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MANAGE India

CELEBRATING OUR
50 ANNIVERSARY PMI
Project Management Institute

HOSTED BY **PMI**
KERALA CHAPTER

TRANSFORMATION MADE POSSIBLE BY A PROJECT MANAGER

Project Management Regional Conference
27 April 2019 | Thiruvananthapuram

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Dr. Krishnakumar T. I.
Conference Chair

Jayakishore S. R.
Conference Director

Harikuttan K.
Conference Co-Director

PMI Kerala Chapter considers it a great honor to have hosted the fifth PMI Regional Conference on 27 April 2019 at the Convention Centre in Greenfield International Stadium —The Sports Hub, in Thiruvananthapuram.

We are happy that this event took place in God's Own Country during the 50th anniversary celebration year of PMI and the 15th anniversary of PMI Kerala Chapter. We consider it our privilege that Tejas Sura, member, PMI Board of Directors, could join us and speak on The Future of Work - PMI's 2019 *Pulse of the Profession*®.

The delegates opined that it was enlightening to hear from the distinguished keynote speakers on the transformation made possible by project managers in varied disciplines — like the space program, IT sector, healthcare, media/entrepreneurship, research expeditions, disaster management, social inclusive programs, and the education sector.

The post-lunch behavioral expert session, the lightning talks on chrysalis and road safety, as well as the mentalist session ensured that the audience had a fruitful day. We are happy that the conference provided a number of takeaways on skill development in relation to the changing roles of the project manager to the 300-plus delegates representing a wide range of industries.

Counters of the PMI Educational Foundation and PMI Champions and the 50th anniversary celebration kiosks were added attractions. The Kerala Chapter Board and volunteers thank PMI India for giving us the opportunity to put this event together.

A CELEBRATION OF PROJECT MANAGEMENT

PMI India Project Management Regional Conference in Thiruvananthapuram brings together experts from various sectors to deliberate on the role of a project manager during transformation

Panchalee Thakur

Dancers from a traditional performing arts troupe entertaining delegates with their elegant and fluid movements

Prof. Saji Gopinath
Director, Indian Institute of Information Technology and Management - Kerala (IIITM-K) addressing the audience

As an organization prepares itself for digital transformation, it increasingly relies on its project managers to take it to the next level. How well a project manager fits into this new role depends on the capabilities she or he brings to the job. This was the focus of the PMI India Project Management Regional Conference in Thiruvananthapuram on 27 April.

The conference theme, Transformation Made Possible by a Project Manager, aptly captured the greater relevance of practitioners in today's business environment. The theme goes well with the leitmotif of PMI's 50th anniversary celebration — a yearlong dedication to the project manager.

Hosted by PMI Kerala Chapter, it was the fifth regional conference held in India. Over 300 practitioners from diverse industries attended the one-day event.

Twelve distinguished speakers from different fields touched on various aspects of transformation through keynote addresses and "lightning talks," which were 15-minute sessions.

In his opening keynote, S. Somanath, scientist and director, Vikram Sarabhai Space Centre, Indian Space Research Organisation, spoke about the role of leaders in inspiring people to drive an organization to the next frontier. Dr. Saji Gopinath, CEO of Kerala Startup Mission, gave a special felicitation address.

The morning session saw a host of speakers sharing their thoughts: Dr. M. R. Rajagopal, Padma Shri awardee and founder-chairman, Pallium India, spoke about the need for ordinary citizens to lend a hand to transform healthcare in India. Sohan Roy, film director and CEO and founder, Aries Group of Companies, appealed to project managers to improve their efficiency quotient. Tejas Sura, member, PMI Board of Directors, urged practitioners to develop curiosity, technology expertise, and future-ready skills to help transform ideas into reality. Tathagat Varma, author and country head, NerdWallet, provided the lowdown on why transformations fail.

In the afternoon session, Val Grey, behavioral expert and coach, demonstrated through a workshop how humans are fallible and need each other. Nanda Kishore, vice president and global delivery head, Wipro Technologies, spoke about the importance of fast product releases in today's market and the need for project managers to develop digital skills.

In her lightning talk, Anita Peter, actor, dancer, and founder of performing arts center Lasya Drutha, drew parallels between people transformation and chrysalis, a stage in the transformation of a larva into a butterfly. Subramanian Narayanan, head — program management, Hella, said project managers must come forward and accept accountability of projects. Commander S. Sanooj, Southern Naval Command, Indian Navy, elaborated on the project management that went into the relief operations after the devastating floods in Kerala in August 2018. Mr. Preeth Azhikode brought in an element of entertainment with his awe-inspiring mentalism acts. Tiffany Brar, social activist and founder of Jyothirgamaya Mobile Blind School, highlighted the importance of adopting an inclusive policy toward the visually impaired so that they can contribute to their potential. Prakash Ramachandran, chief technology officer, Byju's, spoke about creating opportunities out of chaos.

Fifteen long-standing members of PMI Kerala Chapter had been selected for special recognition, of which four members were able to make it to the conference. These members have been with the chapter for eight years or more on a continuous basis. Besides that, as many as 36 chapter volunteers, who planned and executed the conference, received tokens of appreciation from PMI.

PEOPLE POWER
BEHIND ISRO'S GROWTH

S. SOMANATH
Director, Vikram Sarabhai
Space Centre

It's not for nothing that S. Somanath is referred to as the "people's scientist" in scientific and academic circles.

It was quite appropriate then that Mr. Somanath's keynote address dwelt on how people power transformed the Indian Space Research Organisation (ISRO), India's space agency, from a "cauldron of events and a cauldron of technologies" to a world-class organization.

"People are the key in an organization," he said. "If you have a set of inspired people in an organization, the organization will take care of itself."

Tracing the history of ISRO, he said it was Vikram Sarabhai, who is considered the father of India's space research program, who gave the organization a vision. When a newly independent India was struggling to build itself, along came Sarabhai, advocating an organization for space. Sarabhai persuaded research scholars from Europe and the U.S. to come to India and work. In the initial days, they worked in a shed and a church building with no infrastructure.

In a scenario where different people were focused on different objectives with no clear target, Satish Dhawan, another doyen of space research in the country, brought a different perspective. Mr. Somanath said Dhawan decided that the islands of work should be coalesced into a program, and thus started a launch vehicle project at ISRO.

A. P. J. Abdul Kalam, who later became the president of India, was chosen by Dhawan to lead the project. "Something fantastic happened to the organization," Mr. Somanath said. "There was now a clear goal, a vision to do something. We substantially bridged the gap of 50 years that existed between India and the West."

At a time when projects and project managers were unheard of, Kalam, along with former ISRO chairman K. Kasturirangan, is credited with creating systems in the organization. Mr. Somanath spoke about some of the other important leaders at ISRO, such as its former chairmen: Madhavan Nair, who brought energy to the team, K. Radhakrishnan, who spotted talent and mentored people, and A. S. Kiran Kumar, who believed that abilities are never fully brought out unless challenged.

In conclusion, he said that when you leave an organization, you do not leave behind only something you have built. You leave behind memories and the people you have inspired.

JOIN HANDS TO
TRANSFORM HEALTHCARE

DR. M. R. RAJAGOPAL
Padma Shri awardee and
founder-chairman, Pallium India

Padma Shri awardee M. R. Rajagopal, the father of palliative care in India, made an impassioned appeal to improve healthcare in India, and the call was not only to the medical fraternity, but to the community at large.

The founder-chairman of Pallium India, a palliative care non-governmental organization based in Kerala, said that though medical science has improved tremendously, statistics throw up a dismal scenario: Over 26,000 people commit suicide because of health-related reasons, 55 million Indians are driven below the poverty line by catastrophic health expenditure, and palliative care reaches only 2 percent of those who need it.

"We have to transform healthcare," Dr. Rajagopal said. "We need a new normal." And that can happen only when the community chips in, he added.

To illustrate his point, he recounted an incident that left the audience moved. Three years back on World Palliative Care Day, Pallium volunteers decided to give a treat to homebound people. They arranged an evening by the seaside. But every wheelchair-bound person needed four able-bodied men to bring them from their homes to the Shankhumugham beach by a vehicle. There were 40 such people, needing 160 volunteers. It seemed difficult, but two phone calls to local engineering colleges saw 160 young men going to various parts of Thiruvananthapuram and its suburbs and bringing people to the beach.

Dr. Rajagopal said, "A paraplegic girl with a spine injury, who doesn't have normal sensation in the feet, said, 'The waves touching my feet was the best experience I have had in my whole life.' Is that healthcare? If health is physical, social and mental well-being, that's the pinnacle of healthcare. Doctors and nurses couldn't have achieved what those engineering students did."

This thought is echoed in the Astana Declaration on Universal Health Coverage when nations got together in 2018 to come out with a pledge that "Health for all has to be health with all." Meaning, it was important to include people in designing and controlling systems.

Dr. Rajagopal said that his organization had a foothold in 20 states, but had got there only because of the sincerity and commitment of those involved. However, this alone was not enough. "This cannot go on. If we are to make significant progress, we need you to hold our hand. We cannot afford professional managers. If we get together, we can transform India into a healthy India," he concluded.

TAKING AN IDEA TO REALITY

TEJAS SURA
Member, PMI Board, and managing director, Cubic Turnkey Pvt Ltd.

When someone asks a project manager what she or he does for a living, the answer should be "I make ideas a reality," says Tejas Sura.

But between the idea and reality lie challenges. Speaking of his interactions with project managers globally, Mr. Sura said, "One common thing that comes up is that virtually every organization is faced with the challenge of digital disruption. As project managers, we need to drive our way through this era of digital disruption. We need to find different ways to innovate."

He cited data from a podcast by Dr. Michael Chui, an expert in artificial intelligence (AI), to drive home the point. He says that 50 percent of the activities people do today can be replaced by technology.

Quoting from PMI's 2019 *Pulse of the Profession*® report, Mr. Sura urged project managers to cultivate the Project Management Technology Quotient (PMTQ) to successfully deliver projects. A lot will depend on how project managers adapt to new technology and integrate it in their projects.

He suggested three ways to do it. One is to be curious and find different ways to do things. Two, develop all-inclusive leadership where technology comes within the project managers' ambit. Three, create a future-proof talent pool where the team is constantly upgrading itself with new technologies.

A recent report by Accenture predicted that between 2018 and 2022, investments in AI and human-machine collaboration could reduce wastage and boost revenues by an average of 38 percent.

This is important considering that almost 10-12 percent of the amount invested in projects of organizations worldwide, and 16 percent in India, goes to waste.

He spoke about the need to engage executive sponsors, align projects with organizational strategy, and exercise control over scope creep for better project success.

On PMI connecting digital transformation to its 50th year celebrations, Mr. Sura said, "PMI is helping organizations to navigate change. We are helping organizations to make sure that transformations are successful and that we are empowering people to make ideas a reality."

EFFICIENCY IS THE KEY

SOHAN ROY
Founder-chairman and CEO, Aries Group of Companies

Sohan Roy finds a mention in the *Guinness Book of World Records* for the longest snake boat design, a tribute to his creativity and efficiency. He strongly believes that efficiency can take organizations far — something that he has tried successfully in his own company.

Mr. Roy attributes his success to a tool called the efficiency improvement system management. "Today, we can measure the efficiency of every individual in our company. We can measure every day's efficiency. I know what was my efficiency yesterday, so my target is to improve myself. When every individual is improving, the company is also improving," he said.

He spoke of how his group increased its profit margin by almost 30 percent because of the efficiency management system that identifies every drain hole and plugs it. "We were spending Rs. 100 and selling our product for Rs. 110. We reduced expenses from Rs. 100 to Rs. 90, and over time, to Rs. 70."

The increase in margins occurred despite employees following a 240-hour-a-month work schedule, down from 300 hours.

Mr. Roy believes that efficiency can even take the Indian currency to the 1947 levels when $1 was equal to Re 1. He said India's potential is its human resources, with every individual being a project manager and every event a project. "What we need is to club the hare and the tortoise. If we can transform every Indian into a hare-toise, this project is possible. But who will take the lead?" he asked.

"If we can train every individual as a project manager, India will change. That is my dream, and I invite you all to join this drive," Mr. Roy added.

HOW NOT TO FAIL

TATHAGAT VARMA
Author and country head,
NerdWallet

Tathagat Varma considers himself blessed to have worked for many companies where transformations didn't turn out the way they should have. Some, like Siemens Telecommunications Software, don't even exist now. But he said he was lucky to have learned from these experiences.

Mr. Varma focused his presentation on the reasons behind failure in transformation projects and what a project manager must do to ensure success.

He defined transformation as a marked change and an improvement. It's about the ability to survive in the face of a changing landscape. It should be possible to measure the success of transformation with hard, unambiguous improvements in business metrics.

He said organizations must be able to "unfreeze the current stage" and make it more malleable to change, and then refreeze it. "Refreeze is the holy grail of change management and the weakest link in transformation. A major reason why transformations fail is because we are unable to stop the system from falling back into the old ways of doing things," he remarked.

He laid out 9 critical factors that are important for project success — a compelling vision, the right sense of urgency, top leadership involvement, people engagement, communicating well to the front line, an integrated approach that involves both top-down and bottom-up, measuring progress objectively and honestly, creating lasting change, and building human, social, and cognitive skills in project managers.

On having a compelling vision, he said, "If we don't have a common, shared, and unified view, there cannot be any change because people are just going to pull in different directions."

He also emphasized the need to convey the right sense of urgency. Being late to the market is a small data point. What leaders must do instead is quantify the loss in terms of real monetary value. Only then will the sense of urgency set in.

On the role of the top leadership, he said it was not merely about allocating resources, but also "about being knee-deep into the problem with the team in the trenches, where the heavy lifting is happening."

Mr. Varma emphasized the importance of taking people along the transformation journey, rather than focusing on projects and processes alone. "If I have the right set of people, I can rebuild the processes. And I think a project manager has the charter and the ability to get the results delivered," he remarked.

LESSONS FROM FLOOD RELIEF OPERATIONS

COMMANDER S. SANOOJ
Southern Naval Command,
Indian Navy

The Kerala flood relief operations in August 2018 had many lessons in project management, and sharing them was Cmdr. S. Sanooj, who headed the naval unit that carried out rescue operations.

It was a massive operation — 49 districts were affected. Almost 110 tonnes of relief material were distributed and 131 survivors were lifted. "Never in the history of the Navy have we carried out such a huge rescue effort," Cmdr. Sanooj said. In fact, the operation was such a success that the Government of India is planning to consider the rescue effort as a model one.

Cmdr. Sanooj said there was perfect coordination among the various agencies involved — state agencies, the Army, Navy, Air Force, Border Security Force, Coast Guard, and many other organizations, along with the fishermen community and volunteers. Because of the coordination required, communication was critical and WhatsApp messages kept them all in the loop.

Each of the agencies played its part to perfection. For instance, the state IT department filtered and prioritized distress calls and messages. Prioritizing the lakhs of messages was a challenge. Sometimes, people did not know the latitude and longitude of the place they were in, and gave directions in terms of electric poles.

Secondly, leadership was exemplary. For those five critical days, Kerala Chief Minister Pinarayi Vijayan visited the emergency operations center every morning to find out each unit's plan of action. He would meet them again in the evening to assess the progress made.

"Every leader needs to adapt with time. We also need to empower our subordinates. We need to build in processes wherever it is possible, so that things happen in an automated way," Cmdr. Sanooj said.

He was all praise for the Kerala State Disaster Management Authority for ensuring that all the central armed forces were available even before the flooding started. "I myself have experienced disaster management exercises, and I have seen that they are always reactive. But here, before the calamity happened, or took its biggest toll, the team was already available," Cmdr. Sanooj said.

MAKE CHAOS YOUR OPPORTUNITY

PRAKASH RAMACHANDRAN
Chief technology officer, Byju's

In a scene from *Game of Thrones*, somebody falls into a pit, and fictional character Petyr Baelish is told it has been chaos. But Baelish replies, "Chaos isn't a pit. Chaos is a ladder."

Prakash Ramachandran calls this the "chaos ladder" and says that companies that do not create opportunities from chaos are bound to lose out to competition. A classic case is that of camera film maker Kodak, which invented the digital camera but didn't bring it to the market thinking it would cannibalize its film sales.

During Facebook's early days, Mark Zuckerberg famously said, "Move fast and break things," and later changed it to: "If you are not breaking things, you are not moving fast."

"It's perfectly fine to trade off some amount of bugginess, some amount of incorrectness, to get the business moving forward, and the momentum is what matters," Mr. Ramachandran said.

This works during a company's initial "drunken walk." It's a hit-and-miss till something clicks. At this point, you are only looking at short-term — how do I do stuff for next week? And the few people in your organization are generalists. "If you look at Byju's, initially everybody had to play multiple roles. Byju is the CEO, but he used to teach. We had a couple of project managers who wore multiple hats," Mr. Ramachandran said.

Since there are no cycles and processes to fall back on, everybody is supposed to be a manager and own the outcome. "We had a mantra, 'Be a CEO,'" he said.

Then comes the hyper stage when users are doubling rapidly. At this point, "move fast and break things" stops working. "Every time you do something fast, sometimes you take shortcuts, you duct-tape things… After some time, you will see the whole chair is standing on duct tapes."

So, Zuckerberg said, "Move fast, but with stable infra." Here, if there was a mistake, one could just make some changes and get it working again, provided the infra is not broken.

"So, if you want to do something, don't wait for it to be perfect. If it is good, I can release it. Then iterate," he added.

SEEING IT THEIR WAY

VAL GREY
Behavioral coach and expert

If project managers want to get the best of their teams, perhaps they need to dip into the theories of Carl Jung, psychiatrist and psychoanalyst. Which is what Val Grey, behavioral coach and expert, drew on during her interactive session, "Why can't you see it my way?"

"We live in a world of artificial intelligence, digital transformation, machine learning. In all of this environment, we still exist as human beings. And as human beings, we are fallible. We make mistakes, we are not perfect," Ms. Grey said.

That's why effective project managers need to understand these fallible characteristics and realize people's interdependencies.

It was these interconnectivities that led Carl Jung to come up with his Type Theory, according to which people can be grouped into types, based on four parameters — energy, information, decisions, and structure.

Taking the first parameter, energy, Ms. Grey said that participants needed to ask themselves where their energy comes from. Extroverts are people who get their energy from the outside world — noise, music, talking to people. Introverts, on the other hand, draw theirs from within and tend to block out the outside world.

She asked participants to group themselves according to their type and asked the ones who were unsure, or who felt they had both characteristics, to stand on the blue carpet, or ground zero.

By getting participants to respond, she listed out characteristics of introverts and extroverts. While the former were peaceful, quiet, good listeners, empathetic, diligent, disciplined, thoughtful, and focused, the latter were enthusiastic, confident, fun, energetic, and good communicators.

These characteristics, Ms. Grey said, are evident during meetings. While extroverts do all the talking and brainstorming, introverts think. But extroverts think they are doing nothing. After some thinking, the introvert forms an idea, but when he expresses it, the extrovert is taken aback and shuts him up. The introvert backs off and does not share his idea the next time.

This is what happens in teams, Ms. Grey said. "To be effective in a project management team, you need to figure out if you are an extrovert or an introvert; and if you are an introvert, how you can connect with extroverts without feeling uncomfortable, and if you're an extrovert, how you can stop talking long enough to listen to what introverts have got to say."

ACCOUNTABILITY IS IMPORTANT

SUBRAMANIAN NARAYANAN

Head — Program Management, Hella

Subramanian Narayanan walked from Kanyakumari to Kashmir to promote road safety and study the infrastructure. He took 131 crore steps to cover 3,400 km in 51 days and went from 140 kilograms in body weight to 70 kilograms.

But that was not the kind of change Mr. Narayanan focused on during the conference. According to him, five elements are needed to drive change. First is vision, without which there is confusion. Second is pressure, and if it's missing, people will not care. The third is capability, the absence of which leads to failed executions. The fourth is a review mechanism to tell us which way change is going, and the fifth is recognition, without which there is no motivation.

Drawing on organizational consultant Simon Sinek's theory of the Golden Circle, he said it was important to approach a problem from inside out rather than outside in. We need to think of the "why" and then think inside out, he said.

Speaking of entrepreneurs, he said they are normally thought of as small-time businesspeople. But there is an entrepreneur in each one of us "who thinks differently, acts differently, wants to get different results."

The reason why people are afraid to approach a company with good ideas is because it would then become their responsibility. "Accountability is a scary factor among project managers," he said, adding that we can take this fear away if we understand that we are not working for ourselves, but for the company's profitability, which in turn takes care of our sustenance and survival.

"Everybody has a moral compass. If you have a gut feeling that it is pointing to the right direction, you have to own up to it," he said.

He left the audience with a final thought, "Are we doing things right, or are we doing the right things?"

TRANSFORM, DISRUPT, INNOVATE

NANDA KISHORE N.

Vice president and global delivery head, Wipro Technologies

"You should change before you have to," Wipro chairman and managing director Azim Premji famously said. Taking his cue from Premji, Nanda Kishore said that digital transformation is inevitable in order to disrupt and bring in new ways of working.

"Some 20-25 years back, we would be happy if we released a software product once a year. When we increased the frequency to twice a year, there was a lot of appreciation. Today, Amazon is capable of releasing one every second," said Mr. Kishore.

Amazon founder Jeff Bezos says agility, or how quickly somebody can roll out a change, is very important. It matters a lot today because anybody can copy features — but how quickly you can deliver is key.

Dwelling on transformation, Mr. Kishore said it has three outcomes. One, there are more competitive products. Two, new products lead to better market share and revenue growth, and three, it improves the customer relationship. Apart from this, there is also better employee engagement which, studies show, can lead to a 9 to 10 percent growth.

He said a good project manager should have a high digital quotient and be ready for transformation. There are four levels to this. The first pertains to how project managers can adopt newer digital work methods. The second is to get deeper into a technology. The third is experience mapping, or thinking from the customer's point of view. And the fourth is automation, which is going to take over a lot of tasks to eliminate manual errors.

Apart from the four traits, project managers should learn to manage culturally diverse teams that are different in their thought processes, and also globally distributed teams.

"We could get all the four traits right, but if we don't get the sensitivities right, we could go to a place where we don't want to be," he said.

He spoke of Wipro's "robust" project management programs accredited by PMI. "We have also introduced new-age project management because things are quite different (now), especially when it comes to beating the Amazon kind of releases."

Answering an audience question on his biggest failure and learning, Mr. Kishore said, "The expectation you set is very important with the customer. If you have set the expectation that you're the type who will work long hours over the weekend, that becomes the project plan."

INTROSPECT AND GET READY TO FLY

ANITA PETER
Actor, dancer, and
founder, Lasya Drutha

Two years ago, the multifaceted Anita Peter went on an 8,000-km expedition from Kashmir to Kanyakumari on her Harley Street 750 to create awareness about civic sense and bring about change. Ms. Peter is an actor and dancer who teaches performing arts through her organization, Lasya Drutha.

Change was the theme of her keynote at the conference. Ms. Peter spoke of chrysalis — a stage in the transformation from a larva to a butterfly — and wanted the audience to think about the two stages that could apply to humans. The first is where the cocoon has a hard core filled with ego, self-pride, experiences, and an idea about who we are. The second is about reaching a level of transparency.

During the chrysalis phase, a caterpillar starts by going upside down — or doing a headstand in human terms. In other words, to get transformation going, you need to get into a mode of introspection.

"We need to start by getting to our core, strengthening it, realizing our self-worth, being able to communicate that effectively, and also understanding when others have expectations from us," she said.

The first phase of the introspection involves asking, How much do I need to transform? "The second is about digestion — like a caterpillar self-digests. How much of yourself are you able to digest? How much of what you observe and see around you are you able to digest? How much is suitable for you? And is it in sync with the reality?" she asked. Linking it to project management, she urged project managers to assess the skills and the motivation level of their teams before embarking on a project.

Ultimately, we need to transform into a butterfly, and if you are not ready for change, you're going to face stress, she said.

INCLUSION FOR THE VISUALLY IMPAIRED

TIFFANY BRAR
Founder, Jyothirgamaya
Mobile Blind School

"I can type, I can write, I can send emails, I can do my alignment, Excel, and anything you want. I can speak well, I can walk… I can board a bus, I can do my banking, I can book my railway tickets and I can transfer money…"

That's Tiffany Brar, the visually impaired founder of Jyothirgamaya, a school that trains the blind at their doorstep. Ms. Brar became blind shortly after birth due to an oxygen overdose. As a result, she knows what it's like to not get Braille notes on time, play with plasticine and sharpen pencils on the back bench, and get thrown out of class. And that was the turning point of her life.

"That is when I said that I am not going to allow my future blind brothers and sisters to face discrimination. I want to change this situation. There should be no backbenchers." That's why she called her organization Jyothirgamaya, which means "lead me to light".

She made an impassioned plea for inclusion. She said that when it came to project management among people with disabilities, there is always doubt about whether she or he can run a project. But she cited several examples of how disabled people, including herself, ran organizations.

"I'm a social entrepreneur, and I am not being cheated by anyone because every staff member of mine is loyal to me."

"Trust in us… We want inclusion, we want ourselves to be recognized with and without our disabilities," Ms. Brar said. She was all praise for PMI, saying the invitation to speak at the event was an example of inclusion.

She stressed the importance of planning while managing projects, saying, "If I fail to plan, I plan to fail." However, she admitted that there would always be challenges.

She also emphasised treating colleagues with love, affection, and positivity. A colleague had advised her, "You don't have to satisfy everyone." But Ms. Brar said that you can't take this approach in an NGO setup because it's not just a nine-to-five job and you're not going to earn big money.

She said encouragement was important. "Just smile at the person, just one smile. It costs nothing. This is how we should run successful projects."

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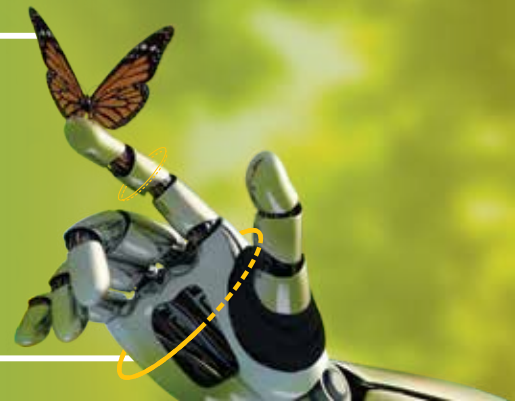
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