

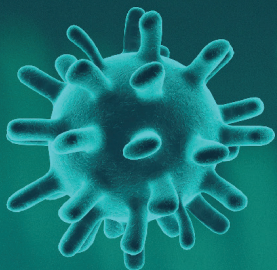
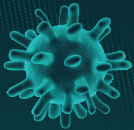
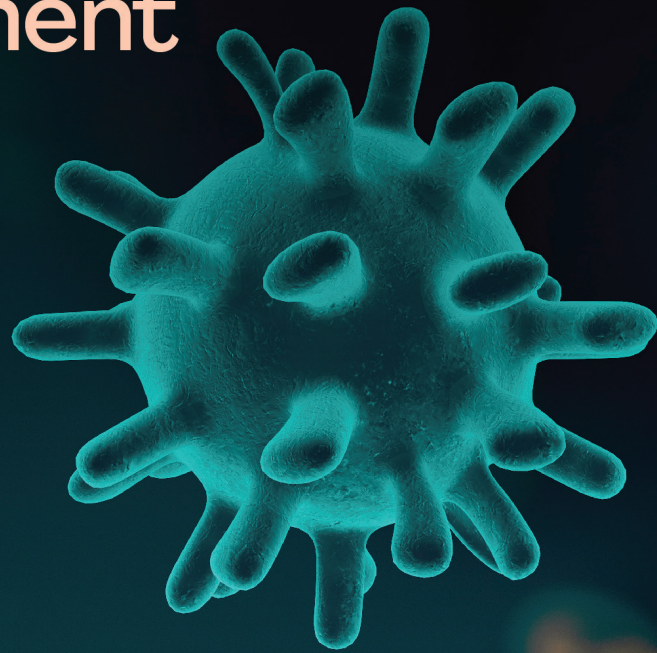
MANAGE India

APRIL 2020



Project
Management
Institute®

Crisis Management at the time of **COVID19**



MANAGE India

Project Management Institute

Crisis Management at the time of COVID-19

Project Editor
Panchalee Thakur



**Project
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22 CHAMPION VOICES



Response	Percentage
Yes	78%
No	22%



Dear Practitioners,

Less than four months ago we enthusiastically welcomed a new year, setting new goals and drawing new plans for our personal and work projects. Little did we know that a deadly viral pandemic would soon upend it all, sending governments, businesses, and individuals into a tizzy.

The coronavirus disease (COVID-19) has taught us the need to be always prepared for disruptions to work and life. This crisis is putting leadership to the test, requiring leaders to not just display strong business acumen but also resilience and empathy. How businesses emerge from this crisis will depend a lot on their leaders – how they steer the business during uncertainty, and inspire employees and other stakeholders to persevere and put in their best during these trying times.

We at PMI understand the challenges and anguish that the project community is going through and are trying our best to help companies and individuals prepare for the days ahead. We are offering practitioners a host of free digital resources that will greatly enhance their skills for a post-COVID world. Do check out our **COVID-19 Resource Hub** and start your digital learning journey.

If you are an agile project practitioner, I urge you to use the Disciplined Agile (DA) toolkit. The toolkit helps you to pick the right strategies for your current situation by assessing your work conditions and alerting you to the tradeoffs that you are making while choosing an option. Read an article on this subject by Scott Ambler, vice president and chief scientist for Disciplined Agile, PMI, in this issue of *Manage India*.

Most organizations have kicked off business continuity plans to minimize disruption and enable teams to work from home today. In this issue, we talk to senior practitioners to understand how organizations from different industries are managing the COVID-19 crisis. Do read our cover story that shows the importance of a project management framework to quickly set new plans and programs in motion.

We recently released our *Pulse of the Profession®* in-depth report, *Tomorrow's Teams Today* (2020), which is a highly relevant study in today's context. In today's project economy, teams are formed around a fundamental understanding that change happens through projects. Project teams will need to be agile and change-ready to thrive in the project economy. Flip the pages to read an article on the report.

I wish you and your family all the best to come out of these difficult times unscathed. Stay safe, keep a positive attitude, and believe that this, too, will pass. Please feel free to reach out to the PMI India team for any help.

Kind regards,

A handwritten signature in blue ink, appearing to read 'Srinji Srinivasan'.

Srinji Srinivasan
Managing Director, PMI India



Going Beyond Remote Agile: Are You Ready for Your Next Change?



SCOTT AMBLER
VICE PRESIDENT AND CHIEF SCIENTIST
FOR DISCIPLINED AGILE, PMI

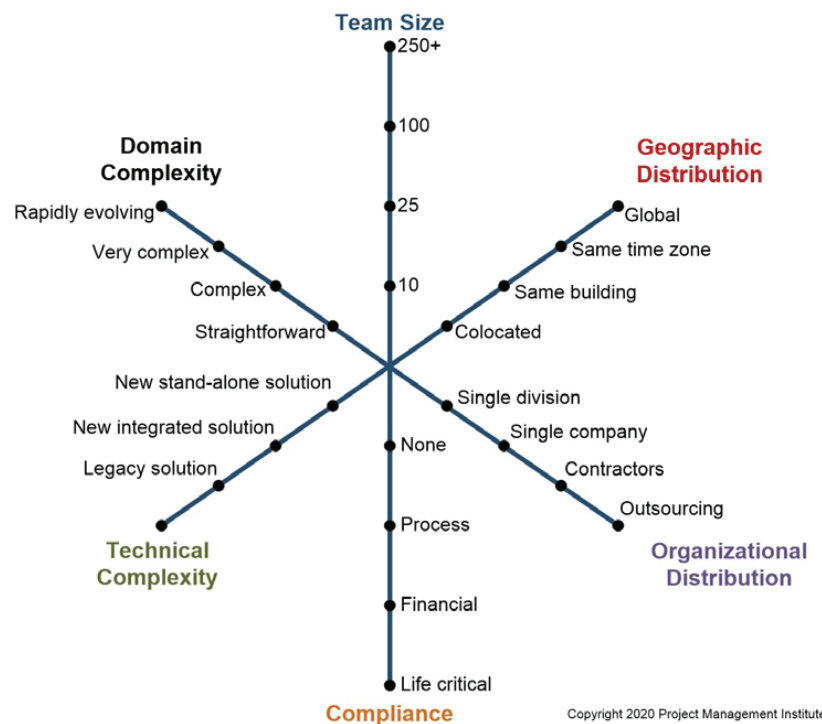
Coronavirus disease (COVID-19) is a “black swan event” that has forced most organizations to scramble to figure out how to do their work remotely. Many agile teams are struggling to work remotely, this being particularly tough for some agilists who had mistakenly convinced themselves that they needed to be co-located to be agile. By the time you read this article, you have likely addressed many of the challenges you face when working remotely and are well on the way to adopting common solutions to this challenge.

So, let me show you how you can organize your work smoothly and what you can do the next time you need to identify a new way of working (WoW).

1. **Remote agile isn't new.** Agile teams have been dealing with geographic distribution for a long time. For years I have led research efforts to discover what was actually happening within the agile community. We have explored agility at scale – particularly during 2009, 2012, 2014, and 2016 – including how geographically distributed agile teams are in practice. The research tells us how others have dealt with, and overcome, the challenges presented by remote agile. We can learn from them and adapt our WoW quickly to address the current context.
2. **Geographic distribution is only one of several scaling factors.** Although we are now all focused on learning remote ways of working, the fact is that geographic distribution is only one of several potential complexities that our team may have to overcome. Figure 1 depicts the six scaling factors,

sometimes called complexity factors, commonly faced by agile teams. This is important because the mantra of “agile teams should be small, co-located, and taking on a straightforward problem” rarely seems to hold true in practice. We must tailor our WoW to address the situation that we face – just as we are seeing many teams tailor their WoW to work remotely, they must also tailor their WoW to address these other scaling factors.

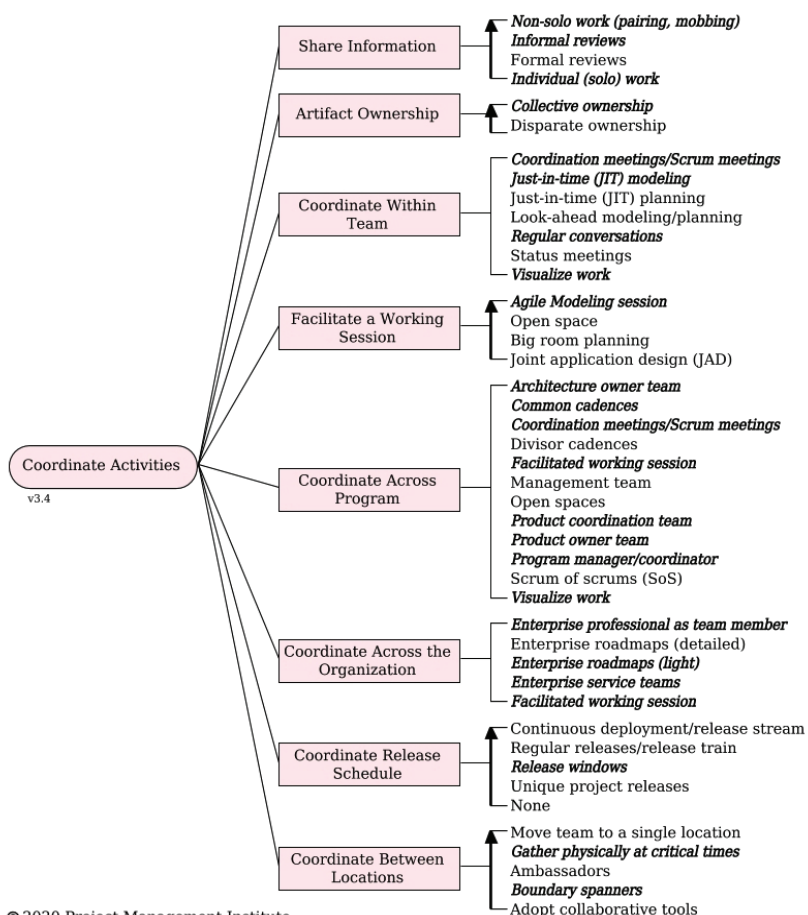
Figure 1. Potential scaling factors faced by agile teams.



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3. **Choice is good.** The good news is that choosing your WoW to reflect the context that you face doesn't have to be hard. This is where the DA toolkit can help you. Instead of prescribing a WoW for you, and then leaving it to you to tailor it to your situation, DA instead guides you through the process. It tells you what you need to think about when choosing a WoW that's a right fit for you and presents you with choices via easy-to-navigate process goal diagrams. Figure 2 depicts the process goal diagram for coordinate activities, which addresses how to coordinate both within and across teams. It addresses remote strategies. Interestingly, the options that it calls out are ordered, something that is indicated by the arrow beside the list. What that means is that the strategies toward the top of the list are generally more effective than the strategies toward the bottom. Adopting collaborative tools such as Skype, Zoom, Slack, and many others are a good start. But there are other, usually more effective options available too. Unfortunately since even an occasional meeting may not be possible now, strategies such as ambassadors, gathering physically at critical times, and moving the team to a single location are not viable options. But we can ensure that people are communicating effectively and provide them coaching if they need it. If you know your potential choices, you are more likely to identify a strategy that will work for you in the current situation.

Figure 2. The Coordinate Activities process goal.



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4. **You don't need to work everything out on your own.** Your team faces a range of issues that other teams have faced and overcome before. You can leverage these learnings if you know that they exist, when they are likely to work or not work, and how they potentially fit together. Behind the goal diagrams, such as Figure 2, are descriptions of each technique, which in many cases links to more detailed information about the technique and the tradeoffs associated it. With that you can determine whether it is right for your team. E.g. how you coordinate between locations is only one of many potential issues that your team faces when coordinating activities. Furthermore, coordinating activities is one of many process goals that a team needs to address to be effective.

5. **We need to do better than simply "failing fast."** Many agile coaches will tell you that you need to learn to "fail fast," but frankly this is a bit of a cop out. We can improve on this by saying that we need to make it safe so that you can fail fast, or would it not be better to succeed fast? By knowing that there are potential solutions to these challenges, that sometimes some options are more effective than others, and that there are tradeoffs to consider, we can increase the chances of picking the right strategies for ourselves. Thus, we fail less often and improve our WoW faster. This is a strategy that we call guided continuous improvement.

We live in interesting times. Agile teams choose to embrace change, and part of embracing change is being able to tailor our WoW to address the context of the situation that we face. COVID-19 has motivated agile teams to find ways to work together remotely, something that many agile teams have struggled with at first (and some still struggle with). DA teams were able to address this new situation faster and more effectively by applying the DA toolkit. Since you are guaranteed to face new and different changes in the future, would it not be a good idea to learn how to respond to them well?

(Scott Ambler is vice president, chief scientist of Disciplined Agile at PMI, and co-creator of Disciplined Agile. He leads the evolution of the DA toolkit.)

Crisis Management at the Time of COVID-19

Project management practices come to the fore as organizations rush to implement new, widespread measures to safeguard people against the deadly virus

Panchalee Thakur

The coronavirus disease (COVID-19) has impacted the world of business in ways that it has not experienced before. To counter the threat, organizations have put new strategies and plans in place within days, thereby testing their own capacity to effectively manage large scale disruption and mitigate risks.

In the past, disruptions have largely been of a local or regional nature, such as a natural disaster or civil unrest. Previous pandemics

or public health emergencies, such as the severe acute respiratory syndrome in 2003 and the Ebola virus outbreak in 2013, were also not as threatening as the current COVID-19 outbreak.

In this special feature, *Manage India* reaches out to senior practitioners to find out how organizations are leveraging project and program management for an effective plan to tide over the crisis, and what lessons must practitioners draw from this experience.



DR. DEEPA BHIDE

MBBS, DCH, PMP

Vice President, Clinical Content Management, Cotiviti

The domain-agnostic framework of project management, as laid down by PMI, plays a pivotal role in managing global disasters like the current coronavirus pandemic. Key principles of this globally accepted framework are setting up a central project management office (PMO), laying down the objectives of control/recovery, defining the scope of management, executing a comprehensive and practical risk management plan, mentoring and motivating teams, and monitoring progress. Central to the project management framework is effective linking and collaboration of satellite projects and sectors. This helps in sharing resources, forecasting, funding and budgeting, communications, and the procurement of materials and services. Healthcare organizations are following these principles to manage the pandemic.

- The task forces at the government level, and command and control centers at the hospital level, are functioning like a PMO. They are responsible for iterative planning, directing execution, tracking outcomes, course correcting responses, and dissipating

authentic information to the stakeholders. The Government of India's national task force is serving as a central PMO for the entire effort.

- Effective risk management strategies – identifying, qualifying/quantifying, and creating risk response plans with shared goals such as the creation of isolation facilities, closing national and state borders, acquiring testing kits and setting up testing centers, and pooling in additional resources.
- Financial preparedness – estimates being aggregated to assess funding/budget requirements. This is not only important for funding the ongoing services but also to get the industry and economy back on its feet later. States have released additional funds to cover for expenses towards treatment.
- Monitoring of project alignment to the objective -- the national task force, along with key bodies such as the Indian Council of Medical Research, is continually monitoring the situation and communicating the same to satellite centers for timely action. Research organizations across the world are working toward developing effective treatment and prevention (vaccine for COVID-19).



- Communication and stakeholder engagement – effective, simple, and timely messaging to ensure all stakeholders are aligned toward the overall goal, i.e. curtailing the spread of the virus. Political leaders, the media, and social media influencers are using various channels to spread the word among the general public. Communication also entails collaboration with authorities such as the World Health Organization and Centers for Disease Control to keep a tab on the global situation.
- Lessons learned and project documentation – documenting key lessons learned and sharing best practices, such as doctors in the forefront of fighting the disease in China sharing their learnings in medical journals for the benefit of doctors in other parts of the world.

The crisis has reinforced the importance of project management



NIRBHAY S SALAR
Chief PMO, Tata Steel

COVID-19 has impaired business and economic activities, and restricted movements. Continuing project work has become challenging in such tough times and necessitates special measures.

Shutting down project offices and sites is the best way to contain the spread of the virus and safeguard people. But it is not always feasible.

Project teams must have their disaster management plan (DMP) ready. DMP lays down guidelines for collaboration among neighboring industries and other organizations and facilities e.g. the police and hospitals. Further, it generally envisages the formation of a cross-functional and empowered emergency response team that involves medical, security, safety, and HR personnel, and is headed by the site or project head. This team activates DMP and decides the actions to be taken to tackle any emergency. Some action may be pre-decided, and some may be situation specific.

As the government announces measures to contain the COVID-19 outbreak, emergency response teams are taking steps around the

practices in healthcare. It shows the importance of defining and managing scope for better preparedness and response. There is also a need to implement business continuity plans in the industry to ensure the protection of critical resources and recovery strategies. Another critical learning has been on effective governance. Effective project governance helps in prioritizing activities at the time of a crisis. Healthcare organizations also need to relook at their existing systems to analyze, curate, and disseminate information to improve reporting and forecasting.

As a practitioner, I'd like to see PMI's project management framework being leveraged for effective training on disaster management techniques. As a physician, I urge the public to abide by the government directives on prevention. This will ease the burden on the healthcare infrastructure, help treat and prevent the disease, and restore people's health and the health of the nation.

four pillars of communicate and educate, decongest, isolate and disinfect, and monitor.

Communicate and educate people

Project teams must have communication and emergency response plans in place. Those who have such plans are rolling them out with the help of communication and HR teams. Communication covers educating, guiding, encouraging, and assuring support to project people and many times, neighboring communities.

Decongest premises

To contain the infectious disease, decongestion of project sites and offices is a must. HR policies such as work from home and granting staff special leave have been activated in many organizations. Additional measures being considered or already put in place are the use of IT tools for conducting meetings, and suspending non-essential travels and regular site meetings (tool box meetings, etc.).

Isolate and disinfect

Isolation and disinfection of people and facilities is the key in breaking the chain of infection. Project medical teams are issuing guidelines on disinfecting tools, plants, machines, and spaces used by people. Teams must suspend induction of new team members during this period.



Monitor

The crisis needs monitoring, just like any project. Site teams are using thermal screening at entry points, appointing 'health stewards,' and using surveillance cameras round-the-clock to monitor the situation on a real-time basis and to provide on-the-spot counselling and assistance.

Frequent reviews of the effectiveness of measures being taken are extremely important as the situation is changing fast, and new directives and advisories are being issued regularly by the local administration.

Organizations that have made DMP an integrated part of their site management plan have been able to respond to the crisis in a well-organized manner and avoid possible chaos. This is a big learning for project teams. People working at both project sites and the office need to be educated and trained on DMP. It needs to be aligned with the company's HR policies and regulatory policies and guidelines.

These steps not only help in managing crises but also boost the team's confidence and readiness for such an eventuality. Disasters don't fit into our plans, but our response to disasters can.



KALYAN S.

PMP, PMI-ACP

Senior Practitioner from the IT industry

Though COVID-19 has impacted the IT industry globally, the industry in India is feeling the crisis to a greater degree since it is a primary hub for service delivery.

Most IT organizations practice Business Continuity Plan (BCP) to address crises of this nature, and that has certainly helped ease the business impact on their clients. However, the current situation is different from past experiences. In the past, BCPs were implemented during natural calamities or other disruptions that were restricted to certain geographical locations.

Organizations have taken a call to let employees work from home wherever possible. Some organizations have performed location-wise BCP tests to ensure that they are ready should the situation worsen and employees in large numbers need to work remotely. A few organizations that had a shortage of laptops have also planned to ship desktops to employees' homes. In the case of people working on critical services who need to be present within the office premises, organizations have taken measures for their well-being.

Times like these put leadership to test. Project leaders need to ensure that remote teams deliver the goods with seamless coordination. Project manager's daily or frequent sync-up with team members is

important to ensure the deliverables and releases are not impacted. This is a significant step in ensuring that the BCP implementation is successful. The use of interactive tools such as WebEx, White Boards, Skype, and Zoom is a boon to project teams.

A few organizations have tied up with local broadband service providers to provide high speed internet connections to make sure that work does not suffer during remote operations. Communications management is critical at a time like this. IT companies have been sending regular updates on the crisis and precautionary measures to be taken by their employees. They are also encouraging employees to report to their managers in the event of mild illness so that necessary steps can be taken immediately.

There are a few lessons that we must take away from this experience.

There was a delay in implementing work from home in the IT service sector (consulting) because clients needed to approve remote working for offshore team members. This was necessitated because of master service agreements (MSA) that govern the work of offshore locations. MSAs allow offshore team members to only work in a secure offshore delivery center.

IT companies must learn from this experience and introduce a clause in MSAs that allow for remote working in certain situations. Existing



contracts must be amended and new contracts must include this clause before a project kicks off.

Remote working exposes an organization to additional security threats. Instead of scrambling to upgrade systems at the time of a

crisis, organizations must proactively work towards securing their assets periodically. They must ensure that laptops and desktops have the latest protection such as anti-virus, and OS and security patches.



L. RAVI

General Manager – Projects, Mumbai Refinery
Bharat Petroleum Corporation Ltd.

COVID-19 is testing the preparedness and the very way industries operate. Being in the petroleum value chain and a continuous process industry, our work falls within the purview of “essential commodities.”

Many critical, large capex projects are in progress in our refinery facilities across India. Since these operations cannot be scaled down, the organization has within a short time taken major steps to secure our sites.

- Switch to technology – For a highly critical project – the Kero Hydro Treater at the Mumbai refinery – we are now using teleconferencing to review progress, discuss, and take decisions. On 16 March, we had scheduled a review of the 3D model of the plant's layout and approved drawings for construction at our consultant's office in Pune. But a ban on travel made it impossible for the team to reach Pune. Since postponing the review would have an impact on the project schedule, the team connected over WebEx to review it remotely.
- Some important steps that the organization has taken are:
- Graded communication to spread awareness across the teams in offices and project sites
- Immediate procurement with the least possible cycle time to ensure that the warehouses do not run out of masks and other personal protective equipment
- Formation of a task force at the organizational and refinery levels to align the thoughts and actions, and direct a concerted effort to handle the crisis

- Reviews at various levels to address issues arising on a day-to-day basis
- Large capex projects require a large number of workers who come from across the country. Their well-being is our top priority. When the media started reporting panic buying of sanitizers, our team procured raw material for sanitizers on “project mode” and started producing them in our own laboratory for our internal consumption.
- Various measures have been put in place at our project sites, such as sanitizing of the premises at regular intervals, sensitizing workers on the current situation, daily monitoring of workers' health, and strict access control at project sites.

Even as organizations work towards containing the spread of COVID-19, they need to rethink their strategies based on the current experience. I urge project managers to dwell on these questions:

- How prepared were we for such a crisis?
- How will we support smaller suppliers and businesses who are critical stakeholders in projects?
- How do we identify unknown risks/crises in the future?
- How do we build more agility in project execution?
- How do we take care of daily wage and contract workers without compromising on contractual issues?
- How do we handle force majeure situations with minimum impact on project cost and time, and ensure buy-in of all stakeholders?

Answers to these questions will provide us direction for future unforeseen crises like COVID-19.



Important COVID-19 Updates from PMI

We at PMI want to assure our members that we are doing everything we can to address your concerns and help you in your certification journey. The PMI Crisis Task Force is continuously monitoring the situation and our customer care team is answering your questions as quickly as possible.

Please note the following developments.

On 26 March, Pearson VUE suspended test delivery throughout India at Pearson VUE-owned and operated Pearson Professional Centers (PPCs), and independent third-party test centers (Pearson VUE Authorized Test Centers and Pearson VUE Authorized Test Center Selects).

We encourage you keep visiting their update page for latest news on testing in India. Here is some additional information:

ELIGIBILITY EXTENSION We will automatically extend your exam eligibility periods through 18 January 2021. It may take a few days for this to reflect in your account.

EXAM CANCELLATIONS & RESCHEDULING Pearson VUE will be emailing you to alert you of exam cancellations, and to reschedule your exam at PearsonVUE.com. Candidates with canceled exams will either receive a refund (if paid to Pearson VUE) or an extension as determined by your exam sponsor. PMI is waiving fees for rescheduling exams, and if you recently rescheduled an exam and paid a fee, we will refund it.

NEW ONLINE TESTING FOR PMP We are actively working toward enabling you to take your PMP® exam online from your office or home. We are targeting mid-April for this launch, and will share more information with PMP candidates when this is available. Please note that online testing is already an option for the PMI Agile Certified Practitioner (PMI-ACP)® and Certified Associate in Project Management (CAPM)® certifications.

Check our [COVID-19 updates](#) page regularly to stay in tune with changes and developments.



PMI India Awards Program 2020

Nomination date extended to May 13th

Part of a project team that made change possible?
Send in your nominations.

No nomination fee

APPLY NOW!



Let Learning Never Stop

You may have distanced yourself from your colleagues and neighbors but we are coming closer to you – virtually. PMI has put together **a host of resources** so that you can continue your learning journey from the comfort and safety of your home. These free learning resources, virtual events, and upcoming digital offerings will prepare you better for a post-COVID world.

FREE RESOURCES

PMXPO

Join our largest virtual event on-demand from the comfort of your home! Enjoy a full day of engaging education sessions, networking opportunities, and earn 6.5 PDUs – free! Plus an inspiring keynote from Cara Brookins. Available on-demand until 26 June.

Business Continuity Online Course

Offered at no-cost, this course is timely and relevant. With more companies asking employees to work from home and in-person industry events going virtual, COVID-19 has created an immediate need to rethink work processes. This course is designed to help leaders and their employees adapt during this difficult time.

Project Management for Beginners Online Course

Made available for free for the first time ever, Project Management for Beginners is an introductory course which provides the foundational knowledge necessary to join a project team and can serve as the first step on the path to a project management career.

Agile in the PMO Online Course

Now being offered at no cost, this series positions participants as a PMO director, and walks them through a series of scenarios designed to improve their project management office's performance using agile principles and processes.

Projectified! Podcast

A lively forward-looking series of conversations about hot topics and emerging trends impacting the world of project managers, from digital transformation to artificial intelligence to career development. Each episode includes insights and perspectives from senior and rising project managers, business leaders, best-selling authors, top researchers, and a wide range of leading-edge thinkers.

Tower Game

Available at no-cost through the PMI Educational Foundation, the Tower Game is a fun project management exercise that can be used by students of all ages, as well as adults. The game teaches participants to consider time, cost, quality, and risk. The game can be used as an 'ice breaker', a stand-alone exercise or as part of a class. Available in 17 languages.

ProjectManagement.com

Connect with the global project management community from home! Contribute to PMI discussions, play games, and access a variety of resources free of charge.

Standards+ (Beta)

Project professionals looking for reliable resources to complement the PMBOK® Guide 6th edition can benefit from digitized tools, templates, and case studies in late-April. Our Beta version is available now.

Snippets (Beta)

Available for a free trial today, Snippets offers bite-sized learning for professionals seeking quick, reliable, and relevant project learnings.

Navigator (Beta)

Available at no-charge now, Navigator serves as "the portal into PMI" – a career development platform for project professionals. The platform offers opportunities for comprehensive self-assessment of skills, interests, and goals, while offering an action plan to achieve your objectives.

PMI Study Hall (Beta)

Offers candidates a sneak peek into new PMP exam resources. Offering includes outlines of exam content, daily practice questions, tips from experts, and resources for preparing for the exam.

COMING SOON: NEW DIGITAL OFFERINGS

PMP Online Proctor Testing

We are targeting mid-April for exam candidates to have the option to take the Project Management Professional (PMP)® exam online from their office or home. More details will follow. As a reminder, the PMI Agile Certified Practitioner (ACP)® and Certified Associate in Project Management (CAPM)® certifications can already be taken online.

Brightline Digital Learning and Micro-Certification

Beginning in early May, practitioners can benefit from this online course on digital transformation and help to differentiate themselves with new knowledge. For existing PMI certification holders, this course will also

be eligible for professional development units (PDUs). Stay tuned for more information.

Disciplined Agile Basics

This April, gain an introduction to Disciplined Agile and new ways of working (while earning PDUs) with this comprehensive online course. More info coming soon.

Micro-certifications

Access specialized learning and assessment tools to help you differentiate yourself and gain new skills. Look out for more of these opportunities this summer.

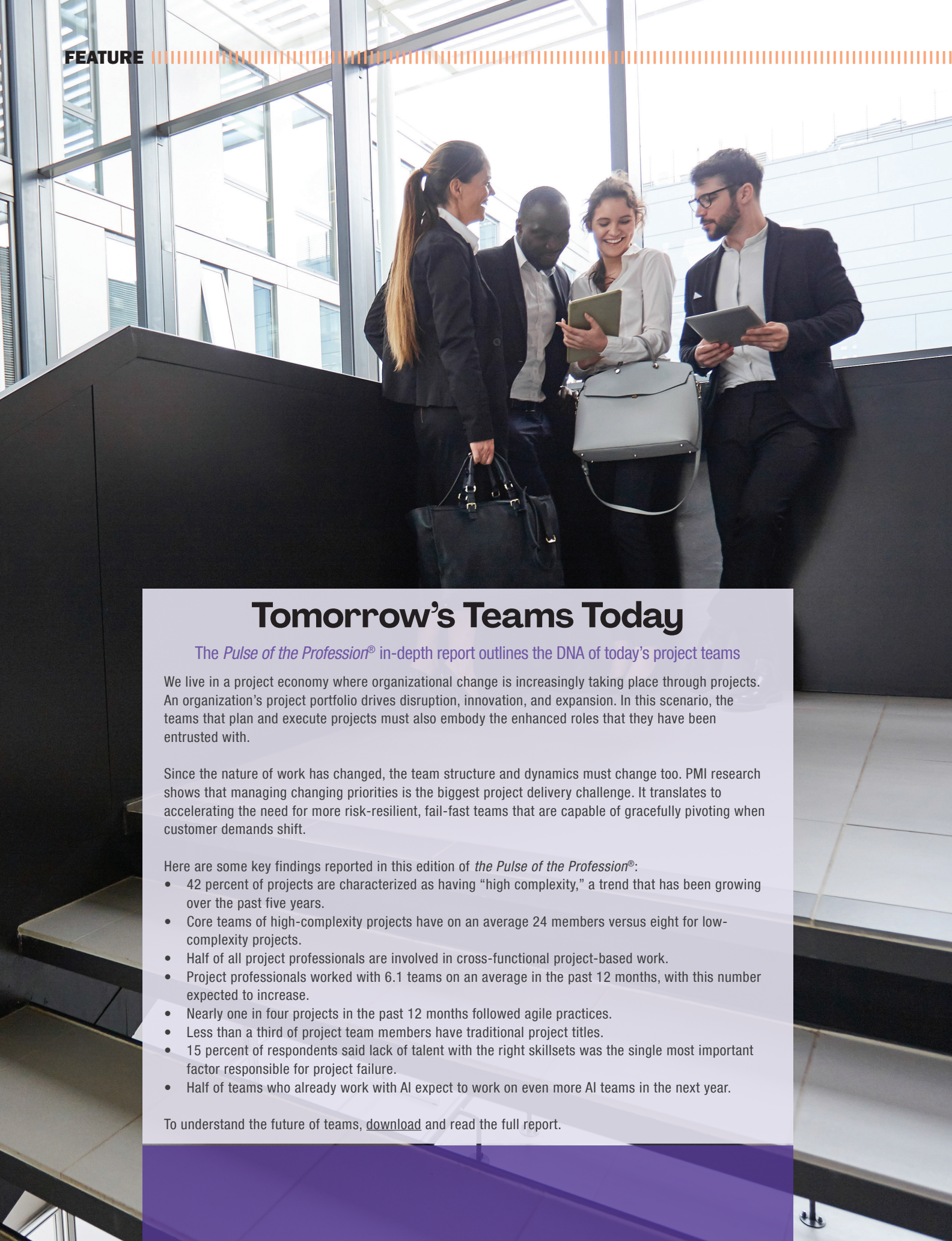
ONLINE/VIRTUAL OPPORTUNITIES

SeminarsWorld®

COVID-19 may have upended travel plans around the globe, so we reconfigured SeminarsWorld® in McLean and SeminarsWorld® in Pittsburgh into a virtual format offering small group discussions and hands-on learning across a range of subject areas, enabling you to learn, network, and engage from home.

Online Learning

Nearly 300 online courses you can take anytime, right from your own home. Courses available in every area of project and program management, with content ranging from foundational to advanced in 13 languages.



Tomorrow's Teams Today

The Pulse of the Profession® in-depth report outlines the DNA of today's project teams

We live in a project economy where organizational change is increasingly taking place through projects. An organization's project portfolio drives disruption, innovation, and expansion. In this scenario, the teams that plan and execute projects must also embody the enhanced roles that they have been entrusted with.

Since the nature of work has changed, the team structure and dynamics must change too. PMI research shows that managing changing priorities is the biggest project delivery challenge. It translates to accelerating the need for more risk-resilient, fail-fast teams that are capable of gracefully pivoting when customer demands shift.

Here are some key findings reported in this edition of *the Pulse of the Profession*®:

- 42 percent of projects are characterized as having "high complexity," a trend that has been growing over the past five years.
- Core teams of high-complexity projects have on an average 24 members versus eight for low-complexity projects.
- Half of all project professionals are involved in cross-functional project-based work.
- Project professionals worked with 6.1 teams on an average in the past 12 months, with this number expected to increase.
- Nearly one in four projects in the past 12 months followed agile practices.
- Less than a third of project team members have traditional project titles.
- 15 percent of respondents said lack of talent with the right skillsets was the single most important factor responsible for project failure.
- Half of teams who already work with AI expect to work on even more AI teams in the next year.

To understand the future of teams, [download](#) and read the full report.

PMI PEARL CITY CHAPTER

STUDENT LEADERSHIP COMPETENCY BUILDING

PMIPCC Academy, in support of its Student Leadership Competency Building (SLCB) initiative, celebrated the International Student Leadership Day (ISLD) at the National Institute of Construction Management and Research (NICMAR) in Hyderabad on 3 February. Over 150 MBA students attended the session.



PMIPCC board members and students and teachers of NICMAR at the International Student Leadership Day in Hyderabad.

It was addressed by PMIPCC President Madhav Reddy, PMP, and Vice President PMIPCC Venkata Reddy, highlighting what ISLD represents and the need of the hour for the youth to gear up for building the nation. Several engaging activities were conducted by chapter volunteers to recognize and celebrate leadership in the student community.

PMI Education Foundation Liaison Bhaskar Reddy G, along with passionate volunteers, Brahmanandam Nandigam and Saujanya Yellisetti, took the ISLD celebrations to the east and west Godavari districts of Andhra Pradesh. From 31 January to 3 February, they engaged over 1,000 students of government high schools through leadership sessions and storytelling. The students also took the ISLD leadership pledge.



ISLD celebrations at a government high school.

PMP EXAM PREP AND BUDDY PROGRAM

PMIPCC organized an exam preparation session for those aspiring for the Project Management Professional (PMP)[®] certification on 29 February. It was facilitated by Mohit Mathur, PMP, and attended by more than 30 aspirants. Mr. Mathur explained the pre-requisites and focus areas, and presented a roadmap for exam preparation.

The chapter also launched the PMP Exam Prep Buddy Program through which exam aspirants will be put in touch with experienced PMP credential holders. These volunteers will support the aspirants in their journey.



PMP masterclass participants show their support for "each for equal" to mark International Women's Day 2020.

REGION 11 DA COLLABORATION

PMIPCC has initiated a collaboration to bring champions of Distributed Agile (DA) from all the chapters in Region 11 under one umbrella to facilitate knowledge sharing and competency building. DA Champion Sairam Chamarthi, PMP, from the chapter has successfully passed the Certified Disciplined Agile Coach examination.



VOLUNTEERING FOR SOCIAL GOOD



PMIPCC volunteers and NIRDPR representatives at a Telangana village

PMIPCC launched a unique volunteering opportunity called Friends of Farmers (FOF) as part of a strategic partnership with the National Institute of Rural Development & Panchayati Raj (NIRDPR) and the Federation of Farmers Association. As part of this nation-building initiative, PMIPCC volunteers will provide their expertise to define and manage village development projects. The volunteers will start with Gummadidala village in Sangareddy district of Telangana to turn it into a model village.

A core committee has been formed consisting of PMIPCC President Madhav Reddy, Vice President Venkata Reddy, senior faculty member Mohit Mathur, Yelisetty Naga Saujanya, P. Changal Reddy, honorary chairman, Federation of Farmers Association, and volunteers Mohammed Sattaruddin, Kanchana Rajeshwari, and Srikanth Jonnala. The committee will work on creating a program with several projects

for empowerment, health, environment, and recreation to make Gummadidala a model village.

PMIPCC volunteers have visited the village several times to understand the existing infrastructure, and interacted with village heads, gram panchayat representatives, farmers and women's groups, and shared information on various government schemes. They also conducted a survey of the village households to understand the demographics better.

Meetings with key stakeholders are also being organized to understand and plan for setting up solar power and cold storage facilities, enhancing tourism, creating self-sustainable women's groups, connecting village manufacturers with urban consumers, and organizing sports meets and skill development programs for the village youth.

NETWORKING EVENT

The first PMIPCC Member Network meeting of 2020 was an engaging and interactive event that was held on 25 January at Engineering Staff College of India. It was attended by more than 120 members.

Apart from chapter updates, there was a panel discussion on the “Impact of Emerging Technologies - Artificial Intelligence” by industry experts such as Srinivas Atreya, chief data scientist, RoundSqr; Amit Gupta, founder, AIEdge Technologies; Sarada Vempati, product director, Infor Global Solutions, and Ramesh Manickavel, head of program management, identity and access management, Broadcom.

New credential holders were recognized at the event and new members got a chance to interact with senior members and get oriented towards chapter activities.



Participants at a member networking meeting

PMI KERALA CHAPTER WINGS 2020



Enthusiastic students and chapter members who took part in the second edition of WINGS 2020 in Thiruvananthapuram.

Academic forum members of PMI Kerala Chapter had a memorable day at WINGS 2020, the second edition of the Academic Forum Conclave. The one-day annual conclave is aimed at providing an opportunity for students of business schools and other professional colleges, faculty members, and researchers to interact with industry experts. The event was held on 7 March in Thiruvananthapuram with the theme, “Amazing World Awaits You.”

Over 220 delegates from the public and private sectors, and academia attended the conference. Student participants have received free entry to the internship drive of the chapter, which is scheduled for later this year.

Kerala Chapter President Dr. Krishna Kumar T I delivered the welcome address. The traditional lighting of the lamp to start the day was done by S Somanath, director, Vikram

Sarabhai Space Centre, Salil J Ambat, associate director, DXC Technologies, and Dileep Viswanathan, conference director and vice president, membership, PMI Kerala Chapter.

Mr. Somanath, in his keynote address titled “Student to a nation builder,” drew a vivid picture of the world beyond 2030 and exhorted students to develop an entrepreneurial aptitude and creativity in even routine work.

In his keynote speech, Mr. Ambat spoke about the “passion economy” in which professionals need to work toward value creation and value capturing. Dr. Simon Morrison, deputy director, Health Services, Kerala, advised students to take risks and avoid delays, hesitation, and procrastination to succeed in life.

Representing the academic forums, Punnoose George, executive chairman, Saintgits Group of Institutions, said passion should guide students in their pursuit for success. Dr. Jayaram Nayar, director, TKM Institute of Management,

urged students to reskill and reorient themselves to succeed in the globalized world.

Manjush Mathews, CEO, Indus Towers, Kerala Circle shared his experience in the service selection board for the Indian Navy during his keynote address.

In his valedictory address, Prasanth Nair, managing director, Kerala Shipping & Inland Navigation Corporation, urged students to be ready for a new tech-driven era, and utilize every opportunity to interact with the industry.

A highlight of the day was a business quiz with an initial round of nine teams, and the final with five teams. Quizmasters, Mr. Jayanth Abraham and Aravind Nataraja Pillai conducted it. The team from Muthoot Institute of Technology & Science, Ernakulam, won the first prize, while two teams from Saintgits College of Engineering, Kottayam, won the second and the third prize. Nair felicitated the quiz masters, and awarded mementos and certificates to the winners.

CAREER FAIR WITH NAANDI FOUNDATION

Chapter leaders signed a memorandum of understanding with Naandi Foundation and hosted its maiden startup summit, HATCH 2020, in Thiruvananthapuram in January. Naandi Foundation runs a skilling initiative in Kerala through Mahindra Pride Classroom (MPC), which is a community-focused livelihood program of the Mahindra & Mahindra Group. It provides employability skills training to students from less privileged backgrounds with no cost involved for either corporations or students. MPC has collaborations with engineering colleges, hospitality institutes, polytechnics, technical training institutes, as well as arts and science colleges. It imparts soft skills, life skills, domain skills, and employer-specific skills.

Naandi Foundation and PMI Kerala Chapter collaboratively organized “Job Utsav”, a career fair for engineering colleges in Kerala on 6 March. The chapter held technical awareness sessions and brought students in touch with IT companies that are interested in recruiting fresh engineering graduates and the employability skills training by MPC.

A total of 578 students from over 10 engineering colleges attended Job Utsav and 433 took the aptitude and technical test. Seventy students were selected for skills training.



PMI Kerala Chapter and Naandi-MPC conduct a joint placement drive for engineering students.

At the end of the two-day event, a total of 64 students completed the soft skills-related employability training and technical awareness sessions, followed by a mock interview assessment. From the seven companies that participated in Job Utsav, there were 51 job opportunities up for grabs, with 23 candidates receiving confirmed offer letters and 28 students moving to the next round of selection.

MENTORING PALLIUM MEMBERS



Members of Pallium India and chapter volunteers at an English communications skills workshop in Thiruvananthapuram.

PMI Kerala Chapter is continuing the ongoing education support initiative under PMIK-UDAAN, started in June 2019. The chapter is mentoring members of Pallium India that provides palliative care to people to improve their employability.

A survey was conducted to understand the support required at the next level. Since most of the children had taken Malayalam as their medium of instruction in school, the chapter felt the youngsters needed to improve their English communication skills. Hence, it organized an English communication workshop on 24 February at the Pallium India office in Thiruvananthapuram.

The chapter now wants to extend further support in the form of communications for the workplace, soft skills, and guidance for aptitude tests to enhance their employability.

Here is the story of a young man who has benefited from the chapter's interventions. Clintu, a higher secondary student, is under palliative care after he became paralyzed from the waist down after an accident. As he was unable to continue his education, Pallium India requested chapter volunteers to offer his special support. In spite of severe disability that makes even moving his fingers difficult, Clintu has learned photoshop and other software tools with the guidance of chapter volunteers. The chapter has now presented a laptop to him so that he can pursue a career in computer-aided skills.

BIG WINS FOR THE CHAPTER

PMI Kerala Chapter achieved all its membership challenge targets for 2019, and thus created history by winning a hat-trick for the second consecutive year. The chapter exceeded its membership growth target, membership retention goal, and first year (new) member retention goal. The chapter won these three badges in a competition among all the chapters of Region 11.

PMI Kerala Chapter has also received the badge for the "Most improved in first year retention 2019 – Asia Pacific." With the recent rebranding of PMI with the new logo release, the chapter has also incorporated the new branding in its new logo.



PROFESSIONAL DEVELOPMENT SESSIONS



In addition to certification training programs, PMI Kerala Chapter conducted professional development events in collaboration with other organizations. On 1 February, chapter leaders held a session for college students

of Amrita Viswa Vidhyapeetam, Kollam, on "Project Management for Social Good."

Through a collaboration with The Indus Entrepreneurs Kerala, the chapter provided its members access to an interactive session on "Outsourcing of Work and Engaging Contract Labor" on 11 February at the Kerala Startup Mission facility at Technopark, Thiruvananthapuram. Anil Narayan, a labor law consultant and advocate, conducted the training. He has wide experience as an industrial relations manager, legal manager and personnel manager in a host of multinational and domestic firms. R K Vijayakrishnan, corporate HR trainer and consultant, and chief learning coordinator, Exclabre, Kochi, was the moderator for the session.

Professionals working at Infopark, Kochi, attended a session on "servant leadership" by Harikuttan K, vice president - operations, PMI Kerala Chapter, held in association with IT Milan Seva Foundation on 15 February.

PMI CHENNAI CHAPTER

KNOWLEDGE SHARING SESSIONS

On 25 January, the chapter kicked off the year with a knowledge sharing session at the Indian Institute of Technology (IIT), Madras. Over 120 chapter members attended the session. Babu Krishnamoorthy from Finsherpa spoke about financial habits for wealth creation. Visukumar Gopal from Atos Syntel highlighted the complexity of executing projects in a dynamic environment with changing business needs and technologies. The session concluded with a book review by chapter volunteer Dilip, who reviewed the book, *Atomic Habits* by James Clear.

Another knowledge sharing session was held in Kumaraguru College of Technology in Coimbatore, which is the latest college to become part of the chapter's academic outreach program. An agreement was signed by Sivaram Athmakuri, vice president - certification and outreach, PMI Chennai Chapter, on a visit to the college campus on 14 February. The knowledge sharing session Mr. Athmakuri conducted had about 30 students and faculty members of the institute.

Mr. Athmakuri also conducted a corporate knowledge sharing session on "value prioritization - product owner toolkit" at Rencata, Chennai, on 26 February for their project

managers, business analysts, and scrum masters. Eighteen employees attended the session.



Sivaram Athmakuri (in green shirt in the center) with employees of Rencata at the knowledge sharing session.

INTERNATIONAL WOMEN'S DAY

PMI Chennai Chapter celebrated International Women's Day with a special event on 8 March at IIT Madras Research Park. Chapter members were invited to the event along with their families. Around 130 people attended it.

Alisha Abdullah, India's well-known motor-racer, and Deepa Athreya, founder of the School of Success, spoke on this occasion. Ms. Abdullah spoke about chasing big dreams and Ms. Athreya conducted an interactive session with parents and children. Over 40 kids participated in three competitions – drawing, poetry, and essay writing under the theme, "My inspirational woman."

PMP TRAINING IN COIMBATORE

Till now, practitioners from Coimbatore who wanted to take training for the Project Management Professional (PMP)® examination had to travel to Chennai or Bengaluru. Now, the chapter is bringing PMP trainings close to home for these practitioners. After a PMI-Agile Certified Practitioner (PMI-ACP)® training by PMI Chennai Chapter in Coimbatore in December 2019, the chapter has started offering PMP trainings as well in the city. Over two weekends on 8-9 February and 15-16 February, the chapter conducted its first PMP training session in the city. Sixteen practitioners from Bosch RBEI attended the four-day preparatory program. Mr. Athmakuri conducted the training, with the assistance of Bhuvana Sundar, PMP, PMI-PBA, chapter assistant vice president – outreach, and Radha S, PMP, from Bosch.

WORK WITH PROJECT PUTHRI



Chapter volunteers and students of PSG Sarvojana School, Peelamedu at the training program on project management as a life skill.

PMI Education Foundation (PMIEF), in association with volunteers from PMI Chennai Chapter, has been partnering with Project Puthri, a program that runs in Tamil Nadu and Puducherry to improve the career prospects of 10,000 girl students studying in corporation schools. PMIEF and chapter volunteers conduct training on project management as a life skill for girl students across Tamil Nadu.

For the first time, a session was conducted at PSG Sarvojana School, Peelamedu, on 15 February. Three

chapter volunteers from Coimbatore – Radha S., PMP, Venkatesh V.L., PMP, and Bhuvana Sundar S., PMP, PMI-PBA, conducted the session for a group of 40 girl students from 8th and 9th grades. It was an interactive session in which the students surprised the mentors with their knowledge of basic project management concepts. Students were also introduced to a Tamil book on project management, *Thittamidu Vettri Thodu*, by chapter volunteers that is available on Amazon.

(Chapter news contributors are Komal Mathur, PMP, Jayakishore S R, PMP, Nandakumar S., and Akhila Gowri Shankar, PMP)

STAR VOLUNTEERS

In this column, we shine the spotlight on our star volunteers from PMI India chapters who have made immense contributions through their dedication and passion. This is your opportunity to know a little bit about these remarkable men and women from our practitioner community.



**ABHILASH HARIDAS
THEKKEKKARA**

SCM Business Transformation
Leader-CBO, Tata Consultancy
Services

Member, PMI West Bengal
Chapter

Been a PMI member since: 2013

What attracted me to PMI: The opportunity to learn from a diverse peer group, while contributing to the profession and to society at large.

My dream project as a project manager: A road safety and parking solution using predictive analytics.

My proudest PMI volunteer moment: Contributing to PMI's training content for Sparsh, a social organization.

A life lesson I learned as a volunteer: Managing time for office, personal work, and volunteering.

I am looking forward to: More challenges and responsibilities – professionally as well as in the field of volunteering.



RAPHAEL DAVID

Senior Project Manager, NTT
Global Networks

Vice President - Marketing,
PMI Mumbai Chapter

Been a PMI member since: 2001

What attracted me to PMI: I was introduced to PMI while I was working at SBC DataComm as an employee of HCL Technologies America Inc. I was encouraged to join a batch of SBC employees who were training for their Project Management Professional (PMP)® certification. The entire batch of 195 project managers acquired their PMP credentials.

My dream project as a project manager: To be part of the Project Management Office (PMO) at the Prime Minister's Office.

My proudest PMI volunteer moment: To be the convenor of the PMO of the just concluded PMConclave 2020 in Mumbai.

A life lesson I learned as a volunteer: The more we give, the more we receive. Deliver with integrity any task that is assigned to you.

I am looking forward to: Continue to evangelise project management and play an active role as a PMI volunteer even after my retirement.



**DILEEP
VISWANATHAN**

Engineering Program Manager,
Hewlett Packard Enterprise

Vice President – Membership,
PMI Kerala Chapter

Been a PMI member since: 2016

What attracted me to PMI: The opportunity to provide training, networking with great leaders from my state, and volunteering to advocate project and program management.

My dream project as a project manager: Work with a social organization as a project manager for a 'food for all' project.

My proudest PMI volunteer moment: I love the excitement when a conference we conduct comes to a successful conclusion.

A life lesson I learned as a volunteer: Everyone in the world needs knowledge of project management knowledge as a life skill.

I am looking forward to: Our chapter membership touching the magic four-digit figure and more associations with PMI including global volunteering opportunities.



**SANDEEP
KHARBANDA**

Business Development
Manager, L3Harris
(Automation) Technologies

Senior Manager – Programs,
PMI Pune-Deccan India
Chapter

Been a PMI member since: July 2012

What attracted me to PMI: Globally recognized standards and framework developed by an experienced team of project professionals.

My dream project as a project manager: Executed and delivered India's first and only metro baggage handling system at Terminal 3, Delhi International Airport.

My proudest PMI volunteer moment: Coordinating and managing the expectation of speakers for a seminar at the chapter.

A life lesson I learned as a volunteer: We can only grow in life by helping and supporting others.

I am looking forward to: Learn and grow professionally by constantly supporting society.



BHUVANA SUNDAR SOORAPPAIAH

Senior Project Manager, Bosch
Assistant Vice President
- Outreach, PMI Chennai Chapter

Been a PMI member since: 2013

What attracted me to PMI: To stay connected with the project management community and give something back.

My dream project as a project manager: To enable people to realize and be their best versions.

My proudest PMI volunteer moment: Bringing PMI Chapter trainings and Project Puthri successfully to Coimbatore.

A life lesson I learned as a volunteer: Keep doing your stuff even if nobody is watching.

I am looking forward to: Make PMI's benefits accessible to all sections of society.



PRAVEEN URANKAR

Vice President – Membership,
PMI North India Chapter
Head - Corporate Business
Excellence, GMR

Been a PMI member since: 2017

What attracted me to PMI: The PMI structure, its scale of operations, chapters, the *PMBOK Guide*®, subject matter experts, and networking opportunities have attracted me to PMI.

My dream project as a project manager: In 2015, I led the Eastern Dedicated Freight Corridor Corp, a ₹ 5,088 crore railway project. It was my first railway project, for which we worked from scratch. The three years that I spent in this project was a great learning experience.

My proudest PMI volunteer moment: The meet and greet initiative at PMI North India Chapter has given me an opportunity to interact with new chapter members.

A life lesson I have learned as a volunteer: The volunteering attitude and skill sets do not come overnight, but need to be developed. It needs what I call PhD - passion, hunger, and discipline.

I'm looking forward to: Playing a lead role in promoting PMI and the *PMBOK Guide*® in the unorganized construction sector.



GOKUL KOLIPAKA

Senior Consultant, Strta
Consultancy Services
Volunteer, PMI Pearl City Chapter

Been a PMI member since: 2012

What attracted me to PMI: A huge pool of like-minded people from whom I can learn, and with whom I can network and develop cross-functional bridges. I also get an opportunity to give back to society through volunteering.

My dream project as a project manager: Developing a nuclear-medicine research lab for a clinical facility in Hammersmith Hospital in Imperial College of London.

My proudest PMI volunteer moment: Observing the sparks in the eyes of children while training them on leadership qualities.

A life lesson I learned as a volunteer: The more you give the more you get.

I am looking forward to: Learn, progress, and contribute to personal, chapter, and society development.



N. BRAHMANANDAM

Agile Coach, JP Morgan Chase
Volunteer, PMI Pearl City Chapter

Been a PMI member since: 2015

What attracted me to PMI: Content on project management and reputation.

My dream project as a project manager: A critical insurance project for which the PMP® certification has helped me to well manage and succeed in timely delivery.

My proudest PMI volunteer moment: Leadership workshop for around 1,200 children across eight government schools.

A life lesson I learned as a volunteer: When you give back to society, you get eternal satisfaction and happiness.

I am looking forward to: Continue and create more impact by getting ready for the next level of volunteering.

Reaching new heights

In this new column, *Manage India* talks to practitioners who have made a big impact on the PMI India Champion program



VIVEK DATTATRAYA SONAR
PMP, PMI-RMP
MEMBER, CHAMPION ADVISORY COMMITTEE

HOW HAS THE CHAMPION PROGRAM HELPED YOU AS AN INDIVIDUAL?

It has helped, and is still helping me, in multiple ways. It has given me access to an elite group of fellow project and program management professionals across industries, sectors, and organizations, and opened the door to a huge knowledge base. It has made me more humble and a better listener. It has also helped me make my own point in a stronger manner. And, what more can one ask, when the program community has also helped me get connected with many friends and families across India, making me culturally rich.

PLEASE ELABORATE ON HOW YOU HAVE BENEFITED AS A PROJECT MANAGER AND A LEADER.

It has certainly made me a better project manager. It has allowed me to learn from fellow practitioners, and access some of the best practices for applying concepts, tools and techniques in a real-life situation in office.

I served as the Chair of the Champion Program for over four years, apart from being a member of the Champion Advisory Committee (CAC) for a couple of years in the beginning. Leading a diverse team of professionals across regions, industries and sectors has been a positive experience. The only common thread between us was a passion to contribute back to the project management community. So, it certainly taught many lessons that I could not have learned in premium B-schools. I'm proud that during my tenure the program scaled newer heights and set newer benchmarks. Albeit, the credit for which goes to the Champions and fellow CAC members.

WHY WOULD YOU RECOMMEND THE CHAMPION PROGRAM TO A NEW VOLUNTEER?

I think every project professional must take up this opportunity. It will not only expand their professional network

but also bring them in touch with a motivated team of volunteers. They can not only borrow from the knowledge and experience of those volunteers but also share and contribute their own thoughts for the collective good. With new volunteers joining the program constantly, it also brings in freshness and allows the program to stay relevant to the changing times.

In addition, volunteering brings a sense of satisfaction in helping others and boosts one's passion and energy.

HOW HAVE PMI MEMBERSHIP AND CERTIFICATIONS HELPED YOU AND YOUR ORGANIZATION OR TEAM?

I have been an active PMI member for over 15 years now. The automotive industry that I belong to has been looking at project management as a skill that comes naturally with experience. Seldom had organizations in the past felt the need to have certified project managers managing various projects or recognized that project management needs formal training.

However, things have changed over the past few years as the organization is now beginning to see the value of project management certifications. The PMI Talent Triangle, which emphasizes the need for wholesome development around technical project management, leadership and strategic business management, helps a certified project manager acquire the right skills for today's business environment. PMI certifications bring not only knowledge of various concepts, tools and techniques in managing the project, but also help professionals connect with project managers across the globe, thereby widening their perspectives.

I have benefited immensely by being one of the earliest professionals in my organization with the Project Management Professional (PMP)[®] certification and the only one with a PMI-Risk Management Professional (PMI-RMP)[®] certification.



A badge of honor

SUMAN DAS
PMI, PMI-ACP
SENIOR CHAMPION

HOW HAS THE CHAMPION PROGRAM HELPED YOU AS AN INDIVIDUAL?

Before being a PMI India Champion, I was just another 'brick in the wall'. Today, I can feel I stand out and can make my presence felt in a crowd. It has helped me in multiple ways. I have got access to some of the finest project management professionals and practices, which has enriched my awareness about the latest innovative offerings. It has also helped me achieve a dream, which is to graduate from the Indian Institute of Management, Calcutta.

My knowledge about latest trends in project and product management across domains and their application in various technologies has increased. Interactions with other Champions have made me more confident about handling any challenge. This has helped me to stay one step ahead in the rapidly changing world.

HOW HAVE YOU BENEFITED AS A PROJECT MANAGER AND A LEADER?

The Champion program helps a person grow as a project/program manager and as a leader. It is not easy to get into the Champion program. One has to earn the badge through dedication and passion, and then retain it with pride and honor. The journey makes you a skilled and efficient project manager and leader.

I can now look at a situation from a different angle. The way I design, lead and manage a project or program has undergone a paradigm shift, thanks to the Champion experience. My clients and stakeholders are happy and look forward to working closely with me and my team. This generates a chain reaction, which has impacted business outcomes positively. The knowledge I have gained has empowered me to manage and govern assets and resources more effectively to achieve excellence in delivery and consulting.

I have received appreciation from my organization's senior leadership and from the IBM Project Management Centre of Excellence for imparting PMP® training to fellow practitioners.

WHY WOULD YOU RECOMMEND THE CHAMPION PROGRAM TO A NEW VOLUNTEER?

The PMI India Champion badge shows one's passion and

dedication toward project management. One gains knowledge, mentoring opportunities and peer learning opportunities. Champions can also present papers and concepts, and influence the larger project management community at a national and global level.

They can learn the latest project management skills, tools and frameworks, and polish their communication, presentation, leadership and influencing capabilities.

And all this comes with ample recognition and rewards for constant motivation. Being the recipient of many such awards, I know how it feels when people appreciate your work. By coaching aspiring managers for PMI certifications, you create a network of mentees who look up to you.

How many would get a chance to be part of PMI's *Project Management Body of Knowledge (PMBOK® Guide)* review for upcoming versions? How many would get a chance to take centerstage at the national conference? The Champion program lets you gain such exposures.

HOW HAVE PMI MEMBERSHIP AND CERTIFICATIONS HELPED YOU AND YOUR ORGANIZATION OR TEAM?

PMI certifications have helped me immensely in achieving excellence in delivery and consulting, resulting in successful delivery and management of complex projects and programs. I have been involved in various PMI initiatives. It has helped me grow my capabilities, which in turn has helped my organization.

Organizational and external recognition have accelerated my professional growth. Very recently, my project won the 'best project' award in my organization, which I delivered following best practices in agile project management. I have also gained because of strong personal branding and positioning as a well-networked professional, a problem solver and a leader. I have participated in multiple internal and industry events and forums.

My organization has a large number of PMI certified project managers, which has created a more efficient pool of project managers, leading to higher client confidence.



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