

MANAGE India

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**SUSTAINABLE, IMPACTFUL PROJECTS
WIN THE HONORS**

PMI POLL BOOTH

Voice your Opinion

Q. High salary equals to high job satisfaction.

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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*.

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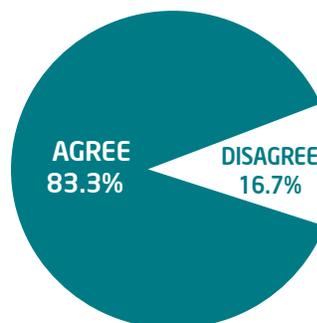
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RESULTS OF NOVEMBER POLL

Q. Managing scale is the biggest challenge in government projects.



Voice your Opinion - Last poll results

Letter from the Managing Director, PMI India

Dear Practitioners,
Happy New Year!

We at PMI India are starting the first quarter of 2017 with the Project Management Research and Academic Conference (RAC) from 2-4 March at the Indian Institute of Technology, Delhi. In Q2, we have the third Regional Conference, being held in Kolkata on 22 April.

As you would know, RAC is our biennial event that provides a platform to academicians, researchers, and students of project management and allied disciplines to discuss and share ideas on how to advance project management education in India. The conference theme this year is “Accelerating Development: Harnessing the Power of Project Management.” During the three-day conference, there will be tutorials, workshops, and technical paper presentations, besides keynotes by noted academicians.

Our Regional Conference is travelling to a new city – Kolkata – and will be hosted by PMI West Bengal Chapter. We are excited to move to east India for the first time after having had successful editions of the regional conference in Pune and Kochi. The theme this time is “Sustainable Socioeconomic Growth of the Region, *Through Project Management*.”

You will be happy to know that we have decided on the theme, dates, and venue for Project Management National Conference 2017. The conference will be held at the ITC Grand Chola Hotel, Chennai, 15-17 September 2017. We selected this year’s theme, *Project Management – Powering India’s Global Leadership*, through the Dream-a-Theme contest in which over 600 practitioners participated. Congratulations to Eshwar Nurani Parasuraman from Schneider Electric India Pvt. Ltd., Bangalore, for winning the contest with this theme.



Visit the [conference website](#) for announcements on contests in which you can participate to win free conference passes. The first in the series is the “I Love PMI” slogan contest which is on till 25 February. In addition, we have six different exciting contests between March and August in which you can win delegate passes and other goodies.

We have opened registration for our coveted annual project awards. [Click here](#) to register, nominate, and note the important dates in the awards program and nomination process.

The 2017 *Pulse of the Profession*®: *The High Cost of Low Performance* study was released in Sydney, Australia, on 8 February. The study shows that both India and China outperformed the global average in terms of dollars wasted due to poor project performance. India’s waste percentage was 7.3 percent (US\$73 million per US\$1 billion invested), as against China’s 8.2 percent and the global average of 9.7 percent. The study also demonstrates strong results for both the countries across various talent measures and project performance categories.

This year we have prepared a special PM Fun-Das™ 2017 calendar for you. For free download, [click here](#). I hope we can add some fun and humor in your work life with this small gift.

I wish you success and well-being in projects at work and beyond in 2017.

Warm regards,

Raj Kalady
Managing Director, PMI India



Enabling Individuals as the Drivers of Change

BY TATHAGAT VARMA, FOUNDER & CEO, THOUGHTLEADERSHIP.IN

A key leadership challenge is to initiate and lead systemic changes that will set an organization up for success in future. Indeed, nothing else perhaps sums up why we need leaders in the first place. However, the odds are brutal – the pace of change is already furious and it only seems to be accelerating with each passing day. That pace brings an ever-increasing amount of complexity and uncertainty. There are no guarantees that the chosen direction and pace will lead to a better situation, for the changes are too complex for anyone to understand and discern, let alone predict and assure.

Any change ultimately boils down to individuals in the organization, for every non-human change is simply a matter of updating processes, bringing in new policies, or introducing new technologies. The reasons behind change might go beyond economic advantages – they could introduce consistency in quality, flexibility in deployment, and scalability in operations that result in new opportunities.

Leaders and Employees Join Hands

This leaves a leader to essentially lead the change among people. I consider all change to be human at a fundamental level, with a high social context. If a leader can't excite and motivate her team members to embrace the change and play their part in making it happen, there is no way the leader can succeed by herself. In a 2015 article in *Forbes*, author Mark Murphy said that the top reason why CEOs get fired was for “mismanaging change.” The fourth and fifth reasons were “denying reality” and “too much talk and not enough action,” respectively. These two seem very close to the number one reason.

In today's employee-centric market, there are no guarantees that a leader will be able to make team members accept changes. The days of a CEO using a town hall or simply an email to set off change are over; for there is no such thing as autopilot when it comes to change. A leader must walk on the floor, get down into the trenches, and work with the rank and file to make the change happen.

However, how does an individual contribute to change? While everyone expects individuals to participate in organizational change, they mostly fail to recognize the factors that would motivate people, for example how the change will help their careers. Should leaders simply insist on individuals delivering the results, or should they play the

central role in enabling conditions where individuals rise to the occasion and proactively lead the change instead of simply participating in it?

Five Behaviors that Trigger Change

In my experience, there are five key behaviors that turn employees into “individuals leading the change.” These behaviors build on top of each other, so I recommend starting from the first and not skipping any.

Growth Mindset

Prof. Carol Dweck of Stanford University describes two types of mindsets – fixed mindset and growth mindset. People with a fixed mindset almost deny any opportunity to improve themselves or get involved in exploring new ideas, and eventually become deadwood. People with a growth mindset are constantly seeking new challenges that stretch their physical or cognitive skills. Even if they fail in their efforts in the short-term, they don't give up but ultimately develop a mindset of continuously re-equipping themselves. Needless to say, those with a growth mindset will find a great opportunity to participate in change.

T-shaped Skills

In a team, each team member operates with his or her strengths, which could be specialized knowledge, skills, and capabilities in a given area. While this is very efficient in the short-term, when the team members continue to operate within their silos, they inadvertently encourage localized thinking, create a very low ownership of end-to-end tasks, and a disproportionately high dependency on individuals.

On the other hand, when individuals move away from their comfort zone and acquire capabilities in adjoining areas and become more “T-shaped”, they create shared competencies and a much higher mutual empathy with other team members. They also improve their own problem-solving capabilities because they are thinking of aspects other than their own, leading to better collaboration at the team level. Acquiring a growth mindset enables an individual to become a well-rounded “T-shaped” individual who can comprehend the big picture, which allows them to help others better.

Help Others

Most organizations mimic an arena where gladiators fight each other, where the only way to survive is to kill others!

While this might be a gory analogy of a modern workplace, our outdated performance management systems actually make us do just that. A bell curve for a team engaged in knowledge discovery will only end up destroying team spirit. While individuals might not (yet) have the clout to change organizational performance systems, they can challenge the myth of competition within a team by choosing to collaborate instead. Helping others would be a great way to get started.

Helping others also creates an obligation to reciprocate, which is a key influencing factor as per Robert Cialdini, a leading expert on this subject. This establishes a system of gifts and reciprocation, which is the essence of social relationships, and helps foster trust, respect, and collaboration. This sets the foundation for winning teams.

Make the Team Win

Imagine you are part of a football team. Each player has been hired due to his skills – striker, defender, goalkeeper, etc. Based on the opponent’s strengths and potential game plan, the coach might come up with a field formation at the time of kick-off. However, as the game progresses, new facts emerge that might invalidate some of those assumptions. He might rotate players or redeploy them in a different way.

While a team might be formed based on individual strengths and configured in a fixed formation, in the real world, a winning team would adapt itself to a fluid formation. Their T-shaped skills allow them to be useful to the team in more ways than one, and their trust and respect for each other enable them to leave their fixed positions and play a winning game.

Take Initiative

Each one of us possesses many strengths. We come up with

new ideas everyday about making things better. However, most of these ideas die a silent death because we don’t take any initiative in making or validating them. In my experience, more people fail (and ultimately get fired) for not taking an initiative than for making mistakes.

When you have a great team that wins, it also builds the right environment where people are not afraid of taking an initiative. They know that if they fail, their team members have their back. Those who take initiative almost invariably understand the ground situations much better than others, and build the right rapport with leaders that allows them to exercise influence to make the change succeed.

Conclusions

In today’s world, a leader can’t simply demand change from her team. She must build the right conditions where team members are constantly encouraged to drive change in a non-intimidating environment, and build relationships that allow them to harness the social energy that is needed to make any change successful.

A leader must also change her own mindset that individuals will simply follow the change. If the leader recognizes that individuals have immense power to lead the change at their respective levels, the leader can not only lead to more successful change but also create a long-lasting and self-sustaining culture of participation, ownership, and engagement.

(Tathagat Varma is a published author and speaker. He brings over 25 years of experience in building software products, and helps organizations improve in areas of strategy, agility, innovation, and leadership.)

Dream a Theme Contest Result

Congratulations Eshwar Nurani Parasuraman for winning the PMI India’s Dream-a-Theme contest!

The winning theme: **Project Management - Powering India’s Global Leadership**

PMI India’s Dream-a-Theme contest gave PMI members an opportunity to suggest a theme for PMI India National Conference 2017. The conference organizing committee went through over 600 entries before selecting this theme.

Explaining the theme, Mr. Parasuraman, who works in social media and global marketing for Schneider Electric India Pvt. Ltd., said, “I came up with this theme as I truly believe India is fast becoming the hub of global project activity. Moreover, I strongly feel that PMI, being the global flag-bearer of project, program and portfolio management, can play a crucial role in the India story.”

Block your calendar for Project Management National Conference in Chennai, 15-17 September 2017.



Tell us why you love PMI.
Win free pass for #PMNC17!



ANNOUNCING THE

SLOGAN CONTEST

This Valentine's month tell us how much you love PMI in your own unique style! Complete the slogan "I love PMI because...." in not more than 10 words. The most charming slogan stands to win a free delegate pass for the PMI India Project Management National Conference 2017.

[Click here](#) to participate.

Start writing your love notes already!

Contest ends on 25th Feb 2017.

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ANNOUNCING

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Sustainable, Impactful Projects Win the Honors

BY PANCHALEE THAKUR



Trainees at L&T's Construction Skills Training Centre (CSTC) in rural Madhya Pradesh take part in both classroom learning and on-site practical sessions (Photos courtesy: World Vision India and Larsen & Toubro Ltd.)

Project of the Year - Contribution to Community Award

Skills training center by L&T in rural Madhya Pradesh aims to improve the employability of rural youth

Larsen and Toubro (L&T) applied mature project practices and innovative ideas to set up the Construction Skills Training Centre (CSTC) in rural Madhya Pradesh to provide access to job-ready skills to the rural youth.

The training facility in village Satmohini in district Khandwa aims to bring the employability of rural youth in construction projects on a par with those in urban areas.

Capacity Building through Skills Training

The winning project was completed ahead of schedule, in just three months. Since its launch on 1 February 2016, the center has trained 85 people. At full capacity, CSTC can train 400 people in a year. In the next phase of expansion in 2018-19, it will accommodate 800 people in a year.

Currently, training is being imparted in three construction skills of bar bending, formwork, and masonry. Training on mechanical skills will commence in 2018-19. There are discussions to cover electrical works at a later stage.

The objectives of this project are to impart industry-ready skills and improve the employability of village youth, and upgrade the skills of those who are already familiar with these trades.

According to surveys done by L&T in the surrounding villages, training will improve the earning capacity of the youth to Rs. 400-500 a day, with a monthly take-home of Rs. 12,000-15,000. This will substantially boost the current household income in the region, which is Rs. 5,000-8,000 a month.

Overcoming the Initial Challenges

Thorough planning, timely mobilization of resources, close monitoring of progress by the project management cell, and proactive stakeholder management were some of the key factors behind the early completion of CSTC's construction.

L&T brought in innovation in the center's layout so that it can train a large number of people at the same time. A single space can be utilized for conducting training in different disciplines; resources are cross utilized for various training purposes.

However, L&T soon realized that erecting the physical infrastructure was a smaller milestone compared to the challenges ahead. The real test was to overcome the mental barriers of the intended beneficiaries of CSTC. It took significant effort by the team to convince villagers to come forward and utilize the training facilities.

There was a great deal of resistance from the community to undergo training without getting paid for it. Villagers didn't see the value in giving their time for an activity if there was no immediate monetary gains from it. That led L&T to introduce a stipend for those undergoing training at CSTC.

The team is currently running awareness campaigns in 20 villages in the center's vicinity. These are regular follow-ups to address any remaining concerns in the villagers' mind. These continuous efforts are slowly drawing villagers to the training facility.

Making it Effective and Sustainable

Training is imparted according to a curriculum designed in consultation with industry experts to understand new trends and prevailing construction practices. Students also have the advantage of receiving hands-on training at a construction site near its premises.

“We expect CSTC to convert this region into a preferred hiring hub for employers look for skilled labor for their construction projects. Employers will have access to a skilled workforce equipped with the latest practices, time management thought processes, and efficient and effective work methods,” said Namita Gopal, head corporate social responsibility, L&T Power.

Besides expanding the facility, L&T is replicating it in other locations. The second training facility is coming up in Chhabra, Rajasthan, for which the company has tied up with the Rajasthan Skills and Livelihood Development Corporation and Department of Technical Education, Government of Rajasthan.

To make the CSTC project sustainable, the company has selected training equipment and tools that offer the best utilization rate. It has analyzed the procurement and total lifecycle cost of brands before selecting them for the center. Care has also been taken to select material that can be reused and keep the amount of scrap produced to the minimum.

It cost L&T Rs. 57 lakh to get the project up and running. It estimates the running and other miscellaneous costs to be Rs. 18 lakh a year. When this cost is calculated in relation to the center's intended benefits, in terms of how much each trainee stands to gain monetarily, it comes to 1:3.5. In other words, the social benefits are expected to far outweigh the costs.

L&T calculates that for each person who receives training, another four people will be indirectly benefitted since the average size of each family in the region is five. Hence once CSTC reaches its full training potential of 800 people a year, a total of 4,000 people will receive indirect benefits each year.

L&T expects CSTC to also contribute to improving the productivity of the workforce and align training certification to the needs of the country.

Project of the Year - NGO Award

World Vision India brings relief to the flood affected with an effective emergency response plan and strategy

Mobile app-based requirements gathering, risk analysis, and community involvement in decision-making were some factors that went into the emergency flood relief strategy adopted by World Vision India (WVI) to tackle the humanitarian crisis that coastal Tamil Nadu and Andhra Pradesh faced in December 2015.

The excellence and innovation in project management that WVI demonstrated in this project won the organization PMI India's Project of the Year – NGO (Non-Government Organization) award.

The project that started in November 2015 after the first spell of heavy rains continued till March 2016. Overall around 15,000 families received relief kits. The team conducted two medical camps, set up child friendly spaces that benefited over 400 children, and conducted awareness building activities in the community on water conservation, hygiene, and sanitation. The team distributed 150,000 water purification sachets and installed six bio-digester eco-friendly toilets that helped around 25,000 people.

Fast Response as Disaster Unfolds

As rains continued to lash the coastal regions, WVI closely monitored the weather conditions and the unfolding situation on the ground. With more areas in Tamil Nadu and Andhra Pradesh getting inundated, the team got down to identifying badly affected neighborhoods and people who needed immediate relief.

WVI used its Basic Rapid Assessment Tools (iBRAT) on Android mobile phones to conduct quick needs assessments on the



Beneficiaries lining up for relief supplies at a camp organized by World Vision India, in association with a corporate sponsor

ground. With iBRAT, the relief team collected data on damages suffered, especially on the needs of children affected by the floods.

An appeal for donations with a target to collect US\$ 2 million was put out to carry out immediate emergency response in Chennai, Cuddalore, and Nellore. One of the major donors was IDFC Foundation, the CSR arm of IDFC Bank. In all, donors from around the world and 35 other corporates supported this initiative.

By 4 December, the organization had put together a response strategy, response plan, and budget for a 60-day relief project.

WVI's enterprise risk management team assessed the situation before giving the go-ahead for the relief operation. Some of the factors considered were: political will and support for such response, the existence of a coalition of NGOs, staff security, and the active engagement of the state disaster management authority and the central government's National Disaster Relief Force during the relief operations.

Being a part of Sphere India and the Inter Agency Group, a coalition of NGOs that provide humanitarian emergency relief services, WVI participated in meetings called to discuss relief efforts immediately after the floods. "These meetings helped NGOs to share and understand each other's response plans, sectors of focus, and the geographical areas being covered. To a large extent, it reduced duplication of relief efforts and interventions as well as wastage of resources," said Kunal Shah, director - disaster management, World Vision India.

Keeping the Community Involved

WVI used data from its own volunteers and other agencies to select areas that needed help. These primary target areas included inundated neighborhoods along the banks of the Adyar river in Chennai such as Saidapet and Egmore, Thondiarpatt, Thiruvallur, and Vysarpadi.

Beneficiaries were selected on the basis of a stringent process, formed in consultation with community based organizations in these regions. The criteria for selection of beneficiaries included impact by the flood, loss of property, loss of livelihood, and the total number of children and dependents in a family. Single parent households, orphan and vulnerable children, children living with guardians, people with disabilities, and pregnant and lactating mothers got priority.

WVI consulted these community based organizations before deciding on the relief material to be distributed. The kits included essentials such as clothes, bed linen, basic kitchen equipment, towel, torch light, tarpaulin sheet, hygiene products, and dry groceries.

Though there were several reports of looting and vandalism during distribution of relief material, the WVI team didn't face any difficulties. Beneficiaries were given tokens and called in batches to collect supplies. Those on the priority list received supplies first.

"We followed a consultative approach and discussed with community members their specific needs. The priority list of beneficiaries too was prepared in consultation with community based organizations. Once the beneficiaries were selected and tokens issued, we organized distribution in a school or a public ground, closest to where the beneficiaries lived. This model of consulting and involving those affected by the disaster helped provide the assistance people want and not what we think they need," explained Cherian Thomas, CEO and national director, World Vision India.



The Cultural Arena in Projects

BY ANEES HAIDARY

The effect of culture in projects involving multi-cultural teams has been apparent for many years. Managing projects nowadays demands sensitivity to the values and priorities of different national cultures and occupational groupings.

Understanding and effectively interacting with different cultural groups is like walking through an arena of culturally diverse people.

Being culturally savvy means much more than just understanding the culture of other groups or countries. It means understanding who you are and your own cultural dynamics.

For example, consider what it means to say you are an Indian. The social environment in which you were born and brought up, and where you lived most part of your life has a lasting impression on you. This is what is called as inheriting values and traditions from your family and social environment. Same stands true for any other culture.

If you were to compare someone from India with someone from Finland, you will find them culturally different. People inherit characteristics from their social environment.

Even though cultures and traditions have an impact on an individual's behavior, when we talk about organization culture, this tends to be unique and remains the same for all employees. The values, vision and mission of an organization do not change with location. However, the local culture still plays a part.

Response to Cultural Differences

How do people respond to cultural differences?

- Ignore them and hope they will go away; believing that to focus on the differences will just make the problem worse.
- Fail to manage cultural differences and risk experiencing culture shock.
- Recognize the importance of dealing with cultural differences and the possible consequences of taking no action.
- Manage cultural differences -- learn to appreciate various cultures, and understand the positive impact of being culturally savvy.

How to Effectively Manage Cultural Differences

Here are a few things one can practice in the project environment to overcome cross-cultural differences:

1. Create a shared understanding of team goals and objectives. When the entire team works towards the shared goals and objectives, the project is bound to succeed. The goals and objectives need to be frequently reviewed, shared, and discussed among team members to keep all in the same wavelength.
2. Do not assume things - Communicate, Communicate, and Communicate

To begin with, you would need to define a communication strategy for your project and team which should include:

- What, when, and how much are we going to communicate?
- Who will play what roles in the team's communications?
- Where and how will we communicate?
- What technologies and media will we use?
- It is advisable to use visuals in communications as much as possible.

Have a communication plan for the project. Project managers can lead by example and establish practices in the team to ensure communication flows. The entire team can participate in discussions, brainstorming sessions, and knowledge sharing forums, and help build the product as well as relationships through effective communication.

3. Build Trust

- Listen actively and empathetically
- Do not stereotype
- Develop an understanding of the environment.
- Have honest and open communication

The first and rather most important principle of any relationship building starts with establishing trust. This is true across cultures and puts the sender and receiver in a very comfortable position. This is a great way to fill cultural gaps.

4. Have a project manager who is receptive to cultural differences in the team.

A project manager who understands and respects the cultural dynamics of his/her team can get better results out of the team.

5. Give people shorter assignments

With shorter assignments, you will be able to gauge the capability, commitment, and the ability to deliver of the virtual team members without putting your project at risk.

In view of globalization where physical boundaries no longer exist, virtual teams and globally dispersed teams are here to stay. Project managers have to adapt themselves to this changing scenario and manage virtual teams by overcoming cultural differences.

There is a need for us to understand our culture and that of others in a better way, and this will help us to walk in this cultural arena with a higher degree of confidence and better project outcomes.

(Anees Haidary, PMP, head, quality and lead, Project Management Academy, Sasken Communication Technologies, is an experienced business leader who engages with leaders to identify critical business problems affecting their services and enable them to define a strategy, roadmap, and governance mechanism to address business critical problems.)

India Crosses China, Middle East in Project Success Rate

More projects are meeting original goals and business intent backed by strong project management



PMI's 2017 *Pulse of the Profession®: Success Rates Rise: Transforming the High Cost of Low Performance* demonstrates that last year organizations around the globe reduced the average amount of money wasted on projects and programs, due to poor project performance, by 20 percent compared to the previous year. Globally, organizations wasted an average of \$97 million for every \$1 billion invested in projects and programs in 2016, compared to an average of \$122 million per \$1 billion in the previous year.

India reported the lowest average monetary waste on projects, \$73 million per \$1 billion invested, followed by China and the Middle East, both of which reported a loss of \$82 million per \$1 billion. The highest average waste was reported from Europe with \$131 million per \$1 billion.

Raj Kalady, managing director, PMI India, said, "As organizations face increasingly complex challenges from forces such as innovation, disruption, uncertainties, and the demands of a global business environment, the inextricable link between strategy and implementation must be addressed. What's also critical is an understanding of how change occurs: Operations run the business; but projects change the business. A formal approach to project and program management can be the link that ensures that an organization has the capabilities for change and strategy execution that it needs."

The report further determines that organizations are becoming more mature with project management and are distinguishing themselves by:

- **Developing project management talent.** Developing technical, leadership, and business skills for the management of projects continues to draw significant attention. Thirty-two percent of survey respondents consider both technical and leadership skills a high priority — a three percent increase over last year.
- **Managing project benefits.** There's growing attention to benefits realization management, which is the collective process of identifying benefits at the outset of a project and ensuring, through purposeful actions during implementation, that the benefits are realized and sustained once the project ends. One in three organizations (31 percent) reports high benefits realization maturity
- **Establishing Project Management Offices (PMOs) and strategic Enterprise-Wide Project Management Offices (EPMOs).** Organizations can bridge the gap between high-level strategic vision and implementation with a PMO.

Among organizations with a PMO that participated in the survey, half reported having an EPMO. And those that align their EPMO to strategy (i.e., have a strategic EPMO) reported that 38 percent more projects met original goals and business intent and 33 percent fewer projects were deemed failures

- **Driving executive sponsorship.** Actively engaged executive sponsors continue to be the top driver of whether projects meet their original goals and business intent. That fact was not lost on survey respondents, who revealed an increase in the percentage of their organizations' projects with actively engaged sponsors compared to last year — an average of 62 percent compared to 59 percent, respectively.
- **Addressing agile approaches.** Organizations increasingly embrace agile as a technique for managing projects. As many as 71 percent of organizations reported using agile approaches for their projects sometimes or more frequently.

Commented PMI President and CEO Mark A. Langley, "We are encouraged to see that organizations are making significant progress and experiencing more success with implementing strategic initiatives and delivering intended project benefits. We have long advocated that project management is essential for any organization's success and are excited that others are increasingly realizing this fact. Organizations that invest in proven project management practices waste 28 times less money because more of their strategic initiatives are completed successfully."

Added Mr. Kalady, "Change in an organization takes place through projects and programs. When a project and program management mindset is embedded in an organization's DNA, performance improves and competitive advantage accelerates. We need to strengthen the conversation around the importance of project management and the issues essential to improving project and business results—the right skill set, the EPMO, and executive sponsors."

Of the industries included in the study, healthcare reported the highest average waste on project spending. A more detailed breakdown of several key industries included in the study is given below:

- **Healthcare** – \$112 million per \$1 billion
- **Telecom** – \$106 million per \$1 billion
- **Energy** – \$101 million per \$1 billion
- **Manufacturing** – \$98 million per \$1 billion
- **Government** – \$97 million per \$1 billion
- **Financial Services** – \$97 million per \$1 billion
- **Construction** – \$94 million per \$1 billion
- **IT** – \$78 million per \$1 billion

The 2017 *Pulse of the Profession* features feedback and insights from 3,234 professionals globally who represent diverse levels of experience and industries, including government, information technology, telecom, energy, manufacturing, healthcare, and construction. These organizations are from countries in North America, Latin America, Europe, the Middle East, and the Asia Pacific.

PMI WEST BENGAL CHAPTER

Session on Productivity Measurement

PMI West Bengal Chapter conducted a “learn and earn” session on 3 December 2016 on the topic, “Measurement of Productivity in Project Management.” The speaker, Dr. Ashim Roy, who has a strong academic and corporate background, provided different perspectives on how to measure productivity in projects. He covered general principles of productivity management, key performance indicators, metrics for benchmarking, and productivity measurement case studies. The case studies illustrated approaches organizations took to increase productivity.

Training for Save the Children

PMI Education Foundation (PMIEF) conducted its first initiative in east India, in collaboration with PMI West Bengal Chapter, to impart project management training to the team from the organization, Save the Children, in Kolkata.

The chapter developed customized training material and a training session that was attended by 11 participants.



Officials from Save the Children taking part in the project management training

Save the Children is India’s leading social organization that works for children’s rights. The organization is present in 120 countries and 20 states in India.

Save the Children had approached PMI West Bengal Chapter for a capacity building training program on project management. The objective was to help its program implementation team to improve the application of knowledge, skills, tools, and techniques of project activities. Training was conducted on 14 and 21 January.

PMI PUNE-DECCAN INDIA CHAPTER

Focus on Project Implementation

A Guide to Project Management Body of Knowledge (PMBOK® Guide) helps project managers to understand various aspects of project management. However, to be a successful project manager, practical implementation is equally important. PMI Pune Chapter focused on the “how” part of project implementation at its 142th monthly seminar in November 2016.

Makarand Hardas, vice president, academics, PMI Pune Chapter discussed scope management. He started with an activity in which he illustrated how perceptions can impact a project’s scope and the role that assumptions play. Mr. Hardas took participants through real-life scenarios on challenges around project scope.

Jay Dholakia, program manager, KPIT Technologies, illustrated the importance of project quality through examples of projects that compromised on quality and had an adverse effect on human life, business, and the environment. He stressed the need for SMEs to follow best practices and ensure consistency.

In an interactive session, Sunil Bakshi, freelance consultant, explained risk management in projects. He took delegates through various concepts such as risk tolerance, risk scenario, risk response, risk control, types of risks, risk register, and risk profile. Vikas Dixit, independent trainer and Neuro Linguistic Programming coach, spoke about enterprise risk management.

Rahul Sudame, agile program manager, Persistent, spoke about PMI Global Awards and encouraged delegates to participate and share nominations for this program.



Amit Jadhav addressing delegates on a session on being results-oriented

Gyaan Lahiri

PMI Pune Chapter has been promoting and developing project management in young minds through Gyaan Lahiri for school students and Udaan for management students. An outcome of these initiatives is that the University of Pune is now introducing project management in its curriculum.

Mr. Hardas and Abhay Kulkarni, director, Institute of Industrial and Computer Management and Research, Pune, along with the Board of Studies Members and the Academic Council of University of Pune were involved in developing the syllabus of services management. The syllabus will be effective from the 2017 academic year and will include project management in services as a subject.

The chapter will utilize Udaan, the annual project management contest for MBA students, to develop an interest in this subject among students.

New Year Special Session

The chapter hosted a New Year special event, termed “Zindagi Na Milegi Dobarra” on 7 January, conducted by Amit Jadhav, entrepreneur, author, speaker, and coach.

Mr. Jadhav introduced a program that focuses on results rather than tasks, what he called the ATOMS or in other words, Achieving Timely Objectives Management System. Through real life examples, he explained how the key to success is the willingness to achieve a goal and believing in oneself.

He asked delegates to rate themselves in different areas of their life, set down life goals, and add timelines to each goal. The ratings were then calculated and mapped to a life chart that helped delegates to understand areas of focus.

PMI KERALA CHAPTER

Risk Management Workshop

PMI Kerala Chapter organized a workshop on risk management by Rajesh Nair, PgMP, PMI-RMP, PMI-ACP, PMP, on 3 December in Trivandrum. Mr. Nair is a management consultant and visiting professor at Keller Graduate School of Management, Chicago, USA. He is actively involved with PMI and is a spokesperson for project management ethics and standards. He has experience in process re-engineering, productivity improvement, and building a resilient organizational culture.

Mr. Nair urged project managers to adopt a comprehensive and systematic approach to identify, measure, prioritize, and respond to project risks. He covered risk profile of projects, risk management processes as defined by the *PMBOK® Guide*, and how these can be used in projects. He illustrated the role of risk in setting project goals, formulating project objectives, and managing project performance. Participants had case

studies from real world projects to understand and apply risk management approaches. A consensus among delegates was that identifying threats or negative risks was easier than finding opportunity or positive risks. The session ended with a case study on risk management failures that led to the Titanic tragedy.

The session was attended by 15 participants.

PMI-ACP Preparatory Training

The chapter has just launched the PMI Agile Certified Practitioner (PMI-ACP)® preparatory training program. The first such instructor lead training program was held from 10-12 February in Trivandrum. As PMI-ACP® is one of the new credentials being offered by PMI for professionals working in the agile project management environment, the interactive preparatory program will offer a golden opportunity to members who want to advance their career with this certification.

PMI BANGALORE CHAPTER

Interactive Session with Defense, Aerospace Decision Makers

PMI Bangalore Chapter has identified construction, defense, and healthcare as sectors critical to drive the nation's growth. These sectors need to enhance their project management practices and skills to improve the delivery of programs and projects. The chapter has established two industry forums to take this objective forward – the Engineering and Construction Forum and the Defense, Aerospace, Space and Public Sector Undertaking (DAPSU) Forum for organizations in Karnataka. The chapter is working closely with the Aeronautical Society of India, Bangalore branch, for the DAPSU Forum.

To kick off the DAPSU forum, the chapter organized an interactive session with key decision makers from organizations in the industry. The objectives of the session were to help understand the challenges these organizations face in managing complex programs and projects and project management best practices that can be leveraged to enhance outcomes and improve organizational productivity, performance efficiency, and stakeholder engagement.

In his keynote, V.V.R. Sastry, former chairman and managing director, Bharat Electronics Limited (BEL), championed the adoption of PMI advocated best practices to improve project



Dr. V V R Sastry (center) being felicitated by Mr. T Suvarna Raju (right) and Vijay K Paul (left)

outcomes in BEL.

“Adoption of the project management framework of PMI has not only helped BEL in improving client delivery time schedules, but also brought a cultural shift in the organization in their planning, and managing programs and projects with successful outcomes,” said Dr. Sastry.

T. Suvarna Raju, chairman and managing director, Hindustan

Aeronautics Limited (HAL) highlighted the challenge of working within the constraints of national policy and compliance guidelines which require a different approach in program risk management. He sought PMI's help in approaching these challenges through practical examples in the PSU environment.

Padma Vibhushan V. K. Aatre, prominent scientist and former chief, Defence Research and Development Organisation, spoke about the need for a framework of risk identification and the management of indigenous technology driven

defense research projects as factors critical for project success.

Raj Kalady, managing director, PMI India, urged leaders to consider adopting the 3P framework for successful program management. Past chapter presidents, Amar Bhaskar and P.S. Ravindranath, took active part in the event.

(Chapter news contributors are Rekha Unni, PMP, Pradnya Paithankar, PMP, Ashutosh Nadkarni, PMP, Makarand Hardas, PMP, Dipti Kshirsagar, Akhila Gowri Shankar, PMP and Vijay K. Paul)

EVENT UPDATE

Don't Miss Your Free, Exclusive Project Scheduling Virtual Event

As a valued PMI member, you are entitled to register and attend this member-only event for free! It is the perfect way to learn what's new in project scheduling and network with [PMI members](#) across the globe. This year we are talking about how to tackle project scheduling challenges in a changing profession.

Session Highlights

What Your CEO Wants You to Know about Scheduling

Keynote: Kristy Tan Neckowicz, PMP

Building a Scheduling Center of Excellence in the PMO

Michelle Colodzin Gunsher, PMP

Agile Development and Other Trends in Scheduling

Brian Evans, EVP, PSP, DRMP, PMI-SP, PMI-RMP, PMP

Don't forget! You have access to three more members-only virtual events (like this one) later this year - all for free.

Register for free now!

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Training Program, Meeting with Chapter

East Region

PMI Education Foundation (PMIEF) organized its first initiative in east India with a project management training program in Kolkata for the team of the non-government organization, Save the Children.

A team of three comprising Subhajit Ghosh, PMI India Champion, Arabinda Bhar, director, training, PMI West Bengal Chapter, and Jaydeep Chakraborty, senior Champion, developed the training material. The sessions on 14 January and 21 January were attended by 11 participants.

On the first day of training, participants learned ways to adapt project management best practices from PMI's *A Guide to Project Management Body of Knowledge (PMBOK® Guide)* to meet challenges in their day-to-day work. On the second day, participants formed groups and presented case studies. There were extensive discussions on risk, stakeholder, and communications management. It was an enlightening experience not just for the participants from Save the Children but also for the PMI India Champions.

South Region

A meeting was organized between PMI India Champions in Bangalore and members of PMI Bangalore Chapter. Fifteen



PMI India Champions in Bangalore with members of PMI Bangalore Chapter

Champions and Champion Advisory Committee member Prasanna Patil attended the meeting in which there were discussions on avenues for collaboration between Champions and chapter members, and several actionable items were identified.

(Compiled by PMI India Champion Kush Kumar, PMP)

SHORT TAKES (February Contest)

A column that gives you an opportunity to share your ideas with the community. Take part in the contest and win PMI goodies.

Q. What are some simple ways to inculcate project management as a life skill in children?

Put your thoughts down in **less than 150 words** and we will publish the best answer in the next issue of *Manage India*. The winner will also get goodies from PMI.

[Click here](#) to go to contest page.

Congrats Gayathri Chandrachoodan!

Below is the winning response for last issue's Short Takes.

Q. What are the top three ingredients to build a strong project culture in the country to achieve Vision India?

A. 1. Understanding the need - Understanding the real stakeholders, the beneficiaries, their needs, and how the achieving the vision contributes to the welfare of the nation.

Terms & Conditions

- The contest is open to PMI members and PMI credential holders in India only.
- Each contestant can send only one entry for each contest.
- The closing date to send your entry is March 15, 2017.
- No responsibilities will be taken for entries not received.
- The *Manage India* editorial team reserves the exclusive right to make the final decision on the winner.
- The winner agrees to the use of his/her name and photograph by PMI India in PMI publication material.
- The winner will be notified through the email address provided at the time of entry submission.

2. Commitment to make it happen -- Strong commitment, constant communication, and participation from the leadership, implementation team and stakeholders to achieve the vision.

3. Regular appraisals - Periodic reviews against the targets derived from the vision and make corrections/improvements until the desired objectives are achieved and ensure that the results sustain.



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