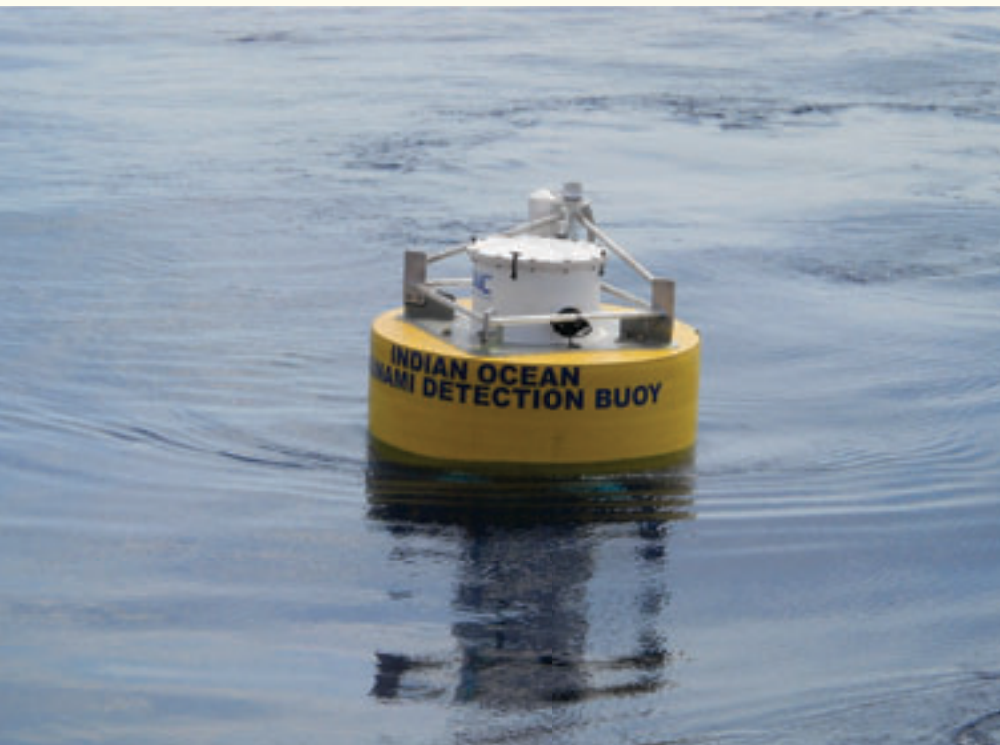


MANAGE India



**MAKING A
DIFFERENCE,
TRANSFORMING LIVES**

Manage India features three organizations that are making people's lives better with sustainable solutions, and contributing to national goals



Data collected from tsunami buoys in the Indian Ocean is processed at the Indian National Centre for Ocean Information Sciences in Hyderabad to generate weather alerts such as storms and tsunamis.

COVER STORY

Making a Difference, Transforming Lives

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Letter from the Managing Director, PMI India



Raj Kalady
Managing Director, PMI India

Dear Practitioners,

After several months of preparation, we're looking forward to three exciting days in Chennai for the PMI India National Conference 2012. This is our fourth national conference, and each year we have something new to offer. I'm delighted to see the overwhelming response that we have received from the community since we started registration last month. This year, besides an excellent line-up of speakers from industry and government, we have six knowledge formats. Delegates have a lot to choose from—keynotes from thought leaders, case studies by leading public and private sector organizations in the country, panel discussion with business and community leaders, the big debate among experts, technical papers by practitioners, and question and answer sessions.

Our conference theme, "Project Management for Sustainable Competitive Advantage", captures a key concern in industry today. As organizations around the world look for ways to stay relevant and profitable in the current market scenario, they are looking at ways to build a strong competitive advantage that goes beyond the immediate business goals. Organizations today also understand the importance of contributing towards a stronger society and towards achieving our national goals through inclusive growth.

In the current issue of *Manage India*, we focus on three government and social sector organizations that have made it their motto to create sustainable advantage for the society. The Chennai Municipal Water Supply and Sewerage Board launched a successful rainwater harvesting project to solve the city's water problems. The Indian National Centre for Ocean Information Sciences in Hyderabad is working towards making the coastal areas in India safer and the lives of fishing communities better. Akshaya Patra Foundation, an initiative by International Society for Krishna Consciousness (ISKCON) Bangalore,

runs a mid-day meal program in under-privileged schools through which it feeds 1.34 million children a day. The program is not only helping improve nutrition in these children but also contributing towards the nation's literacy goals as school dropout rates fall because of mid-day meals. Though these organizations are using project management to improve efficiencies, a more focused approach will help them even further.

PMI India had collaborative meetings with non-commercial and commercial Registered Education Providers (R.E.P.) last month. These were highly useful sessions to understand how PMI India could engage with R.E.P.s better. The other important event was the PMI India Champion Program offsite meeting in Kovalam in Kerala. You will find reports on our R.E.P. events and the Champion offsite in this issue.

In Techgig webinars, we have completed 16 sessions so far. You can access these sessions on <http://www.pmi.org.in/webinars.asp>. Subject matter experts from the PMI community, chapter leaders, R.E.P.s, the government, and academia have spoken at these webinars.

The second PMI India Research & Academic Conference is coming up on 31 January to 2 February 2013. Please refer to this link for more details: <http://www.pmi.org.in/rac2013/>

I look forward to seeing you at the PMI India National Conference 2012. I'm sure the three days will be worth your time.

Warm regards,

A handwritten signature in black ink, appearing to be 'Raj Kalady'.

Raj Kalady
Managing Director, PMI India



Jagdish Salgaonkar, PMP, on making client expectations the central theme of managing a project and measuring success

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) defines project management as “the application of knowledge, skills, tools, and techniques to project activities to meet project objectives”. To most people, this implies that project management is a formulaic process, much like engineering, and managers who practice these methods should expect positive results. However, in my 30 years of practicing project and program management in the public infrastructure arena, I’ve learned that applying the best tools, systems, and processes does not guarantee project success; being a good engineer does not necessarily make a good project manager. And while an engineering background helps in understanding a project, managing projects takes special talent. Projects are planned, designed, and constructed by people, and managing people is an art not a science. To deliver successful projects, we must understand and learn the art of project management. This is true for any field, whether it is manufacturing, information technology, retail, or engineering.

The Art of Project Management: Team Chartering for Project Success

BY JAGDISH SALGAONKAR

“Chartering is a universal tool which transcends countries, cultures, attitudes, and work approaches. Since chartering is a people-focused tool that requires no computers, it is a very human way to understand, relate, and work together.”

The art of project management goes beyond traditional quantifiable success measures. Rather than focusing on budget and schedule, it focuses on ensuring that the clients’ expectations, both tangible and intangible, are met. To achieve this requires an understanding of client needs and the ability to manage these needs, throughout the lifecycle of the project. Since projects are team efforts, it is absolutely essential to build a team in which each member understands his or her role and responsibility, and is focused on delivering the project goals.

Team chartering is conducted at the very beginning of the project. At the chartering session, the client expectations and team performance are discussed and understood. Some practitioners of project management believe that it is the single most important activity in project management. Chartering guides a project team, including the client/customer, through the process of defining itself—its purpose, critical success factors, goals, roles and responsibilities, operating guidelines, interpersonal behaviors, and other elements that give a team the clarity of purpose essential for high-quality

performance. A tangible product of this process is a written document that is endorsed by all the participants of the chartering session. This differs from a conventional project kickoff which tends to focus on one-way communication of the “what is”, such as milestones, deliverables, and schedules. Chartering, on the other hand, uses two-way communication to engage team members and other participants to define the “how is” of the project, such as responsibilities and operating guidelines. It should include a significant amount of two-way discussion and dialogue between the different parties in the project.

To better understand the purpose of chartering, it is important to understand the definition of a team. Some of the key attributes of a team are:

- People working together to achieve a common set of goals
- Goals of the team are set at a higher priority than individual functional goals
- Teams require interdependent activity to achieve these common goals

Interdependence is where the team members must need each other to

perform their own work successfully. The results of their individual work must be integrated for the team goal to be achieved.

There are a number of benefits to conducting a team chartering session. These benefits include:

- Builds high levels of clarity, agreement, and motivation among the participants at the beginning of a project
- Increases the probability that the team will be successful and will achieve high-quality performance
- Empowers team members, maximizing their effectiveness, and influence
- Ensures better use of the collective resources and knowledge of the project team
- Provides means to monitor performance so problems can be diagnosed and corrective actions can be taken
- Ensures that team members share the same vision for the project
- Helps to create team behaviors that are stronger than individual behaviors

All parties who will play a direct role in executing the essential work of the project should be involved in the chartering. These include:

- Project team members
- The management team
- Client/customer (at all key levels)
- Stakeholders including financiers, regulators, and special interest groups
- Contractors/vendors/concessionaires

The number of participants at a chartering session can range from 2 to 50. In general, a session of less than 20 participants is recommended. When the number exceeds 20, the sessions become difficult to manage. Additionally, a chartering session should not consist of a series of one-way presentations. It should include a significant amount of two-way

discussion and dialogue between the different parties in the project. A trained external facilitator is usually preferred to conduct the chartering session. The trained facilitator keeps the chartering focused and is able to discuss project issues which sometimes can be difficult to discuss in front of the client and stakeholders.

For large projects, if the potential make-up of the session seems likely to exceed 20, another approach is to have several sessions instead of one session (i.e. to handle the chartering in phases). As an example, the first chartering session could have the core project team, the primary client, and key stakeholders. The second could be for the extended project team and the rest of the clients and other stakeholders. The third could be with the project team and members of the contractor's teams. Each session builds on the work from the previous sessions and gets more detailed.

The chartering process includes five steps:

- 1) Defining the vision: The vision for a successful project, as well as understanding of the purpose and scope
- 2) Clarifying team purpose: Who is on the team and for what purpose, and the process for measuring success should be determined
- 3) Defining responsibilities: The boundaries of individual responsibilities, the interfaces between individuals, and team operating guidelines should be decided
- 4) Developing team operating guidelines: Lines of communication between team members, and how they interact internally and externally should be developed
- 5) Developing interpersonal behaviour guidelines: Guiding principles and core values for the team, as well as the protocol for resolving

interpersonal conflicts, will be developed

The final step in the chartering process is to create the charter document. It is a written summary of the formal chartering sessions and should include:

- Team membership
- Project purpose (vision) statement
- Critical success factors
- Roles and responsibilities
- Operating guidelines

Charter documents should be formally endorsed and shared with all individuals and groups with whom the project team has primary interface and communications. The charter must be renewed on a regular basis as teams change and goals are revised.

Chartering is a universal tool which transcends countries, cultures, attitudes, and work approaches. Since chartering is a people-focused tool that requires no computers, it is a very human way to understand, relate, and work together. It is a useful tool that allows the project manager to artfully manage the diverse people involved in any large and complex project. In today's global economy, where project managers are expected to work in diverse settings, creating strong teams through chartering further enhances the possibility of delivering a successful project.

(Mr. Jagdish Salgaonkar is Asia regional managing director, major projects, for AECOM, a global, publicly traded engineering and construction company. Mr. Salgaonkar has 31 years of experience in all facets of planning, engineering, construction, financing, and management of public infrastructure capital programs. He is a certified PMP®, PE (Registered Professional Civil Engineer in California, USA), and BCEE (Board Certified Environmental Engineer, American Academy of Environmental Engineers.)

Making a Difference, Transforming Lives

Manage India features three organizations that are making people's lives better with sustainable solutions, and contributing to national goals

BY PANCHALEE THAKUR AND GEETHA RAO

As economies around the world slow down and organizations experience a drop in business, there is renewed focus on looking beyond the immediate profit motive and building sustainable competitive advantage through responsible management of resources and creating long-term business impact. Organizations in the public and social sectors recognize the need to create sustainable solutions that deliver wide social impact and contribute to national objectives of social and economic mobility. Sustainability can truly be the key to some of the country's long-standing problems.

PMI India Project Management National Conference 2012 will provide a forum for experts from the industry, government, academia, and the social sector to exchange ideas and discuss the key challenges that face the country and the emerging trends around sustainable solutions for projects in India. The conference will explore how organizations have used project management to plan, design, execute, and manage their projects and achieved sustainable competitive advantage. In this issue of *Manage India*, we focus on three large projects in south India that have embraced the sustainability approach.

CHENNAI MUNICIPAL WATER SUPPLY AND SEWERAGE BOARD

Chennai's infrastructure has been facing the same growth pains as most metropolises in the country. One of the main challenges had been around water supply. The reservoirs that had for years quenched the city's thirst were fast becoming insufficient. Over extraction of groundwater had led to drying up of aquifers and drop in the quality of water drawn out. Poor rainfall added to the woes. The options before the Tamil Nadu Water Supply and Drainage Board (TWADB) and the Chennai Municipal Water Supply and Sewerage Board

(CMWSSB) were limited. After several surveys and much deliberation, the authorities decided on a long-term sustainable solution to manage Chennai's water stress, along with that of the rest of the state. That solution, rainwater harvesting, has today shown excellent results.

It has been reported that since the start of the rainwater harvesting project in Chennai in 2004, there has been a 50 percent rise in the groundwater levels in the city. The groundwater level has gone up 3-6 meters in certain areas and there has been a noticeable improvement in the quality of water. Credit for the success of this state government led initiative goes partly to the project management that the state agencies have followed.

The solution

The state government of Tamil Nadu knew implementing rainwater harvesting would not be an easy task. "Rainwater harvesting is a low cost and simple technology that can be adopted by anyone from the rural villager, the urban resident of a high-rise apartment, to an industrial complex. But in its apparent simplicity lies the complexity. The challenge is in implementing measures across the state to make each citizen, group, and organization to adopt rainwater harvesting," a CMWSSB report said. Rainwater is stored and used in three ways: rooftop collection for direct use, rooftop collection for groundwater recharge, and surface runoff for groundwater recharge.

Rainwater harvesting in the state has been implemented in:

- Government office buildings—172,341
- Non-government office buildings (urban)—4,811,325
- Non-government office buildings (rural)—6,667,178
- Percolation tanks, check dams, rejuvenation of ponds etc.—25,775,694

The government made it mandatory for all government offices, schools, and hospitals to implement rainwater harvesting. Building regulations were amended to make it mandatory to provide such structures in all new buildings. A new building must have rainwater harvesting structure to receive approval, get its property tax assessed, or receive water and sewer connections.

The project approach

Identify, study, monitor: TWADB conducted a study to identify groundwater recharge areas with the help of remote sensing and GIS. Recharge maps were generated for all the 385



A surface level recharge structure in Chennai that stores rainwater and lets it percolate underground.

administrative blocks in the state. Between 2001 and 2012, 9532 “sustainability structures” were constructed across the state. The efficacy of these structures are being monitored through observation wells located close to the structures. The analysis shows a rise in water levels to the tune of 0.8-4 m in these locations.

Phase-wise launch: The project was launched as a people’s movement. A high decibel campaign started with declarations and announcements straight from the chief minister. In the first phase, the government passed an ordinance in 2003 that made rainwater harvesting mandatory for all buildings in the state with strict penalty for violation of the rule. In the second phase, the program was extended to open public places where recharge structures would be constructed.

Communicate, educate, engage: The government launched a multi-pronged campaign to inform, educate, and get people’s involvement in the project. At the first level, the chief minister personally wrote to over 15,000 elected representatives appealing to them to join the movement. At the next level, a mass media campaign was launched to reach out to citizens through print and broadcast media, the Internet, and roadshows. There were seminars and workshops to sensitize target groups, such as local government officials and women’s self-help groups. There are also permanent centers, both online and in local government office premises, to disseminate information.

Motivate, take stock, reward: The TWADB took the help of polytechnic and engineering students to conduct door-to-door campaigns. In Chennai, 55,000 students took part and across the state over 25,000 young people were empanelled. Public rallies involving schoolchildren and voluntary workers created a buzz across the state. There were rewards to be won by schoolchildren and schools for effective motivation efforts.

This project management approach has paid well. The approach of “lead by example” by senior state officials helped in garnering support. One of the first buildings to implement the scheme was the chief minister’s official residence in Chennai. The people’s movement to conserve water through rainwater harvesting has taken root in the state.

AKSHAYA PATRA FOUNDATION, BANGALORE

It’s an operation of a mammoth scale. Feeding 13.4 lakh (1.34 million) schoolchildren across 9 states and 19 locations, using steam-based boiler cauldrons which cook 110 kg of rice in 45 minutes, 30 cookers in a kitchen which slosh out 36,000 liters of sambar in five hours, an automated oil sprinkler for applying ghee on the 40,000 rotis that the chapati machine turns out every hour—the Akshaya Patra Foundation is a juggernaut of a project, a true test of project management.

Akshaya Patra Foundation, an initiative by International Society for Krishna Consciousness (ISKCON), started in 2000



Boxes of cooked food waiting to be delivered in Bangalore. In a day, vans take 24 routes and travel 50-60 km each to distribute mid-day meals in Bangalore schools.

with a mid-day meal program for under-privileged schools in Bangalore by feeding 1,500 children in five schools. It has grown with the partnership of the Government of India and various state governments, and with public donations. The program has helped bring down the drop-out rate among schoolchildren across the country, besides improving nutritional levels.

Like any huge project, this initiative has faced challenges, struggled to meet deadlines (it must deliver every day, traffic or not), and worked constantly at handling costs even as inflation reared its ugly head, ensuring quality, refining processes, and staying tuned into innovation.

Vamshi Prabhu, head, central strategic sourcing, Akshaya Patra Foundation, said the organization has applied project management techniques in strategic outsourcing and procurement, though not in a studied manner. “We realize what project management can achieve. We are now looking at employing people with project management experience,” Mr. Vamshi added.

The main challenge is that it deals with food. “Food has a short shelf life and is vulnerable to contamination. Food safety is a very big issue,” said Mr. Chanchalpathi Dasa, vice chairman, Akshaya Patra Foundation. The other concerns are quality, taste, nutrition; cost of a meal; logistics; and operational expenditure.

“We work on a very small budget. The government pays us Rs. 4-4.50 per meal. Our real cost is Rs. 6-6.50,” he said. So how do they manage?

Buy-Stock-Consume Later

“We procure dals, oils, spices, and potatoes centrally,” he said. The program requires 5,000 tonnes of potatoes yearly. It buys potatoes when the rates are low and keeps them in cold storage until consumption. Spices are bought seasonally, at the right time and place – chillies from Guntur in Andhra Pradesh and turmeric in Rajasthan. “So, we save up to 10–12 percent,” he said.

Substitution

Mr. Vamshi added, “We try substitution to manage costs – mix 30 percent of white lobia or moong dal with 70 with toor dal. Lobia adds thickness and taste. We also use horsegram and green gram.” Also use tomato brix (paste) instead of tomatoes; they use 3,500 tonnes of tomatoes per year. 28 brix equal 7 kg of tomatoes – there’s considerable savings there.

Benchmark and Buy

The foundation will collaborate on benchmarking with Thomson Reuters, so vegetables can be bought at the lowest price. “We spend Rs. 50 lakh on vegetables per month, that’s saving Rs. 5 lakh per month,” explained Mr. Vamshi.

Buy in Season

This year, the foundation bought 40-45 tonnes of turmeric in season, during winter. The price now is 44 percent higher. So, it saved Rs. 10 lakh. The team has a savings target of Rs. 3.5 crore this year. A small inhouse organization of professionals in agricultural economics watches the market and advises the team when to buy.

Human Resource Optimization

The second area is manpower optimization—checking how many people are required to make chapatis. If there are 100,000 children, 200,000 chapatis must be made. If 4,000 vessels must be washed per kitchen, how many people are required? Standardization of roles and optimizing can control staff costs.

Logistics

For route optimization, the team worked with Bangalore’s premier management school, the Indian Institute of Management and brought down the number of van routes from 28 to 24.

“We are in talks with Transport Corporation of India about outsourcing of vehicles. We have piloted outsourcing in Orissa and Gujarat and are awaiting results. We have been promised a cost reduction of 5 percent this year, and 1-2 percent year on year,” he said.

Food Safety

12 of the 14 kitchens are ISO: 22000 certified. The foundation conducts continuous training on safe handling of food. To avoid contamination at the raw material stage, only vendors of high integrity are selected.

Employee Motivation

Nearly 80 percent of employees are blue collar; children of employees who do well in studies receive scholarships for further studies. It currently pays Rs. 60,000 a year for an employee’s daughter’s coaching to enter the prestigious Indian Institute of Technology. She had secured the ninth Karnataka rank in the 10th school leaving examination.

Innovation

The Cooking to Consumption process is 4-6 hours long. Cooking for the first batch of rice starts at 6 am and the boilers start at 4 am. The food is packed at 9 am and delivered between 9 am and 12 pm. It means handling a large quantity in a very short time. So, steam generators are used at 102 degrees Centigrade to accelerate the cooking. They may up costs, but it all evens out.

New Technologies/Green Initiatives to Beat Costs

Earlier, the kitchens used LPG and diesel as fuel. Now, it’s briquettes made of agriwaste, paddy husk and coconut shell. Instead of cold water at 20-25 degrees Centigrade for cooking, it is now solar heated to 40 degrees the previous day. The steam generated is used for pressurized cauldrons, much like pressure cookers.

Beating Traffic

Usually, a kitchen feeds 100,000, but in Delhi, the traffic is bad. The answer is a cluster of kitchens, each catering to 10,000. This pilot project will use cycle rickshaws with 20 containers each to distribute food. In Orissa and Rajasthan, there are kitchens in schools. Cooking then takes only two hours.

Handling Glitches

If there are glitches with the steam boilers, standby boilers take over. Or the menu is altered, with two instead of three items. If the electricity fails, there are diesel generators. If vehicles break down, there are 2-3 vehicles on the ready. If 50 percent of the food is already distributed, autorickshaws complete the distribution.

Pilferage

Apart from supervisors, a vigilance team follows the food vans on scooters. In places like Bangalore, there’s GPS. Since there are scheduled stops, the vigilance team knows within minutes if there’s an unnecessary stop. The GPS is connected to the diesel tank to check pilferage.

Feedback

A dustbin analysis tells the foundation what food items students did not like, such a beetroot, ladies finger, and soya granules. So, now it uses soya powder.

Reviews are conducted regularly: How many milestones have been met or not met? Are deliveries on time? Was the quality and quantity of food good?

INCOIS, HYDERABAD

The Indian National Centre for Ocean Information Sciences (INCOIS) in Hyderabad, set up in 2010, conducts real-time oceanic weather condition studies and transmits these reports to the authorities concerned. Its Indian Tsunami Early Warning Centre is considered one of the best in the world in terms of capabilities. INCOIS has been delivering accurate and timely reports on the state of the ocean to administrative



The control room at INCOIS that processes real-time data and monitors weather trends.

authorities in coastal areas to enable effective disaster management. Its scientific projects have helped create a safe and sustainable environment for fishing communities to live in.

Mr. Sateesh C. Shenoi, director, INCOIS, said, “When an earthquake occurs, the Americans and Japanese may issue a warning for the Indian ocean. But we need more specific information for disaster management. We have developed a methodology by which we can make location-wise forecasts, whether it’s for Visakhapatnam, Andaman and Nicobar, Kolkata, or Chennai.”

INCOIS demonstrated its strengths on 11 April 2012 when an earthquake of 8.6 magnitude struck near Indonesia. INCOIS helped allay fears of a tsunami and sent out accurate and timely information to disaster management teams around coastal areas in India. While other meteorological centers gave out bulletins on the possibilities of a tsunami in the Indian Ocean, INCOIS advised only the eastern coast of India to be put on high alert and only three islands of Andaman and Nicobar Islands be evacuated. It put out a map of places under alert warning with no fear of a tsunami. “Now other countries are following our method. In 2011, UNESCO declared our centre the Regional Tsunami Service Provider for the Indian Ocean,” Mr. Shenoi added.

In India, the earthquake was felt at 2.08 pm and the first INCOIS bulletin went out at 2.15 pm. It gave information on the magnitude, location, and the potential for a tsunami. Six bulletins had gone out that day. The timely and accurate reports ensured there was no panic. It gave disaster management teams sufficient time to draw up their plans.

“Project management is crucial for us. Most of us at INCOIS have either attended courses or taken inhouse training in project management to manage our projects efficiently,” explained Mr. Shenoi.

Project management helps ensure the data that INCOIS collects and the information it sends out is timely and is of high quality. INCOIS receives real-time data from tsunami buoys placed in the ocean, which is processed using mathematical modelling techniques. The results are put on a Geographic Information System (GIS) map and threat areas marked. “The mathematical model helps us forecast what time a wave will

hit Indian shores. In the next five years, we plan to improve this further and offer district-wise information in Tamil Nadu. If there’s a 2-meter wave, say, on Marina beach in Chennai, we want to predict flooding in localities around it. We are also working on improving the resolution of GIS maps so that our forecasting abilities improve,” Dr Shenoi explained.

Real-time information gathering needs to be backed up by speedy communication capabilities. INCOIS is constantly working on improving the speed at which it sends out alerts and warnings. “Earlier, we had to inform the control room at the Ministry of Home Affairs in New Delhi before sending out any information. But this system gave room for misinformation and rumors. Now we have established a process by which we inform both the disaster management teams and the home ministry simultaneously,” he added. Alerts and warnings go out to district collectors in the coastal districts on their mobile numbers, control room numbers, fax numbers, and email IDs.

Since the time INCOIS started its operations, it has been able to significantly impact the lives of people in coastal areas. Its project on Potential Fishing Zone advisories has made fishing a more profitable and safer occupation than before. INCOIS uses satellite data to derive potential fishing locations and generate advisories to fishermen. It uses data from six Indian satellites, and US and European satellites for daily advisories. The number of fishermen who use this service has gone up rapidly. Now about two lakh are benefiting from fishing advisories issued on the INCOIS website, sent to mobile phones, faxes and landlines, or flashed on electronic display boards installed in fishing harbors. INCOIS takes the help of social organizations that work with people in coastal areas to reach out to fishing communities.

The key to the success of a project lies in meticulous planning. “Our projects are based on requirements that come from the Government of India. We draw up our targets, come up with our hypotheses, discuss a plan of action, and start building a project. Our target is always to use improvised information for India rather than take data from other countries so that we can pin-point advisories for specific areas. Once a project starts, we conduct periodic reviews to check progress and take corrective action whenever required. Reviews of scientific projects are important, whether it’s at the group head level or the level of a committee of experts,” says Dr. Shenoi.

These organizations realize the importance of project management and are using it to run their projects efficiently. Project management has helped in controlling time, cost, and quality, and earned them the confidence and support of stakeholders to grow the project over time.

'Organizing a Conference of This Size is Like Hosting 10 Weddings Without a Contractor'

Manage India speaks to Mr. Ramasubramaniam P, Project Director, and Mr. Sanjay Bhaskaran, Deputy Project Director, PMI India National Conference 2012 on the conference preparations



Mr. Ramasubramaniam P



Mr. Sanjay Bhaskaran

Chennai, an important cultural and educational center in South India, is this year's host for the PMI India National Conference. How has your experience been in organizing the conference here this year?

Tamil Nadu is known for its rich monuments, which are important historical projects for this region. These monuments are a part of the state's rich cultural legacy. The educational institutes in the region have produced some of the leading lights of the country, who have made tremendous contributions to the country's progress in various areas. We're proud that Chennai is hosting this year's PMI India National Conference, ably supported by PMI Kerala Chapter.

Organizing a conference of this size is like hosting 10 weddings at a time without any contractor! As you know, the whole event is being planned, organized, and executed with volunteers. We are lucky to have a dedicated volunteer team that is working with the conference core committee. These volunteers are spending countless hours of their valuable time to ensure that they deliver a great experience to conference attendees. We are actively using project management best practices such as detailed work breakdown structures, communication plan, risk management plan, speaker breakdown structure, and detail dashboards. This approach has given us the confidence that we will be able to deliver a great conference.

This year's theme, "Project Management for Sustainable Competitive Advantage", ties in well with the socio-economic challenges that projects face today. What are some of the broad thoughts you expect to hear during the three days of the conference?

Today, we face tough economic challenges. Project managers will be looking towards experts from different fields at the conference to understand how the current scenario will affect projects and what is the way forward. We have an excellent line-up of speakers, who are experts in their fields. These luminaries will share their knowledge with conference attendees on the following areas:

- Delivering full scope on time, within budget, without compromising on quality
- Lessons learned from successful world-class Indian projects
- Effectively managing virtual and multi-cultural teams
- Achieving excellence both personally and for the organization without sacrificing core values
- Project management best practices from various industries

This year's conference comes after three highly successful national conferences. How have you incorporated learnings from previous conferences this year?

Lessons learned sessions are important best practices that contribute to a project success. Five members of the conference core committee met the previous year's organizers to understand the challenges they faced, how they handled them, and what creative value-adds they implemented. The team also consulted the PMO members of the Mumbai and Hyderabad conferences.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) refers to budgets, estimates, and actuals from previous projects as valuable Organization Process Assets (OPA). We have used OPA very effectively in our conference plans.

Delegate expectations are high. What should they look forward to?

Delegates can expect a great experience with valuable expert knowledge delivered through various formats.

- Keynote and special addresses
- Case study presentations
- Technical papers from India and abroad
- Power panel discussions
- The big debate
- Interactive workshops
- Interactive sessions with industry experts

The conference is being co-hosted by PMI Chennai and PMI Kerala chapters. How have the synergies of the two chapters helped in putting together a great event?

The two host chapters had already collaborated on an excellent conference on “PM in Cloud Computing” last year

in Chennai. It gave the chapters a great opportunity to work together and build synergies for this year’s mega event.

Each chapter leadership brings with it a different set of unique strengths. From the first day of conference track planning, we have effectively used these strengths for a better outcome. Regular meetings and vibrant exchange of ideas have helped us to come up with detailed plans. While there are two host chapters, we are one team working together towards one objective.

How many volunteers are working with you and what has been your experience in garnering volunteer support?

It was not difficult to bring together a large number of people interested in volunteering for the conference. The real challenge was in selecting a set of people with true commitment, drive, and availability. We are very happy to have put together a great team. We have a passionate team of 43 volunteers working for the conference. We are confident that all the hard work will result in a great conference.

ARTICLE OF THE MONTH

Submit your articles for the November issue by 15 October 2012

If you have a flair for writing and a desire to share your ideas with the project management community, here is an opportunity. E-mail us your article and our editorial team will select the best article among the entries for publication in Manage India. Each issue of Manage India will carry a winning entry and the writer will earn Professional Development Units (PDUs).



Send us your article with your photograph to editor.manageindia@pmi-india.org



Who is eligible for the contest?

- Chapter members
- PMI members
- PMI credential holders

What guidelines should you follow?

- The article should be relevant to project management.
- The article should be an original piece of writing.
- If the writer uses information already published, he/she should give such references.
- An article will be rated on its topicality, high interest/usefulness for the project management community, and writing style. Articles submitted after the due date will be considered for the next issue.
- It should not exceed 600 words.
- The writer can e-mail us photographs or other illustrations to go with the article.
- Selection is at the sole discretion of the editorial team.

Why should you take part in the contest?

- Share your knowledge with the community
- Get visibility
- Earn PDUs

Motivating Millennial Generation Project Workers

BY ARINDAM DAS, PMP



The number of projects getting executed in India has grown exponentially over the past decade. The proportion of young people in the age group of 21-25 is high in these projects, especially in sectors like IT and telecom. However, the project success rate is not so impressive. A big question that we must ask ourselves is whether our traditional techniques to motivate and maximize the productivity of our teams work well with the new generation.

All the four processes in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* HR Management Knowledge Area, viz., Human Resource Planning, Acquire Project Team, Develop Project Team, and Manage Project Team, take into consideration the role of motivation for higher performance. While the relevance of theories like Maslow's hierarchy of needs and Herzberg's hygiene-motivation theory has not diminished, we need to understand the psychology, upbringing, and the way new generation team members view life to refine our approach to team motivation.

The millennial generation (broadly defined as youngsters born in the last two decades of the 20th century) who have joined the workforce in the past few years grew up in a rising, competitive Indian economy. The factors that have shaped the generational behavior^[1] of these youngsters are: **social factors** like change in demographics and cultural values, **family factors** like nuclear families and working mothers, **economic factors** like availability of funds and better living standards, and lastly, **technology factors** like communication gadgets and the Internet. We find that this generation of the workforce is more collaborative than the previous ones, has less respect for rigid structures yet less sceptical of the system, wants to make decisions and experiment, is technology-savvy, and lives in a virtually connected world.

In a project situation, this calls for revisiting the motivators that project managers have traditionally deployed. Some of the essential elements project managers and leadership teams should focus on are:

1. **Reinforce the positives:** Millennials need constant affirmation and the project manager should tell his/her millennial team members how he/she appreciates their inputs, like their thinking or their effectiveness

in execution. If this is done without flattery, it will make them feel needed and valued.^[2]

2. **Get a buy-in on project objectives and plan:** Millennials do not like to be mere order-takers. They want to be part of something bigger and a buy-in can significantly improve their sense of ownership and productivity.
3. **Recognize individuality:** One size does not fit all with millennials and to get the best results out, it is essential to treat each one differently, especially when it comes to rewarding them for their work.
4. **Allow ownership and creativity:** The millennials' feelings of entitlement can be met by providing them with a sense of responsibility: define areas that they can "own" so they can leverage their knowledge, expertise, and decision-making ability. Being a "boss" is less effective as they mostly need a mentor/coach.
5. **Support flexibility:** Millennials do not like rules as they grew up in an environment where consensus was the rule, with everyone participating in decision-making. Rigidity of the workplace suffocates them. They expect working flexi-hours, access to social networks, and having fun while working.

The triple constraints of project management may appear to be at risk when we look some of these elements but with a careful and adaptive approach, projects can definitely leverage the skills and abilities of the millennial generation for better performance.

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- [1] Ashim Gupta. 2011. *Motivating the Millennials*. Practical Management.
- [2] Michael A. Olguin. 2012. *5 Tips for Managing Millennial Employees*. Inc.

(Mr. Arindam Das, PMP, is principal – business services at a large IT organization in India. Mr. Das has 20 years of industry experience in the areas of IT consulting, software development, and project/program management.)

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Internal R.E.P. Meeting

PMI India hosted an annual meet for non-commercial Registered Education Providers (R.E.P.) in Bangalore on 20 July. The theme of the meeting was “A Collaborative Meet – Sharing of Best Practices”. 14 participants from seven leading organizations attended the program.

On the agenda were presentations from Alcatel Lucent and Sasken Technologies on R.E.P best practices, a group discussion on setting expectations from the R.E.P. group and PMI India, and PMI India staff sharing updates of initiatives run by PMI India.

A major achievement of the meeting has been the conceptualization of the vision of the R.E.P. group. The vision is to: “Create a platform to connect, share, and collaborate, going beyond organizational boundaries, achieving the roadmap towards excellence.”

Regional R.E.P. Meeting

The third PMI India regional R.E.P. meeting of 2012 coincided with the internal R.E.P. meeting on 20 July in Bangalore. The objective of the meeting was to bring together R.E.P.s from the region on a single platform, and discuss and share ideas for purposeful collaborations.



Representatives of regional R.E.P.s in Bangalore.

As many as 19 representatives of 13 R.E.P.s in south India attended the meeting, besides two officials from PMI India. The meeting began with a brief update by PMI India on various advocacy initiatives, recent achievements, and plans for the rest of the year.

R.E.P. representatives and PMI India staff also held group discussions. There were four break-out groups who discussed and brainstormed on collaborative marketing: additional avenues, exploring new markets: academia, and chapter and R.E.P. collaborative models.



Representatives of internal R.E.P.s in Bangalore.

Techgig Webinars

PMI India's webinar series on leadership in project management on Techgig.com has been growing in popularity. Two leading R.E.P.s took part in Techgig webinars in August.

On 21 August, Mr. Rathinakumar Balasubramanian of Sabcons spoke on “Solving People and Performance Puzzle in Agile Teams”. On 27 August, Ms. Jayashree Krishna, founder director, i-Point Consulting Services, held a webinar on “Frontier Next for Project Management and Leadership”.

Improving Career Prospects of Engineering Students

Mr. O. Arivazhagan, PMP, CEO, The Indian Institute of Planning and Management (IIPM), spoke on construction management and project management career opportunities in Velammal Engineering College in Chennai on 2 August. IIPM, a PMI global R.E.P., was invited to speak on, “How to Improve the Career with PMP®/CAPM® Certifications of PMI USA” by the civil engineering department of Velammal Engineering College, a leading educational institute in Chennai.

Mr. Arivazhagan highlighted the importance of project management concepts and the value a CAPM® certification adds to an engineering student's career prospects. A student with international certifications by PMI, such as PMP® and CAPM®, is in demand across industries worldwide.

Talk on ‘Distributed Agile Delivery’

Mr. Rathinakumar Balasubramanian, head - Agile Practice, Sabcons Project Management Consultants, India's first PMI-R.E.P., spoke on “‘Distributed Agile Delivery’” at the “Agile in Business” conference in Bangalore on 8 August.

BANGALORE CHAPTER

Outreach Program, Practitioner Conference

PMI India Bangalore Chapter visited GE's John F Welch Technology Center and made a presentation on the importance of PMP® certification and how the chapter helps project managers in their endeavor to get certified. The visit was in response to GE Power Division's interest in getting its project managers PMP® certified.

The chapter continued its association with the Light for Education program of Rotary Bangalore West. Chapter officials participated in a program to distribute solar lamps to final year students of Yeliyur Government School in Bangalore. The chapter also participated in the inauguration of a UPS powered educational video system to help students acquire additional skills through audio-visual techniques.

In the first volunteer meeting, over 30 enthusiastic

members expressed their interest to participate in volunteer activities. Senior chapter member, Mr. Amar Bhaskar, spoke on "Leadership through Volunteering" on this occasion.

The chapter held its seventh Project Management Practitioners Conference (PMPC 2012) on 14-15 September. The theme for this year was "Architecting Project Management—Emerging Trends". The conference had seven distinguished personalities as keynote speakers. The pre-conference activities on 30 September were the fourth annual session of PM Primer – A project management orientation session for colleges, a special session on "Applying TRIZ Innovation Concept to Project Management", and a special session on "Achieving High Performance Using Critical Chain for Project Management."

PMI CHENNAI CHAPTER

10 Years and Going Strong

Completing 10 years is a great achievement for any organization. PMI Chennai Chapter celebrated its 10th anniversary with an Annual General Meeting (AGM) on 19 August. The AGM provided the chapter an opportunity to review the achievements of the chapter through the years, honor past board members and volunteers, provide members an update on the upcoming PMI India National Conference in Chennai, and strategize for the forthcoming year.

Mr. Subbiah Vallinayagam, chapter secretary, presented the key chapter achievements over the past year. These are:

- Successful bid to hold the PMI India National Conference 2012 and conducting the largest Tamil Nadu state conference on project management
- Best member retention rate (53.5 percent) and second best growth rate (27percent) in PMI's Region 11
- Record number of events and awarding over 10,000 PDUs in the past year
- Geographic expansion of chapter events to Coimbatore
- Corporate programs for prestigious institutes
- Advocacy and outreach programs for academia, government, and social organizations, including many corporate social responsibility programs

The chief guest was Mr. K Rajaraman, IAS, managing director, CMRL. CMRL is one of Chennai's largest projects, worth Rs. 14,600 crore. He spoke about his experiences in managing the huge challenges that projects of this stature face and the strategies the organization has adopted to counter those.



PMI India Chennai Chapter board members with the team of volunteers.

Mr. Karthik Ramamurthy, president, Chennai Chapter, highlighted eight points of progress, which together forms the anagram, "Vibrancy". He said, "The key points are: volunteers are the key to our success, impressive strides in training, bright performance in membership, record growth in financial strength, achieving strong with programs, nimble advances in advocacy and outreach, communicating consistently and coherently, and yet, we will not rest on our oars!"

The chapter honored late academician Prof. T Subramanian with the "Best Faculty of the Year" award. The award for "Volunteer of the Year" went to Mr. Lakshmi Varagan Desigan.

PMI PUNE-DECCAN CHAPTER

Awareness-Building in Youngsters

Mr. Harish Honwad, vice president-initiatives, PMI Pune-Deccan Chapter, spoke at the NBN Sinhagad Institute on 1 August. He was invited as the chief guest for the institute's HR-Interact session in which students learnt about the



The Gyan Lahari event at Jnana Probodhini in Harali village, Solapur.

industry-academia gap and what should fresh graduates expect when they move into the industry. He addressed a similar audience during the HR Interact meeting at DY Patil Institute of MCA (Master of Computer Applications) on August 4.

The chapter organized a Gyan Lahari event, an initiative to build leadership competencies among school students, in

Solapur, Maharashtra on 18 August. It was the first time that this student focused initiative was conducted in Marathi. The event was held in Harali, a village near Solapur that was devastated during the 1993 earthquake in Latur. The village has since seen transformation due to the efforts of local social organizations. Gyan Lahari was held at Jnana Probodhini, a school rebuilt by social organizations. The event was organized with the help of well-known social worker, Mr. Anna Tamhankar and his team, who have done a lot of work in this region. The speakers at the event were Ms. Swarnalata Bhishikar, professor, University of Poona, Mr. Girish Kelkar, president, Pune Chapter, and Mr. Harish Honwad.

There were video presentations, games, and crossword competitions to keep the children engaged throughout the event. The loudest cheers were, however, reserved for a game of musical chair for teachers. The day ended with a prize distribution for the day's winners. The chapter acknowledges the support of Mr. Anna Tamhankar, Ms. Swarnalata Bhishikar, Mr. Jitendra Walimbe, Mr. Jay Dholakia, and the PMI team who helped put this event together.

PMI Pune Deccan-India Chapter conducted its 95th monthly seminar on 12 August. There were two talks on this occasion: by Mr. Avinash Sethi from Sapience, and by Ms. Sunanda Tilloo and Ms. Sanjivani Hingne from Swadhar, a social organization.

PMI WEST BENGAL CHAPTER

Learn & Earn Series

PMI West Bengal Chapter conducted a discussion on "Changing Times and Resourcing" as a part of its Learn & Earn series on 28 July. The session attracted 30 participants from corporate houses such as IBM, Cognizant Technology Solutions, Tata Consultancy Services, Idea Cellular, LabVantage Solutions, Lafarge India, and Barclays Natural Resource Investments. The speaker for the event was Mr. Prakash Nahata, CEO, Anthroplace Consulting, who spoke about conceptualizing and implementing business processes, acquiring clients, delivery, and team-building. Ms. Sonali Bhattacharya, chapter president, and Mr. Debasis Saha, chapter director - membership & professional development, also spoke at the meeting.

The chapter organized its first AGM on 1 September. It provided members a forum to interact with the board on the chapter's ongoing activities, strategic initiatives, upcoming events, and volunteering opportunities. A number of



Members at the PMI India West Bengal Chapter's annual general meeting in September.

suggestions came up on expanding the chapter's presence in the region and driving its various initiatives. It was also a time to look back at the journey so far and exchange thoughts and ideas.

PMI PEARL CITY CHAPTER

Learning and Networking Opportunities

PMI India Pearl City Chapter has organized its first members' network meeting of this financial year on 18 May with a stimulating talk by Dr. Santanu Paul, managing director and CEO, TalentSprint, on "From Part-brained Project Managers to Whole-brained Project Leaders!" More than 140 members participated in it. As a part of the "Ask the Leader" series, an interactive session was held in the same meeting with Mr. Siva Nuti, COO, GSS Infotech, on "IT Program Management Challenges and Tips."



Dr. Santanu Paul felicitating a chapter member for receiving PMP® certification.

The second members' network meeting was conducted on 10 August. Guest speaker, Mr. Mohan Patnaik, executive director-consulting, Cognizant Technology Solutions, presented on, "Leading Change - How Do You Respond and Absorb it Effectively While Working in Challenging Project Environments?" The chapter presented newly certified Project Management Professionals (PMP)® and PMI Agile Certified Practitioners (PMI-ACP)® with appreciation certificates, and recognized active volunteers.

The chapter held two webinars: on "Positive Risk: Is it for Real?" by Mr. R. Kannan, director – technology, PMIPCC, and on "Project Management: A PM Perspective" by Mr. A. Suresh, president, PMIPCC.

The second workshop in the "Igniting Spirit of Success" series was held on 16 June. In this series, launched in 2011, business leaders and leadership mentors hold interactive sessions with members. The recent half-day workshop was conducted exclusively for chapter members by Mr. Abhirama Krishna, director, South State Business School, on "Crafting High Performance Teams through Leadership." He addressed a follow-up session in July.

The chapter conducted the half-yearly member satisfaction surveys in October 2011 and May 2012. The recent survey

has captured member expectations for the next two years. The summary report of the survey is available on the chapter website and through email.

On 29 June, PMIPCC called for its annual general body meeting. The chapter shared with members its 10-year journey, the recently concluded board election process, the financial report for FY11-12, and the roadmap for future activities. Sponsors and contributors for trainings and workshops on *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* were felicitated.

The chapter organizes cluster meetings in which organizations share best practices for the benefit of practitioners. An inter-cluster meet was conducted at the premises of the pharmaceutical company, Dr. Reddy's, on 8 June. The chapter has active clusters at IBM, Value Labs, and Ness Technologies. The recently set up clusters are at CSC, Dr Reddy's, Virtusa, Verizon, and Capgemini.



Members taking part in a workshop on 'Crafting High Performance Teams through Leadership.'

LEADERSHIP INSTITUTE MASTER CLASS

PMI selected Mr. Shantanu Bhamare for the Leadership Institute Master Class (LIMC) 2013. The PMI Leadership Master Class is a year-long program. As part of its Component Leaders' professional development, PMI offers a one-year leadership course through the PMI Leadership Institute Meeting. Participants are drawn from across the world to bring in diversity. Mr. Bhamare is the sole representative from India.

The first face-to-face meeting was held in Marseille, France from 1-3 May. Such meetings provide opportunities to connect with and learn from fellow volunteer leaders. Mr. Bhamare also attended the PMI® EMEA Leadership Institute Meeting in Marseille.

PMI NORTH INDIA CHAPTER

Management Institute Hosts Meet

PMI North India Chapter recently organized an event on project management for the MBA students and faculty members of Asia Pacific Institute of Management (AIM) in Delhi on 1 September. This was followed by a five-

AIM by the institute's dean, Prof. B. D. Singh. Mr. Gupta gave a presentation on North India Chapter, its mandate, an update on the chapter's work in the past 2-3 years, new initiatives, and upcoming events.



Panelists at the session on project management for students and teachers of Asia Pacific Institute of Management (AIM).

hour knowledge-sharing chapter event at AIM for chapter members and corporates on "Structuring Projects to Ensure Success". The event was sponsored by AIM and was publicized in the institute's corporate circle through mass mailing, roadside banners, posters, and media coverage.

In the morning session for students, Mr. Deepak Mehtani, deputy director, Unlimited Innovations Inc., and Mr. Kumar Saurabh, senior manager, Samsung Engineering, spoke. Mr. Mehtani gave an overview of project management and project structure, while Mr. Saurabh spoke about the importance and relevance of the project execution plan.

The chapter program was inaugurated by Mr. A.K. Shrivastava, chairman, AIM, along with PMI North India chapter president, Mr. Manoj K Gupta. Institute director Dr. D. K Batra gave the welcome speech, followed by a detailed presentation on infrastructure and services at

Nearly 200 guests from industry, government, and former and present chapter members attended the session. The speakers were Ms. Shalini Lamba, independent project management consultant, on project risk management, especially in healthcare; Mr. Asim Prasad, chief manager, GAIL India Ltd., on cash flow management in large infrastructure projects; Mr. Chetan Mathur, project delivery manager, Nokia Siemens Networks, on the amalgamation of project management and business analysis; and Prof. Vivek Kumar, professor - operations management, AIM, on the public-private-partnership model and project management associated with such projects.



The packed house for the seminar on project management at AIM in New Delhi.

The program was managed by Mr. Piyush Govil, vice president, communications, PMI North India Chapter, with the support of Mr. Pritam Dutt, vice president, technology, and Ms. Sarita Talwar, vice president, membership. Six chapter volunteers managed the registration desk.

We thank chapter volunteers Ms. Srividhya Ramesh, Ms. A. Lavanya, Mr. Rinoo Rajesh, Mr. Piyush Govil, Mr. Ashutosh Nadkarni, Mr. Soumen De, and Mr. Amitabh Kishore for this compilation.

First PMI India Champion Meeting

Under the aegis of PMI India, passionate project management professionals strive towards accomplishing PMI's objectives of advocacy and ambassadorship of project management across industry sectors in India. PMI India Champion Program is one such initiative.

Initiated in October 2010, the program has spanned the country and is today an 18-member team of Champions. The Champion Advisory Committee (CAC), comprising of senior PMI India members, mentors the Champions.

For the first time, PMI India organized the first offsite meeting for the Champion program. The meeting was held in the beach town of Kovalam, Kerala from 27-29 July. The objectives of the meeting were to apprise members of the journey so far, plan the roadmap, recognize the accomplishments, and above all, share and learn best practices within the team.

Kovalam, which means coconut groves in Malayalam, is famous among travellers for its natural beauty and a soothing ambience. It provided the perfect backdrop for PMI India Champions to unwind and open up their minds to new ideas and plans. The meeting started with a personality development program titled "Delivering High Impact Presentations" by Dale Carnegie Training India. The one-and-a-half-day-long training was aimed at opening one's mind to hidden possibilities and unexplored vistas. Program participants received training on making verbally and visually compelling presentations.

Mr. Raj Kalady, managing director, PMI India, addressed the CAC-Champion team and acknowledged their dedication to the program as well as to the community. He said

that the program has received appreciation globally and may be replicated in other regions. By the end of 2012, he expects the number of Champions to go up to 50.

The Champions shared their experiences as PMI ambassadors and the challenges they faced while working on various advocacy initiatives within and outside their organizations.

CAC members and the Champions held a brainstorming session to discuss the future course of action needed to give the program a further boost. A recommendation is to have sub-committees to manage various aspects of the program.

On the second day, Mr. Kalady launched the Champion Awards Policy and Champion Program microsite as part of the PMI India website. While Mr. Kalady formally launched the Champion Program site, Mr. Ketharinath Kamalanathan, chair, CAC, announced the Champion Awards Policy. Later in the evening, Champions and CAC members received awards for their accomplishments. The award categories were Best Performer of the Year, Leadership Excellence, Execution Excellence & Best Mentor of the Year.

The award recipients were:

- Best Performer of the Year – Mr. Visukumar Gopal, Mr. Venkatasubramanian Sivakumar, and Mr. Laxmikant Shukla
- Best Mentor of the Year – Mr. Vivek Sonar
- Leadership Excellence Award – Ms. Shagufta Inamdar and Mr. Tejas Sura
- Execution Excellence Award – Mr. Arvind Arya, Mr. Sai Prasad Baba Subramanyan, and Mr. R.P.V Prasad



PMI India Champions with PMI India staff at the offsite meeting in Kovalam, Kerala.



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