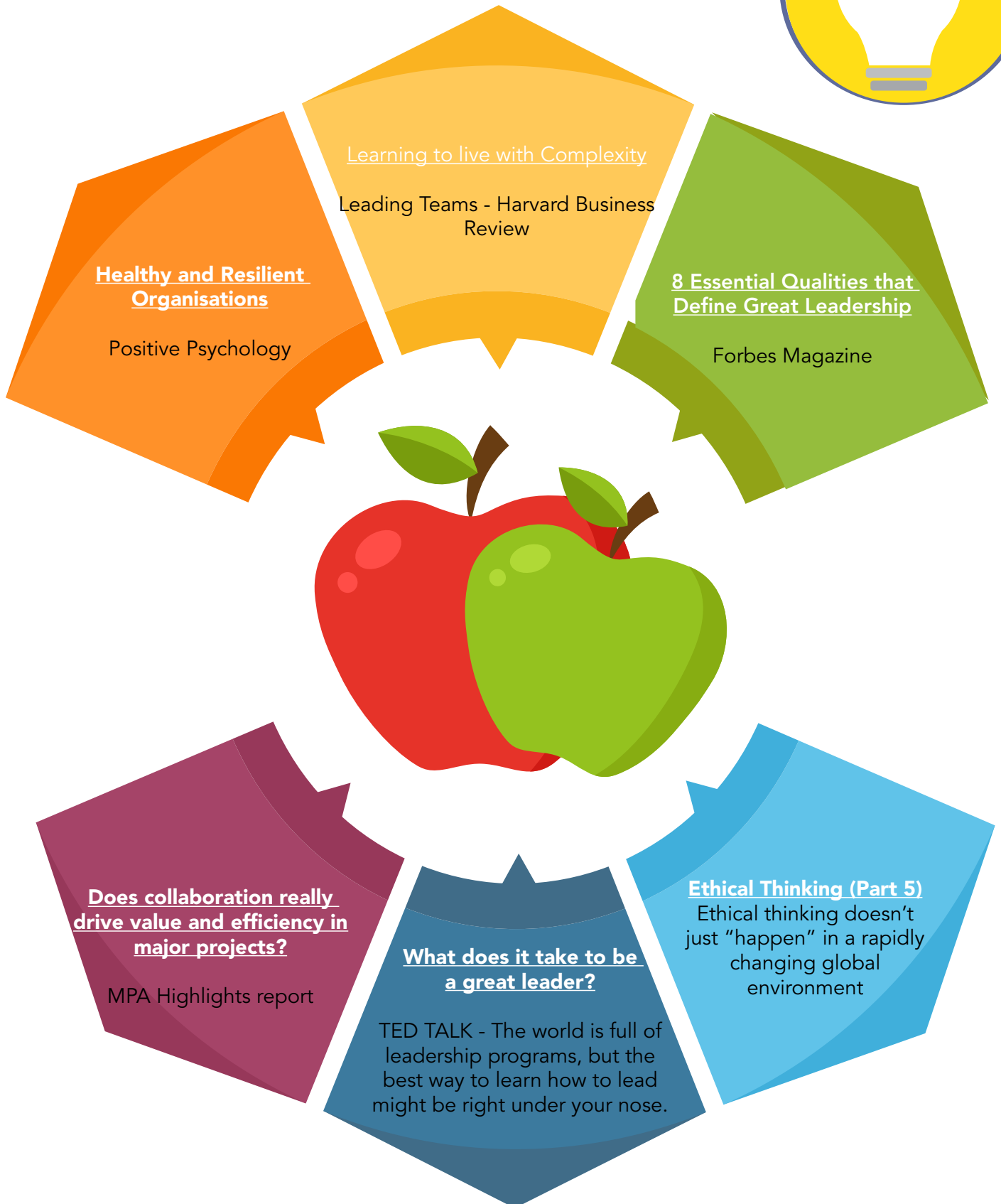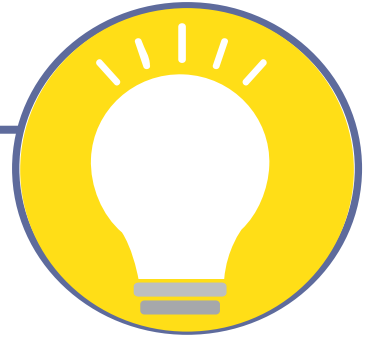Jim is a passionate supporter of continuing education.

He has in-depth experience in corporate governance having served, mainly as Chair on a range of boards including the Australian Nuclear Science and Technology Organisation, Defence CRC for Trusted Autonomous System and Total Construction Pty Ltd. He is a non-executive director of Micro-X Ltd, Codan Ltd and Austal Ltd. Board Member of the Royal Automobile Association (RAA), Adelaide Football Club (Crows), The Australian Strategic Policy Institute Council and St Peter's College Council of Governors.

During his long career, Jim has lived and worked in the UK, the USA, Korea, Singapore, Hong Kong and the Kingdom of Saudi Arabia.

Jim has acted in a number of advisory roles to the Minister and the Department of Defence for example, as a member of the First Principles Review of the Department and the Expert Advisory Panel for the Future Submarine Project.

"I am interested in complex program management because I am interested in people. Of course we need to have mastery of the many tools at our disposal in scheduling and planning and organisation and EVM and the like but that will only get you so far in being able to return to your shareholders or stakeholders real value from a complex project or program. The greater guarantor of success is the motivation and the actions of skilled and experienced people in an environment of candour and excellence created by a leadership whose focus is delivery and improvement in equal measure. So I am excited and proud of this Fellowship of an organisation that values and promotes the cause of real project management professionals and practitioners of that dark art."

FOOD FOR THOUGHT...

Learning to live with Complexity

Leading Teams - Harvard Business Review

Healthy and Resilient Organisations

Positive Psychology

8 Essential Qualities that Define Great Leadership

Forbes Magazine

Does collaboration really drive value and efficiency in major projects?

MPA Highlights report

What does it take to be a great leader?

TED TALK - The world is full of leadership programs, but the best way to learn how to lead might be right under your nose.

Ethical Thinking (Part 5)
Ethical thinking doesn't just "happen" in a rapidly changing global environment

Events Calendar

Dates	Title	Location
22 - 27 July 2018	9th International Conference on Complex Systems	Cambridge, MA, USA
1 August 2018	Defence and Industry Conference	Canberra, Australia
6 August 2018	ICCPM Brisbane Roundtable - Complex Project Leadership	Queensland University of Technology, Brisbane, Australia
14-17 August 2018	4th PMO Leadership Conference - Bringing together public & private sector project, program, portfolio managers to boost capability & deliver agile improvement	Melbourne, Australia
15-16 August 2018	Project and Program Management Symposium (PGCS)	Canberra, Australia
17 August 2018	ICCPM Melbourne Roundtable	KPMG Melbourne, Australia
20-24 August 2018	6th PMO Leadership Summit	Sydney, Australia
2-3 September 2018	International Project Management 6th Research Conference - Project Management and Its Impact on Societies	Rio De Janeiro
3 September 2018	ICCPM Canberra Roundtable	Canberra, Australia
19-20 September	MPA 36th Annual Conference: Pulling together - building a common future to thive in an uncertain world	Buckinghamshire, UK
7-8 October 2018	AIPM National Conference - People Precision Performance	Sydney, Australia

Have an event we should know about?

Want to reach a new audience?

Contact us to find out how we can help you!
admin@iccpm.com

YOUR EVENT HERE!

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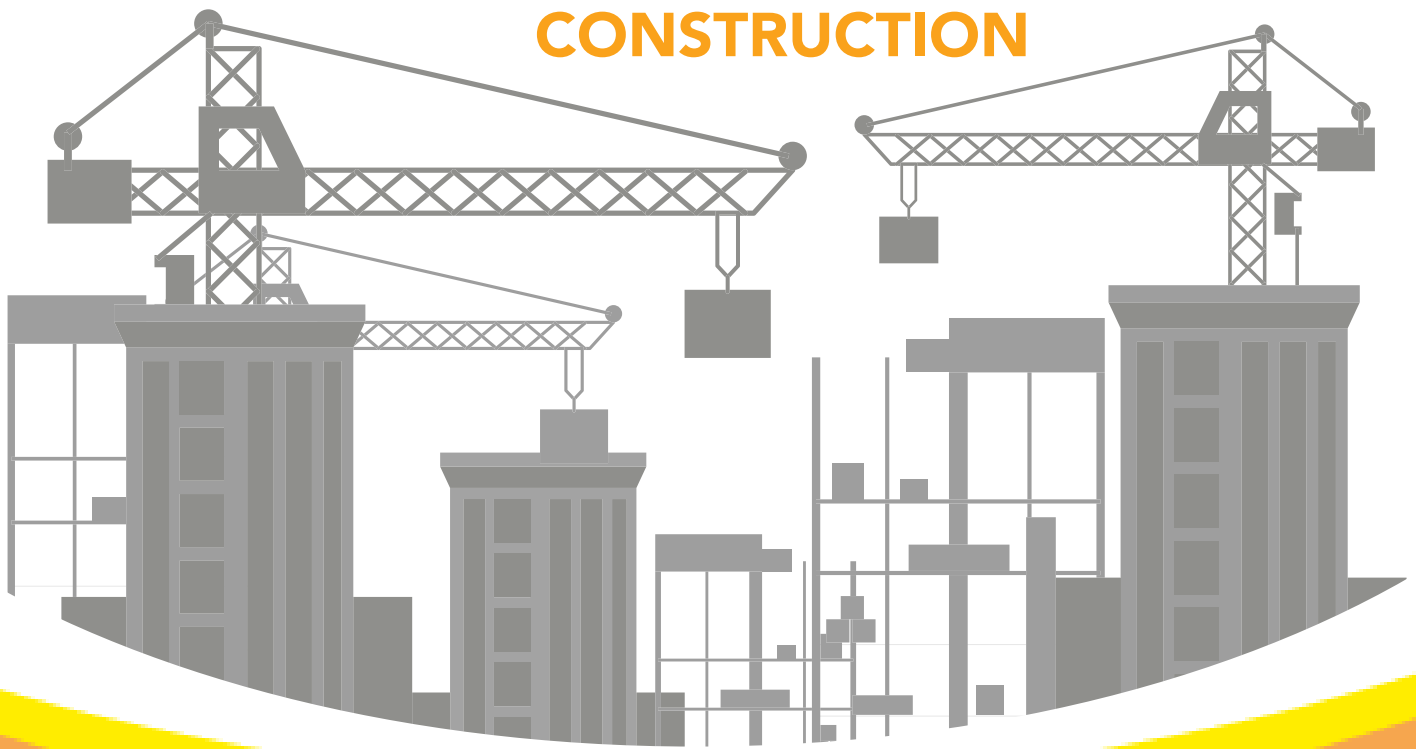
The next edition of *CONNECT* will be published in late September - watch out for it in your inbox

- Shared insights and key considerations from Roundtable events
- Share lessons, insights and opinions from other Project and Program Managers
- Case Studies: Project learnings from working in complex environments
- Stay up to date with the latest industry news
- Education and Research updates
- Around the network - upcoming events

Contributions are welcome and need to be submitted to admin@iccpm.com by 27 August 2018