

MANAGE India



BUILDING INDIA WITH PROJECT MANAGEMENT

Manage India draws on insights from experts on how public projects fare in India, the successes and the gaps, and what lies ahead



The new Airport Road to Bangalore International Airport is an example of a successful public project. It was undertaken at the time of the construction of the new airport, which is at a distance of 40 km from the Bangalore central business district.

COVER STORY

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Announcement: Article of The Month

Submit your articles for the November issue by 15 October 2011

If you have a flair for writing and a desire to share your ideas with the project management community, here is an opportunity. E-mail us your article and our editorial team will select the best article among the entries for publication in Manage India. Each issue of Manage India will carry a winning entry and the writer will earn professional development units (PDUs).

Send us your article with your photograph to editor.manageindia@pmi-india.org

Please visit PMI India website (www.pmi.org.in) for eligibility criteria and submission guidelines

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Letter from the Managing Director, PMI India



Raj Kalady
Managing Director, PMI India

Dear Practitioners,

We're just a few days away from the third PMI India National Conference on Project Management and the excitement in the community is palpable. The huge success of the conference in the past two years has set delegate expectations high. A lot of effort has gone in this time to ensure we raise the bar even further in terms of the content and overall delegate experience during the conference. I'm delighted to see that our efforts have paid off.

Bangalore, the host for this year's conference, is truly the home for project management in India. India's technology capital with its highly successful home-grown companies and multinationals has led the adoption of project management in India. The early project management success stories of these companies have inspired others, thereby helping to build the momentum that we are witnessing today. We are happy to bring the conference to Bangalore and offer our growing community in India an opportunity to learn, grow, share, and network in this great city across three power-packed days.

What is unique about the conference this year is the coming together of two events, the PMI India National Conference and PMI Bangalore Chapter's annual conference. The theme for this year's national conference, Architecting Project Management for Nation Building, is a subject that appeals to most of us, both as professionals and citizens. The bonus in this year's conference is the additional track on, "Project Management in e-Governance." If our country has to achieve the steep

growth curve envisioned in the current Five-Year Plan, our investment into projects has to bear better returns. Our stellar lineup of speakers for the conference and the e-governance track will add depth to the discussions on how project management can lead the country on this growth path. Given the theme of the conference, you will agree that there is none better than former President of India Dr. A.P.J. Abdul Kalam to kick off the event and set the tone for the next two days' deliberations.

The cover feature of this issue of *Manage India* explores the level of adoption of project management in the country in both public and private sector projects and how we can harness the power of project management to improve project success rates. We have drawn from the insights of experts from different fields to throw light on the subject.

I hope to see you at the conference. I'm certain the discussions, knowledge-sharing, and networking that the conference offers will live up to your expectations and help you grow in the profession.

Best regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady'.

Raj Kalady
Managing Director, PMI India

Please write to editor.manageindia@pmi-india.org with your feedback and article submissions for the Article of the Month contest. Refer to Page 2 for the contest details.

Manage Projects end to end



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Dr. Mangesh G. Korgaonker,
director general, National
Institute of Construction
Management and Research,
Pune

Project management has assumed great significance in India, a high growth economy propelled by massive investments, particularly in the infrastructure sector. Professional project management competencies are needed in infrastructure development, setting up manufacturing plants, product development, space exploration, oil and gas exploration, research and development, defense, social development, rural development, urban development, real estate development, and so on. Central, state, and local government agencies are engaged in bridging the gap between availability and requirements in nation-building projects. The investment for infrastructure development in the Twelfth Five-Year Plan is slated at around US\$ 1 trillion. In 2009, a total outlay of ₹6072 billion was tied up in 941 central government projects alone. In the private sector, the investment value tied up in projects stood at over ₹100 trillion.

India Emerges as a Global Brand in Projects

Important changes in project environment

With the rapid growth of project activity in the country, several far-reaching changes have occurred in project management in the country like:

- Public Private Partnerships (PPP) using models such as Build Operate Transfer (BOT)
- Increase in size and capacity of projects
- Consortia, joint ventures, strategic alliances
- Rapid entry of new entrants and rapid corporatization
- Improved practice of project management
- Improvement in productivity, quality, and delivery capability
- Mega project financing, both within and outside India

Thrust on investments, structural alignments, and transfer of risk and ownership through PPP will not be enough. Issues like implementing state-of-the-art project management processes and best practice, building leadership and professional competencies, gaining mastery of project management knowledge, developing specialist talent, and creating skilled workers in large numbers need to be addressed.

Illustrations of recent brand building projects

Project management capabilities are constantly improving countrywide and the entry of a large number of new players from within India and outside has been a big boost. India is emerging as a global brand in projects. Most of the world's best-known names in projects are now active in India's growing

project market. Here are a few path-breaking projects that take Brand India further:

- Space exploration—Chandrayaan, Indian National Satellite (INSAT), space launch vehicles
- National highway development and Prime Minister's Gram Sadak Yojna
- Manufacturing projects such as the Reliance Jamnagar Refinery
- The Konkan Railway project
- Delhi Metro rapid transit system and other rapid transit systems
- Bandra—Worli Sea Link Bridge Project in Mumbai
- Mundra Port & Special Economic Zone (SEZ): India's largest private sector port and SEZ
- New/modernized airports—Hyderabad, Bangalore, Delhi
- New product development project like Tata Nano
- Nuclear and thermal power plants
- Nationwide telecom networks

Strategy for Brand India in project management

Key elements of the strategy to make Brand India go higher, stronger, and longer should be:

1. Develop Leaders for Project Management

Leadership is the scarcest resource in the Indian project sector. There are only a handful of role models who are capable of making an impact in infrastructure, manufacturing, services, IT, and defense.

2. Develop Project Management Systems

Organizations must create project management processes using well-accepted process groups and knowledge areas. PMI's global standard, *A Guide*

to the Project Management Body of Knowledge (PMBOK® Guide), focuses on five process groups and nine knowledge areas.

3. Define and Measure Project Success for Customers and Stakeholders

Project success is generally measured using “efficiency measures” like scheduled delivery dates, budgeted costs, yield, and other efficiencies. These are “necessary” measures across all domains, particularly in industry and infrastructure, but not “sufficient.” Project success must consider long-term impact on customer, project team, business, and preparedness for the future.

4. Develop Strategic Perspective of Project Management

An international survey of over 400 Architectural, Engineering, and Contracting (AEC) companies revealed acute gaps in Strategic Management (SM) processes in AEC companies. AEC companies are 30–40 percent less involved in SM activities than Fortune 500 companies. They have dispersed SM profiles and pay selective attention to knowledge resources, finance, and markets.

5. Innovate to Manage Complex Project Supply Chains (PSC)

PSCs comprise designers, consultants, technical specialists, contractors, subcontractors, vendors, and service providers. There are wide variations in capabilities across the supply chain. Significant gaps exist in design, consultancy, technical talent, specialized technology, and vendors. Coordination and integration of PSCs is a formidable challenge.

6. Adopt Lean Project Management (LPM)

LPM minimizes waste in projects, engages manpower in continuous improvement, and implements best practices through different phases like design, procurement, human resource management, planning, and construction.

7. Focus on Talent Development and Management

Project talent base must be built around high performers who are knowledgeable, innovative, and problem solvers; technical analysts who adopt best practice, and enhance customer satisfaction; and people who consistently exceed performance norms. Strong public private collaboration is necessary to address the challenge of developing trained resources.

8. Develop and Assess Key Competencies for Project Management

Upgrading of project management competencies is a continuous process. Well-documented systems for project competency assessment, mapping, and improvement are now available.

9. Embrace Green Construction

Projects impact the environment, health, safety, and the livelihood of local people who are directly affected by the project. Adoption of green buildings and construction methods/practices are vital. Green building implies reduced use of resources, and enhanced quality and diversity of life; correctly installed and operated building systems; the use of rating systems to evaluate a building. Focus during construction should be on low emissions, better fuel-efficiency, planning, and scheduling. Site disturbance should be minimal, materials and equipment free from contamination. Training is essential to raise awareness of sustainable construction, reduce waste, and adopt sustainable operating conventions.

10. Develop National Approach for Education, Training, Research, Certification of Project Managers

Worldwide, there are more than 450,000 people who hold the Project Management Professional (PMP®) certification. In China, the Ministry of Construction is actively involved in accrediting over 140 institutes as project management training providers and certifying over 500,000 project managers. Ministries such as Nuclear, Defense, and Oil & Gas have made project management certifica-

tion mandatory. In India, although certification is rising, it is nowhere close to China. In 2006, India had around 6,000 PMPs, while China, had over 70,000 project managers who had undergone training. There is also an acute dearth of project management curriculum at the postgraduate, undergraduate level, and vocational certification levels or even within individual organizations.

The following actions will be helpful:

- Create professional project management courseware. Develop this discipline as a field of study at various levels. Provide impetus and certify institutes in the private sector for this purpose.
- Set up Indian institute/s of project management and research as central government institutes.
- Make project management certification widespread across all spheres.
- Create competency development and refresher courses for working professionals.
- Pursue skill development programs through industry—government collaboration at the state level.

India needs a sustained effort to cope effectively with the gigantic challenge of planning and executing a diverse range of projects envisaged in the country's Twelfth Plan period, involving massive public and private expenditure. This requires effective participation of the central government, state governments, enterprises in public and private sectors involved in project activities, educational institutions and certifying agencies, and players in the project supply chain in a well-coordinated national-level strategy for effective project management. Concerted efforts are needed in the area of curriculum development, research, awareness building of project management, setting up new institutions, certification programs, and mass media support. Sustained advocacy at all levels of the government is equally crucial.



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Building India with Project Management

Manage India draws on insights from experts on how public projects fare in India, the successes and the gaps, and what lies ahead.

BY ARADHANA PATI MOHAPATRA

“Government data suggest that a majority of projects—close to 60 per cent—are plagued by time and cost overruns. If current trends continue over the Eleventh and Twelfth Plan periods (2008 to 2017), McKinsey estimates suggest that India could suffer a GDP loss of US\$ 200 billion (around 10 per cent of its GDP) in fiscal year 2017.” **Building India—Accelerating Infrastructure Projects by McKinsey**

“Despite sufficient awareness of the benefits of project management, ‘lack of client led demand in India’ and ‘lack of clarity of benefits’ stand out as the major factors influencing adoption of project management practices, even in the private sector.” **Project Management Practices in India 2010 by Indicus Analytics and Ace Global, supported by PMI India**

“Project management is like juggling three balls simultaneously as it involves maintaining a fine balance between delivering on time, within budget while ensuring quality. Examples of large and complex projects being delivered on all three parameters are few and far between.” **Project Management in India: Insights from Six Key Sectors by the Federation of Indian Chamber of Commerce and Industry (FICCI) and PMI India**

These are excerpts from a few recent reports on the state of projects in India that highlight the role of project management to improve the current situation. Projects that do not complete on time and within budget can act as a millstone around the neck pulling the country away from the projected trajectory of growth. In order to improve the success rate of projects in India a collaborative effort is needed from industry, government, professional bodies, and academia. The PMI India Project Management National Conference is a platform that brings these divergent forces together to deliberate on ways to harness the power of project management to bring positive change in project outcome across sectors.

The current state of public projects

In the fiscal year of 2010–11, the Ministry of Statistics and Program Implementation (MOSPI) revealed some disturbing data on time and cost overruns in central sector projects. The poor implementation of central sector infrastructure projects like roads, railways, and power would result in a cost overrun of ₹1.24 lakh crore. Out of the 600 projects of over ₹150 crore, the number of projects that started without approved completion dates was 73. As many as 203 of these projects recorded cost overruns, and 306 recorded time overruns. Moreover, the 306 delayed projects also record-

ed a cost overrun of 23 percent. The MOSPI report showed that around 50 percent of projects could not complete on time and 33 percent of central sector projects could incur costs beyond the original budget. Inefficient management of projects threaten to stymie India's dreams of becoming an economic powerhouse.

Ms. Shagufta Inamdar, PMI India Champion Advisory Committee (CAC) member, and learning consulting head, talent transformation, Wipro Technologies, believes the major engines of economic growth are education, technological innovation, cheaper and faster communication, information availability, and globalization. "For India to be on an accelerated growth path, these engines have to be fuelled through active and abundant projects. For these various elements to come together there needs to be a stronger approach, better planning, and execution with project management acumen," she said. According to her, the Indian economy has the potential to be a front-runner provided adequate measures are taken to improve the level of project planning and implementation.



Reasons for cost and time overruns

The MOSPI also conducted a detailed study of central government projects due to complete on March 31, 2009 to assess the reasons for time and cost overruns, and draw out the problem areas. The report data provides a panoramic view of factors that ail public sector projects. The following breakdown reveals the factors that are holding back the normal progress of projects:

Factors Affecting Projects	Number of Projects
Fund constraints	31
Land acquisition issues	22
Slow progress in areas other than civil works	79
Law and order matters	10
Delay in equipment supply	5
Environmental clearance	2
Others (proper technology selection, award of contract, delay in civil works, geo-mining, court cases, inadequate infrastructure support, bad weather, government clearances)	48

Source: *Project Management Practices in India 2010* (Indicus Analytics and Ace Global), *Project Implementation Report (MOSPI)*

To get a deeper understanding of the reasons behind time and cost overruns and how project management can alleviate the problems, we spoke to experts from different industries. A common thought that emerged from our discussions is that projects in India are suffering because of inadequate project planning.

Dr. M. Ramachandran, former secretary to the Government of India, and member, PMI India Advisory Council (IAC), said, "There is no focus on implementing project planning, which in fact should take place first." It is common in India to start a project without a plan that accounts for all facets of the project, unforeseen circumstances, and end-to-end funding.

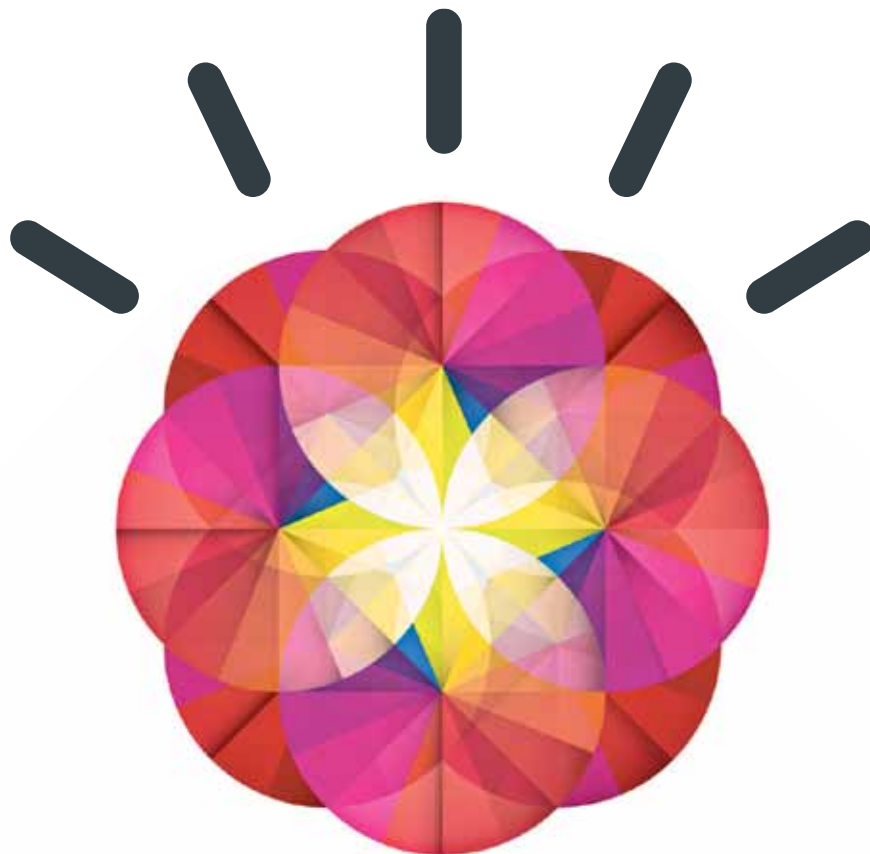


Mr. Ketharinath Kamalanathan, PMP, member, CAC, and program manager, global delivery, Microsoft Services said, "India concentrates more on execution than planning, across the board. This misguided need to just hurry up and get going without having a set plan has consistently derailed projects and caused huge overruns in cost and time."



The lack of trained project managers is another concern area. Individuals with technical knowledge rather than project management skills manage projects in India, thereby leading to inefficiency in management. Ms. Inamdar explained, "Indian companies give more importance to business knowledge than project management knowledge. An Indian company would not want to hire a project manager who is not technically savvy, but would be fine to hire someone who is technically strong but has no project management acumen."

Dr. Ramachandran blamed the lack of policy and controls to regulate large public sector projects for the current situation. With his first-hand knowledge of how the public sector works, Dr. Ramachandran said, "It is important to set ground rules across central and state governments when it comes to strategizing public sector or joint venture projects. Without effective policies, the outcome is bound to be below expectations."



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Remarkable levels of computer intelligence are being reached - with inventions such as Watson, the IBM system that defeated the two all-time champions on America's biggest TV quiz show Jeopardy! But most organisations' computing infrastructures were simply not built for zettabytes of data (A zettabyte is a 1 followed by 21 zeros), global connectivity and advanced analytics.

Thankfully, a new, smarter computing model is emerging. It is designed for data. It is tuned to the task. And it is managed in the cloud.

Designed for data: Organisations of all kinds need to manage streams of text, images, sensor-generated impulses and more. They need to apply sophisticated analytics to the real languages of commerce, including

social media. Which is why today's leading companies are building new systems and processes that locate, recognise and interrogate big data.

Tuned to the task: Transaction processing is different from business analytics, with multiple data types and complex queries, which is different from the need to integrate content, people and workflows in a company's processes. That's why leaders are moving to architectures optimised for specific purposes, and built around their own deep domain knowledge - in whatever field.

Managed in the cloud: The need to manage these large data-driven workloads is driving broad adoption of cloud computing. By infusing clouds with security and manageability we can make them smarter, providing companies with the agility to move quickly in highly competitive environments; to activate and retire resources as needed; and to manage infrastructure elements in a dynamic way.

When major computing models change, they unleash enormous productivity, innovation and economic growth. So the good news is that smarter computing is now shifting from theory to reality.

Let's build a smarter planet. Join us at ibm.com/smartercomputing/in

A PROJECT MANAGEMENT SUCCESS STORY

In the recent past, the Delhi Metro project has stood tall as a prime example of a project management success story in the public sector. Delhi Metro is a rapid transit system that connects Delhi with its satellite towns. Built and operated by Delhi Metro Rail Corporation Ltd. (DMRC), it is a partnership between the Government of India and the Government of Delhi. Now fully operational and termed an urban miracle, Delhi Metro has proved to be a cost-effective solution for the transportation woes of India's growing metropolises. Urban planners across the country now take the Delhi Metro project as a benchmark for successful public sector projects.

Key facts and figures

- Planning started: 1984
- DMRC set up: 1995 and senior bureaucrat E. Sreedharan appointed as managing director
- Construction started: 1998
- First section of phase I opened: 2002
- Phase I completed: 2006 on budget and almost 3 years ahead of schedule
- Phase I costs: US\$ 2.3 billion
- Phase I key parameters: 189.63 km, 142 stations, daily ridership of 1.7 million, peak hour train frequency 2.5 min

Reasons for its success

- The right person, a trained and experienced project manager, was appointed.
- The management got total authority to hire people, decide on tenders, and manage funds that helped cut delays, fix accountability and build a sense of ownership.
- Detailed planning of the project, including funds required for entire project, outlined prior to commencement.
- Thorough understanding of the project plan and alignment of stakeholders' vision, creating transparency, and a shared focus on results.

For all these drivers to turn the wheel toward a smarter way to 'build the nation,' the vision has to come from the top, all the way through to the project team. Mr. Kamalanathan offered an illustration of the lack of a top-down vision: a large, national bank introduced Internet banking services seven years ago. But the services have largely been underused because of inefficiencies surrounding the website. "The top executives know that the bank must modernize its services and offer customers online banking options. But this need is not expressed clearly and the vision not distilled down the ranks. Therefore, there is a major gap between envisioning a project and seeing it through to fruition," said Mr. Kamalanathan.

Market for certification is growing

PMI conducted a survey in 2010 among professionals from public and private sector organizations, academic associations, and certification bodies to find out about prevalent project management practices in India, analyze the human resource gaps in project management, and recommend action points. The Project Management Practices in India 2010 report by Indicus Analytics and Ace Global found a high level of project management maturity in capital intensive sectors, and higher prevalence in the private sector than in the public sector.

The factors that have so far held back greater adoption of project management are the "lack of client-led demand in India" and the perceived "lack of clarity of benefits". But slowly change is taking place even in the public sector. The report said, "Increasingly, even public sector companies have started laying emphasis on training programs and strengthening their existing project management units and professionals." The study estimates the market for training and certification of project managers to grow from 800 million in



The Bina Refinery project by Engineers India Limited received the PMI India Best Project of the Year Award in 2010.

2009 to 1,692 million in 2015. The growth drivers will come from the infrastructure boom, client-led demand in the IT sector, procurement practices and guidelines, and projects implemented under the PPP mode.

The right approach would be to launch an all-round effort to introduce and encourage the adoption of project management across sectors and use a variety of platforms to demonstrate the resultant benefits. The

India will now look to adopting the PPP model more aggressively to achieve the steep target. “The PPP model has shown good results. The public sector has adopted the faster and more streamlined decision-making processes of the private sector. There is much more transparency in the public sector now. There will be increased role for project management in these projects,” said Dr. Ramachandran.

Going forward attitudes have to change even further to make public projects more successful. Added Mr. Kamalanathan, “We have seen several e-governance initiatives take off but not efficiently managed. We need to adopt technology to bolster management practices but that is not seen as a priority. People often perceive technology as a threat to government jobs. In order for e-governance to reach its potential, there needs to be a broader and more progressive way of thinking.”

Today, there is a more urgent need to train managers in project management than ever before. If India has to reach its ambitious growth targets, projects have to be completed on time and within budget. Projects have to incorporate best practices from the public and private sector to see better outcomes. Organizations need to develop a deeper understanding of project management and the capabilities that it can unlock in the workforce. “In India, people do not continue to educate themselves after becoming a project manager. Like a doctor or a lawyer, a project manager needs to update and upgrade himself/herself. Getting a credential is not the end in the game, but beginning of a new journey. It is important for project managers to be aware of the developments around them and be able to see the big picture,” said Mr. Kamalanathan. Added Ms. Inamdar, “Although things are changing now and basic project management knowledge has been embedded in higher education curriculum, India still has a long way to go.”

A collaborative effort from the government, corporates, professional bodies, and the academia to document and publicize the benefits of adopting project management will go a long way in breaking perceptions and creating a positive attitude toward it. It has been the consistent effort of PMI India to engage these various players to build constructive dialogues, share knowledge, and adopt best practices from one another. A strong India rests on a strong project management foundation.



The Vidyasagar Setu is the second bridge to be built on the Hooghly River in West Bengal. The cable bridge that connects Kolkata to Hooghly was inaugurated in 1992 and is one of the first Public-Private Partnerships (PPP) projects in India.

PMI India Project Management National Conference that attracts professionals from different industries is one such forum to effectively take the message forward.

The way forward

Since the past decade, several public sector projects in India undertaken under the Public Private Partnership (PPP) model have shown excellent results. The PPP model utilizes the inherent strengths of two divergent forces to deliver a quality product or service. A few examples of successful PPP projects are the Delhi–Noida bridge project; Yeshaswani Co-operative Farmer’s Healthcare Scheme, a health insurance scheme for the poor in Karnataka; and the Bangalore International Airport. The Planning Commission of India has set an investment target of US\$ 1.5 trillion on building infrastructure in the next 10 years. It expects 50 percent of the investments to come from the private sector.

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Your project management potential, realised

How to Track Software Projects Efficiently

BY AKHILESH V GOKARAJU, PMP

Have you run into situations where you spend long hours to come up with the estimates and plans for a project, put them into a project plan, and then as the project goes on you forget about it? Ideally once the plans are in place, the project manager should track all parameters and take the project to its completion. However, the dynamic nature of software development means that due to several factors, plans keep changing weekly, or daily in some cases. As a result, the original estimates might not be tracked and references for future projects are lost.

This happens because development runs into challenges while designing or implementing the requirements, Quality Assurance (QA) facing problems with the test environment, changes/additions to scope, or because of unscheduled patches and service packs. When these occur, the plans are changed accordingly to get new dates. However, what rarely happens is the recording of the actual effort that would have already gone in against tasks and carrying this forward to the new plans. As a result, the monitoring and tracking of the project becomes inefficient. Moreover, revising the project plan baselines in general is done on a need basis rather than at regular intervals, resulting in a gap between planned and actuals.

Let's take an example. A project has started with the requirements delivered by the product individual tasks or the Work Breakdown Structure (WBS). A baseline schedule is drawn up using the build drop dates, QA test cycles, documentation deliverables, etc., and the project manager starts tracking it against a four-month schedule.

One month into the project, a new requirement comes up. The team has to deliver one of the requirements in a service pack much ahead of the current release schedule. The baseline schedule is now changed to accommodate this with the end date delayed by another month. The new schedule is drawn up to accommodate completing the service pack and incorporating it into the main release.

However, the actuals of the project are generally not recorded and get lost, for example, what was the actual of the planned effort utilized during the first month? How much of the actual effort is pending? Has this been considered while drawing up the new baseline? One of the reasons for this is the lack of coordination between the project manager



and the engineering team to get hold of the actuals. Ideally, the functional leads should track the actuals for the WBS and report to the project manager. However, this rarely happens because they are focused on execution and this information tends to get lost.

So how can it be improved upon? One option is a forced review and revision of the baseline every two weeks. Since the revision is closer to the changes in the project, there is less likelihood of data slipping through the cracks and a more accurate reflection of the actuals will emerge.

The concept of Earned Value (EV) can also be implemented here. The amount of work completed or earned can be solicited from the team. The amount of additional work is of course estimated, so a total of the pending additional work and the original work that is incomplete will give you the total effort needed from this point. The baseline can then be calculated accordingly and will be more accurate.

For example, the Planned Value (PV) for a feature for a QA engineer is two months. After a month, the engineer has additional responsibility to test the feature in a service pack, along with the main release and that now requires one extra month. Therefore using the EV concept, the following is the calculation:

PV = 2 months

EV = 1 month

Assuming actual cost = 3 weeks

Therefore, the new plan would be something like this:

PV = 2 months, 1 week (1 month, 1 week of the original PV, and 1 month of additional effort)

This should be the new baseline and should ideally be re-calculated every two weeks.

The advantages of this are two-fold:

1. It is a more accurate reflection of the effort of the project.
2. It acts as an accurate reference for future projects of this nature.

Wouldn't it be nice if software development was as efficient and predictable as manufacturing?

(Mr. Akhilesh V. Gokaraju, PMP, has 10 years of experience in networking, application performance, and project management. He works for CA Technologies, Hyderabad, as a senior team lead in quality assurance.)

Avoid Nagging—Make Routine Tasks a Habit

BY JACK S. DUGGAL, MBA, PMP

Once again, your project report is due today and you are still waiting on status updates from your team members. As you get ready to write yet another nagging e-mail, you wonder: Why do you have to go through the same cycle time and time again?

Getting your team to do routine administrative tasks is akin to the challenge of having your children pick up after themselves or doing their homework on time. These tasks are typically considered tedious and trivial compared to other more pressing project priorities.

Nagging e-mail reminders do not necessarily help because after a while people get desensitized. Task alerts and project collaboration tools can be helpful, but what do you do if people do not use them?

There are just too many alerts and e-mails that get lost in the shuffle. The offenders think this is the norm and others are doing it too, so it is okay to be tardy.

So how do you get people to do routine tasks without being nagged?

Start by observing the individuals who do turn in their reports on time. For them it is a habit—they have programmed themselves to complete these tasks without much thought. **The trick is making routine tasks habitual and easy so they become automatic practices.**

Dan and Chip Heath, in their book, *Switch: How to Change When Change Is Hard* (Broadway Books, 2010), explain how habits become behavioral autopilots and offer valuable tips such as tweaking your environment and setting action triggers to build habits.

The following are ideas and strategies to cultivate habits, organized in the mnemonic **HABIT**:

Habitat – People are comfortable in their current habitat and ways of doing things. To get them to change and to adopt new habits, you have to tweak the environment. Alain Gervais, PMP, a project manager of 20 years from Ottawa, Canada, recently

had a breakthrough in getting his team to send him weekly updates. Simplifying and automating the existing reporting mechanism promoted a culture of timeliness.

Act – Often tasks do not get done because people do not have everything they need to act. It may be that the process to complete the task is too complicated or not well understood. Ask your team members: What do they need to act? Do they need training?

Benefit – Why should they make the effort to change? Explain and emphasize the benefit of timeliness to the team or the overall project needs. They need to understand the context and the consequences. For example, if they complete their project updates accurately, they can skip the status meeting.

Incentive – Offer rewards or recognition for timely submittal or completion of administrative tasks. You can introduce an element of fun and excitement around routine tasks by creating competition and contests and celebrating success.

Triggers – Not just automated alerts and pop-up messages, action triggers that are specific and visual work to program yourself or your team members to take action. For example, “Tuesday morning coffee update” can remind you to complete a project report, or an “okay to use electronic devices” announcement on the airplane could be a trigger to work on your expense report after a business trip.

Be clear of the expectations and consequences. People do not do what they are supposed to do because there are no consequences.

Changing habits is not easy. To sustain habits, it is important to track, measure, and report. After all, measurements drive behavior.

As you start to measure, people will make it a habit. Instead of reminder notifications in your outbox, you will see a rise in “Done” and “Task Completed” messages in your inbox. And the best part is you would not be perceived as a nag anymore!

(This article was originally published in PMI Community Post on 11 March 2011.)



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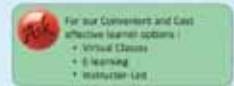
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PMI HYDERABAD CHAPTER

Member Meets and Training Programs

The Hyderabad Chapter, also known as PMI Pearl City Chapter (PMIPCC), held its annual general body meeting on 17 June. Around 125 members and several industry leaders participated in the meeting. Audited financial details of the chapter for the year 2010–11 were announced, along with the strategic plans for the year ahead. PMIPCC took this occasion to honor volunteers, clients, and others who supported the chapter in its activities last year.

The chapter wants to bring more value to its members by organizing webinars and special programs in the months ahead. The chapter is promoting its “Project Management for Colleges” initiative and programs to provide support to members appearing for PMI certifications. The chapter held a faculty induction program on 16 July to help PMP-certified practitioners to become PMIPCC facilitators. As part of the volunteer and faculty development program, PMIPCC organized a special program on Neuro Linguistic Programming on 30–31 July. On 6 August, chapter volunteers conducted a talk on the “Role of Faculty in Enabling Students to Transition from Campus to Corporate.” Through corporate and public workshops, the chapter has trained over 117 participants.

On 19 August, the chapter conducted a member networking meeting, in which around 115 people attended. The event



Chapter members at the annual general meeting in Hyderabad.

included a talk by Mr. Bipin Pendyala, vice president, CA Technologies on “How Effectively are You Able to Influence and Negotiate with Your Key Project/Program Stakeholders?” followed by a talk by Mr. Jesse Fewell, managing director, Ripple Rock India, on “Agile Frameworks & Your Career.”

NORTH INDIA CHAPTER

Reach Out, Reach Beyond

PMI North India Chapter has been consistently working toward creating awareness about project management among college students and helping them understand the discipline better. This will help them start their professional journey on a strong note. The chapter has been reaching out to speakers with industry experience to participate in academic events related to project management.

One such event was held on 27–29 July organized by PMI India on “Project Management: Concept and Applications” at G.L. Bajaj Institute of Management and Research, Greater Noida, and supported by PMI North India Chapter through direct participation and also by getting good industry speakers to PMI. Mr. Raj Kalady, managing director, PMI India, was the guest of honor at the event. North India Chapter president, Mr. Manoj K. Gupta, also participated in the event. The objectives of the event were to create awareness and facilitate in the development of teaching faculty in the area of project management who can be the source of knowledge and guidance for students.

Defense is an important industry in India, much like in other countries. PMI North India Chapter is working with

defense organizations in the country to create awareness about project management in defense projects. Currently, the chapter has identified divisions within the defense establishment with which it would work on a continuous basis. A plan to conduct an event on “Project Management in Defense” in the coming months is being firmed up.

The chapter has finalized new bylaws to safeguard the IP/ Web-based presence for the chapter in social networking sites. The bylaws will help the chapter protect its interests while taking advantage of technological developments.

The chapter received an overwhelming response and appreciation for the first newsletter, *Synergy*. The editorial team is now geared for the second edition. The newsletter is a part of the chapter’s commitment to engage as many members as possible and to create a platform for them to share and learn.

Among the events to look forward to, the chapter is organizing a half-day event in September on cloud computing in collaboration with an IT MNC based out of Delhi NCR.

PMI KERALA CHAPTER

Scrum Workshop in Trivandrum

As part of its Professional Development Day series, PMI Kerala Chapter conducted a one-day workshop “Early to the Market: Lean to us” on Scrum in Trivandrum on 6 August 2011. Scrum is an iterative, incremental framework for project management often seen in agile practices in software development.

Mr. M. Arun Kumar, CSM, CSPO anchored the workshop and covered the breakthrough concept in Scrum and addressed several queries on Scrum from participants. The workshop was well-received by the participants and several cases were discussed during the program through individual and group activities.



Mr. Arun Kumar M. at the Scrum workshop in Trivandrum.

PMI BANGALORE CHAPTER

Wide-Ranging Topics

The host chapter for PMI India Project Management National Conference 2011 maintained its regular schedule of activities in the run-up to the conference. The months of July and August saw a series of personality development and knowledge enhancement sessions.

On 7 July, Dr. Ahalya Shetty, managing director, Success Art, held a session on “The NLP Attitude – The Technology for Personal Transformation.” Dr. Shetty spoke on the NLP Attitude, the role of the conscious and subconscious mind in an individual’s personal transformation journey, and how thoughts, feelings, and behavior affect experiences.

On 14 July, Mr. Nandan Sham, PMP, made a presentation on “Project Scope Management – Importance and Considerations for Success.” Mr. Sham, group project manager, Infosys Technology, said the management of project scope is a key attribute for the success of a project. His presentation covered the importance of scope management, scope change control, and key success factors in scope management.

On 21 July, Mr. Arun Purang, PMP, spoke on the “Application of Four Standards on Project Management.” Mr. Purang, senior consultant, Ariba Technologies, is a writer, speaker, and consultant in the field of talent intelligence. He spoke

on the four standards of the organizational behavior theory that put workers in four categories, and how this approach impacts project management and project success.

On 4 August, Mr. K. S. Krishnan, program director and head, Culture and Competence, MindTree, spoke on “Team Learning.” Mr. Krishnan presented on how teams can learn without training and instead focus on learning on the job.

On 11 August, Mr. T.V. Sesha Sai, area manager – project management, Occupier Services, Cushman & Wakefield, made a presentation on “Challenges in Management of Construction Projects.” He gave insights into why construction projects have not adopted project management methodologies well and the opportunities that can lead to an improvement in the situation.

On 18 August, Mr. Suresh Gatti, general manager, CSC, spoke on “Estimation Challenges in Cloud Computing Projects.” The presentation gave the audience a brief introduction to cloud computing and application development in cloud computing, with a special emphasis on Platform as a Service. He highlighted the typical issues around estimating software projects developed for cloud computing technology.

Announcement:

It's time to announce the winner of the Best Feedback/ Suggestion Contest that we had launched in March 2011. We congratulate *Manage India* reader Mr. Amit Toshniwal who wins a free delegate pass to PMI India National Conference 2011 for his excellent feedback and suggestions for the e-newsletter.



Mr. Amit Toshniwal, PMP, MBA, is senior associate, program management, at Sapient Nitro, Bangalore. Mr. Toshniwal is a project manager in the organization's mobile capabilities team.



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