MANAGE South Asia

PMI Project Management Institute®

Curtain Raiser:
Project Management South Asia Conference
9–10 December, Mumbai, India

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9-10 December, Mumbai, India

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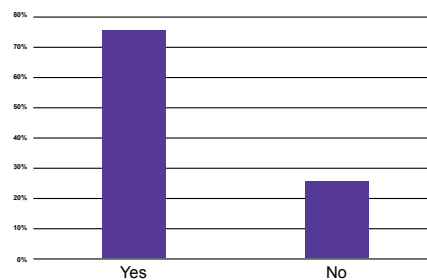
25 CHAMPION VOICES

PMI POLL BOOTH

VOICE YOUR OPINION: PRE-CONFERENCE SPECIAL POLL
Q. A hybrid model is more complicated and taxing than a fully remote one.

Click here *to fill entry.*

RESULT OF LAST POLL

Q. Sustainability is a core aspect of program/ project management in my organization.

Yes: 88%   No: 11%

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

2 | **MANAGE South Asia** | PRE-CONFERENCE SPECIAL ISSUE

Dear Practitioners,

The pandemic has forced organizations everywhere to reset their ways of working. In today's business environment, the hybrid model that blends the best of two or more methodologies or practices is unleashing better flexibility and outcomes. At its core, hybrid creates new possibilities in building a more agile and resilient workforce, business operations, or leadership style.

In this special edition of *Manage South Asia*, we give you a sneak preview of the upcoming Project Management South Asia Conference (#PMSAC22), focusing on the theme, "Project Management - Hybrid and Beyond." Let's satiate our curiosity and understand from industry leaders how promising the hybrid model is for our future needs. For details, click here.

In line with the conference theme, our cover story features insights from experts across an array of industries. You will get to learn how strong leadership, technology, and mental well-being are at play to make the hybrid model successful.

Read the article under the column, "By Invitation," that captures the technology trends that are powering business continuity, ease of operations, the future of work and economic recovery.

In this edition, we are introducing a new segment, "Youth and Social Impact," that recognizes the outreach activities undertaken by PMI South Asia chapters that fulfill our joint commitment toward the United Nations Sustainable Development Goals.

I'm happy to announce that PMI's signature event of the year, PMI® Global Summit 2022, will take place from 30 November to 3 December in Las Vegas, Nevada, USA. Register now.

I look forward to meeting you at the PMSAC 2022.

Kind regards,

Dr. Srini Srinivasan
Managing Director,
PMI South Asia

India's Technology Transformation: Business Continuity and Future Growth

CHINTAN OZA,
Founder of Anantam Ecosystems

BIREN PARIKH,
Virtual Chief Information Officer

Technological prowess plays a significant role in giving a boost to enterprises on their road to economic recovery. The pandemic has accelerated digital transformation, with organizations increasingly adopting technologies that allow them improved business continuity, data security, ease of operations, and customer experience.

India has achieved a fast recovery, and is well on its way toward achieving its vision of a US$1 trillion digital economy by 2025. According to research published by Gartner, IT investment in India is predicted to reach US$101.8 billion this year. IT expenditures are likely to expand across hardware, software, IT services, and telecommunications. Indian CXOs are prioritizing a modular business and IT architecture over inflexible and monolithic business models.

Besides technology investments, organizations are focusing on managing attrition, upskilling and reskilling existing manpower, and hiring new resources capable of meeting near-term growth forecasts or demands.

Major Trends and Beyond

Some digital transformation trends are helping organizations transition to the new normal and foster business recovery:

• Digital Acceleration

Digital acceleration includes upgrading and integrating legacy enterprise network architecture in terms of bandwidth, security, storage and computing. Most of the cloud computing majors have India-specific cloud infrastructure instances available. This reflects the importance and volume of ongoing digital acceleration on the horizon.

• Smart Factories

Manufacturers are seizing growth opportunities by embracing end-to-end digital capabilities, from corporate processes to the production floor. They are setting up smart, connected factories that are more dependable and efficient as well as predictive plant operations for proactive maintenance and reduced downtime.

• Digital Twin

We need a mix of data, process, as well as intelligence to enhance business processes and operational efficiency. Sensors in the digital twin collect real-time data from physical assets. The data can be used for testing new products, quality, realigning supply and demand, and the availability of critical components. It also helps reduce downtime and ensure production efficiency.

• Upskilling and Human resources (HR) Transformation

Companies are future-proofing their workforce from technological change by providing them opportunities to update skills. Human resources (HR) teams have been at the forefront of adopting novel methods to manage remote onboarding and training programs, increasing employee efficiency in the virtual environment, and discovering better ways to support a hybrid workplace. This HR transformation is facilitating a seamless transition of offline and online hybrid work models and making the enterprise more resilient. Going forward, HR will not only manage humans but also machines, intelligence, processes and algorithms.

• Hybrid Work

Hybrid workplaces are the de facto modes of operation with collaboration tools that enable employees to work from anywhere. With the rise of hybrid work models, the coworking business is making a big comeback. Work-life balance has become a pivoting factor to attract and retain employees. Artificial intelligence (AI)-enabled workflows and automation tools help bridge the gap in thinking, communication and ways of working.

• Wave of Great Resignation and Great Migration

Project-based engagement is on the rise. After The Great Resignation, the industry will experience a Great Migration. Approximately 8.6 million people have quit their jobs since March. This is possibly the most significant transformation in the talent market in decades. An increasing number of individuals are also making job transfers and making daring career decisions, resulting in more migrations.

• 5G as a Growth Multiplier

For the last two years, 5G has been laying the groundwork for a completely digitized and linked future. Various industry verticals are gearing up to adopt 5G at scale. According to Ericsson Mobility Report forecasts, 5G subscriptions are expected to reach 4.4 billion globally by the end of 2027. With its high throughput and ultralow latency, 5G can access various high-value domains, such as 3D robotic control, virtual reality monitoring, autonomous fleet management and remote medical control that earlier technologies could not.

• Edge Computing

Edge computing is becoming more prevalent due to the rise of 5G and improved quality of the internet. It is a fast-developing sector that is barely keeping up with demand. It is efficient in storing and processing data as near to the end user as possible. Some popular use cases are deployments in agriculture, supply chain, smart factories, telecom, retail, healthcare and fintech sectors.

• Augmented Reality/Virtual Reality/Mixed Reality

Augmented reality (AR), virtual reality (VR) and mixed reality (MR) bridge the digital and physical worlds. These technologies help to improve consumer satisfaction by providing buyers with a real-time preview of a product, its size, and how it will appear in their homes. AR and VR immerse consumers in a digital environment where they rapidly locate things and try them on before making a purchase. These innovative technologies dramatically alter the customer experience.

• Rise of Robotics

The adoption of robotics will help in overcoming the challenges triggered by the pandemic. AI-enabled robotic systems are more beneficial to healthcare and supply chain sectors, and collaborative robots are useful in automobiles and the agriculture sector. With the deployment of robots, more and the more fulfillment centers and warehouses can operate 24x7 in a seamless manner, delivering efficient customer service. Overall, robotics will play a big role in tackling the near-term talent shortage in the semi-skilled workforce.

• Drones

Apart from deployments in industrial photography, surveillance for law enforcement, and disaster management, drones can be used in delivering life-saving drugs and vaccines. Drones have emerged as an economical option with better quality for conducting Geographic information system (GIS) surveys for greenfield projects—be they highways, smart cities or other mega structures.

• Quantum Computing

Quantum computing, while still on the horizon, has already made headlines for its innovations in a variety of applications. More IT businesses are attempting to utilize quantum technology, from IBM's newest quantum computing chip to China's Zuchongzhi quantum computer, which is a million times more powerful than its nearest competitor. Quantum computing is becoming popular in a variety of fields, including medicine, research, finance, internet-based businesses, transportation, and manufacturing.

• Metaverse

The metaverse blends AR, VR, online gaming, nonfungible tokens (NFTs) and blockchain technology to create a digitized replica of the real world. At its core, the metaverse operates like the internet, delivering information and material that we scroll and search for daily. Nevertheless, it has an intriguing feature: Users may engage in and travel around this digital area. Recently, Facebook renamed itself as Meta to emphasize its focus on bringing the metaverse to the mainstream.

Technological Progress

From being an enabler just a couple of years ago, digital capabilities have taken center stage in every aspect of a business. We live in an era where professionals are learning new technologies to advance their careers, for instance, finance professionals and doctors are learning coding.

The year 2022 will be remembered not just as the year when hope for a return to normal blossomed again, but also a year when the transformation that we had been talking about took root — be it in relation to work, workers or the workplace.

Biren Parikh has extensive expertise in business process automation, SAP implementation, customer relationship management, robotic process automation, IT strategy and services and policy management.

Chintan Oza is also a mentor, investor, and advisor for many startups across the globe. His areas of expertise include venture capital, angel and seed investing, product validation, technology scale-up, technology transfer, and community building.

A Hybrid Model: The Optimal Choice Going Forward

By Potshangbam July

Since the pandemic, "hybrid" has emerged as a standard for not just a mode of work and business operations but also the way we manage projects and lead teams. In essence, hybrid allows us to blend different styles or methodologies for better outcomes — remote with an in-office experience, technology and human expertise, Scrum and Kanban for Scrumban or Disciplined Agile which brings agile tools and techniques together to help a team choose their own way of working.

The hybrid approach promises many new possibilities, such as greater flexibility, increased productivity, higher effectiveness, and lower project costs. However, adapting to a hybrid environment comes with new challenges — miscommunication, poor coordination, digital skills gaps, social isolation and poor work-life balance.
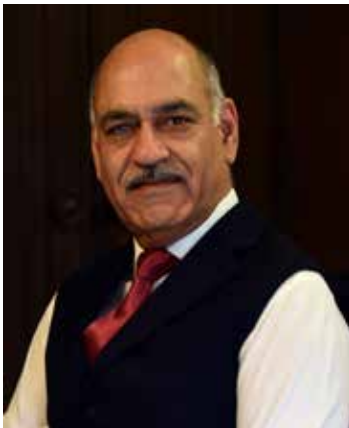
What must leaders do adapt to the new style of working and managing teams? How do team leaders catch signs of burnout? What new skills will project managers need in the future of work? The Project Management South Asia Conference (PMSAC22) from 9–10 December in Mumbai, India will answer many of these questions.

The conference theme "Hybrid and Beyond: A Paradigm Shift" will focus on various perspectives:

- The role of technology in enabling a unified workforce, better collaboration, and effectively tracking project progress.

- The focus on an emphatic leadership style to forge a connection and build trust with team members across locations.

- The new skills that project managers will need to remain adaptable and respond quickly to changing responsibilities, strategies, and trends.

- The need to develop emotional intelligence and a people-centric mindset to counter the burgeoning mental health crisis in the world

Manage South Asia reached out to the conference speakers to interpret "hybrid and beyond" *from their perspectives.*

Adaptability: The Key to Moving Forward

The most powerful lesson that COVID-19 taught me was adaptability. It reinforced my belief that 'adaptability is my new superpower.' I had practiced this principle of war in the army. It easily helped us adapt to the unprecedented conditions that turned around our lifestyles. We experimented in our own ways and shifted gears to pivot out of the situation. I learned that it is not the biggest or the strongest who survives tough times, but the one who adapts to change quickly.

History shows that after every downturn, there is an upswing. Adaptability did not only help us to weather the storm but also surf the tidal waves during the storm. That enabled us to take a leap forward and be ready for the new and transformed post-COVID world. The emerging hybrid world is full of challenges. While some struggle to survive, others, the winners, pivot on their heels and shift gears to create new springboards to success.

Let's rise and demystify the anatomy of resilience and skyrocket to success. Let's be future-ready.

Brig Sushil Bhasin (Ret.) served the Indian Army for 34 years. He is a "Military Inspired Leadership and Time Consciousness" coach and a TEDx and keynote speaker. He has authored six books, including "Design Your Life and Million Dollar Second."

He will share insights on the topic "Shifting Gears: Are you Future Ready?" at the PMSAC22.

**Brigadier Sushil Bhasin (Ret.)
Military-Inspired Leadership and
Team-Building Coach**

Finding New Purpose

As the children of farmers, we were conditioned to believe that farming is not good or lucrative as a profession. We got educated, earned degrees, and worked for multinational banks like Citibank, DBS and HSBC for nearly a decade, but felt something was amiss amid the glass facades and high-rise concrete buildings. There was a sense of vacuum within us — the absence of a calling.

The corporate race had grip on us and took us away from our farms, yet the pull of the scent of the soil was strong. It was like a constant whisper in our ears to return to our village.

We chose to return home to become farmers and took on farming activities as our ancestors did. We established our organic farm in a village called Bhodani in Maharashtra, where Gir cows graze freely on green pastures, and seeds are still sown according to ancient practices. Steeped in traditional methods, we ensure that food is fermented, stone-ground, churned in earthen pots, rolled in ghee by hands, sun-baked or dried for seasons, and preserved just like old times.

A silent revolution has crept into our approach, where the growers and guardians of food meet families looking to find a way back to food lost in the past, and preserve native, natural and nutritious food for the future. Our farming methods are regenerative in nature to improve soil life, soil nutrition and soil quality to produce chemical-free food.

In 2014, Satyajit Hange started Two Brothers Organic Farm (TBOF) along with his brother Ajinkya Hange. TBOF uses sustainable farming methods to grow different crops and is now selling products in 680 cities across the world.

Hange will share his personal journey on the topic "From Banking to Farming – A Tale of Two Brothers" at the event.

Satyajit Hange
Founding Farmer,
Two Brothers Organic Farms

Design Thinking and Agility in a New, Hybrid World

Design thinking is critical for high alignment, agility, and innovation in a hybrid world. The future asserts a "tightly aligned and loosely coupled" hybrid working style; however, the present, forced hybrid world appears to be just the opposite.

Welcome to the future of work, where all work is human. Teams will be aligned on a single, big idea and will be self-harmonizing to build innovative solutions while adapting to new information every day. The "glue" in the teams is not necessarily the project manager or the team leader or the most extroverted person, but an innovation facilitator or a stimulator who binds the team over a purpose.

As a design thinking facilitator, my job is to act as an innovative force, bringing together a diverse set of people and exposing them to people's realities and their needs and wants, and help identify the problems worth solving. We stimulate conversations to generate ideas and unleash the collective intelligence of the team. Design thinking helps the team go on a cyclic journey of need sensing, ideation, and experimentation. The good news is — today, this can be effectively done online.

Integrating design thinking into old ways of working requires a radical shift to new mindsets, and beyond just switching to newer tools. At the most fundamental level, teams need to develop a culture of curiosity, empathy, and experimentation.

Vidhya Abhijith is a purpose-led entrepreneur who is advancing a vision to promote design thinking for everyone. She is a PMI Future 50 honoree.

Abhijith will speak on the topic "Design Thinking for High Alignment, Agility and Innovation in a Hybrid World" at the PMSAC22.

Vidhya Abhijith, PMP
Design Thinking Leader and Co-Founder,
Codewave.com

Use of Technology for Time-Bound Justice

Shailesh Gandhi
Right to Information (RTI) Activist and Former Central Information Commissioner, Government of India

Chief Justice of India, Justice N. V. Ramana, speaking at an event, quoted former Chief Justice of the U.S. Supreme Court Warren Burger, "The notion that ordinary people want black-robed judges, well-dressed lawyers in fine courtrooms as settings to resolve their disputes is incorrect. People with problems, like people with pains, want relief and they want it as quickly and inexpensively as possible."

Most Indians do not get the relief they are seeking and usually the process becomes a punishment. According to the National Judicial Data Grid, about 30% of the cases are decided within a year and about 40% after three years. If we do not act decisively and quickly, this distortion will keep increasing.

The high pendency of cases has often been ascribed to an inadequate number of judges. Our analysis of data from the Supreme Court website from 2006 to 2017 showed that the country only needs to add about 20% more judges, contrary to other projections.

One way to address the issue is by using technology such as:

1. e-Filing of petitions, affidavits and payment of fees: Standard operating procedures have been prepared and equipment available in almost all courts.

2. Algorithm-based computerized listing, roster, case allocation and adjournments: Only a 5% override should be given to judges.

3. Hybrid virtual hearings.

The hybrid mode will make access to justice easier for lawyers and litigants. It will also reduce the cost for litigants and give a fair opportunity to young lawyers from small towns.

Shailesh Gandhi is a first-generation entrepreneur and a distinguished alumnus awardee of the Indian Institutes of Technology, Bombay. He was part of the national Right to Information (RTI) movement which was involved in drafting Right to Information Act, 2005. He continues to be an advocate of RTI, besides pursuing issues such as ttime-bound justice and improving governance systems.

Gandhi will speak on the topic "Digitizing and Improved Justice Delivery and Governance Systems" at the PMSAC22.
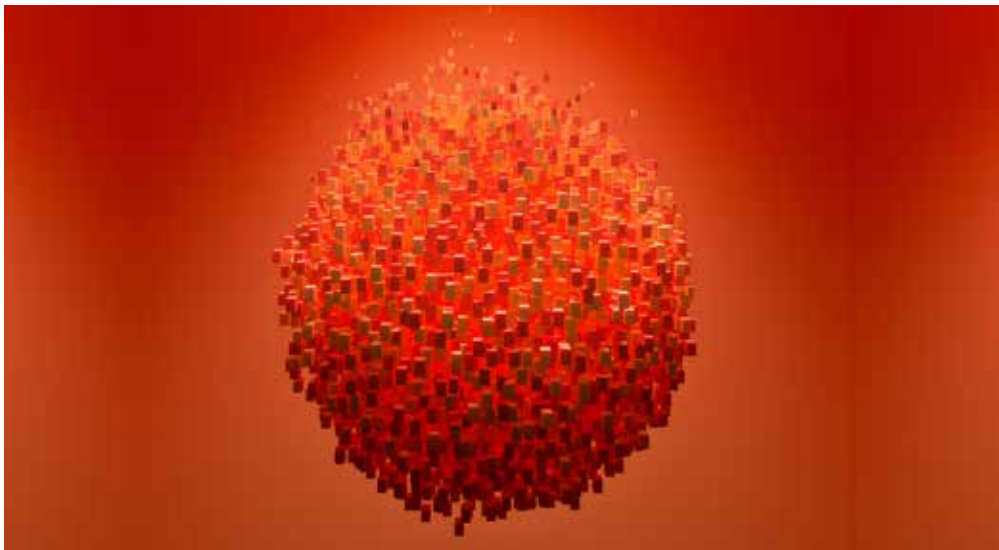
PMI South Asia Champions shed light on the conference theme to understand the role of leadership, technology, and emotional intelligence in building an effective hybrid culture.

The Changing Role of Leadership in Empowering a Hybrid Ecosystem

Hemant Mishra, PMP
PMI South Asia Champion
Retd. Wing Commander, Indian Air Force

Workspaces need to be flexible and responsive to meet the needs of people and organizations. But the challenge is to ensure the safety and well-being of people without compromising on business continuity and operational efficiency. This raises questions: How are hybrid working strategies evolving and how do they affect employee engagement?

Leadership today encounters many challenges concerning work-life balance, social and political turbulence, mental well-being, and business continuity. The hybrid work culture has added more to the complexity, as leaders are now expected to adopt a more humane approach. Research shows that 77% of companies have already opted to go hybrid and 56% of companies allow employees to choose when and how often they wish to come to the office.

The effective management of the emerging hybrid workforce calls for a leadership style that will facilitate the transition well and keep employees engaged and productive. The concept of a hybrid workplace is not new, but the pandemic has hastened its adoption. And now with the hybrid work mode becoming the mainstay of business operations, leaders must adapt their management style to it.

The Role of the Leader

Leaders are not born with extraordinary skills, but develop them over time with experience and practice. Leadership styles evolve according to the prevailing work environment. Leaders have an important role to play to make employees develop bonds with the team. Leaders need to be empathetic toward employees' mental health during these difficult times. Besides, they must identify gaps related to employee well-being, learning opportunities, self-development, and employee burnout.

Organizational Setup

The hybrid work system will be the norm for many organizations, especially those in the IT and education sectors. Companies must look into various aspects to improve hybrid setups such as communication, coordination, connection, creativity, and culture. These concerns must be addressed as per the organization structure.

Companies should organize training programs to understand the concept of a hybrid working model and call employees only on "meeting-heavy" days or adopt an asynchronous work style of offering office hours. It will accommodate employees who work in different time zones. The arrangement will not only manage workplace traffic but also provide flexibility.

They need to trust employees by allowing them greater autonomy and accountability. They should discourage micromanagement and decentralize accountability to create a culture of trust.

Communication can be complicated in a remote and hybrid system. Companies must encourage workshops on social interactions and conversation that will help in understanding the culture, norms, and expectations among colleagues.

Advantages of a Hybrid Ecosystem

In a hybrid work model, employees have more flexibility to work when and where they are most productive. They can also choose to work with teammates on-site or work from a remote location. Finding a balance is easier in a flexible hybrid work arrangement. When employees have more control of their work schedules, they can manage their time to take care of personal matters also.

A key advantage is that companies can hire global talent with specialized skills. This gives organizations a competitive edge and helps them gain access to new markets.

Hybrid working means fewer people in the workplace at one time, so companies can also reduce office space and lower costs.

Success of the Hybrid Model

The success of the hybrid ecosystem lies in building trust, openness to change, inclusion, agility, strong teamwork, culture, and visibility. Leaders must be well-equipped with relevant skills to lead teams. Hybrid work can be daunting to some. But the good news is that our experience from the last couple of years has shown that we are good at learning quickly to deal with new situations and deriving the most from it.

Hemant Mishra has been associated with the aviation industry and has 24 years' experience in maintenance and indigenous development of aviation components.

Why Technology Can't Replace the Human Touch

Rohit Kathuria, PMP

PMI South Asia Champion

General Manager, Project Management, TATA Advanced Systems Ltd.

In this disruptive and unpredictable world, technology has been the front-runner in driving organizational transformation to improve business performance. However, the role of human emotions in influencing the success or failure of organizational goals cannot be discounted. Research shows that this finding is consistent across industries and geographies, thus emphasizing the central role that humans play in organizational growth.

Even prior to the pandemic, most businesses were undertaking business transformation to achieve growth, optimize cost, improve processes and adopt digital technologies. However, the pandemic that hit businesses in one way or another has compelled them to accelerate the pace of transformation.

Finding the Right Balance

For transformation projects to be successful, organizations need the right blend of technology, process, and people. If there is a mismatch, the transformation is bound to fail. With any major transformation initiative, change management is critical to the success of the project. But keeping people on board is often one of the biggest challenges. Why? Because either the transformation's objectives or directives from the top are not clear, people are not aligned to the proposed changes or there is fear about job security due to automation or outsourcing.

Technology will always be a change enabler—no matter how mature we become digitally in terms of implementing artificial intelligence, robotic process automation, machine learning, the internet of things, virtual reality or chatbots. Humans who design and develop them do so with the objective to get work done more efficiently. However, technology cannot replace the human experience and it is not right to downplay the importance of the human touch. Take, for example, chatbots. Customers still prefer to speak to a human agent in customer care to get their queries answered.

Moreover, organizations must show respect toward employees, create fairness in the workplace, and develop trust. Employees start losing interest in their company and moving out when they fail to connect with the company's vision, mission, and strategy alignment.

Building a People-Centric Approach

Organizations must become people-centric workplaces to attract and retain talent. Instead of just providing career path frameworks, they must give employees a sense of purpose and ownership. Organizations need to consider their employees as their customers and understand that people are the driving force behind their business success.

Instead of just focusing on outsourcing support functions or digitizing processes, companies must leverage human capabilities and sharpen their skills to help accelerate their growth. Employees must understand that each organization needs to remain relevant and competitive in this disruptive world. To help companies stay ahead in the market, employees must be receptive to innovation and look out for cost reduction opportunities to increase profit margins. It will be a win-win situation for both the organization and its employees.

Post-pandemic attrition and employee burnout are reported to be high, which has led to the "Great Resignation" trend. As a result, the competition for talent is getting fierce. To resolve these issues, there is an immediate need to establish trust between the organization and its employees.

Rohit Kathuria has more than two decades of diverse experience in India, Canada, the Middle East, and the United Kingdom across FMCG, e-commerce, mining and metals, defense and airlines sectors.

Relevance of Emotional Intelligence in Building a Hybrid Culture

Vineet Kumar Chandra, PMP
Member, Champion Advisory Committee
Senior Quality Manager, Alcatel Lucent India Ltd. (Nokia Corporation)

Emotional intelligence (EI) is most often defined as the ability to perceive, use, understand, manage, and handle emotions. People with high emotional intelligence can recognize their own emotions and those of others, use emotional information to guide thinking and behavior, discern between different feelings and label them appropriately, and adjust emotions to adapt to the environment. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim that it is an inborn characteristic. Danial Goleman, an EI guru, has defined it as an array of skills and characteristics that drive leadership performance.

Studies have shown that people with high EI have greater mental health, job performance, and leadership skills, although no causal relationships have been established yet. EI is typically associated with empathy because it involves an individual connecting their personal experiences with those of others. With its growing popularity in recent decades, experts have devised methods of developing EI to become more effective leaders.

A model introduced by Goleman focuses on EI as a wide array of competencies and skills that drive leadership performance. It outlines five main EI constructs:

- **Self-awareness:** Recognizing and understanding your emotions — what you are feeling and why, and appreciating how they affect those around you.

- **Self-regulation:** Controlling or redirecting one's disruptive emotions and impulses, and adapting to changing circumstances.

- **Social skills:** Managing relationships so as to get along with others and become a "people" person, trustworthy team player, confident communicator, and a good listener.

- **Empathy:** Possessing key interpersonal skills—the ability to put yourself in someone else's shoes and see a situation from their perspective, and having an awareness of others' feelings.

- **Motivation:** Being aware of what motivates others, the drive to improve and achieve, setting high standards, and working consistently toward your goals.

Competencies are not innate talents but learned capabilities that must be developed to achieve outstanding performance.

Challenges of Hybrid Work

With the world recovering from the effects of the pandemic, offices are opening up again, making the hybrid work model more prevalent.

According to a survey done by the Whitaker Institute, a staggering 94% of respondents said they would like to continue to work remotely once the crisis ends and 52% said they worked more hours since beginning remote work.

The imperatives for a successful hybrid model are trust and accou

ntability, both of which fall in the domain of EI.

How EI Helps in Negotiating the Hybrid Model

Travis Bradberry, author of "Emotional Intelligence 2.0," states that a lack of emotional intelligence among leadership can cause significant damage to an organization.

Here are a few ways to get started with EI:

• Develop more empathy by getting to know the team better.

• Reflect on how the week went, how situations affected you and how you affected others.

• Work on your own blind spots.

• Diagnose your team constitution (refer to the Thomas-Kilmann Instrument).

• Be a transparent and unambiguous communicator.

• Encourage a culture of openness and feedback.

• Practice servant leadership, be proactive and be a problem-solver.

• Develop awareness of intrapersonal traits.

• Create an inclusive and engaging environment that makes people feel safe to express themselves.

• Ensure more innovative, creative, and diverse thinking for strengthening teams and organizational outcomes.

Steps to Build Emotional Intelligence

EI can be developed and honed over time. Here are some steps that help individuals, teams, and organizations build EI:

• Use one-on-one meetings and downtime to develop empathy and learn about employees on a personal level.

• Give equal focus to human capabilities, as much as you would to develop technical capabilities.

• Develop learning paths and space to engage and grow enduring, innate human capabilities, including curiosity, imagination, creativity, empathy, and resilience. Embed them into the flow of work.

• Encourage self-awareness through self-reflection.

• Reward empathy through self-awareness (how our actions impact others).

• Develop an environment that supports people to engage with others.

• Apply technology capabilities to mine data for insights and sentiment that can help leaders and the organization demonstrate EI.

• Substitute "cold and dry policies" with practical and implementable EI programs.

• Make employee well-being and mental health a part of the organization's key responsible areas.

With an overall experience of 21 years in telecom services, Vineet Kumar Chandra is a lead Project Management Professional (PMP)® certification instructor at Nokia and has trained more than 750 employees in the company.

#PMSAC22

Explore what's next for project professionals ...

9-10 December | Nehru Centre, Mumbai

Project Management South Asia Conference

Project Management - *Hybrid and Beyond.*

⁓ Some of the amazing speakers ⁓

Vineet Nayar
Founder Chairman, Sampark Foundation and Former Vice Chairman and CEO, HCL Technologies

Brig. Sushil Bhasin
Coach, Corporate Trainer, Thought Leader and Author

Shailesh Gandhi
RTI Activist and Former Central Information Commission (GOI)

Satyajit Hange
Founding Farmer, Two Brothers Organic Farms

Ashwini Bhide, IAS
Managing Director, Mumbai Metro Rail Corporation Ltd.

Vidhya Abhijith
Design thinking leader and Co-Founder, Codewave.com

Hosted by
Project Managemen Institute® Mumbai

For details visit: PMI.org.in/pmsac22
or email: registrations@pmi-india.org

Project Management Institute®

Picture Caption Contest 2022

PMI South Asia ran a picture caption contest to build engagement for the upcoming Project Management South Asia Conference 2022. Focused on the conference theme, "Project Management – Hybrid and Beyond," the meaningful captions reflect the changed mindset toward the hybrid work model.

Here are the winning entries:

1. "Fusion for Future - The Triple F" by Dr. Oscar Leo D'souza, PMP, engagement director at HCL Technologies

2. "Convergence of Diverse Minds Toward the Beautiful World" by Pranav Gandhi P, executive project manager at Intellect Design Arena Ltd.

3. "Beyond the Triple Constraint, With the Hybrid Approach and Within Quality" by Mohammed Ismail A, project management executive, Maiva Pharma Pvt. Ltd.
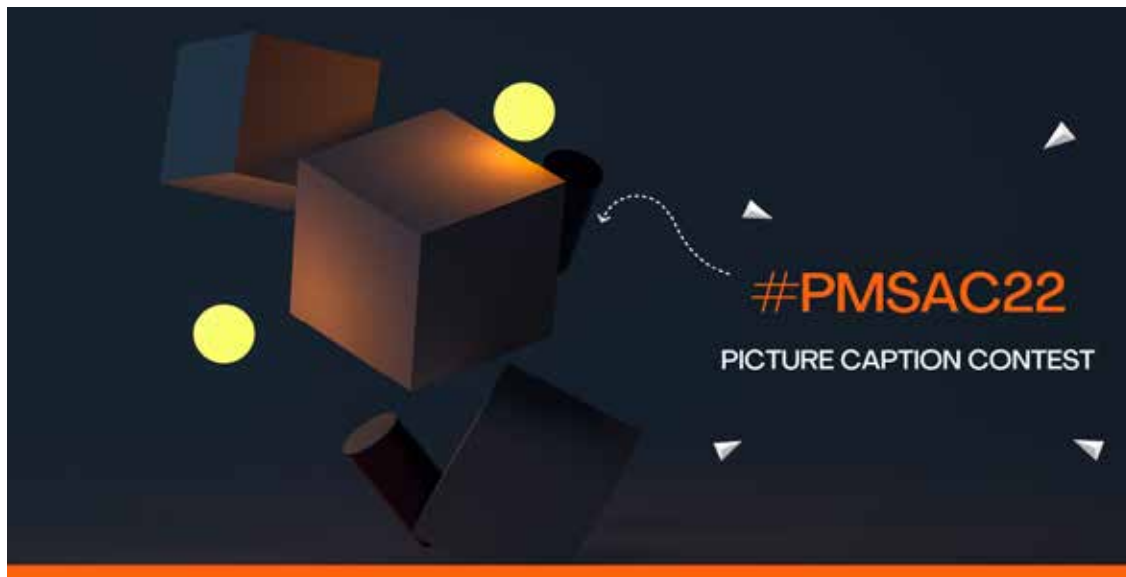
1. "Taking a Leap Into the Unknown" by Deepa Ravi, creative head at Ideascape Technologies

   "Going Hybrid Is Like Taking the Path Untrodden. It's Exciting, Promising, and Allows Room for Setting a Precedent!"

PMI Study Hall: A Study Companion to Ease PMP Certification Exam Preparation

PMI Study Hall™ is a study companion program to help candidates prepare for the Project Management Professional (PMP)® certification exam. The program will help boost confidence levels, improve study habits and reduce exam-related anxiety.

What Is It?

PMI Study Hall fits your daily schedule and helps take the stress out of PMP certification exam preparation:

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Get your action plan: The recommendation engine suggests personalized action steps to further customize a plan to fit your needs. In customizable action items, Career Navigator provides a list of recommendations with options to help you choose priorities. In action steps, it allows users to learn and engage—watch a video, check out a local event or put a framework into practice on Career Navigator.

Grow every day: It tackles the action items and decisions based on the time required or what's most important to you. It tracks your career development progress and keeps you motivated with reminders. Career Navigator continues to update its recommendations as you progress.

Visit Career Navigator to <u>learn more.</u>

PMI Picks: Big Ideas, Small Packages

PMI Picks™ is the latest digital offering for professionals who want smart, bite-sized project management and power skill learnings that fit into their schedules. It offers a range of topics, including agile approaches to project management, developing your leadership style, building your technical skills, managing change in your organization, developing innovative solutions, and risk and quality management.

What you can expect:

• Right-sized learnings allowing you to drill down accurately as per your needs.

• Bookmark content to curate your own personal library and track your progress.

• The content is PMI-approved which ensures the quality of the content.

Visit PMI Picks to get started on your learning journey.

PMI Global Summit 2022: Reconnect and Build the Future

PMI® Global Summit 2022 is ready for its in-person, signature event in Las Vegas, Nevada, USA on 1–3 December. It will bring together a global community of changemakers, leaders and project professionals who are committed to making ideas into reality.

Amy Webb, professor of strategic foresight at NYU Stern School of Business, will deliver the opening keynote at the event. It will feature over 100 educational sessions with industry experts. The event will feature more than 100 subject matter experts and speakers, providing meaningful opportunities to reconnect and network with your fellow project professionals and PMI members.

Register now.

PMI BANAGALORE INDIA CHAPTER
WORKSHOP ON DATA SCIENCE PROJECTS

The PMI Bangalore India Chapter conducted a "PM Enrich" workshop on 2 July. It was centered on the topic, "Project Management's Role in Enabling Desired Data Science Project Outcomes." Pradeepta Mishra, head of AI, Fosfor, L&T Infotech, was the event facilitator.

The session delved into how to manage data science projects and the different life cycles of data science projects, and their pros and cons. It also highlighted the possible challenges in project management and practical suggestions to overcome them.

KNOWLEDGE ENHANCEMENT

PMI Bangalore Chapter conducted its monthly knowledge-sharing and networking session for "PM Footprints."

On 9 July, V. Madhusudana D. Rao, program manager of Sasken Technologies, presented a session on "Communication to Win Customer Confidence." He spoke about how communication is an essential part of project management. It gave project managers insights into how to make customers feel more comfortable and earn their confidence. Rao also shared some relevant stories from his own experiences.

On 13 August, Vasudev Murthy, managing partner of Focal Concepts, delivered a session on "Should Project Managers Care About the Metaverse?" He spoke about the network of 3D internet and the pace at which they are evolving around the world. He explained the principles of non fungible tokens (NFTs)

blockchain and cryptocurrency, and their functioning in virtual reality and augmented reality. He also highlighted their relevance in project management.

PROJECT PRACTICES FOR ENGINEERING AND CONSTRUCTION

The PMI Bangalore Chapter conducted its monthly knowledge-sharing and networking session for "PM Footprints."

On 9 July, a session on the "Role of Project Management Consultants in Refurbishments" was conducted by Ramaprasad P, an industry veteran who works with Katalyst Advisers. In line with the topic, he highlighted real-life project challenges that he faced while working on many iconic buildings in Bengaluru.

On 12 August, Rupam Dutta, general manager of Radisson Hotel Group, spoke on "Every Project is Close to your Heart." He pointed out that project managers must think from a long-term perspective, make data-driven decisions over opinions, and communicate the project vision clearly with teams.

PMI BANGLADESH CHAPTER
MENTORING: MAKING A POSITIVE DIFFERENCE

The PMI Bangladesh Chapter initiated a "Youth Mentoring" program to connect 13 Project Management Professional (PMP)® certification exam aspirants with seven members of the chapter. These members had previously volunteered for a three-month mentoring program.

Sk. Naureen Laila, the chapter's director of the volunteer program, and Mahmood Taseen Chowdhury, director of the chapter's outreach program and youth and social impact coordinator, are leading the mentoring initiative.

The chapter launched the "Mentoring Program 2022" with a special orientation session on 20 August. The program gets direction and guidance from Chapter President Annesha Ahmed and A. B. M. Taj-Ul Islam, director of finance and audit, and program coordinator, along with a team of advisors and volunteers. The four-month program will help mentees to create an

impact on their career growth.

Prasanna Sampathkumar, region mentor, PMI South Asia, highlighted the overall objectives and processes of the program with clearly defined dos and don'ts.

Technology Director Ahmed Zafor Sadeq Bhuiyan shared his experience of the previous mentoring program and described the program's overall goal.

FORGING ALLIANCE WITH BANGLADESH INSTITUTE OF PLANNERS

The Bangladesh Institute of Planners (BIP) and the PMI Bangladesh Chapter signed a memorandum of understanding (MoU) on 16 July. Chapter President Annesha Ahmed and Fazle Reza Sumon, president of BIP, signed the MoU on behalf of their organizations.

The representatives from both organizations discussed the planning and execution processes of the collaboration to foster growth for the members and their communities at large.

The chapter extended special gratitude to Sk Naureen Laila, director of Volunteers for making this alliance possible.

ANNUAL GENERAL MEETING

The annual general meeting of PMI Bangladesh Chapter was held 29 July, with meaningful engagement and participation of members.

Chapter President Annesha Ahmed shared the annual performance of the chapter and Mr. Islam presented the financial report for 2021–2022.

Mahmood Taseen Chowdhury, director of Outreach Program, highlighted various activities related to the outreach program. Nowshaba Durrani, director of membership and certifications, discussed the importance of membership benefits. Sk. Naureen Laila, director of volunteers, discussed volunteer statistics and mentoring programs.

Refaul Ehsan, director of professional development, highlighted the initiatives taken and the plans outlined for next year. Iqbal Chowdhury, director of Programs and Sponsorship, announced the upcoming mega events. Technology Director Ahmed Zafor talked about the digital capabilities of the chapter. Shibly Sadique, director of marketing and public relations, showed the annual statistics of communication platforms and the initiatives taken.

After these portfolio updates, a discussion session was held for the chapter members.

PMI CHENNAI CHAPTER

FOSTERING WOMEN'S ADVANCEMENT

The PMI Chennai Chapter's "Greet and Meet" is its first women's empowerment mentorship program. It was initiated by the Women Empowerment Committee of the chapter.

On 23 July, the committee organized an event focusing on career guidance and professional growth for women. More than 30 women participated in one-to-one conversations, addressing many career-related queries.

The chapter acknowledged the contributions made

by PMI's women volunteers, mentors, and chapter leaders who made the event a huge success.

INSIGHTFUL WORKSHOPS

The chapter conducted two workshops on "Online Microsoft Project Essentials" and "Project Tools for Startups" in June and July.

The chapter also organized a preparatory training program "PMI-ACP® and Beyond" for the PMI Agile Certified Practitioner (PMI-ACP)® certification exam on 20, 21 and 27 August.

KNOWLEDGE-SHARING SESSIONS

After two years of the pandemic, the chapter's professional development activities restarted with a face-to-face session on 28 May, along with a curtain-raising event to mark the 20th anniversary celebrations of PMI Chennai Chapter. Professor G. N. Radhakrishnan, visiting faculty at Indian Institutes of Management, Visakhapatnam and Great Lakes Institute of Management, Chennai, talked about "Anger Management" and laid out some practice steps to help regulate emotions.

On 25 June, the chapter conducted back-to-back knowledge-sharing sessions at the Engineering and Construction (E&C) Forum.

Thulsiram Govindan, an expert in the subject of gas-insulated substations, shared insights into the power of these substations. Prem Kumar, co-founder and director of OptiSol Business Solution, discussed life lessons and his experiences being an entrepreneur in his "Entrepreneurial Mindset" talk.

On 27 August, the chapter conducted an online knowledge-sharing session on "Principles of Contract Management." The session saw a discussion on the scope of a contract, pre-contract management, preparation of the contract, and post-stage contract management.

PMI TRIVANDRUM, KERALA CHAPTER
ACADEMIC CONCLAVE

The PMI Trivandrum, Kerala Chapter hosted the fourth edition of the Academic Forum Conclave, "Wings 2022," at Muthoot Institute of Technology, Kochi, on 24 July. The conclave is part of the chapter's academic outreach program that aims to provide an opportunity for students of business schools and professional colleges, faculty members, and researchers to meet and network with industry experts.

Initially, only students of the PMI Trivandrum, Kerala Chapter's academic forums were allowed to participate in the event. But now the conclave has extended invitations to students outside the academic forums.

Rasmi V. Nair, conference director of the PMI Trivandrum, Kerala Chapter, gave the welcome address while President Jayakishore S. R. delivered the presidential address.

This was followed by the inaugural address by Dr. B. Ashok, secretary, Agricultural Department, Government of Kerala, who captured the audience's attention with anecdotes from his life.

Keynote speaker Joseph Korah, president and co-founder of Impaqtive, discussed significant facets of entrepreneurship and project management.

A business quiz, which added a fun and competitive element, was hosted by Dileep Viswanathan, vice president of professional development. Four teams from various colleges took part in the quiz. Fayiz Muhammed S. and Sreehari K. S. from Muthoot Institute of Technology and Science took away the winner's trophy.

Visukumar Gopal, PMI regional advisor for youth and social impact for the South Asia Region, spoke about how an effective résumé can create an impact on recruiters. Dr. Pradeep S., assistant vice president of NeST Digital, talked about the concept and methods of design thinking.

The final keynote speaker was Santhosh C. Kurup, chief executive officer of ICT Academy of Kerala, who enlightened young professionals about employment opportunities in the state.

MEMBERSHIP BENEFITS

Considering the success of the Academic Outreach program, the PMI Trivandrum, Kerala Chapter launched the PMI student membership program at Wings 2022. The PMI student membership program offers a special price for students to become PMI members.

The program is being offered at a heavily discounted price of US$12 plus taxes from the usual US$32 plus taxes taxes. It is valid for one-year membership to PMI and the PMI Trivandrum, Kerala Chapter. Students are given access to all resources at PMI as well as exclusive access to webinars, certification offers, and a huge network of project professionals across the world.

Alfin Davies, a fourth year student of Christ College of Engineering, availed the special offer and became the first student member of PMI and the PMI Trivandrum, Kerala Chapter.

RESUMING FACE-TO-FACE TRAININGS

The PMI Trivandrum, Kerala Chapter relaunched in-person training on 30 July. The chapter started with the Program Management Professional (PgMP)® certification sessions. The chapter is also coming up with more sessions for other certifications. The chapter said that in-person training is more effective in building confidence and improving the learning process.

OATH-TAKING CEREMONY

The PMI Trivandrum, Kerala Chapter Toastmasters Club conducted its official oath-taking ceremony of new club officers on 14 August for the term 01 July 2022 to 30 June 2023. The officer installation was presided over by Area Director TM Mallika. After that, members met for the eighth session of the Toastmasters Club.

Toastmasters Club was launched in April 2022 as a collaboration between the chapter and Toastmasters International, a public speaking initiative worldwide. This collaboration was brought about to encourage more upcoming leaders to polish their public speaking and leadership skills.

Membership for the chapter's Toastmaster Club is open with the only prerequisite of being a member of the PMI Trivandrum, Kerala Chapter.

EDUCATIONAL SUPPORT

As part of the UDAAN 2022 initiative, Jayakishore S. R., president of the PMI Trivandrum, Kerala Chapter visited the Krishnapuram Government school in Thiruvananthapuram. Jayakishore talked to students about the importance of project management and fielded questions from them on its various aspects. After

a meaningful discussion, educational kits were distributed to more than 100 deserving students.

PMIK-UDAAN, which began in 2019, is an ongoing education support initiative for children of terminally ill patients under palliative care. Since the onset of the global pandemic in 2020, UDAAN has supported more than 400 deserving children with education kits, including headsets and TV sets to support online education.

PMI NORTH INDIA CHAPTER
EMERGING TRENDS IN CONSTRUCTION TECHNOLOGY

The PMI North India Chapter hosted a face-to-face event, titled "Emerging Technologies, Trends and Success Stories," related to the infrastructure and construction sector. Held through its NIC Construction Forum on 20 August, the event saw participation from more than 50 chapter members, speakers, and other delegates

from infrastructure and construction organizations. CII-Indian Green Building Council–Delhi Chapter featured as a knowledge partner in this event.

In the inaugural address, Chapter President Pritam Gautam shared the latest PMI certification for the construction sector—the Construction Professional in Built Environment Projects (CPBEP)™. Manoj K Gupta, past chapter president and head of NIC Construction Forum, spoke about the history of the NIC Construction Forum, the increased percentage of construction folks in chapter membership and the chapter's plans to meet their aspirations.

Tarun Soni, head of PMO and business excellence, STL Global Services, India, shared his insights into the digitization and automation of a delivery excellence framework, operational efficiency, and innovation. Other speakers included Ajit K. Mishra, chief project manager of Dedicated Freight Corridor Corporation of India; Gaurav Kumar Chawla, chief executive officer of GKC Consultants; and Radhika Nadimpalli, director of Seventh Ray Consulting and Technology, among others.

PMI PEARL CITY, HYDERABAD CHAPTER
CELEBRATING 21st BIRTHDAY

The PMI Pearl City, Hyderabad Chapter its 21st foundation day with a special session on "Student Leadership" on 14 August. The chapter also conducted

a food distribution drive as part of youth and social good initiative in line with the UN Sustainable Development Goals (SDGs) of Zero Hunger (2) and Quality Education (4).

About 40 students, ages 8 to 15, from the Government Boys Hostel, Karvan, attended the session. The students were engaged in various activities to improve team-building and communication skills. Food was distributed to over 350 people in an impoverished area of Gudimalkapur.

INSIGHTFUL TRANSFORMATION SERIES

The PMI Pearl City, Hyderabad Chapter conducted a live webinar on PMI® Citizen Developer as part of its Transformation Series on 10 August. Samantha Mulford, product specialist, PMI Citizen Developer. Was the speaker at the event.

Chapter news contributors are Jagadish Koodiyedath, PMP; Lakshmi Ramachandran, PMP; Sharat Rajan, PMP; Balaji Viswanath, PMP; Sujata Kanchan, PMP; Bhuvana Jayaraman, PMP; Rashmi Mohandas, DASSM; Akhila Gowri Shankar, PMP; Naga Suajanya Y., PMP; VINAY BABU TARLA, PMI-ACP, DASSM, PMP

Youth and Social Impact:
PMI Chapter Initiatives

In this new section, Manage South Asia picks notable efforts by PMI South Asia chapters in driving youth and social impact (YSI) initiatives. In this edition, we applaud the YSI activities of the PMI Pune-Deccan India Chapter. Centered around the United Nations Sustainable Development Goals (UNSDG), YSI aims to equip youth with life skills and help them become changemakers in society.

Project Name: Green Village, Tekawadi, Pune

Tekawadi is a village in the Pune district of Maharashtra.

Project Objective: To work toward a number of UNSDGs with a focus on the environment, sustainability, poverty elimination, and women empowerment.

Key Achievements:

The first phase of the project, which took four months, involved planting 4,000 local species of trees that have medicinal properties. After three years, the yield from these trees can be used to make herbal/ayurvedic medicines.

The challenge was to ensure that these trees survive. Therefore, diligent risk assessment was carried out to protect the saplings from cattle, wildfires, insects, and diseases. It was quite a task to shield the trees from villagers who cut them for firewood.

In the second phase, the project focused on biological waste, especially from cattle. Biogas units were provided to 31 families who own cattle. With biogas, the families have reduced their firewood consumption. This initiative was completed in four months.

In the last phase, the project aimed to provide clean drinking water to the community, two units of water filters with reverse osmosis. It took three months to complete. The project addressed a number of UNSDGs.

At the Steering Wheel:

Vidya Chavan, PMI Pune-Deccan Chapter volunteer; Sachin Chougule, deputy manager, Forvia; Ajit Walunj, volunteer from Rotary Club; and Vitthal Shinde, sarpanch (village head), Tekawadi

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 bit about these remarkable men and women from our practitioner community.

PARVEZ SHAIKH, PMP

Manager Technology – Synechron

Volunteer, PMI Pune-Deccan India Chapter

PMI member since: November 2021

The biggest hurdles I face as a project manager: Scope creep.

The top skills I have learned through PMI: Effective communication and integration.

My new success mantra as a project manager: You need better planning and persistence to succeed.

The big takeaway for me from volunteering: Hard work is not always about making money.

The future is ... Artificial intelligence

MADHUSUDHAN EPPARLA, PMP

Senior Associate Consultant – Project Management Office Administrator, NTT India Digital Pvt. Ltd.

Volunteer, PMI Pearl City, Hyderabad Chapter

PMI member since: June 2021

The biggest hurdles I face as a project manager: Managing scope creep that affects project time lines.

The top skills I have learned through PMI: Agility in project management.

My new success mantra as a project manager: If you manage your team, your team will manage your project.

The big takeaway for me from volunteering: Gaining new knowledge on project management and networking opportunities within the PMI community.

The future is … To support the PMI community, expand knowledge, and grow both professionally and personally.

PRIYESH GOPALAKRISHNAN, PMP

Director – Projects, Cognizant Assistant Vice President – Education,

PMI Trivandrum, Kerala Chapter

PMI member since: September 2004

The biggest hurdles I face as a project manager: Frequent changes in project scope that derail the project management plan and demotivate the team.

The top skills I have learned through PMI: Effective communication and active networking.

My new success mantra as a project manager: Agile methodologies have all the recipes to manage inevitable changes.

The big takeaway for me from volunteering: It gives an opportunity to hear from industry experts, and get to know fellow professionals, and their areas of work.

The future is ... Technology will become an integral part of human lives and we will learn to live in harmony with it.

JWALITHA MATANGI, PMP

IT Security Program Manager, Stellantis

Volunteer, PMI Pearl City, Hyderabad Chapter

PMI member since: 2016

The biggest hurdles I face as a project manager: Inconsistent communication between teams.

The top skills I have learned through PMI: Leadership and negotiation.

My new success mantra as a project manager: Empower others to empower yourself.

The big takeaway for me from volunteering: Networking and learning every day.

The future is ... "Now" for project managers.

ABU MOHAMMED FARHAN, PMP

Manager, Final Winding, Coats Bangladesh Ltd.

Volunteer, PMI Bangladesh Chapter

PMI member since: 2020

The biggest hurdles I face as a project manager: Coordination among stakeholders.

The top skills I have learned through PMI: Stakeholder management.

My new success mantra as a project manager: Learning from the current project and applying the takeaways in future projects based on the situation.

The big takeaway for me from volunteering: Balancing both positive and negative feedback.

The future is ... To share the best practices in project management with others and develop a positive work culture.

PMI Champions Act as Ties That Bind a Community Together

DR. S. CHANDRAMOULI, PH.D., PMI-ACP, DASSM, PMP, PfMP
PMI SOUTH ASIA CHAMPION
ASSOCIATE DIRECTOR, COGNIZANT TECHNOLOGY SOLUTIONS

WHAT ARE THE BIGGEST CHALLENGES OF HYBRID PROJECT MANAGEMENT?

Combining agile, iterative, incremental, and traditional project management methods has many advantages. However, it may also have some obstacles. A traditionalist looks into the agile part of a hybrid and claims that things are not going the way they look. An agilist, on the other hand, looks into the traditional part of a hybrid and claims that things are not going the way they look. It is like a *melam (or mathalam)*, a percussion instrument that gets hit on both sides to produce a piece of mesmerizing music. It may create a propinquity effect within the project. The propinquity effect describes people's proclivity to create friendships or romantic connections with others they frequently encounter, resulting in a link between subject and friend. Similarly, traditionalists like the traditional way of execution since they have executed many projects using the traditional methodology. The same applies to agile enthusiasts. Therefore, stakeholder engagement is a big challenge in the hybrid methodology.

Another issue with the hybrid methodology is the planning process, wherein the propinquity effect plays a crucial role. A traditional project can be planned to assume that the scope is fixed. An agile project can be planned to assume that the scope is not fixed. However, the time line and cost are fixed. Keeping these triple constraints at stake is a significant risk in the hybrid methodology. The planner tries to take advantage of both the planning approaches, but often ends up inheriting the disadvantages of both.

Customer direction is a priority in a hybrid approach. It is tricky for a vendor to adjust to the customer's wishes and their own organization's expectations. Thus, stakeholder engagement is a mammoth task in hybrid projects.

WHAT NEW SKILLS DO PROJECT MANAGERS NEED TO ACQUIRE TODAY?

Today, we are on the verge of the Fifth Industrial Revolution, with more than 50% of the world connected via the internet, and technology progressing at its most sophisticated phase with artificial intelligence, big data, virtual reality and blockchain technology. Project managers use these technologies for effective project management. Therefore, competent project managers must apply knowledge, skills and personal characteristics to deliver projects successfully and meet stakeholder needs. To do that, apart from the core project management skills, project managers need to have good knowledge and skills in technology as well as domain areas.

Project managers must also acquire managerial and leadership skills to manage projects well. Leadership skills include demonstrating commitments, networking with stakeholders, servant leadership, conflict management and problem-solving. They should be adept in handling politics, consultative approaches, and emotional intelligence. In addition, they should trust the team members and provide strategic guidance.

AS A PROJECT MANAGEMENT AND PMI CHAMPION, HOW ARE YOU FOSTERING BEST MANAGEMENT PRACTICES/SKILLS IN YOUR TEAM OR ORGANIZATION?

PMI champions work to bind a community together. Being a champion gives us an opportunity to meet new people, build a network and improve our social skills. I am actively spreading awareness among project stakeholders about evolving technologies like blockchain and the metaverse in the industry and related developments. Being in the network has also helped me connect with like-minded experts in different domains.

Adopting a "Radical Candor" Approach for Better Outcomes

AMIT SHARMA, PMP
PMI SOUTH ASIA CHAMPION
MULESOFT LEAD, IBM INDIA PVT. LTD.

WHAT ARE THE BIGGEST CHALLENGES WITH HYBRID PROJECT MANAGEMENT?

Project management is constantly trying to balance the changing dynamics—be it in the professional arena, or tools or methods available to professionals. A hybrid approach is not only an amalgamation of different methodologies or frameworks, but also involves the same professionals working on multiple business/technology landscapes (e.g., artificial intelligence or data combined, or possibly even legacy and systems applications/products in data processing). Some of the biggest challenges are:

• Acquisition and retention of talent.

• Strategic tooling and frameworks to support the mission and vision.

• Innovation and automation for operational efficiency and delivery excellence.

WHAT NEW SKILLS DO PROJECT MANAGERS NEED TO ACQUIRE TODAY?

Project managers heavily invest in the outcomes. Any learning/skill-building exercise could be done with a view to improving results in the shortest possible time frame. Agility is the key here, including scaling agility for enterprise transformation. Awareness of this helps in speaking the language of the customer and sharing their pain points and priorities. Lastly, people and their endeavors are at the core of any organization. Empathy and listening skills are basic skills for leaders. Adopting a "radical candor" approach and powerful questioning are important drivers when facilitating teams to achieve better and faster outcomes.

AS A PROJECT MANAGEMENT AND PMI CHAMPION, HOW ARE YOU FOSTERING BEST MANAGEMENT PRACTICES/SKILLS IN YOUR TEAM OR ORGANIZATION?

Practices around enhanced skilling work best when the team takes accountability for their own growth and development. Individuals and the team often know their educational requirements related to work assignments. Learning and knowledge departments need to focus on the future technologies and advancements in their respective areas, and constantly help the workforce stay ahead of the change. A "Pi-shaped", professional skilling framework supports team members in having a core skill with additional skills in business and technology to keep them ready for future challenges.

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