

MANAGE South Asia

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Unrealistic Expectations, Immature Project Practices are Stumbling Blocks for DS/AI Projects

In this Issue



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PMI POLL BOOTH

VOICE YOUR OPINION-FEBRUARY POLL

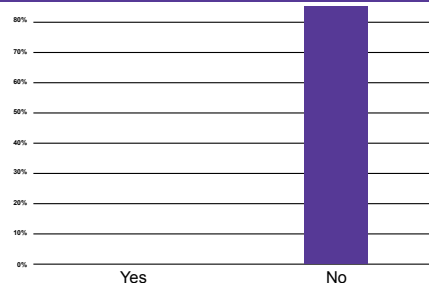
Q. It is difficult to find people with the right skillset for a DS/AI project.

[Click here to fill entry](#)

RESULT OF LAST POLL

**Q. I cannot change my old habits for the new
reality.**
Yes 0% No 100%

Voice your opinion • Last poll results



*Cast your vote today. Learn if your fellow practitioners feel the same way as you
when the results come out in the next issue of Manage South Asia.*



Dear Practitioner,

Artificial Intelligence (AI) is a subject that evokes a range of emotions and opinions in us. While it is a fascinating subject for those of us who are watching it evolve from a distance, it is much more personal for those working closely on AI projects. They speak of unrealistic expectations, frustrations, and disappointments, since the outcomes often do not match the goals. PMI believes there is a lot of knowledge in the community that must be shared, so that project managers do not reinvent the wheel, and can avoid costly mistakes. The PMI-NASSCOM Playbook for Project Management in Data Science and Artificial Intelligence Projects is the result of our endeavor to provide our community a useful resource to improve the success rate of AI projects. Read our cover story and [download the playbook](#).

Another article you do not want to miss is Megatrends 2021. It gives you an overview of our recently released [Megatrends 2021 report](#) that picks five big themes, including AI, which will dominate the Project Economy.

We are excited to see the response to our new offerings, Disciplined Agile (DA) and Citizen Developer (CD). PMI South Asia was the first to organize a DA conference, and it drew great

interest from practitioners around the world. You can now download the document with key takeaways from the conference.

We collaborated with [NASSCOM](#) to host a CD-focussed industry roundtable and a series of talks with business leaders. These discussions have helped us begin to assess the opportunity for CD and the role that PMI can play in preparing our community for it.

PMI continues to expand its [products portfolio](#). Do not miss out on the new certifications and courses on offer.

Our first project management related “GAME-A-THON” for college and university students in India elicited huge enthusiasm in the student population. Hearty congratulations to the winners and my sincere thanks to our esteemed jury and our technology partners. Look out for the winning teams in this edition.

I’m glad to announce that the scope of our annual project awards has now expanded to the entire region. The [PMI South Asia Awards program](#) launched on 15 February includes Bangladesh and Sri Lanka for the first time. This is your opportunity to nominate projects for this prestigious awards program.

Dr. Srinivasa Srinivasan
Managing Director, PMI South Asia

A handwritten signature in blue ink, appearing to be 'Srinivasa'.



Unrealistic Expectations, Immature Project Practices are Stumbling Blocks for DS/AI Projects

AI experts talk to PMI Manage South Asia about the hurdles riddling DS/AI, and how to navigate them

Panchalee Thakur

The year 2020 was replete with instances of some of the biggest success stories and upsets for artificial intelligence (AI). The biggest hypes came from Elon Musk's announcement of Neuralink, a brain hacking implant, GPT-3 by OpenAI that may soon eliminate our ability to distinguish a text produced by machines, and the widespread use of facial recognition around the world in the wake of COVID-19. However, there have also been some stunning failures – an algorithm giving incorrect predictive scores for school-leaving students in the United Kingdom and predictive models producing incorrect results, thus putting sales forecasts and inventory management during the pandemic into a tailspin.

It goes to show that while there has been tremendous progress, failures are common too. The high failure rate in Data Science (DS) and AI projects is in fact leading to frustrations and re-thinking on AI investments.

Last year, PMI collaborated with the Center of Excellence, DS & AI of the National Association of Software and Services Companies (NASSCOM), to publish a playbook on what lies behind the success or failure of DS/AI projects. The playbook recommends a fit-for-purpose framework for DS/AI projects. It also puts together insights gleaned from surveys and interviews with DS/AI leaders from 25 organizations across industries, geographies and types of organizations.

As many as 88 percent of organizations covered in the study reported gaps in their practices for AI projects. The study projects that around 21 percent of the total wastage in AI projects in 2023 can be saved with effective project management practices. It also discovered that 76 percent of organizations use their own customized methodologies for DS/AI projects.

Manage South Asia spoke to two senior leaders on their experiences of managing DS/AI projects.



RUMA MUKHERJEE, Unisys

Ruma Mukherjee is the technology leader for emerging technologies at Unisys, India. She is passionate about data analytics and has expertise in a wide range of qualitative and quantitative techniques in the areas of statistics, big data, Internet of Things (IoT), Natural Language Processing (NLP), Machine Learning (ML) and cloud-native computing.

Please tell us about the DS/AI projects that you are working on.

I'm working on establishing a culture of data-driven decision and digital transformation in many of the products across our organization. Most of my projects deal in making the ML models work in real production environments. These could be conversational AI or chatbots, AI in operations, real-time data analytics, analytics for Internet of Things and providing enhanced customer experiences through AI/ML-driven solutions. I drive the design and delivery of AI/ML solutions – from data ingestion, data processing, model building and the deployment of models in production. I work with NLP tools and techniques, forecasting analytics, statistical and machine learning algorithms and big data.

What are the biggest challenges that you face in these projects?

There are three major challenges:

1. Unrealistic expectations - Data scientists and developers struggle while experimenting with the available data and fitting it in the right algorithm to get an acceptable result. They believe that AI solutions are probabilistic and not deterministic. However, customers expect magic and believe their problems will be solved with 100 percent accuracy.
2. Immature domain - The traditional practices of product delivery that follow an agile or waterfall model fail in AI. The

understanding of analytical techniques in companies is limited. Thanks to the uncertainties and low returns on investment, companies do not know how to meet the acceptance criteria of stories in agile.

3. Poor definition – There is no clear outline on the business requirements, the metrics to success, how to collaborate with the data engineering team, the strategies for storage and maintenance of data, or the right skillsets or structure of a data science team.

What are your recommendations for AI professionals?

1. Work on skill building and knowledge transfer across the organization where everyone understands the maturity lifecycle of a DS project.
2. Avoid force-fitting traditional development processes, tools and practices in AI-driven solution development.
3. Define a data management solution and rediscover the data collection strategies to get 'appropriate data that works.'
4. Set realistic expectations and improve it over time with feedback and continuous improvement.
5. Start with an augmented solution and define a timeline of maturity for a complete AI-based solution.

How can organizations or professionals improve their capabilities to manage AI projects?

In today's world, it is very important to stay relevant and continuously keep adding on to one's skills. For that, I recommend the following:

1. Take professional help – courses, certifications and other such self-improvement programs.
2. Work with teams, network to understand what other companies are doing and contribute your knowledge to the AI community.
3. Establish a structured approach and best practice guidelines that address AI specific issues of uncertainty, data nuances, lack of skills and more.
4. Embrace AI in its infancy and help it grow to create that 'magic'. Rome was not built in a day – understand the relevance of this idiom in AI and act.



GOPALAN OPPILIAPPAN

Gopalan Oppiliappan, head - AI Center of Excellence, Intel India, is an AI thought leader who has been actively partnering with PMI and other leading organizations such as NASSCOM, Confederation of Indian Industries and Niti Aayog in accelerating AI adoption in India.

Please tell us about the DS/AI projects that you are working on.

I head the AI Center of Excellence (CoE) in Intel India. Through the CoE, we are tackling problems related to supply chain, product development and product validation with classical AI algorithms and deep learning techniques.

What are the biggest challenges that you face in these projects?

The biggest challenge I have seen is the lack of labelled data. Though we see data all around us, the lack of labelled data is a major bottleneck in training AI models. The second challenge is the lack of instrumentation of processes to collect logs of applications or processes.

Hence, it is pretty difficult to 'sense' what is happening in a system and to understand the 'state' of a system at any given moment. Without a clear idea of the state of the system, an intelligent decision cannot be made, predicted or recommended. We need to postpone the creation of AI use cases until adequate data collection mechanisms are put in place and the right data elements are collected over a meaningful period of time.

What are some of your learnings?

One of my major learnings is that the 'mortality rate' of AI ideas is close to 80 percent. That is, if we pursue 10 ideas, only two will get deployed. Given this grim scenario, we have to be super aggressive in communicating the status of AI use cases to our stakeholders and customers. We must manage their expectations upfront that miracles are not going to happen and failure rates are going to be high.

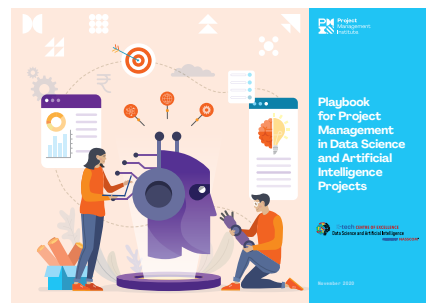
As a CoE, we also have to cast our net wide to generate a multitude of opportunities and sieve them systematically, so that the right ideas are picked for a proof-of-concept, evaluation and eventual deployment.

A clear entry-test-validation-exit criteria is important to define and implement ideas in each stage of an AI lifecycle, so that the outcome at each stage is well communicated and expectations are aligned with stakeholders and customers. Every organization must develop this stage-gate approach and a 'go/no-go' decision criteria at every intermittent stage of an AI project.

This will help manage the expectations well within an organization. The syntax of the AI project stages is an interesting area for which we must evolve a standard. PMI has a great role to play here to evolve this common syntax of an AI lifecycle.

How can organizations or professionals improve their capabilities to manage AI projects?

Organizations have to invest now in developing an AI mindset across the entire hierarchy, right from engineers to CXOs. Only then will they have the ability to identify AI opportunities across a wide range of business problems. The second requirement is that program and project managers also need to understand the basics of AI algorithms and how to interpret algorithms, so that they can drive AI teams toward the right trade-offs and convert AI ideas to value with their stakeholders and customers. AI is not just for data scientists alone. It is important to develop an AI thinking across the organization. This will make an AI transformation much easier and faster in any organization.



Read the PMI-NASSCOM Playbook for Project Management in Data Science and Artificial Intelligence Projects

PMI Citizen Developer

Empower teams. Turn ideas into applications



How can organizations build digital skills and stay relevant in today's rapidly changing markets? Citizen Development is the answer. It's the low code/no code revolution that empowers teams with tools and frameworks to transform ideas into applications.

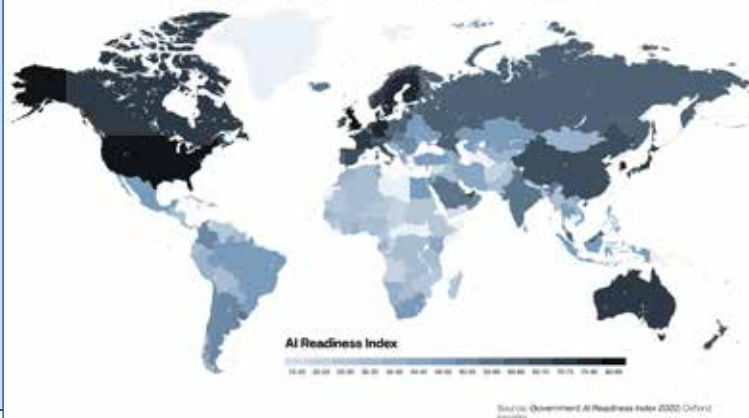
[Click here](#) to know more PMI's Citizen Development and how your organization can benefit from it.

MEGATRENDS 2021

Five megatrends dominate The Project Economy — and all are contributing to greater societal disruption. But a new ecosystem of change-makers is finding business opportunities with positive social impact. PMI has identified these five megatrends as COVID-19; climate crisis; civil, civic and equality movements; shifting globalization dynamics; and mainstream artificial intelligence.

Figure 1. AI Readiness Index 2020

Governments of higher-income countries are better placed to take advantage of AI than governments of middle- and lower-income countries.



COVID-19

COVID-19 has had devastating health impacts, with more than 1.7 million people dead by the end of 2020 and the numbers continuing to rise in 2021. And, there are also the dreadful economic impacts. But it's everything else the pandemic laid bare that's also forcing companies to rethink business as usual, as the crisis exposed and exacerbated systemic inequalities in income, wealth, employment, and access to healthcare for marginalized groups. Indeed, the UN predicted the pandemic would push 96 million people

into extreme poverty, with women bearing the largest brunt, particularly in South Asia.

COVID-19 has transformed the pace and scale of digitalization, with a huge impact on how people work and learn. This has brought some benefits — yet it has reduced the sense of belonging, and increased anxiety, depression, and disengagement. And it has created a divide between digital knowledge workers and those in at-risk jobs or who lack access to high-speed internet.

CLIMATE CRISIS

Perhaps the biggest threat humanity has ever faced, the climate crisis can only be mitigated with innovative initiatives — and the project talent to make those visions reality. However, climate change has also been responsible for worsening social inequalities, with disadvantaged populations suffering disproportionately from its effects. The UN World Social Report states that the ratio between the incomes of the richest and the poorest 10 percent of the global population is 25 percent more than it would be in a world without global warming.

The pressure to act is increasing. Organizations that want to be leaders in addressing climate risk must consider the entire project life cycle, and establish tools and metrics to mitigate negative effects throughout the process.

CIVIL, CIVIC, AND EQUALITY MOVEMENTS

There was a time when organizations taking a stand on social issues was considered risky, but the mass protests of 2020 underscored that silence is no longer an option. Mass protests increased annually by an average of 11.5 percent from 2009-2019. Now, a lack of action on equality issues is more likely to backfire and breed a lack of trust.

Furthermore, years of data also shows that diversity equals greater business success. Yet, companies have made little progress. PMI's research shows just 33 percent of project professionals say their organization has a culturally diverse senior leadership team.

Mass protests increased annually by an average of 11.5 percent from 2009-2019.

SHIFTING GLOBALIZATION DYNAMICS

Emerging markets may have rocketed onto the global stage, but serious infrastructure and education investments are needed to help them move beyond middle-income status. Demographics are also a concern. Gen Z and millennials are now the majority of the global workforce, with more than a third in India and China. Those two countries also represent more than 75 percent of the nearly 88 million individuals needed in project management-oriented roles by 2027.

Large, young populations in emerging markets may sound good—but the reality is high unemployment and rising poverty. And, there's often a disconnect between organizations and young talent. In 2019, the youth population in Central and Southern Asia stood at 361 million. While the youth unemployment rate in South Asia was 19.92 percent.

India and China represent over 75% of the nearly 88 million individuals needed in project management-oriented roles by 2027.

MAINSTREAM ARTIFICIAL INTELLIGENCE

Artificial Intelligence (AI) is now table stakes for many companies, having surged well beyond the realm of automating routine tasks. It is making decisions for us based on our behaviors, and using adaptive algorithms to help us navigate unfamiliar environments. The implications are enormous, driving innovation in everything from autonomous transport to AI-powered knowledge and creative work.

But hard conversations around the ethical implications of AI are still needed. The usage and benefits of AI are unevenly spread (see fig. 1). And innovation brings risk: the seamless integration of algorithms into our daily lives means encoded opinions and biases don't get noticed, let alone questioned. One area gaining traction is the field of emotion AI, which enables machines to read and respond to our emotional states. This could help organizations gain a better understanding of their customers and employees. But, here, too, there are risks and murky ethical areas.

As Rana el Kaliouby, author and CEO of emotion AI pioneer Affectiva, based in Boston, US, succinctly put it: "Every conversation about technologies should consider, 'Okay, what are the ethical implications? What are the unintended consequences?'"

"Every conversation about technologies should consider, 'Okay, what are the ethical implications? What are the unintended consequences?'"

HOW ORGANIZATIONS CAN RESPOND

Each of these megatrends will no doubt have enormous repercussions. But they're not happening in a bubble. Nor are projects.

There are three ways organizations can target all these megatrends, through the types of projects they focus on and their approach, creating a multiplier effect for good — and a powerful magnitude of change:

- **Make social impact projects a strategic priority:** PMI research shows that 87 percent of project professionals say social impact is a concern for their organization. Making social impact projects a strategy priority helps companies create a more agile and resilient business. There are several ways in which organizations are currently doing this. For example, using tools that help developers mitigate bias in AI models, and explain outcomes in natural language. Or, harnessing AI to model how energy assets will react to big environmental events.
- **Foster open and innovative partnership ecosystems:** A more diverse range of partners and partnership models can help achieve significantly better outcomes. Local/regional partnerships can also mitigate the negative impact of some of the megatrends. COVID-19 has accelerated new thinking in this arena. There's no better example of this than the collaborative efforts to create and test COVID-19 vaccines and treatment protocols.
- **Rethink relationships with customers and wider stakeholders:** Only through a radical reimagining of customer and stakeholder relationships can businesses harness the power of many to ensure they're solving the right problems for the right people with the right projects. One example of what organizations are doing includes clearly demonstrating a commitment to marginalized communities in order to win projects.

CREATING AN ECOSYSTEM OF CHANGE-MAKERS

Driving systemic change relies on collaboration and inclusion. Furthermore, this ecosystem of change-makers – all those who can turn ideas into reality – need three key capabilities to succeed:

- **New ways of working**, including agile, waterfall, and hybrid methodologies, and digital project management approaches such as problem-solving tools, AI-driven tools, and microlearning apps.
- **Power skills**, such as collaborative leadership, innovative mindset, empathy for the voice of the customer, empathy for the voice of the employee, and the ability to build trusting relationships.
- **Business acumen**, encompassing a well-rounded set of capabilities that enables people to understand not just their roles, but how their work relates to business strategy and other parts of the business.

But first, change-makers must have the means to acquire these capabilities. Continuous learning is the only way to thrive in today's environment. Virtual learning is a big part of that. But organizations that raise the bar by using AI to facilitate continuous, agile, and innovative learning — collaborative human-machine learning — are the ones that will excel at driving change.

Read *Megatrends 2021* in full.



Inviting article submissions



Calling all PMI/Chapter Members and credential holders to submit their original writings on the topic of project management. Earn PDUs for your published article!

Submission deadline for the next issue - March 15, 2021

Email your article along with your recent photograph to editor.manageindia@pmi-india.org

DISCIPLINED AGILE CONFERENCE: ONE-OF-ITS-KIND LEARNING EXPERIENCE

Agile enthusiasts in South Asia got an opportunity to learn about Disciplined Agile™ (DA) at the first DA Conference on 5 and 6 December 2020. The conference was co-hosted by PMI Kerala Chapter and PMI Pearl City Hyderabad Chapter, with the support of the other chapters in the region and the PMI South Asia team.

The conference themed “Disciplined Agile: Unlock Business Agility” brought practitioners onto one platform to learn how to overcome the challenges of managing projects in today’s work environment and drive business agility using the DA toolkit.

This conference was offered free and was open to any practitioner who follows predictive, adaptive, agile, lean, and hybrid approaches to deliver project outcomes. It attracted over 3,500 registrations from 58 countries. Transformation leaders from across the globe, who represented different industry verticals, shared their experiences in enterprise agility, digital transformation, and DA. The conference featured keynotes, real-world case studies, a panel discussion, and an engaging question and answer session.

The conference opened with a welcome address by Krishnakumar T I, president, PMI Kerala Chapter, followed by opening remarks from Srinivasa Srinivasan, managing director, PMI South Asia. Sunil Prashara, president and CEO of PMI, took the delegates through the DA roadmap and how organizations can benefit from the DA toolkit. He said, “Leaders today need a better way to handle uncertainty. They need to take a more blended approach to have better success. This is exactly what DA helps them to accomplish. It is a toolkit to address the actual problem at hand.”

The keynote speakers on day one were Stephen Townsend, Networks Engagement Facilitator, PMI; Krishnan Unni, associate partner, delivery leader, IBM; Rupesh Kumar Pati, associate professor, Indian Institute of Management, Kozhikode; Nishore C L, director, engineering services, Cognizant Technology Solutions; Kamala R, assistant professor, Department of Pulmonary Medicine, Government Medical College, Thiruvananthapuram; Al Shalloway, director for Thought Leadership of Agile at Scale, creator of DA FLEX, PMI.

PMI Kerala Chapter announced its new initiative, CanDala – the torch bearers of DA, which will encourage volunteers certified in DA to spread awareness about DA in organizations.

On the second day, B Madhav Reddy, president, PMI Pearl City Hyderabad Chapter welcomed the delegates, followed by opening remarks by Girish Kadam, PMI regional mentor, South Asia region.

The keynote addresses on day two were by Galen Townson, PMI Board member, Audit Committee chair, and DA instructor; Mark Lines, vice president, Disciplined Agile™, PMI; Scott W. Ambler, vice president and chief scientist, Disciplined Agile™, PMI; and Brantlee J. Underhill, managing director, North America, PMI.

Venkat Reddy, vice president, PMI Pearl City Chapter, provided an overview of the agile certification journey and the new changes to DA certifications. The PMI Pearl City Hyderabad Chapter launched the DA Ambassador Program, with Madhav Reddy releasing the logo.

In a panel discussion on Challenges in Enterprise Agility, experts expounded on how to prepare one’s organization and teams for business agility. It was moderated by C. Venkata Reddy, vice president, PMI Pearl City Hyderabad Chapter. The panellists were Venkatachaliah Babu, head - Project Management Center of Excellence, Infosys; Daniel Gagnon, organizational agility advisor, Disciplined Agile fellow, instructor trainer and coach; Brijesh Shah, vice president, training & development, PMI Gujarat Chapter; and Nivarti Jayaram, vice president, head of transformation, Societe Generale Global Solution Centre.

A keenly awaited session was “Ask the Expert” in which Mr. Ambler and Mr. Lines answered a host of questions from the delegates.



PMI, NASSCOM PUT THE SPOTLIGHT ON CITIZEN DEVELOPER

PMI recently joined the global movement on no-code/low-code and citizen developer with a handbook and a foundational course to guide professionals in citizen development. In December 2020, PMI joined hands with India's premier industry association, National Association for Software and Services Companies (NASSCOM), to understand the potential for citizen development and how the two organizations can promote it.

On 4 December, PMI co-hosted a virtual roundtable with NASSCOM in which 12 leaders from the technology sector shared their thoughts on the opportunities and challenges in adopting no-code/low-code platforms. They also highlighted the role that PMI can play, such as to create a body of knowledge on citizen development, certifications and a maturity model for organizations, and facilitate knowledge sharing.

The roundtable started with PMI president and CEO Sunil Prashara and PMI South Asia managing director Srini Srinivasan setting the context for the discussion. They spoke about the growing demand for citizen development and PMI's plans to become a catalyst in this regard. Alwin Magimay from FTI Consulting provided a perspective on how citizen development will fill the talent gap in software development and accelerate business transformation.

The speakers who contributed their views at the roundtable represented companies such as Google, Microsoft, NTT, Ericsson, Global Logic, Genpact, HCL, Tech Mahindra, UST Global, and Nokia.

They brought into focus some of the key issues facing the adoption of no-code/low-code platforms, such as poor governance and security, and the lack of standards and unclear job responsibilities, for example who is responsible for maintaining a software that has been created by a business user using a no-code tool. The leaders see PMI as a knowledge creator and a catalyst that can use its expertise and influence in the industry to provide direction to citizen development.



The roundtable discussion was followed by a series of talks on the sidelines of the NASSCOM Product Conclave 2021 from 11 to 13 January. The discussions were moderated by Narendra Bhandari, senior vice president and general manager, Persistent Systems. The talks with three experts brought to light some real-life use cases of no-code/low-code development from around the world.

Suresh Sambandham, CEO, Kissflow; Rajoshi Ghosh, co-founder, Hasura; and Dave Garrett, chief strategy and growth officer, PMI, spoke about the opportunities that no-code/low-code platforms present for enterprises, startups and professionals. Kissflow is a software-as-a-service company that pioneered no-code/low code platform when it was not recognized as a category. Hasura is an open source product company that allows developers to create instant application programming interfaces to pull data from different sources.

The experts believe that the demand for no-code/low-code platforms and citizen developers will grow as businesses undergo digital transformation. It will enable companies to work with limited software talent and speed up their transformation. It will also be a game-changer for smaller companies who cannot afford engineering talent to meet their needs.

PROJECT MANAGEMENT GAME-A-THON FOR STUDENTS

PMI South Asia organized a first-of-its-kind project management contest that was open to college and university students from across India. It received a huge response, with over 4,400 registrations. More than 1,700 participants cleared the qualifying round of multiple choice questions. Ninety participants from 32 teams were shortlisted as finalists, out of which 20 teams shared their ideas or prototype for the final round. At the grand finale, eight teams presented their creations. Four teams were chosen as winners.

The challenge for the contestants was to design a project management-themed digital game on a topic or scenario of their choice. It provided students a great hands-on learning experience on the fundamentals of project management in a fun and interactive way.

Dr. Srinivasa, regional managing director, PMI South Asia, said, "We are thrilled to see the budding talent across colleges and universities, and the future-readiness of Indian students. We believe that project management is a life skill and individuals of all ages can benefit from strengthening their project management skills, regardless of the profession they choose. I can't wait to see the innovation these young change-makers will present to the world."

Team Pragathi from the Indian Institute of Technology (IIT) Madras, won the contest. They bagged a cash prize of Rs. 150,000. The team designed Endurance, a multiplayer game based on farming. It features a closed system of mutual dependency, emphasizing the necessity for communication and coordination among the players for their survival, and reliance on observation and analysis to optimize the game outcomes.

The first runner-up prize also went to a team from IIT Madras, Team Proxima. They walked away with a cash prize of Rs. 100,000. Team Demeter from CMR Institute of Technology, Bengaluru, won the second runner-up position and a cash prize of Rs. 50,000. Team KVL from Loyola-ICAM College of Engineering and Technology won the judge's choice award for their concept and presentation.

The winners were announced by K. N. Satyanarayana, director, IIT Tirupati, who is the chair of the PMI Academic Advisory Group. The other finalist teams shortlisted for the presentation round were from SRM University; National Institute of Technology Durgapur; KIET

Group of Institutions, Ghaziabad; Arya College of Engineering & IT; and Ajay Kumar Garg Engineering College, Ghaziabad.

The contest took place over two months and included 200 teams from diverse disciplines in undergraduate, postgraduate and Ph.D. programs. The participants were provided access to PMI's Kickoff, a free, 45-minute learning tool that guides learners through the basics of project management and developer tools from GitHub. Additionally, students who qualified for the second round of the contest are eligible for a discounted Certified Associate in Project Management (CAPM)® certification, PMI's introductory professional certification in project management.

The game-a-thon was organized in association with TechGig, a professional networking service, the GitHub collaborative website, and Tata Consultancy Services as a knowledge partner.

Congratulations Winners!

Results are out for India's first of its kind Game-A-Thon on project management. Incredible entries by all the 32 finalists. The judges had a tough time shortlisting the final eight who presented at the grand finale! Hearty congratulations to the winning teams.

WINNER		1 st RUNNER UP	
Sreelakshmi S	Manu K Pouluse	Jebin Tony Raj S	Nirmal Patel
Team Name: Pragathi College: IIT Madras		Team Name: Proxima College: IIT Madras	

2 nd RUNNER UP			
Zain Ahmed N	Nitish Srujan	Rahul S Mahendrakar	Vidyaashree V
Team Name: Demeter College: CMR Institute of Technology, Bangalore			

JURY'S CHOICE AWARD		
Vignesh R	Lathika Rakshini G J	Kayser
Team Name: KVL College: Loyola-ICAM College of Engineering and Technology		

Participants were provided access to PMI Kickoff, a free, 45-minute learning tool on the basics of project management. [Click here](#) to know more.

Taking the Agile Route to ERP Implementation



KALLOL BASU

The pandemic has forced companies to relook at their operational resilience, putting impetus in accelerating enterprise resource planning (ERP) enabled digital transformation. However ERP implementations are extremely time-consuming, complex, and often fail to accrue the intended benefits. The key reasons for this include:

- ▶ Misalignment among stakeholders on program goals
- ▶ Lack of requisite program governance and business stakeholder involvement
- ▶ Lack of quick decision-making elongating the implementation cycle
- ▶ Deliverable-driven rather than outcome-driven
- ▶ Primarily waterfall approach ensuring long lead time to deliver value and high risk of failure

So why not take the agile route? ERP implementations are deemed to be too complex for management by small agile teams. Requirements cannot be broken down to stories executable in sprints. Being cloud products, customizations should be kept bare minimum, thereby not encompassing constantly changing requirements. ERP solution cannot be meaningfully demonstrable to end users in incremental fashion till it is fully built and functionally integrated. Non-functional elements are intertwined impeding sprint-wise breakdowns. Challenges also include key decision governance requirements, synchronization between scrum teams, and integration of shared resources.

An agile approach has potential to dramatically streamline ERP projects, making them rapid, adaptive, and business-focused. Some agile program management practices can be applied directly.

- ▶ Empowered self-organized small, end-to-end, cross-functional teams including business and IT, jointly working towards business outcomes and value creation. It involves greater transparency for quicker decision making.
- ▶ Replace long waterfall phases with sprints to enable progress/benefits tracking. Functional scope can be broken into smaller set of features (customizations) executable in sprints.
- ▶ Scrum based ceremonies to drastically facilitate continuous improvements and visibility,
- ▶ Certain phases like system integration training or user acceptance testing made agile through automation, thereby optimizing delivery process.

Some agile practices need modified application. Entire scope must be defined upfront at high level with clear acceptance criteria. To enable grouping, more emphasis should be given to business processes and architecture than traditional agile. Functional and non-functional teams need close synchronization. Phase of end-to-end testing and cut-over is mandatory to consolidate increments delivered by teams and test complex interfaces with legacy applications -- this cannot follow sprint methodology.

How does this apply to phases? Determining/defining phases can be accelerated by doing high-level rapid fit-gap analysis through pre-configured solutions and show-and-tell workshops iteratively in sprints with business stakeholders. High-level macro feature roadmap is created which is elaborated subsequently. Strong project management office (PMO) will coordinate the functional and non-functional workstreams, thereby accelerating the cycle and eliciting early user feedback. Re-evaluating the progress periodically presents opportunities for course correction.

During implementation, functional delivery teams can adopt scrum easily through design, development, and system testing in sprints. End-to-end testing and UAT are conducted regularly to improve code-quality and test automation. Non-functional work largely needs to follow a traditional approach, regularly synchronizing with a functional workstream. Instead of proceeding with delivery of the system with all planned project features, at each sprint end, a configurable and testable function is available for release adding incremental value to the final product.

Deploying the solution is largely non-agile, although it can happen frequently to mitigate early deployment risk. Hypercare phase is shorter due to continuous focus on quality. Adopting agile methods enables DevOps execution – automation and analysis techniques to optimize collaboration across development and operations, enabling faster, more predictable frequent deployments.

Application of agile project management can help foster greater customer centricity, faster time to market, lower costs, and more engaged workforce, resulting in better change adoption by end users as they can view measurable progress. Design and testing durations are reduced. More workload can be compressed into a period through parallelization of functional teams. Industrializing agile approach can thus mitigate challenges of ERP transformation around people, process and technology dimensions.

(Kallol Basu is a senior business partner with Tata Consultancy Services, specializing in organizational change management. He has worked on large business transformation initiatives, lending his expertise to the areas of program management, change management, and business process re-engineering. With a Ph.D. in business transformation, Mr. Basu has played an instrumental role in multi-year, multi-country customer programs.)



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STAR VOLUNTEERS

In this column, we shine the spotlight on our star volunteers from PMI South Asia 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.



RAJIT SHAH, PMP

Head – Commercial Kajima India Pvt. Ltd.

Vice President, Finance, PMI Gujarat Chapter

Been a PMI member since: 2006

What attracted me to PMI: PMI's *The Guide to Project Management Body of Knowledge (PMBOK Guide)*® that has helped me improve my ability to handle complex projects with multiple stakeholders and tight timelines.

My dream project as a project manager: To be able to handle multiple building and infrastructure projects in the United States, the United Kingdom, Asia, and Australia.

My proudest PMI volunteer moment: To be appointed as the chapter's vice president of finance.

A life lesson I learned as a volunteer: Grow the team by keeping in mind that members think and work differently.

I am looking forward to... Being appointed as advisor to PMI's procurement committee.



KETAN GANDHI, PMP

Volunteer,
PMI Mumbai Chapter

Been a PMI member since: 2014

What attracted me to PMI: International recognition.

My dream project as a project manager: Implementation of a policy administration system for a private bank.

My proudest PMI volunteer moment: Receiving the certificate for being a speaker at a PMI forum.

Something new I learned as a volunteer: To host webinars for project management forums.

I am looking forward to... Managing AI projects.



SHOEB MUHAMMAD, PMP

Regulatory Affairs Manager, Banglalink Digital Communications Ltd.

Volunteer, PMI Bangladesh Chapter

Been a PMI member since: 2020

What attracted me to PMI: That it is a global job-oriented institution and network.

My dream project as a project manager: Yet to find it.

My proudest PMI volunteer moment: Being a part of the Bangladesh Project Management Symposium 2020.

A life lesson I learned as a volunteer: Resilience and cooperation is key in the success of any project.

I am looking forward to... Continuing my volunteering services to the best of my ability.



VIJAY VEMANA, PMP, PgMP, DALSM

Associate Director, Engineering, ATMECS Technologies

Volunteer, PMI Pearl City Hyderabad Chapter

Been a PMI member since: 2003

What attracted me to PMI: The opportunity to learn more about the skills, tools and techniques in the projects I was associated with.

My dream project as a project manager: Getting the platform to support product activation and anti-piracy capabilities for Windows Operating System and Office Suite of products.

My proudest PMI volunteer moment: My involvement in PMIPCC-SERA activities that has a direct impact on rural areas.

A life lesson I learned as a volunteer: Everyone can donate some time for a cause and feel immensely satisfied.

I am looking forward to... Contributing more time in volunteer activities that can help improve the standard of living of others, directly or indirectly.



VINAY BABU TARALA,
PMP, PMI-ACP, CDA,
DALSM

Scrum Master/Agile Coach,
Collins Aerospace

Volunteer Program Manager,
PMI Pearl City Hyderabad
Chapter

Been a PMI member since: 2019

What attracted me to PMI: : Its global presence and good network of project managers.

My dream project as a project manager: To take project management to engineering colleges and include it in the curriculum at an early state of student life.

My proudest PMI volunteer moment: Getting selected as an ambassador of Disciplined Agile and a volunteer program manager.

A life lesson I learned as a volunteer: Money is not the only thing to be earned in life. It gives immense pleasure when you give something back to society.

I am looking forward to... Contributing more the chapter and promoting the agile certification journey.



SMIT RAJENDRA
KAKDE

Assistant Project Engineer,
Brabo Robotics and
Automation Ltd.

Manager - Lounge sessions,
PMI Pune Deccan Chapter

Been a PMI member since: 2020

What attracted me to PMI: The opportunity for knowledge sharing and social networking.

My dream project as a project manager: Project on self-sustainable agriculture.

My proudest PMI volunteer moment: Hosting a live event and getting recognized by the chapter for my contribution.

A life lesson I learned as a volunteer: Nothing is impossible, you just need to go ahead and give it a try.

I am looking forward to... Developing project management skillsets and mentoring rising project managers.



RASHMI MOHANDAS,
DASSM

Senior Executive, Project
Management Office, ARS T&TT

Volunteer, PMI Kerala Chapter

Been a PMI member since: 2017

What attracted me to PMI: Volunteering opportunities, the exposure, and social responsibility.

My dream project as a project manager: A community engagement activity that impacts its intended target.

My proudest PMI volunteer moment: Every opportunity to volunteer toward social betterment makes me immensely proud.

A life lesson I learned as a volunteer: We should learn to enjoy the small things in life.

I am looking forward to... Continuing to be a contributing member of PMI; assist in whichever way I can.

PMI BANGLADESH CHAPTER

PROJECT MANAGEMENT SYMPOSIUM 2020

The Bangladesh Project Management Symposium 2020 with the theme, “Courage, Adaptation and Project Economy,” was held on 6 and 7 November 2020. It focussed on rapid changes in the industry through innovation and digital transmission and the need to acquire knowledge and skills for project management.

The first ever project management virtual conference was attended by officials of Bangladesh government, international project management consultants, corporate icons, and PMI Asia Pacific leaders.

The event saw professionals from different industries exchange knowledge, make useful contacts, and receive valuable insights from eminent speakers and leaders of the project management community.

PROJECT MANAGEMENT EXCELLENCE AWARDS 2020

PMI Bangladesh Chapter organized Project Management Excellence Awards 2020 for the first time to recognize and honor the project manager/project team/organization that has delivered superior results through exemplary application of project management principles and practices. The event was held on 6-7 November 2020. There were four main categories recognized in the Project Management Excellence Awards:

1. Project of the Year - Business/Service
2. Project of the Year - Social Impacts
3. Academic Project of the Year
4. PMO of the Year

On the second day of Bangladesh Project Management Symposium 2020, Nasrul Hamid, state minister of power, energy and mineral resources, Government of Bangladesh, announced the Project Management Excellence Awards 2020 champions and runner-up.

**ACADEMIC OUTREACH, PROFESSIONAL DEVELOPMENT SESSIONS**

A session on ‘Generation Z and Project Management’ was organized for Daffodil International University in January. Over 90 students and faculty members participated in the event, that focused on future collaborations between organizations. It was marked by a positive exchange of views and ideas.

An orientation session for new members saw over 50 attendees get insights for working together to make the Bangladesh project management community stronger and more vibrant.

Successful closure of the mentoring program 2020 was also done, with mentors and mentees sharing their journey. Syed Sohael Reza, director technology, Banglalink Digital Communications Ltd., was the special guest, and he shared his leadership experience with the audience. The chapter is looking forward to initiating the mentoring program 2021 in March, with accomplished industry leaders as mentors.

An interactive professional development session was conducted by Koushik Srinivasan on ‘Storytelling for Project Success’ and an experience sharing webinar session on ‘Mega Project Management: A case study of Payra 1320 MW Thermal Power Plant Project’ was conducted by Muhammad Saifuddin Ahsan, superintending engineer, NorthWest Power Generation Company Ltd.

PMI KERALA CHAPTER

GLOBAL HONOR FOR CHAPTER PRESIDENT

PMI Kerala Chapter President Krishnakumar T I was awarded the prestigious PMI Eric Jenett Project Management Excellence Award 2020 for his valuable contribution to the project management community and profession. This was announced by PMI on 20 October 2020 during a virtual event attended by PMI leaders from across the globe. He is the third recipient from India and the first from Kerala to receive this prestigious award.

Mr. Krishnakumar is the president of PMI Kerala Chapter and CEO of TravelSPoC. This recognition is remarkable considering the fact that there are more than 2.9 million project management professionals working in nearly every country in the world.

The memento received from PMI was presented to him by Kadakampally Surendran, minister for tourism, Government of Kerala, at a public function held on 6 November 2020 at Press Club Trivandrum.



SCHOOL FORUM INAUGURATION



The chapter has extended its outreach program to schools, following the success of the roll-out in technical institutions and business schools. The first school forum was inaugurated virtually on 1 November 2020

by Srin Srinivasan, regional managing director, PMI South Asia Region. This is a unique initiative undertaken in the 30th year of PMI Educational Foundation.

Santhan Charuvil, principal, Sarvodaya Central Vidyalaya, and Mr. Krishnakumar, chapter president, addressed the students. Several PMI community leaders spoke at the event. There was an educative session on project management for the 800-plus students in the age group of 8-16 years who have joined the forum.

HOME GARDENING FOR STUDENTS

The chapter, in association with Sarvodaya Central Vidyalaya, Thiruvananthapuram, conducted 'Sarvam Organic', a program to urge students to learn and implement project management principles for the cultivation of organic food. The event was inaugurated on 1 November 2020 by Vasuk, director of agriculture, Govt of Kerala, over a video call. The students from the school's nature club were introduced to the program. The chapter provided them vegetable seeds, guidance on how to cultivate organic vegetables, support for cultivation, and monitoring of the progress using technology.

In all, five types of vegetable seeds were distributed to each of the 250 students selected for the program. This is the first project-based learning activity being organized for students. On 3 January, the first online session was held, on 'Home gardening in small space' by Thomas Augustine,



assistant general manager (systems), State Bank of India, who is a passionate chapter volunteer.

FEARLESS CHANGE AWARD FOR THE CHAPTER



PMI Kerala Chapter was awarded the Fearless Change Award in the Asia Pacific Region at Leader Pathways Virtual Gala 2020 on 27 November 2020. This award was given in recognition of the chapter's multiple outreach programs and social activities.

MEMBER AND VOLUNTEER PROGRAMS

The chapter conducted a webinar on 'Project Management for Engineers' by Kenny Paul, vice president, marketing, for the academic forum members at Muthoot Institute of Technology and Science on 16 October 2020.

On 19 December, Lee R Lambert, co-founder of PMP certification, PMI Fellow, Lewis Center, Ohio, USA, was the chief guest at the induction ceremony of new members of the chapter's academic forum of Saintgits College of Engineering for this year.

PMI NORTH INDIA CHAPTER FOCUS ON RE-SKILLING

The North India Chapter organized an event on the significance of reskilling on 11 January. Addressing the participants, the speaker, Jerry Reed, stated that skill gaps are a by-product of change. Quoting from industry surveys and real-life examples, he concluded that the COVID-19 pandemic and digital transformation initiatives have exposed at least five skill gaps for project management professionals. These are delivering remotely, managing new project types, transcending dysfunction, adapting to change, and expediting schedules. To address these, Mr. Reed offered a project management playbook comprising a set of five trainings (or plays) focused on different learning objectives involving hard and soft skills.

These programs are:

REMOtEational intelligence: This is focused on how to deliver and inspire optimal performance from any location.

It addresses communication, which is a bigger hurdle than technology.

Make it manageable: Templates do not exist for new types of projects. Correct project work breakdown structure is critical.

Transcend dysfunction: Addresses the five dysfunctions: Absence of trust, fear of conflict, lack of commitment, avoidance of accountability, inattention to results.

Adapt and win. Adapting to change, finding levers to negotiate faster delivery dates, and using leverage with finesse and sensitivity are important skills.

30 days faster. It is essential to identify the critical path, use resources efficiently, and negotiate to reduce duration of tasks on the critical path.

CHAPTER ELECTIONS

The North India Chapter inducted three new members on its board, following an efficiently run election held on 10 January. The new members and their roles are -

1. Pritam Gautam : President
2. Vikash Sharma : Vice president, volunteers
3. Vikas Madan : Vice president, professional development

HELP FOR COVID-19 WARRIORS

The chapter has been supporting COVID-19 warriors such as Home Guards, civil defence personnel and the state police by donating masks and sanitizers in all states and union territories that fall under the chapter. It started this activity in Jaipur on 9 July 2020 and has since covered Delhi, Dehradun, and Noida in the last six months. Umesh Sharma, additional director general, Ministry of Home Affairs, recognized the chapter with a citation. The chapter is now gearing up to conduct donation drives in Gurugram, Dehradun, and Jammu.

PMI GUJARAT CHAPTER

CHAPTER INAUGURATION

The Gujarat Chapter was launched on 13 September 2020. The inauguration was attended by over 90 PMI members, and national and international dignitaries. The chapter aims to advocate the project management profession across sectors. The objective is to provide a platform where people can share best practices, collaborate, educate and upskill themselves, and network with members, leaders, and project management professionals. These will help them to advance their

careers, and improve their organization's performance.

The founding members of the newly formed chapter are Sanjay Buch (Surat), Prerak Shah (Ahmedabad), Rajit Shah (Ahmedabad), Suketu Modi (Ahmedabad), Manan Patel (Ahmedabad), Minaxi Vaishnav (Vadodara), Utkarsh Pandit (Vadodara), Rajesh Panchal (Vadodara), and Vrushank Buch (Vadodara).

PMI PEARL CITY HYDERABAD CHAPTER

MASTERCLASS - MANAGING DIFFICULT SITUATIONS



The Pearl City Chapter organized a Q&A session with senior leaders Pavani Tummala, senior vice president, DBS Bank, and Sairam Chamarthi, Disciplined Agile champion on 17 October 2020. Both of them shared insights on managing work in tough times and challenging situations. They also gave pragmatic advice and answered the queries raised to them.

KNOWLEDGE-SHARING SESSIONS

During a knowledge-sharing session held on 28 October 2020, Kartikeyan Ramamurthy, PfMP, PMP, director, Amadeus Labs, enlightened the participants with the latest trends in 'Project, Program, Portfolio and PMO' functions. He shared insights on the impact of forthcoming incremental and disruptive technologies on project management functions.

On 28 November 2020, Sharat Sharma, a high-performance coach and sales strategist, helped chapter members decode the leadership traits in the new generation of leaders.



VIDEO BOOK LAUNCH

On the International Day of People with Special Needs on 3 December 2020, Sai Kaustuv Dasgupta launched a book on the basics of project management in sign language. This was yet another initiative by the chapter toward building inclusive communities. The Pearl City Chapter had earlier launched a book in Braille and Telugu.

The event was co-hosted by the chapter and Ashray Akruti Foundation. The team members involved in the project were Neha Agarwal, PMP; Sunanda Gundavajhala, PMP; Sathyavada Kalyan, PMP, ACP; B Madhav Reddy, PMP; and Naga Saujanya Yelisetty, PMP, DALSM.

RURAL OUTREACH

PMI Pearl City Chapter supports SERA and the National Institute of Rural Development and Panchayat Raj (NIRDPR) in their mission to develop sustainable communities in rural India.

Chapter volunteers work on village development activities and Gram Panchayat Development Plan (GPDP) and FPO awareness in Wanaparthy and Siricilla clusters of Telangana state. Volunteers,



led by Naga Saujanya Yelisetty, director, PMIPCC, with the help of G. Rajeshwari, Ch. Mohan Kumar, Vijay Vemana, Narendra Kumar Yalamakuru, and Neeraj Gupta, spent more than 180 hours on brainstorming sessions, research, planning, and project documentation. They received recognition for their contributions on the SERA Foundation Day.

MEMBER MONDAY SERIES

The chapter launched a new initiative called Member Monday on 7 December 2020 to put the spotlight on chapter members by featuring one member every Monday on our social media channels. This initiative is aimed at enabling members to continue connecting and networking virtually even in these times of social distancing.

(Chapter news contributors are Annesha Ahmed, PMP; Akhila Gowri Shankar, PMP; Jayakishore S R, PMP; Hariprasad P S, PMP; Manoj Gupta; Monika Muddamshetty, PMP, ACP, CDAP; Suma Murthy, PMP; and Naga Saujanya Yelisetty, PMP, DALSM.)



What's New from PMI

New certifications, solutions and tools to help you advance in your career. [Check them out!](#)

Nominations open for **PMI South Asia Awards 2021**

Honoring successful projects from **India, Bangladesh & Sri Lanka**

The year 2020 was every project professional's nightmare. Nothing went to plan. Yet, it's incredible how many managed to pivot and turn their projects around! This year's awards celebrate the spirit and resilience of project professionals.

PMI South Asia Awards seek to honor ground breaking projects from India, Bangladesh and Sri Lanka. If you have been part of such a project, send us the details. Soon.

★ ★ ★

AWARD DETAILS

Award Title	Categories			
Project of the year	Large	Medium	Small	Micro
Social Projects	Contribution to Community		NGO	

NO APPLICATION FEE

Last date to submit nomination – 10th April 2021

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An Enriching Experience

SAMUEL DORAIRAJ,
PMP, PMI Senior Champion



How has the Champion program helped you as an individual?

When I look back at my Champion journey, I find it to be an enriching experience that I was able to learn and share some of the best-known methods with my fellow Champions. A key takeaway has been the opening of connections to build my network, and I can now reach out to any individual for any topic. While earlier, a majority of my connections were limited to my organization, the Champion program has opened a completely new world, wherein I get to work with fellow project and program management professionals across multiple industries.

The program has enabled me to take project management concepts to an entirely new audience of rural schools in Karnataka, where the advocacy efforts have benefited the community. In addition, the monthly meetups have been a positive experience that has strengthened my business acumen across artificial intelligence, data privacy, startups and more.

Why would you recommend the Champion program to a new volunteer?

The Champion program is beneficial to new volunteers as they get mentored by experienced project managers and fellow practitioners, and explore uncharted territory. It will expand their connections within the project management community, and also create an opportunity for them to give back to the world of project management.

Champions also get access to numerous journals, papers, and studies to upskill themselves in various project management tools and frameworks.

How have PMI membership and certifications helped you and your organization or team?

The certifications are beneficial as I got to put the learnings to practice in various projects. Working closely with the PMI program team has increased the number of Project Management Professional (PMP)® certification holders who manage complex programs in my organization.

One key benefit of being a member is being able to connect with professionals through various communities of practice and chapter meetings.

Forging a New Path

SUBHAJIT GHOSH,
PgMP, PMP, PMI-ACP
PMI Senior Champion



How has the Champion Program helped you as an individual?

At the Champion Program Annual Graduation ceremony in December 2016 in Bengaluru, a young project management professional was overwhelmed by the grand scale of the event. It was the first time he had received an opportunity to meet so many project management leaders from different organizations. He realized that professional maturity is much beyond the silos in an organization, and beyond individualism. This PMP-certified young project management professional did not have any idea of it when he casually applied for the Champion program.

First forward to today. He is now a respected project management professional, both within his organization and within the community. He acquired PgMP, PMI-ACP, and other credentials, in addition to PMP. He has voluntarily trained and mentored over 350 professionals in project management from across organizations. His white paper on the subject has been published at the national-level project management conference. He also delivered a keynote address at an international conference. He has worked for the upcoming seventh edition of PMI's A Guide to Project Management Body of Knowledge (PMBOK Guide)®. He is now a more confident and knowledgeable professional. Most importantly, he is part of the excellent professional network of PMI Champions. From scenario one to two, this is my journey in the Champion program.

Why would you recommend the Champion program to a new volunteer?

If you want to sharpen your project management skills, join this program. It is all about project management advocacy – collaboration, content creation, presentations, mentoring, writing, teaching – that improve the project management skills. Above all, this program facilitates learning from people who are already stalwarts in their sphere.

This program opens doors for building a strong network with project management professionals coming from diverse backgrounds, geographies, and experience, but who are connected through the passion for volunteering.

Finally, this will enable you to understand the value of empathy, collaboration, learning, growth, teamwork, servant leadership, and volunteering. You will get mentored (directly or indirectly) to be a better version of yourself. This program enables you to get inner satisfaction and fulfilment.

How have PMI membership and certifications helped you and your organization or team?

Once, during a challenging phase of my career, I was desperately looking for a job opportunity in the project management space. One day, while I was waiting for a job interview, something strange happened. All the candidates were called for their interviews. But I was kept waiting. I became restless, and enquired about it. But nothing happened. I was then called much later in the day. After multiple rounds of screening, I was able to secure an offer. Everything seemed to be usual.

My recruiting manager became my close friend after I joined the organization. After two years, he shared the behind-the-scenes story of my recruitment process. I was not supposed to get interviewed as the interviewer panel had got my resume a bit late. They had already fulfilled the positions by then. But someone pointed out in my resume that I was an active PMP and PMI member. Hence, they decided to give me a chance. After I performed well, they had to take special permission to open an additional position before giving me an offer. As Steve Jobs said, "You can't connect the dots looking forward; you can only connect them looking backward."



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