MANAGE South Asia

PMI
Project
Management
Institute®

CREATING NEW REALITIES

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PMI POLL BOOTH

VOICE YOUR OPINION-OCTOBER POLL

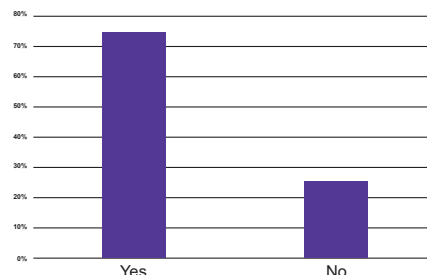**Q. I cannot change my old habits for the new reality.**

__Click here__ to fill entry

RESULT OF LAST POLL

Q. Organizations are not yet ready for the new work ecosystem.
Yes 74%   No 26%

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 Practitioner,

Welcome to the first edition of *Manage South Asia*.

Recently, PMI India became PMI South Asia, under the new PMI Regional Model, to reflect the new portfolio of India, Bangladesh, and Sri Lanka. Following that change, we have renamed our newsletter *Manage South Asia*. For our readers, some of whom have been receiving the bi-monthly since its first edition in January 2009, there will now be more to read. Our community of practitioners has grown, which means you will hear more diverse views and learn about what's happening in the world of projects in this region.

In yet another addition, we now have PMI Gujarat Chapter as the newest chapter in Region 11. With that, we now have 11 chapters in this region.

I'm excited about the PMI Common Ground Symposium 2020, to be held on 21 and 22

November. It will be the first time that all the 11 chapters of the region will collaboratively organize and host an event. The virtual event, under the theme, *Creating New Realities*, will feature real-world stories on how organizations and professionals are adapting to the changed, post-pandemic work environment. Register now and continue learning from the comforts of your home.

We have seen new trends in project management in the past six months. As organizations quicken the pace of digital transformation, they need more hands to get projects in software development going. This is the time for those without the technical knowledge to upskill themselves quickly and contribute effectively. The newly launched PMI Citizen Developer platform is geared to make low/no code development a reality. Learn how you can train your team or yourself on this first-in-the-world, vendor-agnostic learning platform for "citizen development."

We have made it easier for you to maintain your Certified Associate in Project Management (CAPM)® certification. There is no need to retake the exam every five years. Check here for details on the new renewal criteria.

In our cover story this time, senior practitioners from four different industries share their insights on what they foresee as the "new reality" for their sector. I'm sure the articles will give you, in turn, new perspectives on what the future holds, and how you may want to play in the "new normal".

Srini Srinivasan
Regional Managing Director – South Asia

Creating New Realities

Project professionals from four different sectors share their thoughts about the road ahead for their sector after the pandemic

Panchalee Thakur

Ten months of being engulfed in a global health and economic crisis has exposed some hard truths about the limitations and vulnerabilities of humankind, even after the immense scientific and technological progress that we have made. In fact, one of the greatest signs of human progress – our interconnectivity in a 'global village' – has proved to be a major hindrance in containing the spread of the virus. However, the pandemic has also shown that there are no limits to human ingenuity and will to bounce back.

As consumer demand slumped across sectors and the need for medical supplies grew, cosmetics companies started producing sanitizers, car manufacturers converted their assembly lines to build ventilators, and technology companies in the forefront of artificial intelligence directed their efforts to help in medical research. There are also innumerable examples of individual acts of kindness, communities coming out to support the vulnerable, and organizations contributing to COVID-19 relief funds.

The crisis has also led organizations that had resisted change so far to quickly pivot to digital technologies and stay competitive. Change is coming to some of the most traditional industries, such as construction, oil and gas, and education. The pharmaceutical sector, which is at the center of global attention, is looking at unconventional and innovative methods to quickly bring out a vaccine. As companies navigate uncharted territory to move to a new reality, they will be looking toward their project professionals to enable that change.

We speak to project managers from three sectors – construction, oil and gas, and pharmaceutical – to bring to you their perspectives of the "new reality."

Energy Sector: Changing Course

DR SANJAY KUMAR

Director, personnel
Western Coalfield Ltd., Nagpur

A sector that has felt a major blow due to the COVID-19 pandemic is oil and coal. Lockdowns and travel bans have led to a drastic drop in the demand for oil. Adding to that is the curtailment of industrial and commercial activities. As the lockdowns got extended, oil refineries were forced to cut down their throughput. Only the demand for LPG and domestic natural gas remained buoyant, thanks to most people working from home.

It is a catch-22 situation for policymakers since falling international oil prices help downstream oil refining companies like Indian Oil Corporation or Bharat Petroleum Corporation to achieve higher refining margins, thereby enhancing their profits. However, it negatively impacts the profitability of upstream oil companies like Oil and Natural Gas Corporation and Oil India Ltd. because they get paid for the crude oil as per prevailing international prices.

How the oil sector recovers will depend on how quickly the virus is contained, and the economic stimulus policies that the government announces.

As the demand for electricity went down during lockdowns, power producers had to cut down operations and shut down power generating stations. Many coal-based power stations have operated significantly below capacity for a good part of this year. The muted demand for coal has forced coal producing companies to either scale down their operations or borrow to tide over the current liquidity crunch.

Going forward, as natural gas prices fall further and power produced through the renewable route becomes cheaper, coal may face an existential problem. COVID-19 has led to renewed calls for sustainable business practices, of which one is to move away from coal-based power generation that is leading to global warming and environmental damage, and higher reliance on renewable sources of energy. I foresee more efforts to prolong the life of coal as a fuel in a new avatar of "clean coal." Clean coal introduces the latest mining technology to curb environmental pollution and coal washing to reduce ash content in the coal being produced.

COVID-19 has shown the importance of technology to supplement human effort or minimize human intervention. Energy producing companies that have been slow in adopting technology will need to upgrade their infrastructure and processes, and upskill their people in the latest technologies.

COVID-19 has been extremely disruptive for human lives. But what has been positive is the humanitarian response from organizations, communities, celebrities, and ordinary citizens. Western Coalfields, a Coal India subsidiary, launched a drive to offer food packets and water bottles to migrant workers travelling in Shramik special trains. Incidentally, the bottles we distributed contained water discharged from our coal mines, which was then purified and bottled at a plant that uses reverse osmosis to purify the water. The water is branded as Coal Neer.

Efforts such as these are some of the positives that came out of the pandemic. It gives us hope for a new reality that is kinder and more compassionate.

Auto Industry: Rethinking the Supply Chain

VINAY PIPARSANIA

Founder & Principal
MillenStrat – Advisory & Research

The COVID-19 pandemic has demonstrated how vulnerable automotive supply chains are to disruption, bringing under scrutiny global supply strategies.

The domino effect of abrupt closures of production centers during the outbreak in China has caused widespread chaos among global auto manufacturers in Europe, the US, India, and South America. Having offshored their manufacturing activities to low-cost countries, many automotive original equipment manufacturers (OEM) and suppliers are scrambling to establish shorter or localized regional supply chains.

CHALLENGES FACING SUPPLY CHAINS

Even before the COVID-19 outbreak, there was already a growing urgency among global automakers to localize the manufacturing of critical components. One reason is the increase in trade tensions between the US and China that is giving rise to protectionism.

With globalized supply chain networks programmed for the lowest possible price, auto OEMs have been procuring parts and electronics at a low cost from China. However, political developments such as US-China trade tensions and Brexit, natural disasters, and the pandemic have exposed inherent weaknesses at the core of offshore manufacturing. While a change toward flexible and multi-level sourcing had already begun, COVID-19 has added more urgency to it.

Global automakers have been sourcing between 30 percent and 60 percent of their parts from China. Given the incredibly high number of parts required – each with different lead times – a return to regional supply chains presents an incredibly complex challenge. However, that challenge is now being considered worth taking in a post-COVID world. OEMs, component manufacturers, and auto sub-system assemblers are now looking to establish supply chains and regional logistic hubs within their borders.

BUILDING RESILIENCE

With volatility in production volumes and schedules being the norm, suppliers and their logistic operators will have to be adaptive, and able to recover from catastrophic events. Human overrides and protocols need to be re-introduced to bring back stability during a crisis. As the current pandemic stress-test has demonstrated, large-scale variances and disruptions cannot be managed through statistical and algorithmic models.

The business case for increasing supply chain resilience is not straightforward. The current configuration of the international supply chain relies predominantly on low trade barriers and assurances that they will remain so for a reasonable period. Unfortunately, the devastating economic impact of COVID-19 has led to a resurgence of protectionist sentiments in most countries, thus threatening the continuance of such policies. Further, the economic arguments for offshoring are not as persuasive anymore, with higher wages in low cost destinations. For instance, the average wages in China's manufacturing sector have increased in comparison with Brazil or Mexico.

Automotive components are mostly sophisticated, intricately engineered, bulky, and fragile that involve high logistics and transport costs. In most countries, government policies encourage sourcing from local producers. However, even if such suppliers are considered as alternatives, they are required to be tooled, trained, and resourced to produce to specifications and quality standards. Specialized suppliers, currently clustered in certain regions of the world, present a major obstacle to automakers looking to diversifying risks. Reducing or expanding the number of suppliers is not necessarily the only way to configure resilient supply chains. Ultimately a hybrid model of traditional, extended supply chains and a growing alternative of short and localized networks will need to develop. These localized networks will most likely be established through alliances with global dominant suppliers that can deliver components and services, and have the capability to adapt resiliently to changes in varied market conditions.

Construction Industry: Unexplored Terrains

LT. COL L HARSHA, (RETD.) PGMP, PMP

Techno-legal consultant and technical arbitrator

The development of a nation hinges on the physical infrastructure available to attract, support, and sustain growth. Irrespective of the multiple global calamities hitting economic growth in the last century, the construction industry has been growing steadily. Now, the halt in construction activities after the COVID-19 outbreak and the subsequent restart of operations have shown what the industry needs to sustain growth in the post pandemic new reality.

We have seen innovation, integration, and adoption of mechanization in construction processes, automation of construction activities, and inclusion of lifestyle features into buildings that have given a boost to other domains of engineering as well. The recently inaugurated Atal Tunnel, the world's longest tunnel, that too through a gigantic mountain range, with all its safety and security features, is a classic example of cross-industry collaboration. Going forward, such collaborations will make new realities possible.

COVID-19 has renewed attention on the harsh realities of environmental deterioration, which has been a subject of debate and focus in construction developmental plans. Research and advances in the material technology, and the recycling of domestic and industrial waste in the manufacturing of construction materials like high strength concrete, bituminous products, and steel products are subjects of keen interest in the industry today. Some of the focus areas for construction-related R&D are environmental protection, waste reduction, and health-related issues. In recent times, we have seen plastic waste being recycled for use in road surfacing, industrial liquid waste being processed into bituminous products, and construction waste being used in the manufacture of concrete products. I foresee more efforts in these areas as the construction sector re-emerges from the pandemic.

Perhaps the most significant and high impact development in the construction industry in the last half century is the aggressive adoption of IT and IT-enabled services into brick and mortar structures. Once a lifeless structure, buildings today have a life of their own – from monitoring its own health parameters, to monitoring the movement of people in a building, and controlling internal services like lighting and heating.

The sector continues to create new records. The tunnel underneath the Las Vegas Convention Center that is revolutionizing tunneling technology, the Jeddah Tower in Saudi Arabia with a height of 1 km, the Hong Kong Zhuhai Macau bridge of 55 km that is the longest sea crossing, and wave power plants in Denmark are some examples of the strides that the construction industry is making.

Mega construction projects with tens of thousands of activities, large time horizons, and a high degree of uncertainties and associated risks demand agility. Right from inception, through planning and execution, agility is the norm of the day till closure of a project. While the path may be defined, the journey with its unique challenges, makes the entire project a new experience, which is good for reference but cannot be a template for replication in the future.

Creating new realities, conquering greater heights, and giving life to the dreams of humans have been a constant endeavor of construction professionals. Market conditions today have opened a plethora of opportunities to explore new ideas and create blueprints for building a long-lasting infrastructure network to support the growth of the nation. We are at the threshold of creating new realities for future generations and leaving an imprint in the history of humankind.

Pharmaceutical Sector: Crossing New Frontiers

SHANTHI SRIDHAR

Life sciences professional

Never before has the pharmaceutical industry been in the limelight as it is now. The world is looking toward pharma companies to come up with quick solutions – a vaccine that would halt the spread of COVID-19 and a cure for those infected. The pace and scale at which companies are conducting research in this area have also not been seen before.

Even as clinical trials have begun for a couple of vaccine candidates, there is widespread debate on political desires, transparency around trials, and efficacy of these candidates. There are also numerous challenges behind manufacturing, distribution, alliances, partnerships, and dealing with governments to decide the best approach for distribution. In anticipation of approvals, pharma companies need to get the supply chain and manufacturing engines in place, and run pilots, which in turn leads to high risk investments and increased cost pressures.

A lot of effort has indeed gone into research in the past few months, with scientists and others putting in long hours, not knowing what the final outcome will be. There is also a constant fear of failure and the implications of their work for their organization, the industry, and the communities they serve.

The pandemic has taught us a number of lessons that I believe will define the new reality for this industry.

First, the speed of work needs to keep pace with the market realities. Even as research continues, we need better processes that will hasten the production and distribution of drugs.

Second, collaboration and partnerships are the way forward for the industry. We have seen former rivals working together in drug discovery and development, sharing libraries with academicians, and giving access to others to research findings and aid in set up of alliance manufacturing capabilities.

Third, IT's partnership with business is now even stronger and with this expectations are high on IT teams. They need to come up with solutions to streamline processes and simplify the IT landscape, making it intuitive, secure, and seamless no matter where one is working from across the value stream of research, development, manufacturing, and marketing.

Fourth, digital is the new normal not just in this industry but also across the health and wellness domain, and aids in moving to predictive, preventive, personalized care. Today, pharma companies are using data from wearable sensors, smart devices, data analytics, deep learning, and artificial intelligence (AI) for better insights on how patients respond to certain drugs, bring about behavioral changes, identification of the right drug, quick detection, improved diagnosis, and treatment.

Companies are placing their bets on data. Huge investments are being made in AI/ML technologies. There is also a noticeable increase in upskilling in these areas by the workforce. There are expectations from senior leaders on how they can bring higher value and outcomes through digital. This is leading to healthy collaboration, openness, and an innovative mindset.

(The views expressed by the author here are her own through extensive reading from publicly available material and do not represent those of her organization.)

Project Management Institute

PMI REGION 11 PRESENTS
COMMON GROUND SYMPOSIUM
21 – 22 NOVEMBER, 2020 | CREATING NEW REALITIES

Get set to create new realities!

A sneak peek at some of our esteemed speakers

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President & Chief Executive Officer of the Project Management Institute (PMI)

Caroline Das-Monfrais
Chief Strategy Officer, EMEA
FTI Consulting

Kulmeet Bawa
President and Managing Director, SAP Indian Subcontinent

Sridhar Vembu
Co-Founder and CEO, Zoho Corp.

Nitu Kaushal
General Manager UK&I Hybrid Infrastructure Compute, IoT and Digital Services

Vinay K. Piparsania
Founder & Principal MillenStrat Advisory and Research

Neeraja Ganesh
Director – Relationships, National Education Society of Karnataka

Dr. Anil Jasinghe
Secretary, Ministry of Environment – Sri Lanka
Former Director General of Health Services – Sri Lanka

Sandeep Kumar
Senior Industry Principal Head – Digital Consulting Services, India Business, Infosys

Dr. V Ramachandra
Jt. President & Head (Tech), UltraTech Cement Ltd. (Aditya Birla Group)

Geetha Gopal
Senior Infrastructure Project Manager at Panasonic Asia Pacific, Singapore

Shriram Patki
Engineering Manager, PMO, Nexteer Automotive

Md. Abdullah Al Mamoon, PMP®
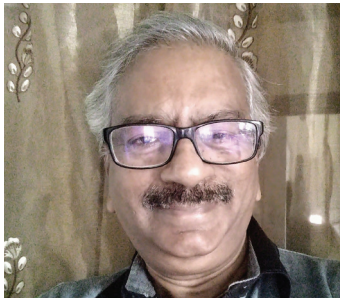DMD & COO at United Commercial Bank Limited

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Decide – Assisted or Through Approach

PARTHA S. GHOSE

Projects are a manifestation of decision issues. You try to take a stride forward and you are fraught with some kind of decision issue, making you uncomfortable if you are not in a position to take a correct decision that is logical and convincing to yourself, and is based on a set of reliable data. On the general perception of projects, as stated by Williams, T. & Samset, K. (2010), "You ask the archetypical 'man in the street' about them (projects), and it is clear that the reputation of projects and project management is that they are generally unsuccessful." In my opinion, one reason for this poor image of this great profession is our inability to make correct and quick decisions.

As we all know, projects are temporary endeavors, and each project is unique with a start and an end. Therefore, they neither offer a chance to correct a faulty decision taken in the same project nor do they allow much time to change a decision already taken, without affecting any of the objectives. Sometimes such indecisions, or delayed or incorrect decisions, can be so devastating that it can cripple not only the project but also the enterprise.

The question that stems from this discussion is – do we have any option to avoid making decisions? The answer is 'no'; making decisions or not is not an option for a project manager or a business enterprise because circumstances force that decisions be taken. We must make decisions since without them a project cannot move forward. We make decisions at every stage of a project and such decisions help in navigating the project to its objectives. The argument that follows is - why then do many projects fail to meet their objectives? I believe we often fail to make 'intelligent' decisions at the appropriate time. The keywords in this statement are 'intelligent decisions' and 'appropriate time.' Both complement each other and the failure of one impacts the other.

George Pitagorsky, author and management coach, in an article, says, "Intelligence has two meanings. One is about the information required to make an effective decision. The other is the ability to acquire and use knowledge and experience. Both are required for effective decision making. Without the right information, even the most intelligent people will make poor decisions. Without the ability to acquire and synthesize the information at hand, decisions will be poor even with huge amounts of the right information." He further adds, "A well-made decision is one that integrates all the right tools and techniques, makes use of the available knowledge, is based upon intelligent analysis, includes effective use of intuition and subjectivity, and engages the right people in the right way and at the right time."

So, decisions must be intelligent, based on carefully acquired reliable data with appropriate normalization and analysis of that data, using the right tool to synthesize all the data and information liable to influence the decision, be it numerical or subjective like psychological or emotional or based on belief, culture, socio-economic condition, etc.

In this book, I have identified some important decision-related problems encountered in a complex project environment, which can be single or Multi-Criteria Decision Making (MCDM) problems under certainty, risks, and uncertainty encountered in large manufacturing projects. There are real-life examples and step-by-step solutions using operations research techniques suitable for those situations.

It is quite possible that even if one intends to make smart decisions, the decision-maker may find it difficult to do so in a complex project environment where some of the criteria cannot be represented by crisp numerical values. There could be a set of subjective information that are intangible and qualitative, making those unsuitable for quantitative analytical methods. The book illustrates how to solve such problems with popular and common MCDM methodologies like AHP and TOPSIS.

CONCLUSION

Specific, Measurable, Attainable, Relevant, and Time-bound (SMART) decisions are a requirement of any project management methodology to minimize project mistakes and risks that at times may have irreversible negative consequences.

However, in today's highly volatile business environment that leaves no room for mistakes, it is an absolute imperative for an organization to make smart decisions, particularly those related to investments, with the help of analytics and decision-making tools. They can make use of models and methodologies available in the market for quick and robust decision-making.

Partha S. Ghose, PMP, is the president and chief of projects at Kalyani Steels Limited. He is a post-graduate in engineering and technology from the Indian Institute of Technology, Kharagpur, and has over four decades of rich experience managing mega, integrated projects and operations in metallurgical and other industry sectors.
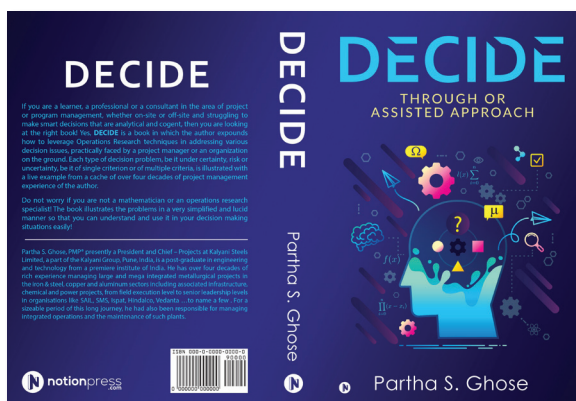
Common Ground Webinar Series

The second season of the highly popular Common Ground Webinar Series by PMI India started on 15 August. The fortnightly webinars take place every alternate Saturday at 4:30 pm IST. We have had around 650 attendees for each webinar.

If you've missed any session, go to our YouTube channel to watch the recording. To register for the upcoming episodes, enroll here.

Following are the sessions organized in August and September. The moderators were PMI India volunteers Koushik Srinivasan and Monika Muddamshetty.

15 August
Bringing Ideas to Life

VIDHYA ABHIJITH AND ABHIITH H. K.

Co-founder, and founder and CEO, Codewave Technologies

2 September
Reinventing On The Go

JACOB PETER KINDANGATH

Senior vice-president - automotive R&D, Bosch Engineering and Business Solutions

14 September
Leadership in the Post Digital Era

SRIKANTH N.R.

Managing director, human resources, Accenture

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Manage South Asia talks to two volunteers who have been hosting the Common Ground webinars to learn about their experience behind the scenes

MONIKA MUDDAMSHETTY, PMP, PMI-ACP
SENIOR MANAGER, INTERNATIONAL GAME
TECHNOLOGY
DIRECTOR, PMI PEARL CITY HYDERABAD CHAPTER

KOUSHIK SRINIVASAN, PMP, CDA (DASM)
CLOUD ADVISORY LEADER, ASTRA ZENECA
PMI INDIA VOLUNTEER

HOW WAS THE EXPERIENCE OF HOSTING THE COMMON GROUND WEBINARS?

Back in April 2020, when work from home and social distancing had become a way of life, many people, including me, were confined in a bubble looking for ways to connect with like-minded people. So when I was asked to be part of the Common Ground team, I jumped at it because this program started with the same objective.

This was a whole new experience with weekly webinars for a global audience of 800-1000 people in each session. So, to deliver a good experience consistently, we created our own way of working to cover all aspects - pre-session planning and logistics, roles and responsibilities, speakers and topics, back-ups, and post session sync ups on lessons learned.

The high audience engagement level keeps us going, and the regular feedback helps adapt to expectations and deliver accordingly.

WHAT ARE SOME OF YOUR KEY LEARNINGS FROM THIS EXPERIENCE?

My experience at Common Ground just reinstated the belief that when you do something you enjoy, it doesn't feel like work at all.

It was even better with the fantastic camaraderie that we had as a team - with trust, open-minded, and two-way communication. This was possible because the core team consisted of like-minded people, who are passionate about the same vision, which is to give a great experience to the Common Ground audience.

Truly, great teams deliver great results - especially when there is a high level of trust.

HOW WAS THE EXPERIENCE OF HOSTING THE COMMON GROUND WEBINARS?

Being a host of the Common Ground series has been a unique experience in many ways. The entire event coordination is being done remotely and digitally, putting into practice a new way of working that would go on to be the new normal. The interesting thing for me was the level of audience engagement and passion. I have received many messages directly after every episode, some congratulatory and many critical. I was very surprised when I received messages from people who felt bad that their question was not picked by us for the Q&A session. This just showed how keen the participants were, and how important it was for us as moderators to cater to all these needs.

WHAT ARE SOME OF YOUR KEY LEARNINGS FROM THIS EXPERIENCE?

For me, two things have contributed to making this series enormously successful.

Key learnings – the importance of building a team that has a high degree of trust in one another. That allowed us to seamlessly cover for each other without any impact on the guests and participants.

Preparation - the level of preparation for each episode was high and very detailed. Dry runs with the guests, technology checks, preparing for technology failures, and getting backup speakers and topics ready. Most importantly, we were transparent with the audience and provided them with an excellent learning experience.

Managing Projects Today? Think Lean

ANAND LOKHANDE, PMP
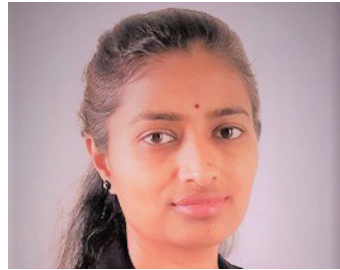
NILIMA DESHMUKH, PMP

The ongoing COVID-19 pandemic has prompted us to relook at our priorities in life and embrace practices using optimal resources. Similarly, project management leaders and professionals in all sectors must give a serious thought to Lean processes. With restrictions on travel and collocation of teams here to stay, these practices will enhance a team's ability to deliver projects efficiently.

WHAT IS LEAN?

Lean means creating more value for customers with fewer resources. It means adopting a never-ending process of eliminating waste from processes like manufacturing, distribution, and customer service to minimize the efforts put in to bring value to customers, improve workplace efficiency, and pursue perfection.

WHAT WAS AILING MANUFACTURING PROCESSES?

Waste does not add value to the end customer. Studies say 60 percent of the activities in manufacturing do not add any value. There are seven types of wastes — overproduction, inventory, motion, defects, over-processing, waiting, and transport. These are commonly known as TIMWOOD. There are various factors that cause such wastage such as:

Transportation: Poor layouts, complex and lengthy material handling processes, multiple storage locations

Inventory: Lack of balance in workflow

Motion: Non-value-added motion of people or equipment, like excessive bending or walking caused by poor workplace layouts

Waiting: Lack of synchronization of interdependent activities, poor human-machine coordination, long changeovers or time required to perform rework

Overproduction: Producing more than required, unstable schedules, unreliable processes, inaccurate forecasts

Overprocessing: Putting more into product, unclear standardization, tight tolerances, unclear quality acceptance criteria

Defects: Rework, including additional work caused by inadequate training, skill shortage, or inadequate processes

LEAN WAY OF MANUFACTURING

Lean processes have been in practice in the manufacturing industry for many decades, and have since evolved to handle newer challenges. The objective is to eliminate waste. Lean concept in manufacturing processes started at Toyota in 1933, and was fully deployed by the company by 1970. Toyota also introduced the concept of 'kaizen' (constant improvement). The focus was on reducing difficult jobs and enabling the easy ones. Flexible manufacturing, just-in-time inventory, Kanban boards, and automation through robotics helped eliminate the wastes to a large extent.

LEAN IN PROJECT MANAGEMENT

The presence of unnecessary processes and wastages in day-to-day project management makes it imperative for everyone to follow Lean practices. To extrapolate the TIMWOOD factor in this field, the seven wastes in project management are:

Transportation: Unnecessary assignment of tasks, interruption, multiple iterations of the same task, and not providing enough data at the beginning, thus causing multiple rounds of meetings

Inventory: Storing and disseminating unwanted and additional information, storing same data in different locations for retrieval later, and storing more consumables and office equipment than is needed

Motion: Inefficient workflow, several layers of permissions to carry out simple tasks, and lack of IT systems to enable faster transition of information and reporting

Waiting: Non-movement of tasks from one person to another, lack of communication, lack of approval process, and absence of management to provide guidance and support to team members

Overproduction: Providing extra information, dependence on external (internet) sources of information and inability to segregate for appropriate use, producing redundant evidences in support of activities or decisions taken, and disseminating multiple versions of same information

Overprocessing: No standardization in the formats, creation of different formats at different times, excessive reviews, multiple levels of approvals for small tasks

Defects: Incorrect collection of data, conversation errors, unclear acceptance criteria, and improper handover of the project documents

IMPLEMENTING LEAN PROJECT MANAGEMENT

Agile projects, shorter delivery projects, and limited resources projects are the order of the day. Whether it's waterfall or agile, we must revisit the complete project processes rather than focus on individual phases.

TASK MANAGEMENT

Managing tasks using the "pull" work system and introducing Work in Progress (WIP) Limits: WIP Limits are an essential element of the Kanban philosophy with a proven effect on productivity. Limiting the maximum amount of work items in the different stages of the work process minimizes multitasking and context switching. It allows team members to focus on the task and to complete it faster. Software applications can be used to manage, assign, delegate, and monitor tasks more efficiently.

ENSURING QUALITY OF DELIVERY

Using PDCA i.e. the Plan, Do, Check, and Act principle, the team can work to map all the activities of project management, from the initiation phase to the close phase. Value stream mapping and visualizing the workflow to eliminate bottlenecks and potential process blockages is a great way to accomplish tasks in the shortest possible time.

The project processes can be delivered efficiently by using Six Sigma concepts:

- Define the project scope and clarity in deliverables, and manage the value for the customer
- Measure acceptance criteria to be well documented and quantifying success
- Analyze existing processes and conduct gap analysis to improve the future state
- Inspect adoption of the 10 Knowledge Areas from PMI's Project Management Body of Knowledge (*PMBOK® Guide*) to develop the quality service, product, or result
- Control the project plan and manage change through efficient processes
- Standardization in the Project Management Information System, for example, the same folder structure for all the projects reduces the dependency on a single resource, and saves time to fetch any document. Use of cloud, SharePoint or Box reduces the overburdening on resources.

EMPOWERING THE TEAM

People are the most important resources on a project. Divide the workload evenly across your team. It is important to create a culture of fixing problems to maintain the highest quality standards. Maintaining consistency of tasks and processes for continuous improvement and employee engagement will help the team focus on overall objectives of the project. Providing reliable and tested technology for your team and project, and creating a learning-based organization through continuous reflection and improvement will help in the long-term growth of an organization and success of the projects at hand. The focus should be on long-term growth and not on short-term survival.

CONCLUSION

The recent pandemic has opened an opportunity to transform the workforce and the way we manage and deliver projects. Trust, collaboration, communication, and talent development are key to successful projects. Adopting Lean processes will help drive these characteristics for a brighter future of project management.

Anand Lokhande, PMP, PBA, is capability lead at Shell India and is a PMI India Senior Champion. Nilima Deshmukh, PMP, is lead senior project manager at Schneider Electric and is a PMI India Champion.

Project Management Institute.

Inviting article submissions

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

Submission deadline for the next issue - **Nov 20, 2020**

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

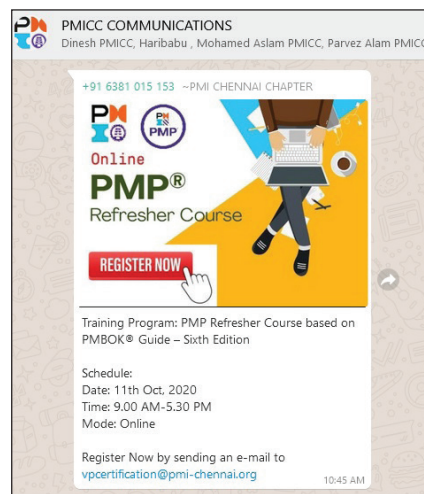## PMI CHENNAI CHAPTER

KNOWLEDGE SHARING SESSIONS

PMI Chennai Chapter continued to interact with its chapter members during the lockdown period of June, July, and August via its knowledge-sharing webinar series. The chapter held five virtual events for professional development during this period. Two of these events were co-hosted with PMI North Carolina Chapter as Global Communities of Practice (GCoP) sessions and were attended by members from both the chapters. On average, each webinar session was attended by over 110 members.

The month of June featured Venkadesh Narayanan, principal consultant, Fhyzics Business Consultants Private Limited, and president, Product Development and Management Association India. He spoke on "Supply Chain Management for Project Management Professionals." In the last week of June, Adam Tidwell, PMP, PMI-ACP, who is a senior leader for project management, change management, and planning, process and reporting at Western Governors University, spoke on "Tool for focusing objectives and getting results."

In July, Bhanu Viswanadha, who is working as an IT architect at NetApp, spoke about "Managers Bridge to Agility." In the first week of August, Syed Razik, PMI Chennai Chapter president, spoke about "Disciplined Agile – WoW your way of working." In the last week of August, Suman Ghose, the cofounder of Inroads Leadership Development, spoke on the topic, "Why should I be emotionally aware?"

OFFICIAL WHATSAPP GROUP LAUNCH

PMI Chennai Chapter has been putting a lot of focus on increasing the members' benefits and engagement platforms. In line with this strategic move, and to reach out to members instantly, an official WhatsApp group was launched on 14 September. An invitation has been sent to all the PMI Chennai Chapter members to get connected and collaborate through the WhatsApp group.

DEMYSTIFYING PROJECT MANAGEMENT

As part of Vellore Institute of Technology's "Meet the Mind" interaction series on Instagram Live, Bhuvana Sundar Soorappaiah, assistant vice president, outreach at PMI Chennai Chapter, participated in a discussion on the topic, "De-mystifying Project Management - For Young Minds". The one-hour session on 13 September was attended by over 120 students and staff members. The talk focussed on project management as a career option for students, and delved into PMI, PMI Chennai Chapter, PMI Education Foundation (PMIEF), and how students can benefit from and leverage PMI and PMIEF services.

PMI MUMBAI CHAPTER
VIRTUAL BOOK CLUB
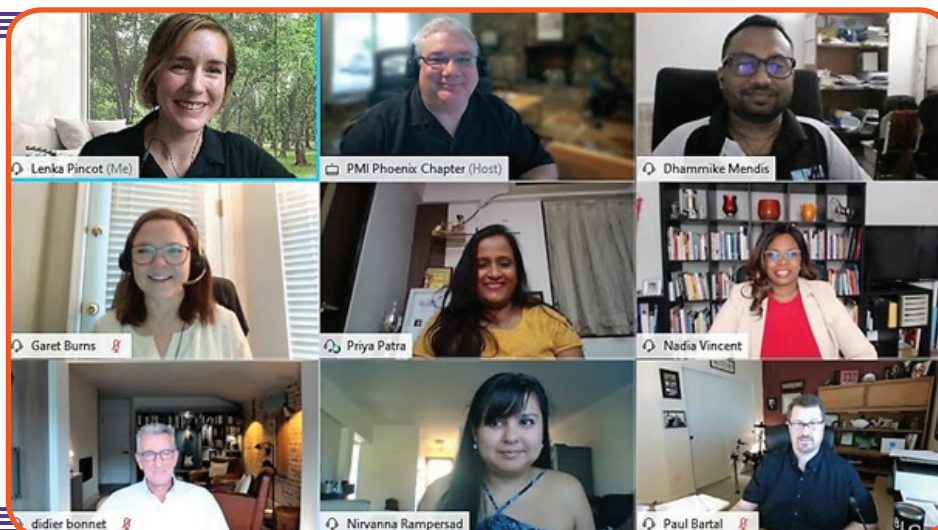
PMI ChapterXchange is a strong virtual community of eight PMI chapters across the globe. As a community, the chapters connect and collaborate with one another and co-create events.

In June, it launched a book club with PMI South Africa and PMI Czech Republic Chapters. It's a digital platform for readers to interact with their favorite authors, or simply interact with one another and discuss their favorite books to forge a feeling of togetherness in isolation.

The first digital readers' club had writer Seema Giri who revealed her secret to happiness, which is "rebound, reset, and realign." She also talked about her book, "Break Free to Stand in Your Power", and gave tips for empowerment in life and business. Dr. Lynn Keeys, president, PMI South Africa Chapter, provided insights into the Cambridge Handbook of Organizational Project Management, providing a view of organizations as a network of projects, integrated by the more permanent organization, and to move away from focus on individual projects. Lenka Pincot from PMI Czech Republic took the audience through a cultural journey across continents from the Culture Map book by Erin Meyer.

In July, it was time to delve into "Agile Frameworks to Whatever Works." Sonia Vaessler from PMI South Africa explained how she piloted frameworks that worked at one place but failed at another. Think about your mindset first before changing others — Shanaka de Silva, president,

PMI Sri Lanka Chapter, talked about his professional journey and the importance of learning. Scaled agile frameworks make perfect sense in an environment where we need to approach large endeavors and achieve predictability, said president, Chennai Chapter, Syed Nazir Razik. Dana Malcova from PMI Czech Republic said culture and structures such as processes and roles are tightly linked together. One needs to take both into account when aiming for cultural change. Didier Estibals from PMI London Chapter pointed toward a common dilemma — do we know what we want prior to picking up a method or framework?

In August, we explored virtual collaboration with seven chapters participating in the program. The panelists were – Karabo Moloko, Priyanka Saxena, Bartosz Janowski, Penny Pullan, and Inderjeet Singh. They spoke on: It is not about the tools, it is about empathy, emotional intelligence, and being a virtual leader.

On 24 September, the chapter held its second book club meeting, titled "Digital Transformation." The participants spoke about replacing the project management triangle with a square, where the fourth side is people, focussing on customer, competition, data, and innovation, and the soft side of digital transformation, which is people and the organizational dimension.

In all, participants from 26 countries across nine time zones took part in the events.

PMI PEARL CITY CHAPTER

CAREER ENABLER SERIES

PMIPCC FOUNDATION DAY

PMI Pearl City Chapter launched a new series for job seekers who want to improve their potential to get hired during the pandemic when many have lost jobs. By creating this program, the chapter is helping its members to upskill themselves by interacting with hiring experts, sharpening their tools, and accelerating their job search. The chapter conducted four live and interactive virtual sessions from 28 June to 9 August with hiring experts, which were attended by members of different chapters across PMI Region 11 and the US.

The first session covered ways to improve resume writing. The learning objectives were the importance of resume 'transformation', how to write a resume for a project management role, the importance of technical and business aspects of project management, and customizing a resume for a particular job description.

In the next session on what hiring leaders look for, members learned about interview preparedness. The learning objectives included what does future of work look like for project managers, recruiters' new approach, and what should you develop as a project manager.

The third session covered how to explore the right opportunities, techniques to manage profiles on job portals, and how to understand what the prospective employer wants.

In the final part of the series, members learned about "sustaining the career trajectory through personal growth." The learning objectives were of taking control, developing executive presence, and facing one's fears.

The events were hosted by Naga Saujanya Yelisetty, PMP, director, business development; and Suma Murthy, PMP, director, membership.

PMIPCC celebrated its 20th Foundation Day on 14 August and started year-long celebrations. On this occasion, PMIPCC released a video on its rich legacy and all its past presidents — S. Ramanathan, Dr. A K Rao, AV Ramam, Srinivas Kopparapu, Ravi Vurakaranam Sriram SG, and B. Madhav Reddy — talked about their tenure and milestones.

Region 11 mentor Girish Kadam launched the rebranded website, and PMI India Managing Director Srini Srinivasan released a book on project management in Telugu, compiled by PMIPCC volunteers.

Tony Appleby, chair, PMI Board; Pablo Ledo, chair, PMIEF; and Tejas Sura, PMI board member, released the 20th year logo of PMIPCC. Komal Mathur, PMP, chapter's general secretary, outlined the member engagement strategy for the milestone 20th year.

PREPARING FOR THE GIG ECONOMY

An inspiring webinar was held by Gopal A Iyer, associate director, EY GDS GigNow Program Leader, Talent Team on 29 August. Participants from India and Bangladesh joined in to learn how gigs are shaping the hiring scenario.

Mr. Iyer talked about the virtual work life, changing business models, shifts, and the world of a gig worker. He also stressed on the need to develop a better online presence and prepare for gig employability.

MASTERCLASS ON AI

PMIPCC organized a masterclass on artificial intelligence (AI) for project and program management practitioners that was supported by all the chapters under Region 11.

The main presenter for the virtual event on 19 September was Gopalan Oppiliappan, leader AI Center of Excellence, Intel India, who demystified the taxonomy of AI and explained its different algorithms. The presentation generated questions from participants on challenges and opportunities in AI-based projects for project managers. The attendees developed a foundational understanding of the various algorithms of AI, how AI can help project managers balance the trade-offs and better the outcomes of projects and programs.

Dr Srini Srinivasan, regional managing director, PMI South Asia; Girish Kadam, Region 11 mentor; Lt. Col. L Shri Harsha (retd), former president, PMI Bangalore; Shamima Begum, president, PMI, Bangladesh; Dr Krishna Kumar, president, PMI Kerala Chapter; Syed Nazir Raziq, president, PMI Chennai Chapter; and Madhav Reddy, resident, PMIPCC, also shared their leadership insights on AI.

More than 700 professionals from around the globe attended the virtual event. It was hosted by Komal Mathur, PMP, general secretary, and anchored by Kruthika Mehar, CAPM.

PMI PUNE CHAPTER
FACULTY DEVELOPMENT PROGRAM

PMI Pune Deccan India Chapter conducts various development programs for students and teachers under its academic outreach portfolio for educational institutes in Pune. However, due to the COVID-19 pandemic, these physical events have not been possible since March. In May, the chapter initiated a webinar series for the faculty and students, wherein sessions are conducted every Saturday.

The following are the sessions held:
In association with PCCOE for the faculty of MCA Colleges, the series covered nine sessions on the significance of project management during disruptive times and agile project management by Makarand Hardas, big data by Kiran Rajeshirke and Mario Rozario, machine learning by Rahul Sudame, artificial intelligence by Vamashi Krishna Tadigotia, internet of things by Anushka Shembekar, and project risk management by Vivek Sonar.

Around 350 faculty members from various institutes in Maharashtra as well as other states like Assam, Jharkhand, and Uttar Pradesh attended and benefited from these sessions. There were interactive activities such as polls and quizzes to keep the attendees engaged. Participants also enjoyed the live use cases discussed by the experts, which helped them improve their knowledge in the specific domain.

KNOWLEDGE ON EMERGING TRENDS FOR STUDENTS

The chapter conducted a webinar series from 15 August to 19 September on various industries for engineering and management students. The chapter collaborated with 25 educational institutes from Maharashtra and Goa for this series, in which sessions were conducted on emerging trends, opportunities, and aspects of project management in those particular industries. The industries covered in this series and the experts for each were: banking, finance, securities, and insurance by Rahul Sudame; security forces/defense by Col. (retd.) Bharat Haladi, Cdr. (retd.) Yogesh Chaudhari, and Group Captain (retd.) Abhay Bhavsar; manufacturing by Dr. Girish Kelkar; construction by Rajesh Patwardhan and Raghvendra Singh Bisen; public sector utilities by Lt. Col. (retd.) Navneet Sood; and resume writing by Vidya Chavan.

Around 500 students from different educational institutes participated in this webinar series.

PMI KERALA CHAPTER
EDUCATIONAL SUPPORT FOR CHILDREN
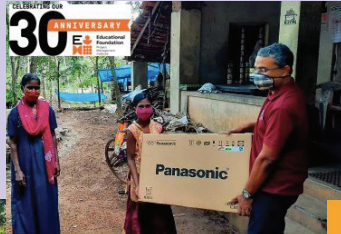
As online classes continue for school and college students this academic year on account of COVID-19, children need digital devices at home for their education. PMI Kerala Chapter distributed TV sets to socially and economically challenged children from different schools as a part of its Independence Day celebrations.

Chapter members came forward this year too to fund its educational support program, UDAAN 2020. The chapter provided educational kits to around 400 deserving children. The students included children supported by Pallium India, inmates of Ananda Nilayam Orphanage in Thiruvananthapuram, and students of Kurien Memorial Lower Primary School, Thiruvananthapuram. Headsets were also included as part of the education kit to support their online learning.

The inaugural function of PMI Kerala UDAAN 2020 was an online event held on 13 September. Over 60 students, in addition to Pallium-India and chapter volunteers, took part in the celebrations that marked PMIEF's 30th anniversary. The children got an opportunity to listen to eminent speakers like Geordie Keitt, principal consultant, Keitt Consulting Group, and Peter Monkhouse, co-author, NewGen P, who were the chief guests.

The other dignitaries at the event were Dr. M R Rajagopal, founder and chairman of Pallium India, and Padma Shri awardee; Carol Martinez, PMIEF programs administrator; Chandrasekaran Avdivaragan, PMIEF community engagement committee member; and Leena Gupte, PMIEF programs manager for Asia Pacific.

Mr. Keitt engaged the students with a story of "The Wolf and the Shepherd", that had management lessons based on the attitude of the various characters in the story. Mr. Monkhouse explained the concept of project management by citing an example of planning and successfully conducting his daughter's birthday party, a way that the children could easily relate to.

These sessions were followed by a display of talents by the children through singing, dancing, painting, and poetry recitation. The children also enjoyed the quizzes and games organized by Nimmy Elizabeth, PMIEF lead for PMI Kerala Chapter, and Aswathy Vishnu, assistant vice president, academic outreach, PMI Kerala Chapter.

PMI BANGLADESH CHAPTER

MENTORING PROGRAM 2020

PMI Bangladesh Chapter recently inaugurated its mentoring program for 2020. The program aims to provide chapter members an opportunity to connect with accomplished and passionate project management professionals from around the globe to enhance their perspective on career, along with professional development. There was a lively, interactive session on mentorship, led by Kaiser Tamiz Amin, an expert from the banking sector in Bangladesh with more than 25 years of experience.

The kickoff session was on 5 September in which mentors and mentees met one another virtually. Sheikh. Naureen Laila, director, volunteer, PMI Bangladesh Chapter will lead this initiative, with the support of Annesha Ahmed, the chapter's director of marketing.

STORYTELLING SESSION FOR YOUNGSTERS

PMI Bangladesh Chapter organized a virtual session for children to learn project management the fun way. The session on 22 August was organized in collaboration with British Council Bangladesh. Ten children in the age group of 7 to 14 years and their parents participated in this pilot to promote project management among children. The session was initiated and organized by Ms. Ahmed.

The children heard a motivational speech from the author of the book, "The Ultimate Tree House Project." The 75-minute session was conducted by Ms. Laila and Farhana Islam, who are passionate about teaching project management as a life skill to children. They used slideshows to present the story and peppered it with quizzes to keep the children engaged.

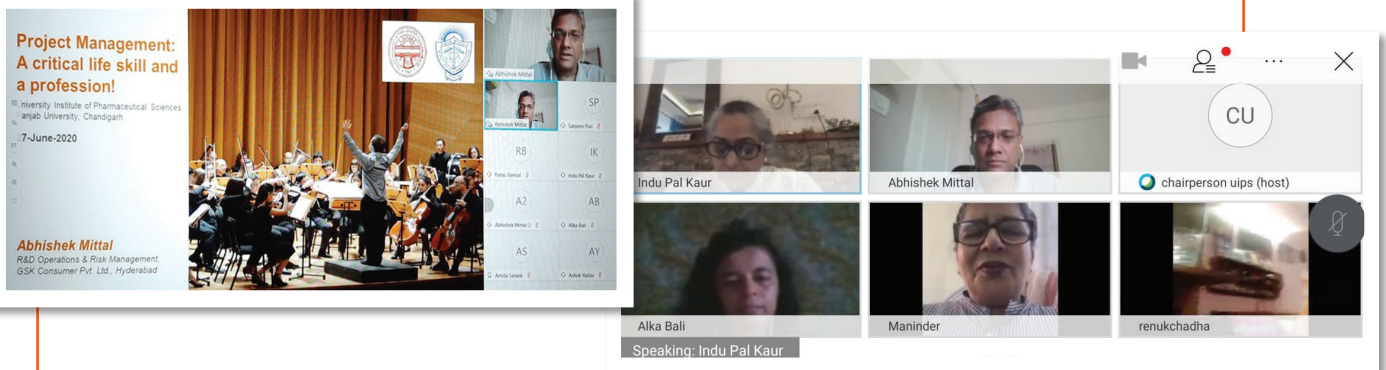## ACTIVITIES FOR STUDENTS AND MEMBERS

The chapter organized a session on 25 September on "Program Management in the Project Economy" for public and private sector professionals who are the alumni of the Advanced Certification in Business Administration, the Institute of Business Administration.

In another event on 4 September, chapter members attended an interactive session with Lee R. Lambert, PMP, PMI Fellow and founding member of the Project Management Professional® certification. Over 60 members attended the session.

The chapter also organized an orientation session for new members on 29 August which was attended by over 40 new members. The focus was to engage with new members and work together to make the Bangladesh project management community stronger and more vibrant.

Chapter news contributors are Sundaram Muthukumarasamy, PMP, Dinesh Babu Thavamani, PMP, PMI-ACP, Sivaram Athmakuri, PMP, PMI-ACP, Bhuvana Sundar Soorappaiah, PMP, Priya Patra, PMP, Naga Saujanya Yelisetty, PMP, Komal Mathur, PMP, Suma Murthy, PMP, Dinesh Vetal, PMP, Akhila Gowri Shankar, PMP, Jayakishore S R, PMP, Sheikh Naureen Laila, PMP and Annesha Ahmed, PMP

Project Management Skills for Students

The Technology Enabling Centre of Panjab University, Chandigarh, organized a webinar on 'Project Management: A critical life skill and a profession' on 27 June. It was part of an expert talk series in which an alumnus of the University Institute of Pharmaceutical Sciences (UIPS), an institute that partly funds the center, spoke. Abhishek Mittal, PMP, is the general manager, R&D operations and risk management at GlaxoSmithkline Consumer Pvt. Ltd., Hyderabad.

Mr. Mittal sensitized the students about the growing importance of life skills in jobs, in areas like effective communication, teamwork, negotiation, ethics, and planning and executing work within business constraints. These skills will prepare students for the business world and will become more important with the increased adoption of artificial intelligence that is redefining jobs of the future. He said project management gives students access to these skills and provides them an opportunity to deliver an organization's strategic priorities by successfully delivering projects. Over 200 undergraduate and graduate students of pharmaceutical sciences attended the webinar that included a Q&A session.

Prof Raj Kumar, vice chancellor of Panjab University, was the chief guest and Prof VR Sinha, the university's dean of research, was the guest of honor. UIPS chairperson, Prof Indu Pal Kaur, chaired the session.

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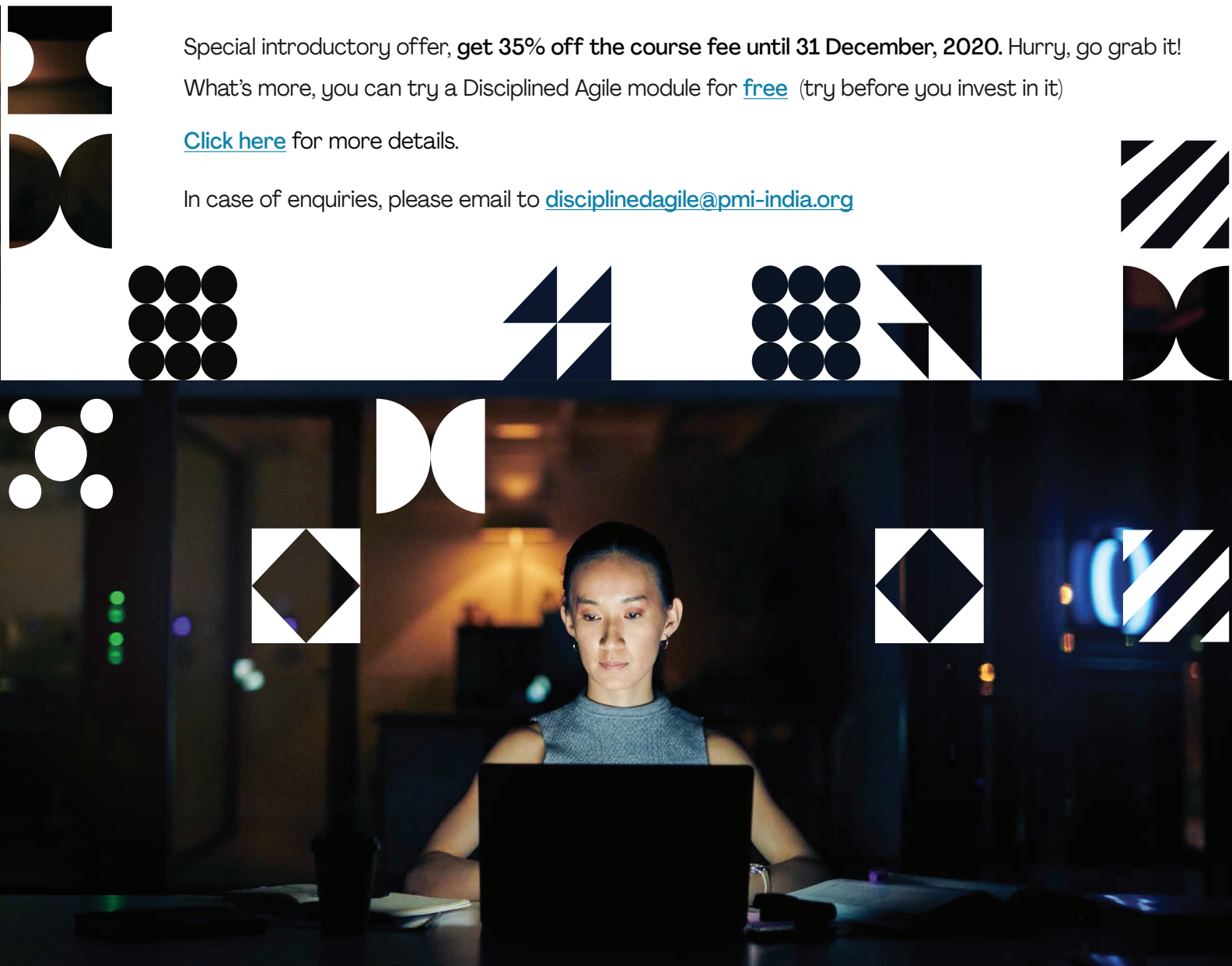
STAR VOLUNTEERS

In this column, we shine the spotlight on our star volunteers from PMI South Asia chapters who have made immense contributions through their dedication and passion. This is your opportunity to know a little bit about these remarkable men and women from our practitioner community.

JAYAPRAKASH ARJARAPU, PMP

Senior principal software engineer,
Oracle India Private Limited

Chapter volunteer, PMI Pearl City Chapter

Been a PMI member since: October 2017

What attracted me to PMI: The way PMI is working for the betterment of society

My dream project as a project manager: Being a part of the student leadership program

My proudest PMI volunteer moment: 25 percent increase in attendees for a network meeting in which we incorporated new communication strategies

A life lesson I learned as a volunteer: Meeting social activist Anna Hazare as a PMIPCC volunteer was a memorable experience. He said, "Believe in what you do, say what you practice, and have patience of a lifetime to see the change you expect."

I am looking forward to… Being a valuable volunteer for society

BABITA J., PMP

Vice president, Broadridge Financial Solutions

Chapter volunteer, PMI Pearl City Chapter

Been a PMI member since: 2006

What attracted me to PMI: To get certified in the area of project management

My dream project as a project manager: Every project has taught me something new. So every project has been a dream project

My proudest PMI volunteer moment: An opportunity to interact with the PMIPCC community and its budding leadership team

A life lesson I learned as a volunteer: The best gift to self is to never stop learning and always share your learnings with others

I am looking forward to… Continuing my stint as a volunteer and my PMP journey

DINESH VETAL, PMP

Project manager, Kirloskar Brothers Ltd, Pune

Manager, academic outreach, Pune Deccan India Chapter

Been a PMI member since: 2015

What attracted me to PMI: PMI certifications, networking, local chapters, volunteering

My dream project as a project manager: Rural electrification projects of the Government of India, wherein residents of remote villages got access to electricity for the first time

My proudest PMI volunteer moment: Organizing the 'Industry Intellect Series' and launching a chapter podcast

A life lesson I learned as a volunteer: Never be afraid of working with unknowns

I am looking forward to… Giving back to society, working on various academic and PMIEF programs

NIBU THOMAS, PMP

Associate director - information development, Whatfix

Assistant vice president, PMI Bangalore Chapter

Been a PMI member since: September 2010

What attracted me to PMI: Understanding the science of getting things done

My dream project as a project manager: A project that transforms our education system

My proudest PMI volunteer moment: Yet to happen

A life lesson I learned as a volunteer: Volunteering is the best opportunity to learn influencing without authority

I am looking forward to… My proudest volunteer moment

VIJAY SOUNDARARAJAN, PMP

Field application engineer, Keysight Technologies

Volunteer, PMI Bangalore Chapter

Been a PMI member since: 2016

What attracted me to PMI: I want to give back to the community

My dream project as a project manager: My dream project will be one in which I am part of it from the beginning to the end.

My proudest PMI volunteer moment: My current project of collating information on all social media channels and leading the team ahead to generate revenue for PMI Bangalore

A life lesson I learned as a volunteer: There is always something to learn and it never stops

I am looking forward to… continuing to offer my voluntary services to PMI Bangalore

AKHILA GOWRI SHANKAR, PMP

Freelance Management Consultant

Vice president, finance, PMI Kerala Chapter

Been a PMI member since: 2009

What attracted me to PMI: Global standards for project management, professional networking opportunities, and giving back to society

My dream project as a project manager: Women empowerment through ICT in Kerala coastal areas done as part of a Government of India capacity building program

My proudest PMI volunteer moment: Being instrumental in articulating the 2019 activities of Kerala Chapter to secure the finalist position at PMI Global Chapter Awards

A life lesson I learned as a volunteer: The right mindset will help us manoeuvre the adversities in life

I am looking forward to… Further networking and knowledge sharing moments with my peers at PMI

VICKY PANJWANI, PMP

Manager, KPMG

Volunteer, PMI Mumbai Chapter

Been a PMI member since: 2015

What attracted me to PMI: Passion toward excelling in project management and the professional and selfless attitude of PMI volunteers

My dream project as a project manager: A project that leverages technology to transform life at the grassroots

My proudest PMI volunteer moment: PMI Mumbai Chapter winning the Chapter of the Year award in 2017

A life lesson I learned as a volunteer: The good you do for the community multiplies and comes back to you in unexpected ways

I am looking forward to… The transformed PMI

SYED ISHTEAQUE AHMED

Business analyst, Strategy and Results Management Office, Ministry of Government and Consumer Services, Ontario, Canada

Volunteer, PMI Bangladesh Chapter

Been a PMI member since: 2017

What attracted me to PMI: Networking opportunities with the project management community and capability learnings from industry experts

My dream project as a project manager: A multi-year project with a minimum budget of US$ 1 billion to enhance public service

My proudest PMI volunteer moment: Managing the chapter's online, public information and representing as a lead of the business analysis portfolio of PMI Toronto Chapter

A life lesson I learned as a volunteer: Active listening and empathy are the first steps toward maturity

I am looking forward to… Serving the PMI community as long as I can

Securing Organizational Support to Help PMP Aspirants in Exam Preparation

Case Study Abstract

SOWMYA NARAYAN, PMP
SENIOR PMI INDIA CHAMPION & DIRECTOR,
PROGRAM MANAGEMENT, FOURKITES

SUMANTH SHAMPUR, PMP
SENIOR PMI INDIA CHAMPION & ACCOUNT
DELIVERY LEAD, DXC TECHNOLOGY

At a time when the demand for project management is growing and organizations are looking for highly skilled professionals, there is a need to create organizational frameworks to help project managers get certified.

However, preparing for the Project Management Professional (PMP)® certification examination, which is an endorsement of a project manager's project execution skills, is a daunting task. Project managers often go through a few ordeals before finding the best approach toward getting PMP certified.

PMI India Champions at Hewlett Packard India identified the lack of a well-defined, repeatable process in the organization that simplified the approach toward PMP certification as a significant pain point for aspirants. The other challenge was the prevalence of misconceptions about the value and applicability of the PMP certification. The Champions felt the need to create awareness about PMP and help aspirants embark on a smooth journey toward certification.

THE APPROACH

PMI India Senior Champions Sowmya Narayan and Sumanth Shampur, along with a team of project managers in the company, drove this project.

As a first step, they worked toward creating senior management buy-in by explaining why an organization-level framework to facilitate certification was required. Once the senior management and the company's learning and development (L&D) department provided the endorsement, the execution became easier.

The team then worked on the best possible days to hold training workshops and identified trainers who were volunteers with passion for project management. Each member of the training team was assigned a Knowledge Area and tasked with developing training material on it. To make the presentations effective, the team looked for ways to simplify the concepts, used multiple sources for each Knowledge Area, picked crosswords, tests and quizzes to make the learning easy to absorb, used analogies to explain concepts, and developed a risk management plan to ensure the training program went off smoothly.

The Champions worked with the company's L&D to select the right set of participants for the workshops.

They designed the workshop structure in such a way that participants could apply the concepts in the context of conducting projects in today's highly volatile and uncertain world. To sustain interest, the team organized a number of activities such as crosswords and quizzes. In the last workshop, the Champions provided participants an overview of the benefits of PMI membership and a study plan toward the PMP certification exam.

THE OUTCOME

Four trainers each in Bengaluru and Chennai collectively organized around 15 workshops in the span of two years. Close to 100 PMP aspirants received training, of which over 80 have got certified. The program has received appreciation from participants, with over 96 percent saying they would recommend the session to others.

Click here to read the full case study.

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