

Adapting Change: Project Management for 21st Century

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Conference Theme - Project Management Powering India's Global Leadership

Theme – Project Management Leadership > Harmony in Diversity & millennial Generation

Keywords – PM practices in varied cultures and millennial generation, Social media, mobile platform, instant messaging, gamification and Chabot's

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Abstract -

As the saying goes, "Change is the only constant", Project Management is no different when it comes to adapting changes. These days, there is something more required than only Leadership, Experience and Conventional Methods e.g. Smarter thinking, Instantaneous communication, Adaptability of thoughts, diversity. The Success of the Project is within confined constraints is the need of today's globalized competitive environment, hence conventional approach, methods and tools to accomplish projects are inadequate.

While India is seen as Pioneer in leading the Global Opportunities, it is very important to collaborate with the world, adapt with diversity and communicate in common language. We believe, Conventional management thoughts need refurbishment with modernised tools and techniques e.g. Social Media, Stakeholder Management, cultural diversity to create harmony with the millennial generation.

To acclimatise with the need of Rapidly Changing world, there is need to empower the Project Management with following:

- Agility
- Disruptive Thinking of Millennial Generation
- Diversity of experiences, age, genders and geography
- Real time communication
- Real time data management, Social Media and Internet of Things
- Committed workforce instead of "Chalta Hai" approach

In cut throat competition of Indian Auto Industry, the Project Manager requires more scientific and 21st Generation style.

Understanding the fact of millennial generation and global environment, Mahindra & Mahindra MTBD have proactively taken steps to adapt with the time and generation by bringing more and more millennial talent, diverse experiences and modernised tools.

Intent of the Paper

This paper climaxes the project management change which should happen at a right time. 21st century generations and technological advancements also tools will enable smart and agile approach towards project management by millennial generation.

Table of Contents

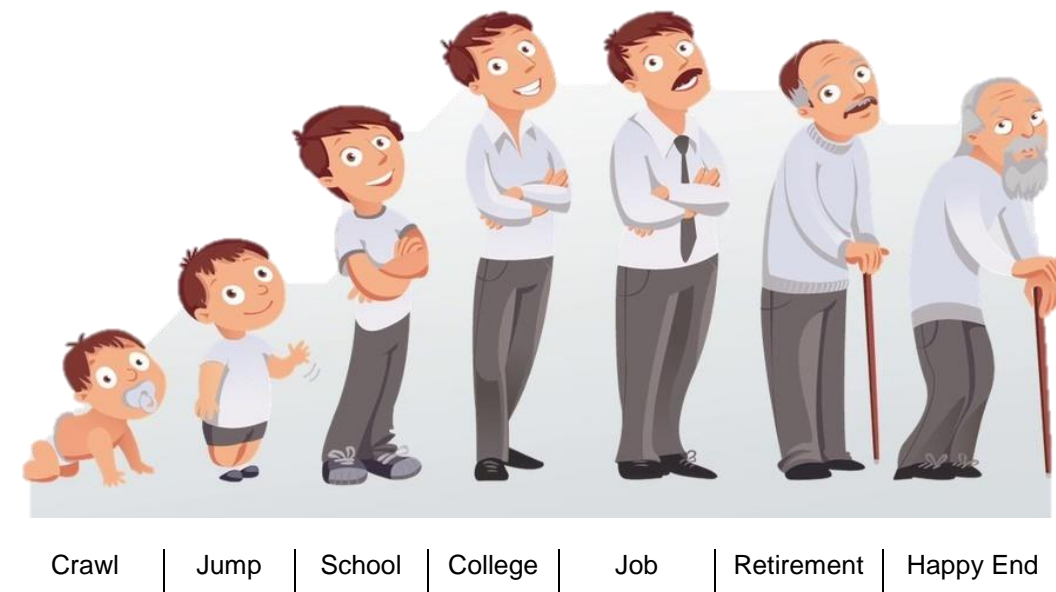
Topic	Page
1. Introduction	4
2. Why Change	5
3. Change and the Project Management	6
4. 21 st Century & Project Management	8
5. Project Management in Indian Scenario	10
6. Adapting Change with Millennials at MTBD	12
7. Way Forward	15
8. Conclusion	15

1) Introduction

“The world runs on projects”

Every day we live – plan – execute the life projects, like planning and planting a garden, school projects like formulating and performing experiments for a science project, Making a new motor car, electrification or agricultural project. Any activity of developing bridge or developing any asset for community are also a Project.

For every human being Managing and leading projects are essential life skills, learning skills and career skills. As a set of life skills, project methods are learned starting at a very young age and continue throughout one’s life. As a progression of learning skills, students begin applying project approaches to their learning in primary grades and continue through adulthood as lifelong learners. And as a series of developing career skills, students begin learning the professional aspects of project management in secondary school and continue their learning throughout their careers, with some choosing professional project management as a profession.



Planning For *Fig 1.1*

In a very real sense, our own lives are comprehensive master projects, made of thousands of short- and long-term projects in living, learning, working, relating and creating. Much has been learned about how to (and how not to) effectively manage and lead projects – how each step in a project can be thoughtful, collaborative, productive and creative; and how the learning gained in each project can empower students with the knowledge, skills, and personal qualities most needed for success throughout life.

2) Why Change:



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.” – Charles Darwin

Change is something that all would like to stay away from because it seems to be of discouraging in nature or even frightening, nevertheless change is necessary. It gives us a different perspective. As discussed in the Introduction, from the minute we're born we physically change. Since it is cycle of life, so we're happily accept it. However it is difficult if there is any philological change.

Any Change is having the ability to be able to move us from one situation to another. For some people change is usually brought about by a desire to want to change, but it's something that needs to be realized, if it is to happen. Unfortunately, when we don't look to change or think about change, it's easy to stay stuck in a routine, which can't broaden our prospects, or our spiritual growth. How many of us will hold a job without even thinking about the possibility of finding something else, exploring new horizons, potentially earning more money, taking on more responsibility?

I think initially people don't want to change, because they're scared to delve into unknown territory. A familiar situation is always more comforting. It's assumed that when we gamble with change we take risks, because change is exciting, but risky that some people may not be comfortable with. That part to some degree is unavoidable and therefore not so easy to accept. Without change we are less likely to have a go at new things. It is human mind-set that, we will more likely to shop from the same grocery store; eat the same foods and paint our houses the same colour as we know. One will stop ourselves from learning and experiencing new things, although change helps us grow. It is important, unconditionally. As we bring in the change, we will psychologically clear the closet and clear the mind as clean slate. We will also start to see that we can live a fresh new life and take a new tactic to see ourselves that the change isn't as scary as we once thought in the past.

3) Change and The Project Management

Having said that Change is important, It is also important to understand the change also needed in the world of Project Management. With the globalized environment in Today's world, projects are not just an activity with limited variables. Earlier days there was defined path of the project, which was accomplished mechanically, by following specific roadmap. Mostly the team members were belonging to single location, and project was executed for local community or infrastructure.

Now a days, projects are planned in different geographies where diverse team members speaking different languages and locations work together, while the project is executed in another corner of the world. For smooth functioning of the project and efficient outcome, it is very important for Projects to adopt modernise project management techniques. It is expected that all the project members should understand and pursue the goal with defined methodology. Otherwise the project may land up in the unexpected outcome and delays. Hence, managers need to adapt with the changed environment and improvise the use of modern tools for improved efficiency and timely completion of the projects.

Traditional approach

A traditional approach involves a series of consecutive stages in the project management process. It is a step – by – step sequence to design develop and deliver the product or service. It entails achieving the succession in implementing process and provides the benefits of milestone based planning and team building. This methodology type is called Waterfall – one portion of the work follows after another in linear sequence.

Steps in Traditional Project Management

- Initiation
- Planning
- Execution
- Control & Monitoring
- Closure

Pros of the waterfall method

- Potential issues that would have been found during development can be researched and bottomed out during the design phase.
- The development process tends to be better documented since this methodology places greater emphasis on documentation like requirements and design docs. Many organisations find this reassuring.

- Because the waterfall process is a linear one it is perhaps easier to understand. Often teams feel more comfortable with this approach.

Cons of the waterfall method

- Often the team don't know exactly what they need up front and don't know what's possible with the technology available
- Solution designers often aren't able to foresee problems that will arise out of the implementation of their designs.
- Changes to requirements (e.g. like those resulting from new technologies, changes in a market or changes to business goals) can't easily be incorporated with the waterfall method and there are often laborious change control procedures to go through when this happens
- The process doesn't have its own momentum

Modernised Project Management

Modern methods do not focusses on linear or waterfall methods. They provide alternative look to the project management. Unlike waterfall, various steps are taken care at a time.

Serval Modern project management technologies are being discussed worldwide today, Such as Agility, CPM, Lean, Scrum, Six Sigma etc. However, VUCA (Volatility, Uncertainly, Complexity, and Ambiguity) is a reality of the day and we have to deal with it as project leader. Use VUCA in Project Environment will give advantage by treating it as a force of change that is needed to achieve in project goals.

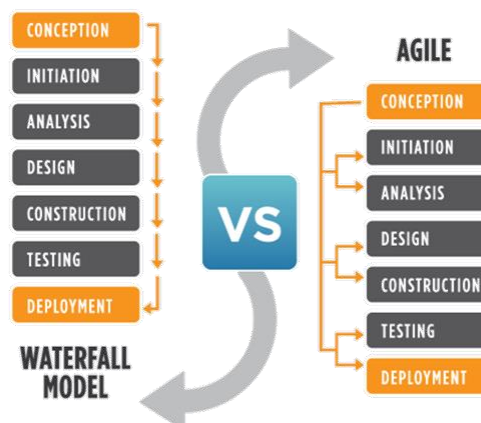


Fig 2.1

4) 21st Century and The Project Management

Enormous development happened in the technology and human brains towards the end of 20th Century. This change has been received as Bequest at the begging of 21st century and further got developed with the curiosity of human minds. Change happened in technology and in tern into the mind-set of the people, has lead people to think differently and work smartly. Tremendous development has happened in the field of communication technology and mobile technology millennial generation which has born into this technology era has demolished the traditional approach of thinking and executing. Millennials are pioneer in adapting these technologies in their day to day life. While there are tried, tested, and true aspects of project management, millennials are bringing fresh perspectives — leveraging technological advancements and placing additional focus in areas like economic, ecological, and social factors.

Disruptive Thinking of Millennial Generation

As per surveys, by 2020, millennials will make up half the global work force, and by 2030, they'll account for more than 75%. Millennials' dislike to hidden agendas, rigid corporate structures coupled with a willingness to explore new opportunities will fundamentally change the nature of work or severely cost businesses.

Millennials have some specific characteristics like

- They are more culturally and racially diverse than older adults
- Are less religious
- They Embrace multiple modes of self-expression
- Are relatively private with privacy restrictions on their social networking sites

Since millennials are tech savvy and used to social networking, the agile project approach is favourable for them, as there are many times when virtual teams are used to complete a project and the use of social network applications would be a great background to conduct team meetings.

The millennial generation has been dubbed as “selfie generation”. Young professionals realize that in paying off student loans, advancing in their career, and establishing relevant experiences for growth requires a decisive attitude towards taking on and leading new projects. This generation has an interest in not just meeting expectations of a project, but exceeding them as well. Millennials are nimble and can adapt faster to changes better than others. Younger associates can often at times more determined to deliver, and that presents an interesting situation in which projects become opportunities rather than roadblocks, deadlines are managed through the implementation of new communication methods, which can both expedite the project and boost them spirit at the same time.

Advantage with Millennials

- Millennials are the future, bringing newer perspectives and more innovative approaches. Companies need to harness their contributions and recognize the true potential they possess.
- Technology is almost wired into the DNA of this tech savvy group in ways the previous generations may not fully understand and get quickly. This makes millennials advance solution with positive attitude in of themselves and a powerful resource for projects.
- They done necessarily means inexperience of unaware folks, rather they've come up through a business climate that is more diverse, complex, dynamic, and yes, more stressful than other older generations. This makes their experiences and contributions highly appreciable.
- When companies can harness the full combined potential of previous generations and millennials, the end result can offer a far more sustainable solution than relying on only one or the other which is being used historically

5) Project Management in Indian Scenario

India is an emerging country with exponentially growing business day by day and multi-fold growth of Indian economy. For sustenance of such big momentum, it is very important to have moulded talent to lead the various project management positions.

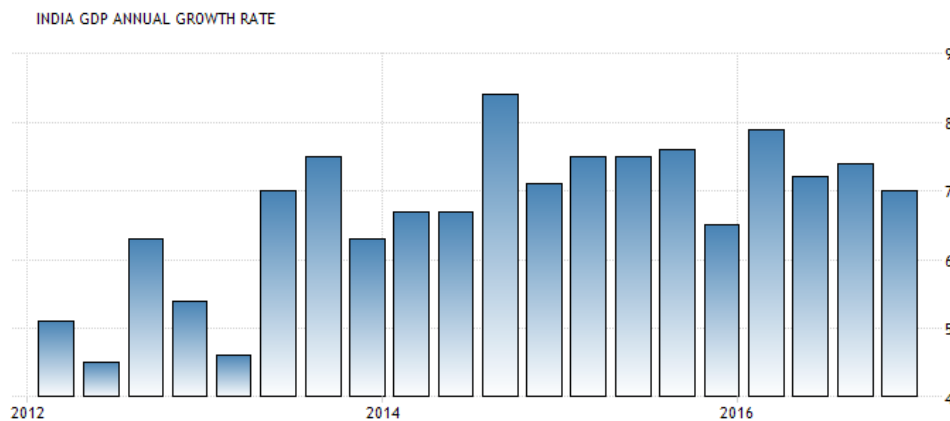


Fig 5.1

SOURCE: WWW.TRADINGECONOMICS.COM | MINISTRY OF STATISTICS AND PROGRAMME IMPLEMENTATION (MOSPI)

While world is moving on the technological advances day by day, India has got to play crucial role to play. More and more companies are looking forward to start investing in the India. To fulfil the needs of emerging businesses, we need have Project managers with great visionaries and Smart.

There are several business in India which are growing with the tremendous pace, such as

- Automotive Industry
- Infrastructure Developments
- Software Industry
- Software / IT industry
- Start Ups

Specially, the Automotive Industry in India has got plenty of challenges, due to global players entering with huge experience.

New Tools of PM Practices

Upbringing of the millennial generation have seen huge developments happening around the globe, while they are growing up, many technologies got developed in beginning and middle of the last century, which was overcome by advance new technologies.

Over a period technologies being used for longer were taken over by advance tools by disruptive solutions. Internet technology has played a very crucial role in making changes in the today's world. World has connected via internet with instantaneously. This development has helped a lot in for handling PM work. Internet based tools and technologies is helping to move and communicate faster and real time management. Usage of social media networks such as facebook, whatsapp, viber like android technologies have further

made the communication faster and easier. Use of these tools for project management have increased the efficiency and Adapting Change, for Project Management of 21st Century experience sharing across the world.

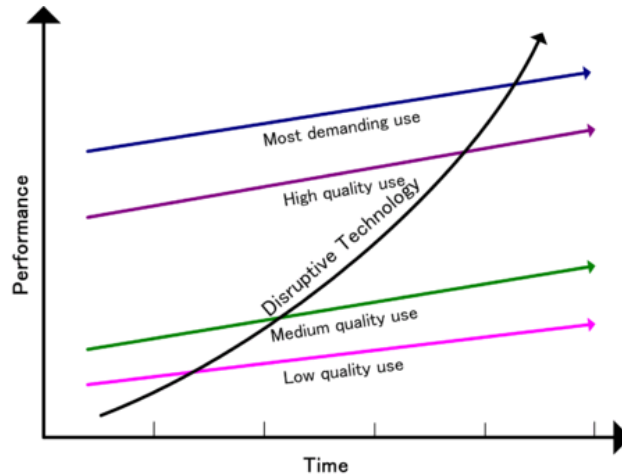


Fig 5.2

While India is seen as Pioneer in leading the Global Opportunities, it is very important to collaborate with the world, adapt with diversity and communicate in common language. With the use of Social Media, Stakeholder Management, cultural diversity have opinioned the doors for new high by creating harmony within the millennial generation.

To acclimatise with the need of Rapidly Changing world, there is need to empower the Project Management with following:

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Chalta Hai Attitude

It is unfortunate but the fact that few examples of the work done by Indians exhibits casual approach towards the task. Whatsoever may be the reason, but world can look at this with different angle and restrict the opportunities. According to the surveys 64% of the Indian population will be farmed by millennials by 2021. Global exposures to the Youngers and experience of working with western countries is reducing down the approach of “Chalata hai attitude”.

Millennial Minds in India

Millennial trend and thoughts are increasing in India unlike USA. More and more of my youngsters, family and people live in metros like Mumbai, Pune, Delhi and Bangalore are shifting to the mindset of renters. Millennial generations are more tech savvy, quick on the targets and happy living people. They think much before getting engage with liabilities like Homes, Cars etc., instead they are happier with the rentals wherever necessary.

The change is happening really fast. And experience has become the new age motivator. Very soon youth in developing cities will understand the power of the above and adopt it.

6) Adapting Change with Millennials at MTBD

In cut throat competition of Indian Auto Industry, the Project Manager requires more scientific and 21st Generation approach which is faster, smarter and principled. Every new mind and every technology popping up for the disruption older generation. Understanding the fact of millennial generation and global environment, Mahindra & Mahindra, Truck and Buds Division, have proactively taken steps to adapt with the time and generation. The management is already committed to bringing more and more millennial talent with diverse experiences. One of the key indicating factors is that nearly 50% of engineering workforce is below 33 years of age, i.e. number of millennial's working at MTBD is very high in numbers. These millennials are acting as a catalyst to create harmony in the company with their thoughts and disruptive attitude.

Challenges and new opportunities at MTBD are never ending. After successful launch of BSIV in the market, the team here is charged to take new challenges of BSVI developments. In the event of frequently upgradation of government policies and technologies, advances, it is very important to keep innovating new things, and this is the key of success at MTBD, which is possible with the smarter Project management, adapting new generation technologies and millennial talent in the team

Few prominent examples of the same are mentioned below which examples of Disruptive thinking advance technology and Smarter Project management capability at MTBD

1) **“Har Cheez Guarantee ke Saath”** campaign: MTBD is giving guarantee for one of the example set by MTBD is Guarantee of the product.



Fig 6.1

2) Multimode Technology: Vehicle is calibrated such a way that it will provide higher fuel efficiency with the help of multimode switching for different driving conditions.



Fig 6.2

3) iCube : iCube is an online platform developed for MTBD innovators and run by young and millennial teams in the company, which provides the opportunity for new thoughts and execution platform.



Fig 6.3

New comers of the millennial generation are smarter and faster, to adapt any change that organization or the market is planning to bring in. They are very good at matching the today's changeover challenges smartly.

Shrinking time to market, shortening product development cycles, geographically diverse teams involving new technology partners, strong focus on correlation between organization strategies and execution plans are some of the key factors behind the new trends.

Following mentioned approach is helping MTBD to overcome the challenges of rapidly changing world.

- Dedicated Project Management Office
- Hybrid project management tools & techniques
- Shifting from stage gate to event base
- "Next Gen" Scope & Risk management
- Going Agile

7) Way Forward

We at MTBD, firmly believe that perfect blend of advance technology and millennial generation can harness the best of the results for MTBD. Visionary leaders and open minded approach at MTBD is providing wider approach to harness the best in managing project, while using advance technologies. Best in class product features and long range of Commercial Productline, always challenges the youths to work here. With the Agile approach at work and aid technology will help to lay down the successful roadmap for future success for Mahindra & Mahindra MTBD.

8) Conclusion

Rapidly changing world and the need of sustainability for the future it is very important to make the change in the way we work, live or think. Project Management is also the area which needs to be revisited for its tools as and when needed.

At MTBD the Millennial generation is achieving new high in the world of Indian Automotive manufacturers by our three strong business pillars viz. ***Alternative thinking, Accepting no limits & Driving positive change***

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