

# MANAGE India

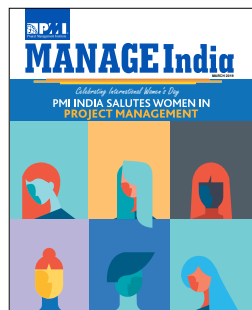
MARCH 2019

*Celebrating International Women's Day*

**PMI INDIA SALUTES WOMEN IN  
PROJECT MANAGEMENT**



## In this Issue



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**03 FROM THE EDITORIAL  
DESK**

**04 COVER STORY**

**06 BY INVITATION**

**07 CONVERSATIONS WITH  
SENIOR PRACTITIONERS**

**09 GUEST WRITERS FROM THE  
CHAPTERS**

**15 CHAPTER NEWS**

**20 STAR VOLUNTEERS' SPOTLIGHT**

**22 R.E.P. NEWS**

**23 CHAMPION UPDATE**

## PMI POLL BOOTH

### VOICE YOUR OPINION - MARCH POLL

**Women make better project managers than men.**

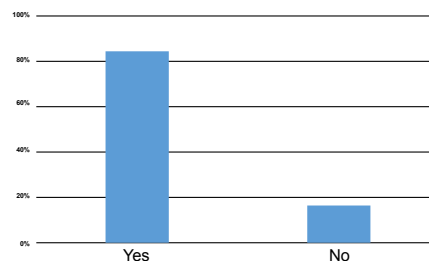
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### RESULTS OF THE JANUARY POLL

**Q. Is technology making us smarter?**  
Yes 82% No 18%

*Voice your opinion • Last poll results*

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



Dear Reader,

The significance of International Women's Day has changed a lot since 1975 when the United Nations fixed 8 March as the day to raise awareness about gender inequality and fight against discrimination. Today, it is a time of the year when we reassess the progress made, set new goals, and celebrate women's achievements.

With this special edition of *Manage India*, we at PMI India are honoring and recognizing women for their contributions and success in different fields.

Women occupy positions of power and influence in both the government and private sector in the country. Nirmala Sitharaman and Sushma Swaraj head two of the country's most powerful ministries in the Government of India – defence and external affairs, respectively. Women in India have led large banks, and companies in IT, biotechnology, pharmaceuticals, healthcare, entertainment, and more. They have earned recognition in science and technology, medicine, environment science, music and art, filmmaking... the list is long.

However, the representation of women in leadership positions continues to be low. India ranks fifth lowest in the world in terms of the number of women in leadership roles. What must organizations do to improve gender balance? What will it take for women professionals to break cultural barriers and reach the top? What role will men play in making this happen?

In this edition of *Manage India*, we have spoken with women leaders from different sectors to answer some of these questions.

We hope our cover story with Anuradha TK, director of the satellite communication program at the Indian Space Research Organisation, and Ashwini Bhide, managing director of Mumbai Metro Rail Corporation, will inspire you to reach for the sky. Also look out recommendations and tips from senior project practitioners on how to progress in your career.

We hope you find this special edition valuable and insightful.

Before we sign off, three quick reminders.

Nominations are open till 23 April for the PMI India Awards. [Click here](#) to send in your entries.

Also, we look forward to seeing you at the PMI Regional Conference themed 'Transformation Made Possible by a Project Manager,' being held on 27 April in Thiruvananthapuram. ([Check out the details here](#))

And finally, there is another big, exciting program coming up — the two-day PMI National Conference on 20 and 21 September in Hyderabad. Looking forward to your active participation there.

Thank you.  
**Manage India Editorial Team**



# BREAKING BASTIONS IN SPACE AND ON EARTH

*Manage India speaks to two women icons of the country, who are heading projects that are highly complex, prestigious, ambitious, and demanding. Not to forget in sectors that have traditionally been male dominated. They tell us their success mantras as professionals and project leaders.*

**By Panchalee Thakur**

One is pushing new horizons in an outer space program and the other is testing project management capabilities in an underground project. Both these women are managing projects that are not just highly challenging and complex but also of national importance, and hence are in constant public scrutiny.

Anuradha TK, director of the satellite communication program at the Indian Space Research Organisation (ISRO), is the first woman to occupy that position. The senior scientist has led the launch of communication satellites GSAT-9, GSAT-10, GSAT-12, CGAT-17, and GSAT-18 as the project director. Subsequently, she became program director for the geo sat program, which put her in charge of the making of all geo-synchronous satellites including communication, navigation, and weather applications. She is a leading name behind India's highly prestigious and successful space research program.

Ashwini Bhide, an Indian Administrative Service (IAS) officer, is the managing director of Mumbai Metro Rail Corporation, the nodal agency responsible for implementing the Mumbai Metro Line 3 project. Ms. Bhide led a number of rural projects in her state Maharashtra, before moving to high profile infrastructure development projects in Mumbai.

In a country with poor representation of women in leadership roles, these women leaders offer a beacon of hope and inspiration to those fighting for gender diversity. According to a report by Grant Thornton, *Women in Business: Beyond Policy to Progress*, though the representation of women in leadership roles has improved from 17 percent in 2017 to 20 percent in 2018, India ranks fifth lowest in the world in this respect.

The report indicates that progress has been slow and superficial since many organizations are adopting a "tick in the diversity box" approach and not bringing in real change in policies and practices.

Ms. Anuradha, who has seen a big change in people's mindsets since the time she joined ISRO in 1982, believes organizations must promote a gender-neutral environment in which men and women work as hard as each other and enjoy the same opportunities and privileges.



Anuradha TK

“When I joined ISRO, there were very few women in the organization and some departments didn't like to take women”

“When I joined ISRO, there were very few women in the organization and some departments didn’t like to take women. However, my department head was an open-minded person who gave me opportunities but not any special attention just because of me being a woman. I didn’t feel the need for any exemptions and worked 18-20 hours a day. I worked with male colleagues, without registering in my mind whether I’m working with a man or a woman,” says Ms. Anuradha.

However, she says some benefits are important to enable women to contribute to their full potential — such as a creche for young children and support groups among women colleagues.

Ms. Bhide believes that only when gender policies are well thought through will real equality take place. “The problem of gender balance does not exist at the entry level, but the problem is in retaining women. Hence organizations must think holistically on what needs to be done. Society expects women to balance their career with responsibilities at home, hence work-life balance becomes extremely important for them,” she says.



Ashwini Bhide

“The problem of gender balance does not exist at the entry level, but the problem is in retaining women. Hence organizations must think holistically on what needs to be done.”

Women also need to do their part if they want to grow professionally. Ms. Anuradha advises women to invest time in building their career. “Make sure responsibilities at home are shared. That is the only way you can make yourself available for your job. Keep your skills updated; take professional development courses; network with your your peers,” she adds.

Ms. Bhide, who came into the administrative service as a ‘generalist’, constantly updates her knowledge and skills at work. She does not leave technical discussions to her engineering colleagues but instead asks questions during discussions without trying to hide her ignorance.

“Most of my learning has been on the job – keeping myself abreast of industry trends, learning technical aspects of projects from the team, picking up project management lessons from workshops and seminars, understanding nuances of project execution from site visits... My job is to ultimately assimilate all this knowledge so that I can adapt an engineering solution to the social context,” she explains.

She advises women to look at their career from the perspective of personality development and goal achievement. “To achieve that, create a support system, think pragmatically, and do not give up. And above all, do not be too harsh on yourself. Home is not your responsibility alone,” she says. She feels if women get their family’s support for a few critical years when they are bringing up young children, their career will self-propel after that.

Ms. Anuradha has seen the perceptions of her male colleagues towards women change over the years, mostly because of what they have seen women at work achieve. “Human beings have an infinite capacity to expand, whether it’s a woman developing her professional skills, or a man learning how to manage the home front,” she says.

To correct the gender imbalance in leadership roles, organizations need to look beyond regulatory requirements and take meaningful, pro-active steps to nurture an environment where women can grow professionally. Progress will also depend on how women invest time and effort to achieve their long-term career goals. The role of men at work and home will be equally important in supporting women as they reach for the sky.

# DEMAND A DEMANDING ROLE, AND PROVE YOURSELF



**Gummalla Rama**

Chief General Manager – Projects  
Hindustan Petroleum Corporation Ltd

I started my career as a planning engineer in the early 1990s. Starting with a Rs.1,000-crore project in 1990, I am currently a lead member of Hindustan Petroleum Corporation's largest expansion project costing Rs. 20,000 crore.

In the early 1990s when I began my career, there were very few women in the sector. I was the only woman in our projects team. The environment tended to be protective towards women, and the few girls who were in project management were assigned desk jobs. We had to fight for opportunities to demonstrate our capability to handle field work.

Nowadays, we see young women in project management, handling all critical aspects of projects. They are much smarter and more focused on their careers, and the environment is more supportive. Women are being encouraged and given equal opportunities.

At the start of my career, I watched my male colleagues go out into the field and realized that I was missing out on something. After several requests, I was finally given charge of the construction and commissioning of a small part of the project. It was hard work and the hours were long, but I handled it well. Since

then I have received excellent support and guidance from my superiors and colleagues, and been treated as an equal.

Women professionals do find it difficult, especially during the early part of family life, to balance their roles at work and home. This leads them to take the easier path. When I approached my general manager for a less demanding role after the birth of my second daughter, he did not agree. On the contrary, he motivated me to take up a demanding role and boosted my confidence.

**I would advise women professionals to never shy away from taking field jobs. This is my advice to them:**

- Be confident. There is no task or project that you cannot handle.
- Move out of your comfort zone.
- Try to balance career and family. One cannot be at the cost of the other.
- Never give up. Ask for — and take — help.
- Prioritize your activities; focus on your top priorities and delegate the rest.
- Create differentiators for yourself by learning new skills.
- Create a brand for yourself, seek feedback, realign.
- Do not hesitate to take new responsibilities.
- Take care of yourself and make yourself your priority.
- Senior colleagues must take the lead, be the voice. Ask your women colleagues what they want.
- Maintain your connections with people.

*Project management needs more women in leadership roles. We spoke to senior practitioners in the country for their views on correcting the gender imbalance.*



**RAMYA RAMACHANDRA**  
Program Manager, Thomson Reuters

**What key qualities must a project manager have, to move from a manager to a leader?**

Through my project management career that has spanned a decade, I have moved from managing a project to leading it. This transformation has not been easy and has not happened overnight. A major learning is that you have to unlearn and start doing things differently. What got you to a certain

stage in your career will not get you to the next stage. So invest in learning, keep up-to-date with technology changes, and start working towards acquiring domain knowledge along with soft skills.

**If you were to champion for more women in leadership positions in organizations, what would be your pitch to a CEO?**

I am a strong advocate of gender diversity and believe in creating a balance for a better outcome. However, I have done poorly on the diversity ratio at home — with a husband and two lovely boys, the family diversity ratio is 1:3. Women have a different approach to problem-solving and decision-making, and this kind of diverse thinking is what strengthens a business and propels it forward.

**What must organizations do to help women move to leadership positions?**

Organizations now understand the benefits of having more women in leadership, but there is still a huge

gap. Organizations need to make a conscious effort to eliminate the unconscious bias at every stage — hiring policies, the interview process, promotion policies, performance appraisal... Policies and procedures need to be put in place to bring women to the same starting line as their male counterparts. Once this is done, the race to the finish line will be based purely on performance.

**What is your career advice to women project managers?**

As a working professional with a total career spanning 18 years (and grey hair to prove it), I will take the liberty to advise next-gen women project managers. Do not fall into the trap of the superwoman syndrome. Allow the men in your life to take equal responsibility of running the house. Build strong support ecosystems. Don't forget to take out some 'me' time, and use it to contemplate and reinvent yourself. That is the secret to staying relevant in the ever-changing workplace and continue to add value — to the profession and to yourselves.



**KAMALA SHARMA**  
Senior Project Manager,  
Shell India Markets Pvt. Ltd.  
Project Manager Community of Practice  
Lead, PMI Bangalore Chapter

**What key qualities must a project manager have, to move from a manager to a leader?**

Authenticity, growth, collaboration, and performance are the four key leadership attributes.

**If you were to champion for more women in leadership positions in organizations, what would be your pitch to a CEO?**

Woman leaders have a unique skill to integrate different aspects

and bring in adaptive leadership and emotional intelligence. Being in a leadership role is a privilege, and women leaders handle this responsibility well by bringing different perspectives to the table. Bringing more women to leadership positions will help an organization in promoting a culture of diversity and inclusion. A great workplace culture brings the organization success.

### What must organizations do to help women move to leadership positions?

Evaluate the gender diversity balance in leadership positions and make policies that help achieve balance. Identify talented women employees, train them for leadership roles, and provide them with opportunities to exhibit their talent. Institute a flexible and empathetic approach in the organization.

### What is your career advice to women project managers?

**Ambition** – Be relevant in the era of disruptive technologies.  
**Accountability** – Be clear about your role and perform to your full potential.  
**Alignment** – Move from an 'I-centric' approach to a 'we-centric' one, as you learn to collaborate.  
**Accelerate** – Be agile and focus on speedy delivery.



**ALKA TUSCANO**

Director, delivery assurance  
 Capgemini Technology Services India

and its people to meet strategic goals, whereas leaders drag the organization and its people into a strategic future. Leaders must imbibe integrity, honesty to self and others, passion, commitment, and clarity in thoughts. They must communicate well, be able to take decisions, be creative, and strike to innovate and explore new ideas.

### If you were to champion for more women in leadership positions in organizations, what would be your pitch to a CEO?

Gender diversity in a corporate environment will translate to greater innovation, better products, better decision-making, and higher employee retention and satisfaction. All these will be possible since women do not connect head to head but heart to heart, and that is where all change management takes place. Women also boost an organization's happiness index. You will observe a sustainable growth, going forward, in organizations that have

a majority of women in leadership positions.

### What must organizations do to help women move to leadership positions?

Organizations must respect the role of women as mothers and teachers of their children. They are nation builders. Organizations must have friendly policies to create a healthy environment for women's growth. Sabbaticals, exam leave, management development programs, work-from-home options, part-time work, and special leave for family illness will increase women's confidence and help them achieve their career aspirations.

### What is your career advice to women project managers?

Be self-aware, stay focused, and listen to your body — because you will not be of any help to others if you run out of steam. Don't be afraid to be vulnerable; don't be afraid that you are not perfect. Raise your children in such a way that they will hold women in the highest esteem.

### What key qualities must a project manager have, to move from a manager to a leader?

Leadership and management are two distinctive and complementary systems, and one needs to keep shuffling between the two roles. However, the trick lies in knowing when to switch roles. Managers try to optimize the organization

***Women project managers in India occupy positions of authority and influence at work and beyond. They are active volunteers of PMI India and their chapters, and brand ambassadors of project management. They have contributed towards building a vibrant project management community in the country and changing mindsets about the capabilities of women.***

***We invited women leaders from across PMI India chapters to pen down their thoughts on some of the biggest changes that organizations across industries are currently experiencing and how project practitioners need to adapt to those changes.***

## ORGANIZATION CULTURE

### Pause – A Healthy Habit to Cultivate



**VIJAYALAKSHMI R., PMP**  
Project Practitioner

Volunteer, PMI Chennai Chapter

*"He who can no longer pause to wonder and stand rapt in awe, is as good as dead; his eyes are closed,"* said Albert Einstein.

In *The Power of Pause: Becoming More by Doing Less*, author Terry Hershey says slowing down is difficult when you live in a fast-forward world. However, there is always a price to pay if we don't regularly take time to pause.

It is important for organizations to nurture that culture in today's VUCA (Volatile, Unpredictable, Complex, Ambiguous) world where the average lifespan of a company has decreased by more than 50 years in the past century. Organizations will do well by embracing the spirit of *Shinise* (a Japanese term for long-established businesses) and re-imagining VUCA

as Vision, Understanding, Clarity, Agility.

The ability to maintain perspective in the midst of action is critical to success. Great athletes must simultaneously play the game and take a step back to observe the action sometimes. Similarly, project teams must deliberately pause and reflect, instead of continuously trying to tackle every ball tossed at them. A moment to pause in a project is to inspect and adapt – the twin mottos of agile retrospectives. It enables teams to create a continuous improvement culture, where they reflect on their experiences and define future actions to have a positive influence on the value they deliver to clients.

When you are sitting in a meeting, watch what is happening. Observe the interplay of relationships and see how people's responses to one another vary: supporting, thwarting, or listening. In a face-to-face meeting, watch people's body language, tone of voice, emotions.

Silence is often considered a sign of weakness. However, silence is a source of great strength. World-class negotiators agree that the key to a successful outcome is sometimes knowing when to shut up. In a negotiation, silence can convey a sense of mystery and power; and it can signal one's willingness to walk away rather than settle for anything less than the desired outcome.

Pauses give employees a renewed sense of purpose and alignment.

Exploring new interests or lifelong passions, taking a class, or spending time with family are all big payoffs. Employees end up feeling refreshed and rejuvenated — a feeling that is likely to have a ripple effect on their job and their co-workers when they return.

### Organization Culture as Strategic Advantage



**MANISHA SABOO**

Delivery Head, Associate Vice President, Infosys

Volunteer, PMI Pearl City, Hyderabad Chapter

Srini and Raghu (names changed) were having a conversation at the company cafeteria. "Today, again, the meeting went nowhere. The whole team was silent during the meeting to discuss innovative ideas," said Srini. Raghu, a veteran in the company, responded, "Why involve the team in innovation? Don't they have enough project work already?"

When I overheard this conversation, I realized it was a telling example of organization culture, where innovative

thinking or speaking up is not the norm. While most of us tend to take culture for granted, it plays like background music. Easy to miss, but which can intensify the impact of a situation.

Without the right culture, delivering an outcome can be a Herculean task. The culture can reflect in seemingly minor things like punctuality or the way someone dresses to work, but can have a bearing on major aspects like ethics, integrity, and professionalism.

#### **Single person v/s everyone:**

Culture builds up in a certain way, depending on whether it is the behavior of one person or the norm in a group of people. For example, formally dressed employees in a bank are a reflection of the bank's culture.

**Norm v/s exception:** Culture is felt when a trait is the norm and not an exception. In an organization where punctuality is the norm, people will join meetings on time and deliver outcomes within the timeline.

#### **Supported by structure and process v/s heroic efforts:**

Specific culture flourishes when it is supported by policies and processes, and is demonstrated in action by its leaders. It doesn't take heroic efforts to achieve certain outcomes if they are supported by culture.

Macro environmental factors like geography, religion, and history also play a part. For example, Israel is known to be an innovative country and it is natural for its people to think out-of-the-box.

For today's agile teams, fostering culture is important as they work in close-knit groups. A suitable culture can make the group work more efficiently, as behaviors can be predicted and the team has a clear understanding of what is accepted and expected.

While inculcating culture in employees, it is important to understand that there are no quick-fix solutions. Transforming culture is not an initiative but a movement that involves every team member, and sometimes requires systemic changes. There is no success formula for getting it right, as it is anchored in mindsets, social interactions, and unspoken behaviors.

#### **Listen and Learn Before You Recommend Change**



**SELVA CANGATHARAN,**  
PMP, PMI-ACP  
Deputy General Manager, Vodafone

Volunteer, PMI Bangalore India Chapter

**O**rganization culture can be viewed from two perspectives – that of the employee and the organization. It is about what an organization offers its employees, and how employees understand and honor it. Most organizations have value-based frameworks and adopt diversity as one of the main goals to ensure employee satisfaction and retention.

Culture is often the result of the conscious efforts of the organization's management and its employees. It says a lot about what an organization expects from its employees. An organization's performance is also hugely related to its culture. Therefore,

it is important for employees to first understand the culture and its values to succeed at the workplace.

That doesn't mean an employee cannot recommend changes or share best practices from other industries. But before doing so, they must bear the following in mind:

- Be proud of the brand you are working for. If you are not, then you are not in the right place. It is imperative for project managers who work across organizational verticals to become ambassadors of that brand.
- Take time to understand the organization's values, culture, people, and policies. Project managers are influential by nature of their work, so understanding is the key to success.
- Resist comparing the culture of an old employer or suggest changes hastily. Before you question or pass judgment on an organization's processes, find out the reasons behind those processes or policies. Be respectful while expressing your opinions.
- Build connections with people experienced in the organization and learn from them about what they are proud of about the organization. What made them stay long enough? As you build these connections, you get more insights into the organization's ways of working. First, learn to listen without trying to influence thoughts.
- Build credibility before you recommend any change. When you speak up against the opinion of influential people who have created the culture, you should have the credibility for your voice to be taken seriously.

I have seen people fail to achieve career success by being

## A Mile to Go



**FALGUNI ADBE**, PMP  
Manager - Publishing,

With education and changes in attitudes, women have fought for the right to earn and the right to work outside the confines of their homes. It was when they set foot outside their homes that for the first time they encountered new assumptions, perceptions, thoughts, and feelings of the world outside – a crude version of organization culture.

society and even at the workplace. I spoke to project managers to understand what they felt had changed and what more needs to change.

Women, being inherent multi-taskers, are believed to be better project managers. Himanshu Joshi, a project manager with 24 years of experience, finds that soft skills, particularly the ability to empathize, differentiate women project managers from their male colleagues. They also have an innate ability to sense trouble, anticipate risks, and get people to work on risk mitigation. "Technical skills can be developed with formal training but I think the natural ability of women project managers to connect with people makes them special," he says. Some of those abilities are team building, coaching, motivating, communication, negotiation, being culturally more aware, conflict resolution, trust building, and influencing the right decisions to ensure project success.

persistent as men in achieving in their goals. Changes in perception will make this journey more fruitful.

## Study the Choices Before You Decide



**SONALI BHATTACHARYA**, PMP  
Senior Director, Cognizant  
Technology Solutions India

**W**e are living in times of uncertainty. Disruptive technologies, a volatile economy, an ever-changing political backdrop, a new generation joining the workforce with its distinctive working style, and environmental uncertainties have resulted in complexities in project execution. If you were to put all these factors in a basket, the label would scream out: "I can't control them, but I need to carry them anyway."

March 2019 | **MANAGE**India | 11

marked for a subject you have been reading for some time. Or you may walk down the other side to check a new cupboard that made its way in last week, or the old one that holds knowledge on a subject you have never ventured into. Scene one is what I view as up-skilling and the other two are of re-skilling.

As a practitioner and having met many in my community going through similar dilemmas, I feel the challenge is in making the right choice. Core skills are dissolving and evolving. In these changing times, re-skilling will pay more dividends than up-skilling. Any kind of re-skilling calls for a higher risk appetite, something that the habit of regular up-skilling will prepare practitioners for.

So, the choice of re-skill versus up-skill is a critical decision. It calls for regular and diligent homework. Look for both offline and online modes. Being part of communities of choice often provides valuable information. Occasional café sessions with mentors will help you in the evaluation. Making your family a part of the process is an important step in the constant journey of learning for any project management professional. And then, even if you fail, count it as a lesson learned.

As a project manager, up-skilling oneself with the know-how of changing policies, trends in social behaviors, and brewing technologies is also an important aspect. It will help in developing the right business and soft skills required to manage major projects.

So, choose an aisle in the skill library that will help you to stay relevant.

### Five Secrets to Continuous Growth



**SMITA MISHRA**, PMP  
Project Manager, L&T Howden Pvt. Ltd.

Volunteer, PMI North India Chapter

**D**o you like to dream big and believe in making dreams come true? Then you need to keep your learning spirit alive by continuously re-skilling and up-skilling.

With changing technologies, new skills are trending and existing skills going out of demand. To be productive and to secure your future, you need to be a self-learner.

1. **Know your interests:** Apple founder Steve Jobs said, "Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do." So, know your interests and acquire relevant skills so that you enjoy your work every day.
2. **Keep your eyes and ears open:** During a meeting with a client at the start of my career I heard about Microsoft Project (MSP)

for the first time. I quickly noted it down and decided to learn about it. Since there was no training program on MSP at that time, I self-taught myself with a book. Soon I implemented it in my company, thus starting my journey of mastering MSP. I re-skill myself whenever a new version comes. The more research we do, the more we discover something new. Such self-learning is outside the remit of any book or that passed on by anyone.

3. **Be up-to-date:** You may not be looking for a job, but if you are looking for new skills in the current market then check the relevant advertisements in newspapers/ job sites and go through the job responsibilities and desired skills, and pick up the words, acquire the mentioned skills, and apply them in your current job to be more productive.
4. **Invest in yourself:** If you want to grow, do not wait for your employer to invest in your training and development. To specialize in your field, up-skill like I did with my Project Management Professional (PMP)® certification that has enhanced my project management skills and knowledge.
5. **Keep up with networking opportunities:** When you meet people in your profession or someone from a different industry or with a different level of experience, it is an opportunity to learn about new trends and best practices. PMI gives you the opportunity to network. Start by becoming a member of the local chapter or be a PMI India Champion to volunteer, network, and learn.

## Hone Your Skills to be an Achiever



**AKHILA GOWRI SHANKAR**, PMP  
Freelance Management Consultant

Vice President - Finance,  
PMI Kerala Chapter

I strongly believe that every day gives us immense opportunities to learn in life. Further, success is the result of dedication, hard work, perfection, persistence, and readiness to learn from failures.

Fresh college graduates need a good mentor and hands-on training to adapt to the work environment. They are highly likely to work in a field that is not directly linked to their college education. Many organizations have structured orientation programs to onboard freshers. However, youngsters must also take the initiative to keep themselves abreast of technological advances and enhance their soft skills. They must look out for online resources to pursue relevant certifications, and attend training to up-skill themselves. Opportunities are abundant; we only need the right frame of mind to learn.

From my personal experience, management training programs at

the start of my career have helped in preparing me for my role as a junior engineer. I was able to conduct client discussions and provide support at the inter-department level. Having a personal growth target and striving to equip myself to achieve the goal are my success mantras.

I gained immensely from my decade-long experience of working for ABB in Dubai, during which time I worked on various project sections. The lessons in Arabic, the association with PMI members in Dubai, the Project Module Power User for SAP implementation at ABB in Dubai, and SOX Assurer were some ways in which I up-skilled myself.

I believe we must identify our passion early in life, and thus achieve job satisfaction to lead a meaningful life. But as you grow, be prepared to adapt to changes. I have seen how re-skilling has helped me manage career shifts, mainly from power automation to the IT industry.

One way to up-skill yourself is by joining technical bodies and professional associations, and by being actively involved in their activities. Take advantage of networking and mentoring opportunities to grow holistically.

Volunteering for PMI Kerala Chapter since 2009 has also helped me to explore new avenues for self-development. As a chapter board member, I have found opportunities to learn and interact with leaders from the community and give back to society.

If you have a burning desire to be an achiever, channelize your efforts to hone your skills and be ready to face the challenges bravely.

## REMOTE TEAMS

### A Case for Remote Working



**VINITA SINGH**, PMP  
Founder, Craftjingle

Volunteer, PMI Bangalore India Chapter

Remote working or telecommuting is an increasing popular work option, with a reported 115 percent increase in telecommuting between 2005 and 2015. Though many organizations in India are open to remote working, some still prefer teams to sit together at one place. However, the benefits of remote working far outweigh the challenges, and leaders must weigh those in before deciding what's right for the organization.

### Benefits for employees

**Work-life balance:** Today men and women share equal responsibilities, be it taking care of the child, elderly parents, or household chores. Remote working makes it possible for employees to balance the demands of work and home.

**Increased productivity:** According to a Canada Life survey, the productivity of homeworkers is 7.7/10, compared to 6.5/10 of office workers. A Stanford survey found that remote

working employees are 13 percent more productive than their in-office colleagues.

**Cost-effective:** It promotes a healthier lifestyle by allowing employees to eat home food, exercise at a convenient time, and avoid travel stress. It also saves on fuel, parking or other transportation-related expenses.

#### Benefits for employers

**Cost savings:** The biggest fixed cost for a business is office space. Employers can cut down on real estate costs and utility- and operations-related costs. As per Forbes, Aetna shed 2.7 million square feet of office space, saving US\$78 million, and similarly, American Express reported annual savings of US\$10 million to \$15 million.

**Retention:** The next biggest cost is human resource. Recruiting and training cost thousands of dollars. Providing employees the flexibility of remote working not only increases productivity, but also reduces attrition.

**Expanded talent pool:** Employers can focus on skillsets rather than the location, and hire the best resources from across the world. Research says that 36 percent of employees would choose work flexibility over a pay rise.

Remote working has environmental benefits too, as there will be fewer vehicles on the road. These workers use email and cloud-based applications to send messages and create documents. Working from home also means consuming less of packaged food and drink, and hence less plastic and disposables being used.

So, it is time for employers and employees to cultivate an open mind about remote working and enjoy the benefits associated with this arrangement.

#### Teamwork, Communication Key to Success



**FALGUNI ROLEKAR**, PMP, PMI-ACP  
Agile Transformation Leader, IBM

PMI India Champion and  
Vice President, outreach, PMI  
Mumbai Chapter

**T**he digital era is an excellent time for leaders in the industry to showcase their talent. This is also a time for us to take our talent around the world. It's an individual choice – the sky is the limit.

As customer requirements get more demanding and timelines get tighter, companies are setting up multi-locational and virtual teams. Geographically dispersed teams are enabling organizations to provide seamless and consistently high-quality services to their customers. They are taking advantage of digital technologies to make this a reality.

"One team" has been a slogan for most organizations that deliver work

with a remote and multi-location team structure. In a study by Harvard Business Review, globally employees ranked flexibility as the next most important aspect after health benefits, demonstrating how the typical 9-5 work schedule is on its way out. A study by Leadership IQ found that employees who work remotely are 87 percent more likely to "love" their job.

I have experienced remote working both at work and as part of the PMI volunteers' network. It has helped me build my leadership skills and contribute to project management communities around the world. I am now engaged with multiple institutes and NGOs to help their teams in building strong project management capabilities.

The success of a virtual team is fuelled by teamwork. A lot depends on how leaders motivate and engage team members and provide them the required support to deliver to their full potential.

Geographically dispersed teams of course miss out on face-to-face communication. There is a high possibility of team members getting into email wars during a crisis. Here again, leadership plays a vital role in defusing crises through open and transparent communication.

As remote working rises, the future of women in the workplace looks promising. It provides a great opportunity for women who want flexibility to join the workforce, and grow and flourish. And employers who embrace flexibility and invest in women will reap rich benefits in productivity, employee satisfaction, and quality delivery.

## PMI PEARL CITY, HYDERABAD CHAPTER PROJECT MANAGEMENT ADVOCACY



Chapter president Sriram SG, PMP, addressing delegates at the event.



PMIPCC volunteers at the event.

PMI Pearl City Chapter (PMIPCC) in Hyderabad conducted a joint project management advocacy program with Jawaharlal Nehru Technology University (JNTU) at their campus on 5 January. The event, themed “Realizing Objectives with Project Management,” was aimed at helping faculty members and students gain project management skills. Over 60 members of the university’s teaching faculty attended it.

PMIPCC leaders S Ramanathan and Subhash Rastogi shared with the delegates lessons learned from their project management journey. Mr. Ramanathan is an advisor to Vanenburg and chief mentor of Netelixir. Dr. Rastogi is adjunct faculty at Indian Institute of Management (IIM), Indore, IIM Kashipur, and SP Jain School of Global Management, Dubai and Singapore.

Srinivas Kopparapu, chapter past president, moderated a panel discussion on “Why should teachers and students develop project management skills?” Eminent PMI community members – Deepa Bhide, physician with IT and project management experience; Phalguna Ramaraju, senior enterprise lean agile coach and trainer; Vidyasagar Uddagiri from Tata Consultancy Services; and Arunkiran Ponnekanti from Infosys – were on the panel.

The day concluded with a hands-on session by Sunanda Gundavajhala, director operations, DispatchTrack, and Mr. Ponnekanti in which the attendees took part in a challenge to build the model of a tower. This was an interactive way for them to learn about aspects such as project scope, change, time, and resource management.

## MEMBERS' MEETING



Chapter volunteers and dignitaries at the networking meeting. (from left) Komal Mathur, Sriram S.G., Bhaskar Reddy, Monika Muddamshetty, Suma Murthy, Christina Z. Chongthu, A. Murali, K. Bikshapathi, P. Muralidhar, Madhav Reddy, Suresh Kavili, Aravind Chembeti, Venkat Reddy Chirla, and Manohar Yerraguntla.

The first PMIPCC Members' Network Meeting of the year was held on 8 February at Hotel Radisson, Gachibowli. It was a full house, attended by more than 150 chapter members. It was conducted in association with the Tribal Welfare Engineering Department (TWED), Hyderabad circle, and focused on the challenges faced in infrastructure development in the government sector.

There were knowledge sharing sessions by Christina Z. Chongthu, IAS, commissioner, tribal welfare; A. Murali, IAS, director

general, state archives, Government of Telangana; K. Bikshapathi, director general, National Academy of Construction; and P. Muralidhar, senior associate professor, National Institute of Construction Management and Research.

The chapter signed a memorandum of understanding with TWED, Hyderabad circle, to spread project management knowledge in the state, with special focus on public sector enterprises engaged in infrastructure building and maintenance.

## PMI EDUCATION FOUNDATION INITIATIVE

The chapter celebrated the International Student Leadership Day (ISLD) on 2 February with a story-telling session for students, to help them understand how to grow into industry-ready and nation-ready leaders. Volunteer Yelisetty Naga Saujanya, along with Bhaskar Reddy G, chapter general secretary, conducted the session.



Chapter volunteers with schoolchildren celebrating the International Student Leadership Day as part of PMIEF.

## PMI KERALA CHAPTER ACADEMIC FORUM CONCLAVE



Chapter board members and dignitaries at the inauguration ceremony of Wings 2019.



Prashanth Nair presenting the award to the winner of the business quiz.

PMI Kerala Chapter hosted the first state-wide academic forum conclave, Wings 2019, to bring together business school and professional college students, faculty members, and research practitioners from academia and industry. The event was held on 2 February at Technopark, Thiruvananthapuram.

The aim of the conclave was to draw together eminent academicians, practitioners, and aspiring project management professionals to share their perspectives and learn about the latest trends in the industry.

Wings played host to over 170 delegates from various industries, senior academicians, and students.

The chief guest was member of parliament and author Shashi Tharoor. He recommended a gradual change in the education system to facilitate greater interaction between industry and academia.

Prashanth Nair, IAS, deputy secretary, Ministry of New and Renewable Energy, Government of India, gave a talk with examples from daily life and from his bureaucratic stints to explain how project management is a vital skill.

Manas Das, director, Intel Business Operations, delivered a keynote titled "Tech Trends and Employability – a Conversation." Dr Saji Gopinath, CEO, Kerala Startup Mission, delivered the second keynote. Both the speakers focused on how students can skill themselves for the latest tech trends like artificial intelligence, machine learning, and crypto currency.

Smiju Sudevan, associate professor, Modern College of Business and Science, Oman, presented a paper presentation on the "Integration of Scrum Methods into Higher Education." Brajesh C. Kaimal, founder of Experion Technologies and PMI Global Volunteer, spoke on "Project Management as a Life Skill."

There was a panel discussion, moderated by Jayan P., senior vice president and head, global HR, IBS Software Services. The panelists were: Jayaram Nayar, director, TKM Institute of Management; Rajit Karunakaran Nair, director, Rajadhani Business School; Punnoose George, chairman, Saintgits Group of Institutions; Subash Muthanna, chief technology officer and vice president, Taurus India; and Rajeev Rajasekhara Panicker, GPM Infosys and PMI India Champion Mentor.



PMI Kerala Board members with Shashi Tharoor and Hrishikesh Nair

Students of engineering and management schools in Kerala had taken part in a competition to write on project management. Dr. Tharoor handed over the award for the best paper to Janani V. J. and Anoop P. for their paper titled, "Effectiveness of Traffic Management System to Reduce Traffic Congestion and Road Traffic Accidents: A study on National Highway 66."

The chapter also organized the second edition of the annual business quiz. Thirteen teams from various educational institutes in Kerala took part in it. The quiz was conducted by Dileesh Kumar Pillai, associate director-IT, Allianz Technology, Thiruvananthapuram. Mr. Nair presented the awards and prize money to the winners of the quiz – Rithwik K. and Jis John Sebastian from Cochin University of Science and Technology who won the first prize; Jameer K.B. and Ananthu P. Sankar of University College, Trivandrum, who won the second prize; and Dany John and Naseef E.P. of Mar Ivanios College, Trivandrum, who bagged the third prize.

## THE ROLE OF EMOTIONS IN COMMUNICATION

When action is driven by emotions, there is a higher chance of success, says Anita Peter, founder and principal facilitator, Persona Script. At a talk on 19 January, she linked effective communication to the “navarasas” or the nine emotions. She introduced the audience to the underlying feelings that trigger emotions, and explained how tackling emotions help in building work-life balance, and experiencing peace.

She adapted learnings from her experience in theatre and the traditional Kerala dance form Mohiniyattam for the session.



Anita Peter presenting on effective communication techniques.

## PMI BANGALORE INDIA CHAPTER

### 20TH ANNIVERSARY CELEBRATIONS



PMI Bangalore India Chapter is holding its 20th anniversary celebrations on 16 March at Sir M V Auditorium, FKCCI Building, KG Road, Bengaluru. The celebrations start at 3.30 pm.

Chief guest Tejas Sura, who is a member of the PMI Board, will be sharing PMI's vision on enhancing and enriching membership connect. Look out for cultural programs, knowledge-sharing sessions on smart cities, and networking opportunities.

PMI Bangalore India Chapter cordially invites its members to the 20th Anniversary.

### PMP CERTIFICATION PREP PROGRAM

PMI Bangalore India Chapter has started a new initiative to help project managers in their certification exam preparation journey. The first session on Project Management Professional (PMP)<sup>®</sup> certification preparation was conducted on 2 February for aspirants in Bengaluru.

Balakrishna Kasibatla, chapter vice president, professional development, gave the attendees a brief introduction on PMI and the chapter. The session was conducted by Kaushik Mukundan, PMP, project manager, DXC Technology, and Balakumar Chinnaiyan, PMP, SAFe Agilist, and program manager, GE Healthcare. The two-hour session covered eligibility requirements, mandatory training, PMI member benefits, exam registration, and useful tips and tricks.

T. V. Sesha Sai, vice president – outreach, concluded the session with his own recommendations on how to prepare for the examination.



Experts delivering the PMP awareness sessions for chapter members.

## PMI PUNE-DECCAN INDIA CHAPTER TALKS AND WORKSHOPS

In December 2018, in collaboration with its member-partner Mahindra & Mahindra, the PMI Pune-Deccan India Chapter facilitated a session by Suresh Naik, former group director of the Indian Space Research Organisation (ISRO). During his 30 years of service at ISRO, Dr. Naik played an important role in more than 18 satellite programs.

Taking the audience through ISRO's glorious journey of over 50 years, he spoke about the factors that have helped the agency achieve success and global recognition. On ISRO's Mission to Mars, or Mangalyaan, he said it was the first time that a country had achieved success in its Mars mission in its maiden attempt. He believes Mangalyaan

has inspired new thinking on the lines of frugal innovation and management across the country.

Chapter volunteers have been conducting monthly sessions to help those aspiring for the PMP® certification. Since December 2018, the chapter has reached out to over 50 PMP aspirants. It has also conducted three PMP workshops and one for the PMI Agile Certified Practitioner (PMI-ACP)® certification workshop for companies. These preparatory sessions were attended by mid- and senior-level managers.

The chapter has started organizing a series of lectures and discussions called the PMI Lounge every Saturday at its office. Through this initiative, the chapter expects to engage members more and make them aware of opportunities that their membership offers. So far, industry experts such as Rahul Sudame, Makarand Hardas, and Rohit Shrivastav have spoken on topics like blockchain, devOps, automation, and robotic process automation.

## BEING INDUSTRY-READY

The chapter continues to conduct monthly seminars that have become a big draw for members, and have helped in attracting and retaining members. In recent months, the chapter has chosen talks and discussions on hot-button industry topics such as digital disruption, value stream mapping, and the changing competency requirements of a project manager. One of the latest seminars that attracted over 80 members was on getting ready for Industry 4.0.

## PMI WEST BENGAL CHAPTER STRATEGY MEETING

On 3 February, the West Bengal Chapter conducted its annual strategy meeting. Chapter board members, associate directors, founding members, former board members Amitabh Kishore and Subimol Chakraborty, and finance advisor Sanjay Chiraniya attended the meeting.

It started with a discussion on the chapter's activities and successes in 2018. Following that, there was a presentation on the chapter's strategy for each portfolio, initiative, objective, and key deliverable for 2019. By the end of the meeting, well-defined goals and plans for 2019 emerged to take the chapter to the next level.



Attendees discussing the chapter's 2019 roadmap at the strategy meet

(Chapter news contributors are Komala Mathur, PMP; Sindhya Sudeendran, PMP; Jayakishore S. R., PMP; Akhila Gowri Shankar, PMP; and Balakrishna Kasibatla)

## STAR VOLUNTEERS

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



**BALAKUMAR  
CHINNAIYAN, PMP**

Program Manager – Healthcare  
CT Imaging systems  
GE Healthcare  
Volunteer, PMI Bangalore India Chapter

**Been a PMI member since:** 2010

**What attracted me to PMI:** The Project Management Practitioners Conference organized by the chapter, my interest in learning about the project management framework, and pursuing the PMP® certification.

**My proudest volunteer moment:** The positive response I received from a session on project management fundamentals that I delivered to non-government organizations. The session will make a difference in the way they will run projects in future.

**A life lesson I learned as a volunteer:** Continuous learning. The more you share, the more you learn.

**A person who inspires me:** Steve Jobs

**If I were to start a marketing campaign for PMI, my slogan would be...** Want to be consistently right on time, scope, and money in any projects you take? Welcome to the world of project leadership with PMI.



**RAVI MURTHY, PMP  
PMI-ACP**

Senior Technical Program  
Manager, Amazon  
AVP, Personal Development,  
PMI Bangalore Chapter

**Been a PMI member since:** 2011

**What attracted me to PMI:** The opportunity to share and learn from professionals and give back to the profession what I have learned.

**My proudest volunteer moment:** Every moment I spent with my PMI friends is a proud moment, but as a special moment was being part of the team that launched a course for chapter members aspiring for the PMI-ACP®.

**A life lesson I learned as a volunteer:** "Passion is the root of all action", as said by Kannada poet and philosopher, Basaveshwara.

**A person who inspires me:** Sherlock Holmes

**If I were to start a marketing campaign for PMI, my slogan would be...** Scientific project management



**SANTHOSH UDAYANAN,  
PMP**

Vice President – Professional  
Development – PMI Kerala  
Chapter  
Senior Practitioner

**Been a PMI member since:** 2014

**What attracted me to PMI:** The opportunity to contribute to the project management community

**My proudest volunteer moment:** Successful delivery of a professional development event on organization change management that involved researching, designing, and developing the course

**A life lesson I learned as a volunteer:** Volunteering without authority has the immense power of teaming

**A person who inspires me:** My parents who motivated me to believe in myself

**If I were to start a marketing campaign for PMI, my slogan would be...** Onwards and upwards with PMI



**YELISETTY NAGA  
SAUJANYA, PMP**

Volunteer, PMI Pearl City,  
Hyderabad Chapter  
Pact Software Services Pvt.  
Ltd.

**Been a PMI member since:** 2015

**What attracted me to PMI:** Networking with thousands of like-minded people

**My proudest volunteer moment:** After sharing knowledge with needy children when they ask me to come back again

**A life lesson I learned as a volunteer:** Don't be proud of a head full of knowledge, be proud when you share it and make a difference

**A person who inspires me:** My backbone is my father, and every person who sees good in everyone and everything

**If I were to start a marketing campaign for PMI, my slogan would be...** Be part of PMI. It's every project manager's self-esteem

**AMOL PATIL, PMP**

Assistant Vice President –  
Programs, PMI Pune Deccan  
India Chapter

Cognizant Technology  
Solutions India Pvt. Ltd.

**Been a PMI member since:** 2010

**What attracted me to PMI:** Many professionals are involved with PMI and are contributing their time to advance the profession. That motivated me to join PMI, spread my knowledge, and build my network.

**My proudest volunteer moment:** When I was a part of Gyan Lahari, an event the chapter organizes for schoolchildren in rural areas. It helps them to understand the importance of higher education once they are out of school.

**A life lesson I learned as a volunteer:** Gyan Lahari where we helped young children from rural areas to move ahead with passion.

**A person who inspires me:** Speakers and volunteers who are working with PMI to deliver the latest updates to their members

**If I were to start a marketing campaign for PMI, my slogan would be...** Be right, be smart

**JAYDEEP CHAKRABORTY**

PMI India Senior Champion

Volunteer, PMI West Bengal  
Chapter

Senior Consultant, Tata  
Consultancy Services

**Been a PMI member since:** 2013

**What attracted me to PMI:** Realizing the value of the PMP® certification while driving project management competency in the company

**My proudest volunteer moment:** My graduation ceremony at the PMI India Champions meet in Hyderabad in 2015

**A life lesson I learned as a volunteer:** Giving back to the project management community

**A person who inspires me:** Former PMI India Managing Director Raj Kalady

**If I were to start a marketing campaign for PMI, my slogan would be...** Good things happen when you associate yourself with PMI

**PRADEEP KUMAR  
R M, PMP**

Assistant Vice President  
– Marketing, PMI Chennai  
Chapter

Cognizant Technology  
Solutions

**Been a PMI member since:** 2014

**What attracted me to PMI:** The PMI community of experienced and knowledgeable professionals from diverse industries.

**My proudest volunteer moment:** When I was chosen for a photo-shoot of PMI volunteers for featuring in PMI's marketing collaterals and website.

**A life lesson I learned as a volunteer:** The passion displayed by volunteers is commendable and needs to be appraised.

**A person who inspires me:** Mahatma Gandhi

**If I were to start a marketing campaign for PMI, my slogan would be...** #BeingPMI is to Network, Learn, and Grow.

**FALGUNI ROLEKAR,  
PMP, PMI-ACP**

Agile Transformation Leader  
(program manager), IBM

Vice President, Outreach,  
PMI Mumbai Chapter

**Been a PMI member since:** 2007

**What attracted me to PMI:** PMI is a great platform that provides opportunities to evaluate oneself in whichever area one wants to build skills and grow.

**My proudest volunteer moment:** When I got an opportunity from PMI to visit an orphanage and talk to the children.

**A life lesson I learned as a volunteer:** During a visit to an NGO in 2010, I realized how grateful I should be to God for giving me a good life. From that day onwards, I started contributing to society in whatever way I can.

**A person who inspires me:** IBM CEO Ginny Rometty and member, PMI Board, Tejas Sura

**If I were to start a marketing campaign for PMI, my slogan would be...** Knowledge canyon for everyone who has a dream

## STEP TO DEVELOP PROJECT MANAGERS' COMPETENCY



PMI India, with the support of a volunteer group representing PMI's internal Registered Education Providers (R.E.P.) that promote project management within their own organizations, launched a research report on project manager competency development framework. It is aligned to PMI's *Project Manager Competency Development (PMCD) Framework – Third Edition*.

The report has been created for project leaders (team leaders) in IT, IT-enabled services (ITeS), and telecom sectors in India. This volunteer group was led by Srinivas Haritsa and Anand Ashok from Wipro, Anees Haidary from Sasken, Vineet Chandra and Karthick from Nokia, and Srividya Natarajan from Mindtree.

The PMCD that comes in three versions comprises the global standards published by PMI around the world to define competencies needed for a project manager. PMI India engaged with a third-party research partner to interview 400 leaders from 216 companies for the research based on the framework.

The launch event in Bengaluru on 15 February saw the participation of quality and delivery heads, project management practice heads, learning and development heads, and volunteers from a number of organizations such as IBM, DXC, Deloitte, Nokia, Ericsson, Infosys, Sasken, and Wipro.

Currently, 22 volunteer groups are part of the PMI internal R.E.P. program. They collaborate,

discuss challenges, and share best practices on project management competency development areas in their organizations.

The launch provided an opportunity to talk about the framework and the research findings, and invite participating companies to pilot the PMCD framework within their organizations. A case study of a pilot done in Sasken Technologies Ltd. was shared. A leader from Nokia also shared with the participants details of a pilot that the company is planning.

The research exercise based on the PMCD Framework has been tailored to suit the needs of project leaders in the IT, ITeS, and telecom sectors in India. It would help organizations quantitatively rate the project management capabilities of their project managers.

Though the report has been prepared for these three sectors, it is relevant to other sectors as well, such as manufacturing or construction, and also for other geographies.

Besides, it can be used both for grading a project manager's performance as well as at the time of hiring a new project manager.



Competency buckets the research identified based on the PMCD framework

[Click here](#) to know more about the research findings.

## PMP SESSION AT INTEL BENGALURU

PMI India Champions worked with PMI Bangalore Chapter to organize an awareness building session for project managers at Intel Bengaluru who are aspiring for the Project Management Professional (PMP)® certification. The sessions were held from 22 to 28 January in which 16 project managers participated. It was coordinated by PMI India Champion Samuel V Dorairaj and PMI India Senior Champion Gowrishankar Chandrasekaran. The Intel project managers' workgroup is now mentoring the participants in project management initiatives.

## STRENGTHENING THE PPM CAPABILITY FOR TIETO INDIA, PUNE

It was an awareness building session for over 40 hours in which there were a total of 40 participants. PMI India Champions in Pune designed and conducted this marathon session on PMI's A Guide to Project Management Body of Knowledge (PMBOK Guide)® -- Sixth Edition for both PMP aspirants and project practitioners at Tieto India, an IT services and software company. The sessions were conducted on Saturdays between 13 and 29 November 2018.

The company's learning and development team had identified the requirement in September 2018, following which PMI India Champions meticulously planned and executed the program within 90 days.

The team adopted a unique delivery method of involving three facilitators for each session and the use of the Delhi T3 terminal building project as a case study to explain the PMBOK Guide process framework.

The facilitators were PMI India Champion, Debangshu Ghose PMP®, PMI India Champion, Ajit Kanitkar, PMP® and Chapter Volunteer, Vijay Pukale, PMP®, PgMP®, PfMP®

## WORKSHOP FOR KOLKATA NGO

PMI India Champions conducted a workshop on 12 and 13 January for non-government organization (NGO) Save the Children, Kolkata on project management tools and techniques.

Fourteen volunteers of the NGO including the state program manager and the program coordinator took part in the workshop. The two-day workshop covered an understanding of various tools and techniques in project management, project risk management, tools and techniques for proactive risk management, and techniques to handle risk during project execution.

For the past two years, PMI West Bengal Chapter has been guiding Save the Children and providing training to its staff on program execution. This has been possible through sessions conducted by PMI India Champions Suman Das and Subhajit Ghosh and PMI India Senior Champion Jaydeep Chakraborty. These efforts have positively impacted its program execution. The organization won the Project of the Year award in the NGO category at the PMI India National Conference 2018 in New Delhi for outstanding work. It won the award for its New Horizons Project that is focused on skill development and livelihood generation for underprivileged youth.

## COLLABORATIVE WORK WITH PMI POLAND AND FINLAND CHAPTERS

PMI Finland Chapter and PMI Poland Chapter organized an awareness building session on PMBOK Guide® -- Sixth Edition, in coordination with PMI India Senior Champion Gaurav Jain.

In the session organized on 28 February, more than 150 participants from these two countries from across industries registered and participated. Included in it were 10 Q&A sessions to assess the participants' knowledge after the session.

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