Curriculum Vitae

Dr. Lynda Margaret Bourne DPM, PMP, FACS.

Email: lyndab@stakeholder-management.com

Qualifications

Doctor of Project Management (DPM) 2005,
RMIT University, MELBOURNE.

GRAD. DIP. COMPUTING 1986
Deakin University, GEELONG.

BA (HONS) 1984
Majors in Social Studies of Science and Sociology
Deakin University, GEELONG.

Fellow, Australian Computer Society

Managing Successful Programmes, Advanced Practitioner (2007)

PMP, (Project Management Professional) Project Management Institute (PMI) (since 2000)

Certificate of Teaching English as a Second Language
University of Cambridge (UK) 1996

Curriculum Vitae

Lynda Bourne DPM, PMP, FACS is a senior management consultant, professional speaker, trainer and an award winning project manager with 30 years professional industry experience. She is the Director of Professional Services with Mosaic Project Services Pty Ltd focussing on the delivery of stakeholder management and other project related consultancy, mentoring and training for clients world-wide including PMP and CAPM accreditation courses.

She is a member of the Faculty of Information Technology, Monash University, tutoring various project management classes. The modules Lynda teaches are focused on stakeholder management, communication and leadership in project management teams.

Lynda is a Fellow of the Australian Computer Society, and was a Fellow of the Australian Institute of Management until retiring in 2017. She was the inaugural (2003) winner of PMI Australia's 'Project Manager of the Year' award in 2003, and was included in PMI's

inaugural list of '25 Influential Women in Project Management' (2006) and has been an entrant in the 'Who's Who of Australian Women' since 2007.

Lynda is a recognised international author, seminar leader and speaker on the topic of stakeholder management and the **Stakeholder Circle** visualisation tool, her book *Stakeholder Relationship Management: A Maturity Model for Organisational Implementation* (Gower, 2009 and re-printed 2012) defines the SRMM® model for stakeholder relationship management maturity. It has been translated in Spanish through EAN University in Colombia. Her latest book, *Making projects and programs work: What really matters for achieving successful project and program outcomes* (Taylor and Francis, 2015) focuses on the central role of effective communication in project success. She has also contributed to other books and published numerous papers on project relationship management, developing project managers, mentoring coaching and apprenticeship programs, and the **Stakeholder Circle**® (a comprehensive methodology for identifying key stakeholders and maintaining their support). The papers have been published in international project management and business journals in the USA, Europe, India and Australia

Lynda was a regular columnist for PMI's *PM Network* from 2009 to 2012 – regarded in PMI Circles as 'the stakeholder expert', and consulted frequently for 'expert' quotes on this subject. She also blogs regularly, both since 2012 as a contributor to the PMI 'Voices on Project Management' series and via her own 'Stakeholder Management' blog[1] – the blogs are distributed widely and often result in robust discussions on the topics.

She has presented at conferences and seminars in south America, Europe, Russia, Asia, New Zealand and Australia to audiences of industry leaders and project managers in the IT, construction, defence and mining industries and has been key speaker at meetings and workshops conducted by PMI as well as Project Management communities of practice within organisations in the finance and utilities sector.

Lynda was a core team member for the *PMBOK® Guide* Sixth Edition update and the team lead for Ch. 10, Communication and Ch. 13 Stakeholder Management (publication due Oct. 2017). She has previously been part of the testing team working on PMI's initial OPM3 development project; and was a sub-team leader for the OPM3 2008 update project. She was Chair of the PMI/DNV OPM3 ProductSuite Examination Committee from 2006 to 2008and was a member of the PMI OPM3 Certification Committee from 2008 to 2009.

Lynda has extensive experience as a Senior Project Manager specialising in delivery of IT and other business-related projects within the telecommunications sector. She has worked as a Senior IT Project Management Consultant with various Telcos in Australia and South East Asia including senior roles with Optus and Telstra. Other industry-related roles include strategic planning, Account Management within the IT industry, Business Process Re-engineering (BPR) and business development.

Lynda's career has combined practical project experience with business management roles and academic research to deliver successful projects that meet stakeholders' expectations. Highlights of Lynda's career have included:
- *PMBOK® Guide* Sixth Edition update; team lead for Ch. 10, Communication and Ch. 13 Stakeholder Management (publication due Oct. 2017).
- Author: *Making projects and programs work: What really matters for achieving successful project and program outcomes* (Taylor and Francis, 2015);
- Editor: *Advising Upwards: A Framework for Understanding and Engaging Senior Management Stakeholders* (Gower, 2011);

---

[1] See: https://stakeholdermanagement.wordpress.com/

- Author: *Stakeholder Relationship Management: A Maturity Model for Organisational Implementation* (Gower, 2009: revised and re-printed 2012);
- Leading the development of the **Stakeholder Circle**® methodology and tool, initially for Mosaic and then as CEO of Stakeholder Management Pty Ltd;
- Selection as a PMI SeminarsWorld® presenter for 2007 and 2008;
- Redeveloping Mosaic's PMP and CAPM training resources – necessary each time a new edition is published;
- Consulting to PMI and DNV on the development of OPM3 and the OPM3 ProductSuite, including chairing the ProductSuite Examination Committee for DNV / PMI from 2006 to 2008 and then moving onto the PMI OPM3 Certification Committee;
- The successful implementation of project management support solutions integrating SAP with Primavera;
- The development of innovative Program Offices to provide support services for planning, reporting and other technical support services to IT development groups;
- Managing the development and implementation of Privacy and Disability Compliance programs in corporations;
- Leading process improvement initiatives to reduce systems development lifecycle through introduction of analytical processes to identify and take corrective action on processes within the SDLC,
- Leading RFT development and response teams in Australia and South-East Asia.

As the Project Director leading outsourced and virtual projects with team members from many organisations and many cultures, Lynda successfully built and motivated high-performing teams. As Program Manager, IT Project Management Group she developed programs for mentoring and coaching project managers, and introduced an innovative program of apprenticeships to assist engineers and technical specialists make a successful transition to project management.

Achievements

With over twenty-five years experience in the Project Management and Information Technology Industries, primarily in telecommunications-related projects: other roles include training, strategic planning, Account Management within the IT industry, Business Process Re-engineering (BPR) and business development.

- **Director of Professional Services** – Mosaic Project Services Pty Ltd, primary focus on delivering stakeholder management consulting services, mentoring project managers and developing project management training courses focused on PMI accreditation and leading advanced Project Management, and stakeholder management workshops for a range of Australian and international clients.
- **Managing Director and CEO** – Stakeholder Management Pty Ltd, developing and marketing the **Stakeholder Circle**® tool set and methodology (2003 - 2018).
- **International Faculty member, EAN University** (Bogota, Colombia) – Presenting a Masters' level course, Managing Project Teams and a PhD module focused on stakeholder engagement (2011 – 2016).
- **International Professor, Sholokhov Moscow State University For The Humanities** – Contributing to the Master's program "Innovation" (MSc) in the Faculty of Exact Sciences and Innovative Technologies. (2013 - 2014)

- **Associate Editor, PM Network Magazine** (PMI – USA) – regular columnist and contributor to PMI's voices on Project Management blog (2009 – 2012)
- **Adjunct Professor, University of Maryland University College (UMUC), Maryland, USA** - Tutoring on-line, post graduate, project management courses. (2007 - 2009)
- **Senior Project Management roles** in Telecommunications Companies. (See next four items.)
  - Project Director of Program to develop an interface between a high-end Project Management tool and SAP R/3. Project outcomes were supported by all stakeholders, and the solution was delivered to meet their expectations. The benefits of enabling project staff to enter time and cost data into SAP more easily and accurately were achieved.
  - Established Program Offices to support activities of the Telstra Project Management processes re-design.
  - Participation in 'Speed of Delivery' project to reduce Development Life Cycle and support more frequent major Systems Releases within Telstra
  - Established a Program Management Centre of Excellence to provide planning, reporting and other technical support services to IT development groups within Optus Communications IT Group.
- As **a Senior Management Consultant** in South East Asia, led the RFP (Request for Proposal) Response Team in various bids to telecommunications companies in Malaysia and Singapore. The bid process involved management of technical delivery as well as the sales and marketing effort to Senior Management in the target companies. Two bids, Help Desk for Maxis (Malaysia) and Customer Service Support System for Singapore Telecom were successful.
- As a **Management Consultant** worked with United Energy (Ue)– a Victorian electricity retail company, to develop a Telecommunications division. This was the first stage of a strategic plan to position Ue as a Utilities provider.
- Effective **Account Management** within IT groups and Telecommunications companies to develop client agreed IT revenue targets. Managed business relationships with clients, guiding clients in planning utilisation of Information Technology and managing sensitive projects to ensure the achievement of a satisfactory 'total solution' for the client.
- **Project Manager** of the selection, design, development and implementation; on time, within budget and to client specifications; of:
  - Corporate management of complaints (CICERO)
  - Customer contact history (feasibility study)
- Defined the vision, strategy and structure of a Project Support Office. With full support from senior management **defined and maintained standards** for systems development methodologies and tools.
- Successful development of national **secondment and change management** programs.
- Established a **research** group to investigate new and appropriate technologies and methodologies, including Object Oriented Methodologies.

Capabilities

- Strategic planning and analytical skills of a high order.
- Experienced Project Manager.
- Experienced Trainer and Mentor.
- Experienced Presenter and Workshop Leader.

- Effective Account Manager within IT groups and Telecommunications companies, leading the business planning and budgeting processes.

- Proven leader and manager of IT professionals

- An accomplished problem solver

- High level of skills and experience in the initiation of visionary and creative solutions to business needs

- Experience in Consultancy to Senior management in the exploitation of information and IT for a competitive advantage

- Excellent interpersonal skills, an effective team contributor whose management is pragmatic and flexible with a focus on results

_____

Most papers are available for downloading from www.mosaicprojects.com.au/Resources_Papers.html

Academic Journals & Books

- Bourne, L., Weaver P. **The origins of schedule management: the concepts used in planning, allocating, visualizing and managing time in a project.** (Frontiers of Engineering Management, Higher Education Press - 2018)

- Hillson, D. **The Risk Management Handbook – A practical guide to managing the multiple dimensions of risk.** (Kogan Page, London - 2016)
  Ch. 10: Stakeholder risk Management.

- Bourne, L. **Making Projects Work: Effective Stakeholder and Communication Management.** (CRC Press Ltd, Florida - 2015)

- Levine, G., Wyzalek, J. **Portfolio Management, a strategic approach** (CRC Press Ltd, Florida - 2015)
  Ch. 18: Delivering Organizational Value in the Zone of Uncertainty.

- Dalcher, D. **Advances In Project Management** (Gower Publishing Ltd, Aldershot - 2014)
  Ch. 18: Leadership Communication - Communicating upwards for effect

- Bourne, L. **Advising Upwards: A Framework for Understanding and Engaging Senior Management Stakeholders**, (Gower Publishing Ltd, Aldershot - 2011).

- Bourne, L. **Advising upwards: managing the perceptions and expectations of senior management stakeholders.** Management Decision, Vol. 49 Iss: 6, pp.1001 - 1023

- Letavec, C., Bolles, D. **The PMOSIG Program Management Office Handbook**
  Ch. 4: Stakeholder Relationship Management: Enhancing PMO services through effective engagement and communication [View Book]

- Estrella, J.A., **Lessons Learned in Project Management: 140 Tips in 140 Words or Less**. Tip #36: Understand who's who and who's playing. (CreateSpace, USA, 2011)

- Bourne, L. **Project Relationship Management and the _Stakeholder Circle_** [2008 Thesis], (Lambert Academic Publishing AG & Co, Saarbrücken, Germany - 2010).

- Bourne, L. **Stakeholder Relationship Management: A Maturity Model for Organisational Implementation**, (Gower Publishing Ltd, Aldershot - 2009).

- Chinyio E. (Ed). **Construction Stakeholder Management** (Blackwell Publishing, London - 2010). Bourne L., Weaver P.: Chapter 7, Mapping Stakeholders.

- Bourne, L. (2008). **Practice Note: Advancing theory and practice for successful implementation of Stakeholder Management in organisations**. International Journal of Managing Projects in Business. Vol. 1: pp587-601.

- Walker D.H.T., Bourne, L., Shelley A (2008). **Influence, stakeholder mapping and visualization.** Construction Management & Economics - special issue on Stakeholder Management.

- Murray-Webster R, and Hillson D. **Managing Group Risk Attitude** (Gower Publishing, Aldershot - 2008). Bourne L.: Foreword

- Bourne, L. and Walker D.H.T. (2008). **Project relationship management and the Stakeholder Circle™**. International Journal of Managing Projects in Business. Vol. 1: pp125-130.

- Walker D.H.T. and Rowlinson S. (Eds). **Procurement Systems – A Cross Industry Project Management Perspective** (Taylor & Francis, London - 2008). Walker D.H.T., Bourne L., Rowlinson S.: Chapter 3, Stakeholders and the Supply Chain.

- Bourne, L. and D. H. T. Walker (2006). **Visualising Stakeholder Influence – Two Australian Examples**. Project Management Journal, 37(1): 5 – 21.

- Bourne, L. (2005). **Project Relationship Management and the Stakeholder Circle**. A dissertation submitted in partial fulfilment of the requirements for the degree of Doctor of Project Management (DPM), RMIT University.

- Bourne, L. and D. H. T. Walker (2005). **Visualising and Mapping Stakeholder Influence**. Management Decision **43**(5): 649 - 660.

- Bourne, L. and D. H. T. Walker (2005). **The Paradox of Project Control**. Team Performance Management Journal (Summer 2005).

- Bourne, L. and D. H. T. Walker (2004). **Advancing Project Management in Learning Organizations**. The Learning Organization **11**(3): 226 - 243.

International Conference Papers

- **The Secret Ingredient for Successful Project Leadership**
  Fifth international conference on project management in the Baltic States.
  Riga, Latvia. April 2016

- **Understanding the Schedule - The Challenge of Informed Consent**
  Construction CPM Conference
  New Orleans. January 2016

- **Targeted communication - the key to effective stakeholder engagement**
  IPMA World Congress 2015
  Panama City, September 2015

- **The Never-Ending Story of the Stakeholder (Star) Wars......**
  PMINZ Conference 2015, 'Shaping the Future'.
  Wellington, New Zealand. September 2015

- **New directions for stakeholder engagement in the era of social computing.**
  Third International Conference «Social Computing: Framework, Development Technologies and Social Effects» (ISC-14),
  Sholokhov Moscow State University for the Humanities, Moscow, September 2014

- **SRMM: The ROI from investing in building an effective stakeholder management culture.**   4th Annual Nordic Project Zone Summit
  Copenhagen, November 2013

- **Effective stakeholder engagement for project success**
  2nd International Project Management Congress, PMI Colombian Chapter
  Bogota, November 2013

- **Conference: Communication and Diagnoses**
  EAN University, Bogota, Colombia.
  May 2013

- **Controls communicate?**
  Construction CPM Conference
  New Orleans. January 2013

- **Stakeholder Engagement: Practical Insights for Advanced PMOs**
  12º Encontro Internacional de Gerenciamento de Projetos,
  Brasília, November 2012

- **The value of effective stakeholder engagement**
  Emirates Airline Project Management Conference,
  Dubai, October 2012

- **Why is stakeholder management so difficult?**
  EAN University, Columbia
  Virtual Conference Presentation. November 2011

- **Stakeholder Engagement is 'free'! The Zero Cost of Stakeholder Relationship Management**
  PMO Symposium
  Loews Royal Pacific Resort, Orlando, Florida. November 2011

- **The Zero Cost of Stakeholder Management**
  The Academy of Management 2011 Annual Meeting
  San Antonio, Texas, USA. August 2011

- **Why is Stakeholder Management so difficult?**
  Danish IT Society
  Copenhagen, Denmark. May 2011

- **Advising Upwards – Helping your Managers Help You**
  PMI Global Congress EMEA
  Dublin, Ireland, May 2011

- **Stakeholder Relationship Management:** using the Stakeholder Circle Methodology for more effective stakeholder engagement of senior management
  Conference Keynote: 7th Project Management National Benchmarking Forum
  PMI Chapter, Rio de Janeiro, Brazil, November 2010

- **Why is stakeholder management so difficult?**
  Conference Keynote: Project Management and Organizational Improvement Conference
  EAN University, Bogota, Colombia. September 2010

- **The future of the PM Hero,**
  PMI Global Congress EMEA
  Milan, Italy, May 2010

- **Beyond Reporting - The Communication Strategy**,
  PMI Global Congress Asia Pacific
  Melbourne, Feb. 2010

- **Introducing a Stakeholder Management Methodology into the EU**,
  PMI Global Congress EMEA
  Amsterdam, Netherlands: May 2009

- **Developing Stakeholder Management Maturity in a traditional business: an International Case Study**
  22nd IPMA World Congress: Project management to run
  Roma, Italy: November 2008

- **From Commander to Sponsor: Managing Upwards in the Project Environment**
  PMI Global Congress,
  Denver, October 2008

- **SRMM™: The five stages of Stakeholder Relationship Management Maturity**
  PMI Global Congress EMEA,
  St Julians, Malta: May, 2008

- **How to Plan and Manage your Project Communication**
  3rd Annual International Mastering IT Project Management Conference,
  Kuala Lumpur, August 2007

- **Avoiding the Successful Failure**
  PMI Global Congress Asia-Pacific,
  Hong Kong, January 2007

- **OPM3 - A Maturity Model that's Right & Ready**
  PMI NZ 'The Insiders Guide'
  Christchurch NZ, October 2006

- **Project Relationships and the Stakeholder Circle**
  PMI Research Conference
  Montreal, July, 2006

- **Supersizing PMO Performance**
  PMI Global Congress
  Bangkok, February, 2006

- **The Accidental Project Manager – the 'Getting of Wisdom'**
  PMI New Zealand annual conference 2005
  Auckland, NZ, October 2005

- **The Stakeholder Chameleon**
  PMI Global Congress
  Singapore, February 2005

- **The Paradox of Project Control in a Matrix Organisation**
  3rd United Kingdom International Performance Management Symposium,
  London, October 2004

- **Tapping the Powerlines – A 3rd Dimension of Project Management beyond Leading and Managing**
  International Project Management Association,
  Moscow, June 2003

Australian Conference Papers

- **Investing in stakeholder engagement pays dividends.**
  PMI Australia Conference
  Adelaide Convention Centre. May 2016

- **Understanding Design – The Challenge of Obtaining Informed consent**.
  Engineers Australia Convention, MCP Conference
  Melbourne. November 2014

- **No one can whistle a symphony. It takes a whole orchestra**.
  AIPM Annual Victorian Forum
  Melbourne. August 2014

- **The value of effective stakeholder engagement**
  Australian Cost Engineering Society & AACEi
  Melbourne, June 2014

- **Controls communicate?**
  Australian Institute of Project Management – Queensland Chapter
  Brisbane. October 2013

- **Managing your managers: advising upwards**
  PMOz Special 90 minute workshop
  Grand Hyatt, Melbourne, September 2013

- **The Zero Cost of Stakeholder Management**
  AIPM Annual Conference
  Crown Promenade Hotel, Melbourne. October 2012

- **A day in the life of procurement: How communicating with internal stakeholders can increase procurements influence and drive change**.
  CIPSA - Category Week,
  Sydney, May 2012

- **7½ tips for managing internal stakeholders: engaging stakeholders for maximum effect.**
  CIPSA - The Category Management Forum,
  Sydney, May 2012

- **Motivate your Manager!**
  Conference Keynote: PMOZ
  Sydney, August, 2011

- **Why is Stakeholder Management so difficult?**
  CIPSA Managing Major Projects Conference
  Brisbane, June 2011

- **Why is Stakeholder Management so difficult?**
  VIC ACS Branch Forum
  Melbourne, July 2010

- **Stakeholder Relationship Management in the Supply Chain**
  The 5th CIPSA Annual Conference
  Melbourne, October 2009

- **Communication in organisations: making the schedule effective,**
  PMOZ
  Canberra, August 2009

- **The schedule as communication?**
  myPrimavera
  Melbourne, June 2009

- **Developing Stakeholder Management Maturity in a Traditional Business - An International Case Study,**
  SMART 2009 Conference
  Sydney, June 2009

- **Managing Upwards in the Project Environment**
  PMI Melbourne Chapter
  Melbourne, March 2008

- **Building an International Micro Business in the 21st Century**
  PMI Melbourne Chapter
  Melbourne, September 2007

- **Achieving a Successful Engagement**
  PMOZ 2007
  Gold Coast, August 2007

- **Modelling Your Maturity, P3M3, CMMI and/or OPM3**
  PMOZ 2007
  Gold Coast, August 2007

- **Designing a PMO to Succeed and Survive**
  IT Project Portfolio Management Conference
  Sydney, May 2007

- **Stakeholder Management and the *Stakeholder Circle™***
  4th Annual SEPGSM Australia Conference
  Melbourne Sept 2006

- **Supersizing PMO Performance**
  PMI Melbourne Chapter - April 2006

PMI Canberra Chapter - May 2006
PMI Adelaide Chapter - June 2006

- **An Introduction to OPM3 and the OPM3 ProductSuite**
  myPrimavera 2006
  Canberra, April 2006

- **Stakeholder Centric Scheduling**
  myPrimavera 2006
  Canberra, April 2006
  CIOBA Auckland (Oct. 2006) and Perth (Nov. 2006)

- **OPM3 and the OPM3 ProductSuite - Update**
  myPrimavera
  Canberra, April 2006

- **The Accidental Project Manager – from reluctance to success**
  PMOz, National Conference
  Brisbane, August 2005

- **The Paradox of Project Control in a Matrix Organisations**
  PMOz, National Conference
  Melbourne, August 2004

- **Project Control Using AS4817 for Earned Value Management - The VIPER Experience**
  Australian Institute of Project Management National Conference,
  Alice Springs, October 2003

- **Tapping the Powerlines**
  7th Australian International Performance Management Symposium
  Canberra, February 2003

- **Project Fact or Fiction (Will the real projects please stand up)**
  Maximising Project Value
  PMI Melbourne, October 2002

- **The Project Start-Up Conundrum**
  AIPM National Conference, Project Management in Society
  Sydney, October 2001