



PROJECT MANAGEMENT INSTITUTE WESTERN AUSTRALIA CHAPTER

MAKING PROJECT MANAGEMENT INDISPENSABLE FOR BUSINESS RESULTS

NEXT CHAPTER MEETING

10 Apr 2013 @ 6:00pm
City West Receptions, 45
Plastow Mews, West Perth,
WA 6005

IN THIS EDITION

April Professional
Development Workshop

With Bodo Frost of PCUBED

What's On

April—May 2013

Inheriting a Project?

Tatiana Drapkin CBAP, PMP

GENERAL

[Webcast](#)

Chapter Meeting
Will Earn You PDU's

Events, Events, Events

Read about it [here](#)

Newsletter Content
Member contributions are
most welcome.

[Contact](#) the Editor!

- April Chapter Meeting -

The April Chapter Meeting will see the return of the Corporate Mechanic, Todd Hutchison of People Rich . [\[Book Now\]](#)

The latest PMBOK (5th Edition) has added "Project Stakeholder Management" as a new knowledge area with the growing recognition that *projects are all about people*. With a global shift in recognising the humanistic approach to business is key to profitable and sustainable business practice, and the application of its core principles that are important to project success.

This presentation explains the three key areas of PMI's latest research on high performing project management organisations, and particularly explores the importance of talent management what it means, and the international drive towards humanistic business.

- The Lazy Project Manager Down Under -

The Lazy Project Manager, Peter Taylor is getting ready to make his trip to Australia for the inaugural PMI Australia National Conference being held at the Sydney Convention and Exhibition Centre from 01—03 May 2013.

Check out his preparations [here](#).

You can still secure your place at what is certain to be a great event [\[Book Now\]](#)



- Interested in PMP / CAPM Prep Course? -

To register your interest in the 16 - 17 May 2013 PMP / CAPM Prep course email [Mary Furesh](#), the Certification Director.

- April Professional Development Workshop -

The April WA PMI workshop will be presented by Bodo Frost of PCUBED.

The demand to effectively manage programs of projects to deliver required outcomes and benefits is high, and growing all the time. Today's Program manager or director must deal with many sources of complexity in their program, but one of the most important are the dependencies between the component projects of a program. One tool which can be leveraged to support effective program decision making is Microsoft Project Server and this workshop will look at how it can be used, with particular emphasis on dependencies between projects. It will be a workshop not to be missed, so book early to avoid disappointment. [\[Book Now\]](#)

What's On: April–May 2013

Enter these dates in your calendar now before your schedule fills up:

- 10 Apr 2013 Project Management Toastmasters (City West)
- 10 Apr 2013 WA PMI Chapter Meeting [[Book Now](#)]
- 17 Apr 2013 WA PMI Professional Development Workshop [[Book Now](#)]
- 24 Apr 2013 Project Management Toastmasters (Woodside Plaza)
- 01 May 2013 PMI Australia Conference (Sydney) [[Book Now](#)]
- 02 May 2013 PMI Australia Conference (Sydney) [[Book Now](#)]
- 03 May 2013 PMI Australia Conference (Sydney) [[Book Now](#)]



PMI Australia Conference 2013—REGISTER NOW!

PMI Australia Conference 2013—Sydney



PMI Australian Chapters have collaborated to present a conference like no other offered in Australia. One that will provide a platform for professionals, academics and community representatives to share knowledge, experience and professional camaraderie; whilst recognising and acknowledging professional excellence via the PMI Australia Annual Awards.

This event will deliver Inspirational leaders, motivational speakers, exchange of expertise and knowledge, tools and techniques, innovative ideas, networking with like-minded individuals, and showcase the latest material on leadership, agile, professional development and project, program and portfolio management.

Keynote Speakers for the event will be Mark Langley (CEO PMI Global); Peter Taylor (Author of "The Lazy Project Manager"); and Cassandra Wilkinson (Author / Presenter).

REGISTRATIONS ARE NOW OPEN [[Book Now](#)] and join your peers at the Sydney Convention and Exhibition Centre from 01–03 May 2013.



Keep in touch with the latest news about the PMI Australia Conference via social media channels by clicking the appropriate icon (left) to make sure you don't miss anything.

PMI Chapters across Australia are uniting to hold the inaugural PMI National Conference - Australia, from 01-03 May 2013, at the Sydney Convention and Exhibition Centre. **For Sponsorship and Exhibition enquiries contact:** info@pminationalconference.org.au



- PMBoK Fifth Edition -

PMBoK Fifth Edition has been released and PMI Members can download a FREE PDF copy. You can also purchase a hard copy on PMI Global [Marketplace](#). PMI Members receive 25% discount.

If you are currently not a PMI member, you can Join PMI in a few easy steps and take advantage of a large number of member benefits (including a free download of PMI Standards). Don't forget to also join WA PMI!

Please note that if you have been studying for the CAPM or PMP exam with the PMBoK Fourth Edition, you have until Jul 31, 2013 to pass the exam (find out more [here](#)).



- Inheriting a Project? -

Doubtless, in common with many of you, I have previously had the dubious pleasure of inheriting a project from another project manager. There are many reasons why this can happen ranging from ill health or unplanned leave taken by the incumbent or maybe the project has been in trouble and a new project manager is seen as a rescue option. In this article Tatiana Drapkin CBAP, PMP considers this issue and identifies "Five Steps to a Smooth Transition".

Tatiana is currently a Senior Business Systems Analyst at [Questrade Inc.](#) Questrade Inc (winner of Canada's 50 best managed companies award) provides Canadians with high-speed, direct access trading in the U.S. and Canadian stock and options markets as well as forex trading. Tatiana has information technology background and worked as a software developer as well as development team's lead in the past. She is working as Business Analyst/Project Manager on various initiatives at Questrade Inc. She is a strong believer that deep understanding of technology by Business Analyst and Project Manager is a key to project success.

The article can also be read online in it's original format by clicking [here](#).

Conventional wisdom dictates that project manager should lead the project for the whole duration of the project - since creation of the charter and up until closing phase is complete.

Usually this is the case. However, there are times when original project manager has to leave the project and new person is assigned to manage and control the resources. This can be a breaking point. Schedules can potentially slip because of the learning curve project manager has to go through to catch up, especially when project is well into the execution phase.

Every project is different, but there are five common steps a newly assigned project manager can follow to ensure a smooth transition with minimal impact on project schedule.

Step #1: Get familiar with project documentation

You have a steep learning curve ahead of you. The earlier you get familiar with the project, the faster you will get productive. Be careful not to spend your time reviewing irrelevant or not up-to-date documentation.

Ask current project manager to point you to correct resources. Explain that you want to understand the project on a high level as part of your initial research and to come back with questions.



Step #2: Get knowledge transfer from the current project manager

It is your responsibility to ensure that you get all the information you need to lead the project. Understand how much time you have to make the transition and schedule meetings accordingly. You may have several weeks on your hands before the

Inheriting a Project... (continued)

current project manager leaves or just a few days.

At this point all of the basic questions may be answered by existing documentation.

Step #3: Get to know the product or service delivered by the project

If the project is past its planning phase, there are chances prototypes already exist for the product or service that project delivers. Schedule meetings with SMEs and see the demo. Learn the interfaces and processes. Find out why certain decisions were made. If product is software solution, ask for an access to the test environment and "play" with functionality. This way you will gain an understanding of the "end state". You will learn terminology that team is using for the project. You will get a better feel of project complexity. All this will help with further project planning and risk anticipation.

Step #4: Get to know the project team

By now you may already met some or all of the project team members. They may have helped you with questions you had on documentation or you may have attended project status meetings. This step is not about meeting the project team, but rather about getting to know them and becoming part of the team.



Plan a team event. It does not have to be big. A team lunch may be sufficient or you can go bigger (bowling, picnic at the park nearby). You want to see how team members interact with each other and you want to gain their trust.

If despite your best efforts you feel there is still some resistance from the team, give it some time. Even a team in performing stage can go back to storming, when new person (you) is introduced.

Step #5: Deal with incorrect decisions

Now, when you have a good understanding of all project dependencies, risks and components, you may discover that some of the decisions are not working very well for the project, affecting its budget and schedule. Avoid the temptation of playing the blaming game and focus on problem resolution instead. Find out:

- Why the decision was made?
- Are the corrective steps possible?
- What is the worst case scenario, if no corrective steps are taken?
- What is the estimate in terms of cost, time and resources to take the corrective action?

Once you have done all your prep work, present your findings to the sponsor and SMEs. If sponsor is not willing to introduce suggested changes in the middle of the project, suggest adjusted schedule and costs.



Being assigned to already ongoing project is different from being assigned to a brand new project. It takes patience and professionalism to become the new leader of an "old" project. The five steps outlined above are general guidelines. Stay positive carrying them out and good luck!

Is there something you'd like to share with your peers? [Let us know](#)