Setting the Agenda for Progress

Leaders across sectors take the stage to advocate project management to achieve the vision of a developed India

PROJECT MANAGEMENT NATIONAL CONFERENCE 2016, MUMBAI

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The eight Project Management National Conference was held at Renaissance Convention Centre Hotel in Powai, Mumbai.

Letter from the
Managing Director, PMI India

Dear Practitioners,

As India takes the high road to achieve the dream of becoming a developed country, it will need to improve the performance of its programs and projects, and be steadfast in its resolve to overcome temporary disruptions for a bigger purpose. As project managers from across the country came together for the eight Project Management National Conference 2016 in Mumbai, these were some dominant thoughts that emerged. In a way, the timing of the conference couldn't have been better as the country struggled to execute one of the most complex projects ever launched – the government's demonetization exercise.

The importance of project management in government cannot be overemphasized. President Barack Obama has signed U.S. Government Program Management Improvement and Accountability Act of 2015 (PMIAA), effective 14 December 2016. PMIAA will enhance accountability and best practices in program management throughout the federal government, thereby generating more successful program outcomes and increasing the value that Americans receive for their tax dollars. And because governments tend to look to each other for best practices, we think this will generate more interest from governments in other parts of the world including India. This legislation was strongly endorsed by PMI.

A highlight of the conference was the culmination of the PMI CXO Panel Discussion in association with *The Economic Times*. We had senior project leaders and a senior bureaucrat on the panel. It was covered as a full page report in *The Economic Times* and a 30-minute capsule on ET Now.

We presented the much awaited, annual project awards on the inaugural day. These awards are a testament to the skills, talent, and commitment that we see in organizations in India. I'd like to congratulate the award winners for project excellence, innovation, and maturity that they have displayed in these projects.

Congratulations to our long standing members of PMI Mumbai and Pune-Deccan India chapters. The conference provided us an opportunity to honor these members.

This conference has shown how digital and social media channels can be used effectively to engage an audience. We ran a number of contests and games in the conference mobile apps. With delegates actively tweeting, the conference was trending on Twitter (#PMNC16).

We had a number of other activities to provide delegates a valuable experience such as Mentoring Forum, PM Forum, and Agile Corner.

The conference was a success because of the hard work and dedication of a number of people. I'd like to thank the chapter boards of Mumbai and Pune-Deccan chapter, all our chapter presidents, conference PMO, volunteers, and PMI India staff for making it happen. They did not let anything come in the way of providing delegates an experience that would treasure. Thank you!

To all the practitioners who made it to the conference, thank you. And to those who could not, I look forward to seeing you next year in Chennai.

Warm regards,

Raj Kalady
Managing Director, PMI India

Dear Community Members,

We have just delivered an outstanding and memorable Project Management National Conference 2016. Appreciation for organizing such an impressive conference has been outpouring from all corners of the PMI community and ecosystems.

This year, we were fortunate to have got the support from almost 100 volunteers from both PMI Mumbai Chapter and PMI Pune-Deccan India Chapter, and students from our academic outreach program. We employed every possible project management best practice such as adopting of kommbox for tracking tasks, establishing various cross functional teams/tracks, assignment of appropriate people for critical roles, risk management, and communication management. Cross-functional teams worked cohesively and accomplished all conference deliverables. We emphasized on quality assurance, delegate experience, and sponsor relationship so that the important stakeholders receive adequate attention.

The organizing committee worked for almost a year and met almost every week to plan meticulously and execute the plan to perfection. Volunteers from Pune travelled to Mumbai several times over the weekends for face-to-face discussions and to perform dry runs.

This year our strategy for the conference was to ensure that the overall configuration of the conference deliverables was attractive and engaging for delegates and others in the ecosystem.

The theme of the conference, 'Project Management *Indispensable for Vision India*' was received very well by our keynote speakers and invited speakers, and their messages and takeaways were aligned with the theme.

The mentoring forum was a success as senior community members interacted one-on-one with delegates.

The PM Forum and Agile Corner were new features that received excellent feedback from the delegates. PM Forum has shown potential to become a huge lever for PMI India and the chapters for their corporate outreach program. At the Agile Corner, delegates stopped by to play games and learn some of the best practices and methods from agile approaches to project management.

Overall, every delegate carried with him/her rich experiences from the conference. For the organizing committee, we got the immense satisfaction of having delivered another successful conference. Another feather in the cap!

We wish all the best to the next Project Management National Conference 2017 hosting team, PMI Chennai Chapter and PMI Trivandrum-Kerala Chapter.

Looking forward to another successful year ahead and hoping to meet you at the next national conference.

Yours sincerely,

The Project Management National Conference 2016 Leadership Team

D.Y. Pathak, chairman

Girish Kadam, co-chairman

Ashfaq Ahmed, director

Rajarama Rao Bannengala, co-director

Delegates represented different regions of the country, industries, and specializations across the three-day conference

Setting the Agenda for Progress

Leaders across sectors take the stage to advocate project management to achieve the vision of a developed India

BY PANCHALEE THAKUR

Indians have often looked to the past for inspiration, taking refuge in the glory of an ancient civilization to propitiate themselves and stay hopeful. Now that has changed to a great extent; instead of invoking the past, Indians across class, age, and regional divides are looking to the future with the aspirations of living in a developed nation.

This attitudinal change is mainly due to the vision set by Prime Minister Narendra Modi, and the ambitious programs and projects launched by the Government of India to galvanize the economy and tackle social ills. However, the vision will stay unfulfilled if the country does not institutionalize project management to plan and execute these projects well.

The eighth Project Management National Conference in Mumbai held from 17-19 November was an effort by PMI India, host PMI Mumbai Chapter, and co-host PMI Pune-Deccan India Chapter to bring together project leaders, industry experts, bureaucrats, and academicians to hold a discourse on Project Management *Indispensable for Vision India*, the conference theme. The most commonly expressed sentiment during the three-day volunteer-driven conference was: India today needs project management expertise more than ever before.

The keynote speakers touched upon some common challenges that project managers face today such as emerging opportunities for practitioners in India, new trends to watch out for, and changing business models due to technology disruptions. Representing different sectors, the speakers were: Prashant Ranade, executive vice chairman, Syntel; Commodore Homipal Singh, director general, Naval Trials and Acceptance Authority, Indian Navy; Kevin Kelly, author and speaker; Shirish Sankhe, senior partner, McKinsey & Company; Anuj Puri, chairman and country head, Jones Lang LaSalle; Rajesh Krishnan, managing director and CEO, Brick Eagle; Achyut Godbole, managing director, Softexcel Consultancy Services; Mahesh Murthy, founder, Pinstorm and co-founder, Seedfund; and Amit Jadhav, founder & CEO, Modelcam Technologies Pvt Ltd., Coolacharya.com, Taskmarketing.in.

PMI leaders inaugurate the conference. On the dais are (from left) Craig Killough, Raj Kalady, Tejas Sura, D.Y. Pathak, Ashfaq Ahmed, Rajarama Rao Bannengala, and Girish Kadam

The conference ended with an insightful session by Harsha Bhogle, cricket commentator and journalist, on the work habits of champions, the secrets behind winning teams, and leadership styles.

The coveted, annual project awards were given away at the conference. Larsen and Toubro (L&T) picked up yet another award this year in the category Project of the Year – Large (>Rs. 1,000 crore) for the prestigious Mumbai International Airport. The runner-up in this category was the Trident Group for its Integrated Composite Textile project in Budni, Madhya Pradesh. In the Project of the Year – Medium (>Rs. 100 crore) category, Ericsson India Global Services bagged the award for its Telenor-Grameenphone Frame Contract Business Support Services Transformation project, and Tata Housing Development Company Ltd. was the runner-up for Amantra, a real estate project in Mumbai. There were no winners in the Project of the Year – Small (<Rs. 100 crore) category.

The Project of the Year - Contribution to Community Award went to L&T Power for its Construction Skills Training Centre project in village Satmohini, Madhya Pradesh. Tata Consultancy Services won the Jury Award in this category for its IT Skills Employability project.

The winner in the Project of the Year – NGO category went to World Vision India for its Chennai Flood Relief project and the runner-up to the Evangelical Fellowship of India Commission on Relief (EFICOR) for the Kondh Tribal Development Project in Laxmipur, Odisha.

The fourth and last of the PMI India series of CXO Roundtables on the conference theme, in association with *The Economic Times*, took place at the conference. The participants were R.K. Mishra, IPS, principal advisor to State Planning Commission, Government of Madhya Pradesh; Craig Killough, vice president, organization markets, PMI; Aftab Ullah, COO, L&T Infotech; Prasanna Kamat, CTO, Capgemini; and Anand Pattani, country manager and managing director, Black & Veatch.

Delegates who had registered during the "early bird" period got to choose between two interactive and engaging sessions: a masterclass on "The Art of Xceptional Selling – How to Engage a Goldfish?" by Kevin Kelly and a workshop on "Managing Complexity in Projects" by Tathagat Varma, founder and CEO, Thought Leadership.

Raj Kalady, managing director, PMI India, provided delegates the highlights of the year on the fronts of advocacy, community outreach and engagement, and knowledge creation and sharing.

Delegates also had a wide choice of other sessions by invited speakers and practitioners selected by the paper governance team constituted specially for the conference. These speakers presented on topics of increasing interest in the community such as behavioral economics, design thinking, automation, and agile approaches to project management.

This year, the conference offered delegates an enhanced digital experience through the conference app that hosted several contests across the three days. Delegates also took part in an audience poll during the keynote session by Mr. Ranade, the results of which were presented towards the end of the talk.

The conference project team, which comprised of volunteers from PMI Mumbai Chapter and PMI Pune-Deccan India Chapter, has now handed over the baton to PMI Chennai Chapter and PMI Trivandrum-Kerala Chapter for the ninth conference in 2017.

Engage all Your Senses, Be Open to Learning

KEVIN KELLY
author and speaker

Kevin Kelly stressed the need to understand people while executing projects and pointed out that quality attention must be paid to customers and co-workers.

"The way you look (at people) affects your psychology. You meet for the first time and feel ill about the person," he said, pointing out that the feeling was about entrepreneur knowledge. "In negotiations, open your eyes, engage your senses…the message is equal to the messenger," he added.

He observed that there was an attention deficit in the world. "Attention is a powerful tool in business and we are living in an attention deficit world," he said. The average attention span of people is believed to be just eight seconds.

"The three Ms of business are message, messenger, and how you connect with the mob. Develop real attention and friendship, not just customer relationship. The biggest player in the game is you," he said.

He also stressed the need to be open about learning new things from any person. "Everybody can be a student and a teacher…even the most annoying person," he said, asking delegates to have open minds while dealing with people.

"The four pillars of exceptional leadership are awareness, attention, development, and doers," he observed, "Dare to dream and then do it." He said that several breakthrough companies in the US achieved their goals through exceptional execution of an ordinary idea. "These companies had no wow idea. Do the best you can with what you have," he added.

ANUJ PURI
chairman and country head,
Jones Lang LaSalle

More Opportunities for Project Managers in Real Estate

With the government's recent demonetization move and push towards a cashless society, the real estate sector is expected to undergo tremendous change. With these changes, Anuj Puri believes project management will become critical for the real estate sector now.

"Project management is lacking in the real estate market but change is coming now. The trend is towards accountability, consolidation, tighter regulation, and higher efficiency," he said.

According to Mr. Puri, there will be increased opportunities for project management in infrastructure building and real estate. "There has not been project managers in real estate projects. The more a project got delayed, there was more money to be made. But now we will see more accountability," he said.

Mr. Puri also made a plea to improve gender diversity in this sector. "Gender diversity is needed for better cultural sensitivity and softness in the client approach," he remarked. This is an unpredictable market and there is little scope for meaningful dialogues between the client and the project owner. "Project managers must be bold and have the confidence to push back when needed," he added.

He also delved on the need to improve transparency and governance, and thereby, bring in stronger ethical business practices in the real estate sector.

India Needs Project Management at Scale

Prashant Ranade believes India is at the cusp of greatness with the best performing economy in the world, consumption driven growth, robust democracy, strong institutions, and demographic advantage of a large young population.

But there is a risk of "blowing it" if certain fundamentals are not taken care of. An important factor to achieve the vision of a developed country is largescale adoption of project management. "India needs to adopt project management with a commitment to excellence and quality to attain the vision of a developed nation," he said.

PRASHANT RANADE
executive vice chairman,
Syntel

To capture the sentiments of the audience, he conducted a live poll on Twitter, the results of which he announced at the end of the session. Delegates overwhelmingly voted against the two poll questions: "Does India have an adequate number of project managers?" and "Does the current pool of project managers have the necessary skills?" The results reaffirmed Mr. Ranade's argument that India needed to improve its project management capabilities.

"Vision India, whether it's Swachh Bharat, Make in India, or Beti Bachao Beti Padhao, is aligned to a higher purpose. All these programs will need project management as scale to achieve that purpose," he said, adding that the biggest challenge is not technology but people and culture. "At the junior level, we're too compliant; at senior level, we break rules," he said.

He exhorted delegates to pick the good aspect of "jugaad", which is to simplify a solution, and discard the part that compromises quality by taking a short cut.

Affordable Housing a Huge Opportunity Here

RAJESH KRISHNAN
managing director and CEO,
Brick Eagle

Rajesh Krishnan said that India was the largest market for affordable housing, with a deficit of 19 million affordable houses as against the availability of less than 1 lakh per annum. "Affordable housing is a $100 billion business opportunity," he said, pointing out that though there was no institute for funding developers, the issue was being actively considered by the government.

He said frontline developers were mostly involved in high income group housing that comprised 90 percent of the houses being built, even as the economically weaker section and the middle income section were looking for cheaper homes priced between Rs. 10 and 20 lakh. "We need different people to do it. Not anybody out there has all the ingredients needed to deliver affordable housing," he said.

He said the scene was changing, with the government taking measures like single window clearance, availability of land, improved infrastructure, and higher FSI (Floor Space Index). Affordable housing requires special attention to project design, whether it's creating lofts, storage wall-shelves, sofa-cum-beds, or kitchen garden ledges and artistic flooring. "We need to also think of a social infrastructure – shops, hospitals, schools, parks, and community centers. People (in affordable homes with a small floor area) spend more time outside their homes," he added.

He made a pitch for innovative marketing campaigns. Homes are about aspirations and making affordability the primary selling point may not work well. Instead, focus on the special features that the builder had to offer.

MAHESH MURTHY
founder, Pinstorm
co-founder, Seedfund

Project Management – In an Age of Digital Transformation

Venture capitalist Mahesh Murthy made a fervent plea to relook at traditional models of engaging customers and earning revenue, and embracing digital transformation to make an impact in today's world of business.

"We have been hearing that competition is rising but if you look at the most successful companies such as Tesla, Google, Redbull, and Starbucks, you will see that dominance is rising. Traditional businesses are changing and it's a model of winner takes it all," said Mr. Murthy.

The man who spent many years of his early career in advertising makes a case for shunning traditional advertising for word-of-mouth marketing. "These companies have never advertised. The network rewards remarkable products. There is no place for the copy-paste sector or just being cheaper. What has served us so far will not serve us anymore," added Mr. Murthy.

On other business trends, he said product development nowadays does not follow a well-defined plan and prefers course correction as it goes, and companies are getting into businesses that are unconnected with each other such as Google coming out with eye glasses or self-driving cars or Apple getting into smart phones and smart watches. "Companies are now hiring for aptitude, and not skills and knowledge. Employees must be comfortable with ambiguity," he remarked.

AMIT JADHAV
founder & CEO,
Modelcam Technologies Pvt. Ltd.,
Coolacharya.com, Taskmarketing.in
India

Internet of Things Set to Change Lives

In a presentation on how the world is changing with the use of the Internet, Amit Jadhav said it's time to embrace new technologies and look for business opportunities in them.

"There are several layers in the way Internet of Things (IOT) works, and there is business opportunity in each layer," he said, "Technology is changing very fast and choosing the right business model makes the difference." To illustrate, he took the case of Kodak and Instagram. Both are in the business of photography; but Instagram chose a different business model and hugely benefited from it.

He said that Apps and Cloud technologies would change the way people lived their lives. "Apps are going to remind us which item in our refrigerator needs to be replenished. They are going to tell us that there is just 10 percent remaining in a bottle of Coke. Your bottle is talking and 10 billion devices will be connected because of the Cloud," he said. In future, smart toothbrushes will relay information on dental health and brushing habit to the dentist through Apps.

He said that there were 12 million Apps in use, and an average Indian used around six Apps, though the number of Apps on the mobile phone was 30.

Mr. Jadhav used his mobile phone to demonstrate how an image on a sheet of paper could be turned into a three-dimensional image so that teams could collaborate on its design remotely. A product manager can today review, discuss, and collaborate on projects remotely using such technologies.

But IOT adoption does have its challenges in India. "Bandwidth is still an issue in India and the charges of Rs.1,000 per month for the Internet is still expensive," he said.

The other challenges were around protocols, standardization and security.

Project Management in Naval Ship Maintenance

COMMODORE HOMIPAL SINGH
director general,
Naval Trials and Acceptance Authority

Urging project managers to have an eye for detail, Commodore Homipal Singh said it was not enough to have a bird's eye view to achieve project success.

Mr. Singh believed the Indian Navy would benefit from Project Management Professional (PMP)® certification. He said it was under the consideration of the government.

Providing an overview of his division that conducts repair and maintenance of naval ships of the Indian Navy, he explained the role of project management in overcoming most of the common challenges.

The maintenance schedule of each ship that goes into the dry dock is fixed and sacrosanct. Hence, all the efforts are centered on completing the tasks on time and within the quality parameters identified.

Some of the common challenges the division faces are the availability of a dry dock, non-availability of support and spares in India, cumbersome procurement processes, and the lack of private contractors with domain knowledge of naval ships. "Most of our equipment is designed in other countries and foreign support is exorbitant," he said, emphasizing on the need for a partnership between the Indian Navy and private industries for Make in India.

On partnerships with the private sector, he added that domain knowledge was still a problem in the civilian world, as repairing a warship was totally different from repairing a merchant ship.

He added that changes were coming even within the ministry and that it was now comfortable with even a single private bidder instead of the requirement of multiple bidders and the 'L-1 syndrome' (of the lowest bidder winning). The government now gives weightage to quality standards of the supplier instead of just focussing on L-1 or sticking to the norm of having multiple bidders.

ACHYUT GODBOLE
managing director,
Softexcel Consultancy Services

Why Projects Fail?

Achyut Godbole, with his vast experience in managing software projects, had several valuable yet simple lessons to offer practitioners, peppering his speech with personal anecdotes.

He focussed his presentation on some of the main reasons behind projects failure – incorrect estimation or sizing, poor work allocation, lack of motivation and team work, lack of focus on budget, schedule, or effort variance, not setting the goal right, and more.

"A project can fail if any one of these factors is not in place. They may seem like simple factors but they can have a big impact on a project," he said.

He gave several practical tips on managing each of these potential problem areas. For example, while estimating the effort that will go into a project, go with the performance level of an average worker, not the best or the worst performer.

Don't hire for one project; think long-term and hire accordingly; people like challenges, so while allocating work and setting targets, stretch their abilities slightly.

"I used to walk around my office and talk to the staff, not with any particular objective but to just get to know them. Many years later, one such employee met me at the airport and said that he had a resignation letter ready in his hand once but he changed his mind after my small talk with him at the office. Only then did I realize how important those walks around the office were," he recalled.

He said another important aspect was to regularly calculate budget, schedule, and effort variance in terms of what was expected and what actually took place, so that quick corrections could be made.

Adopt War Room Approach in Government Projects

SHIRISH SANKHE
global lead - infrastructure &
construction and senior partner,
McKinsey & Company

Citing his experiences of working with three chief ministers of Maharashtra, without naming any of them, Shirish Sankhe said that leadership conviction was the core of a project.

According to him, leadership conviction is about having 'unrealistic' aspirations and 'over-investment' in support resources; building an ecosystem and not just in-house teams; challenging specifications and avoiding gold plating; standardizing designs and developing norms; leveraging global sourcing; adopting lean construction practices; and adopting a flat organization structure.He urged governments to adopt a war room approach as a way to overcome red tape and hasten project decision-making.

"Traditional practices in the government sector are 'from loose to tight' in which the outcomes are loose and processes tight. Take for instance, the rules of procurement, recruitment, and decision-making; these are tight. Whereas the outcomes are loose," Mr. Sankhe explained. He recommends moving from to 'tight-loose' instead, where the outcomes are tight and the processes somewhat loose.

He cited the Aadhaar project, the largest biometric project undertaken anywhere in the world, headed by Nandan Nilekani as an example of the right balance of tight outcomes and somewhat loose processes.

"Even inside a government agency, there can be such project successes. For example, BEST (Brihanmumbai Electric Supply and Transport) within the BMC (Brihanmumbai Municipal Corporation)," he said, pointing to the higher performance standards of BEST which is an autonomous body within BMC with its own budget and decision-making powers.

The Winning Way

HARSHA BHOGLE
cricket commentator and journalist

Drawing analogies between sports and project management, Harsha Bhogle spoke about the qualities that champions in the world of sports possess that help them reach their goals and earn laurels for their country.

"Champions become champions because they work hard when nobody is watching," he said. However in India, there is a unique characteristic that dominates a player's psyche. "Failing is considered worse than death and the feeling of defeat is carried till the next game," he added.

He termed pressure as the biggest enemy of execution. "In major projects, you do small mistakes; but small mistakes tend to have large impacts. Clarity of role and goal is critical in winning. A role is not insignificant as long as it is clearly defined," said Mr. Bhogle.

Whether in the cricket pitch or a project site, are you paying attention to even the things that matter one percent? It's the small and mundane that add up; think about the single runs that you may have scored or saved.

On the need for continuous improvement, Mr. Bhogle recalled what Australian bowler Shane Warne had said of English bowler Monty Panesar as he didn't see any improvement in his bowling. "Is he playing his 33rd test or playing the first test the 33rd time?"

Mr. Bhogle values diversity in teams, which is not just diversity in skills but also attitudes. "Some people get tougher under pressure, while others break down. The manager should know who needs to be cajoled and who needs a kick," he remarked.

He said that self-pity was the worst thing in difficult times and the manager should always be honest, trustworthy, and willing to listen to dissenting voices in his team. "The manager should never ask others to do things that he would not do himself," he said.
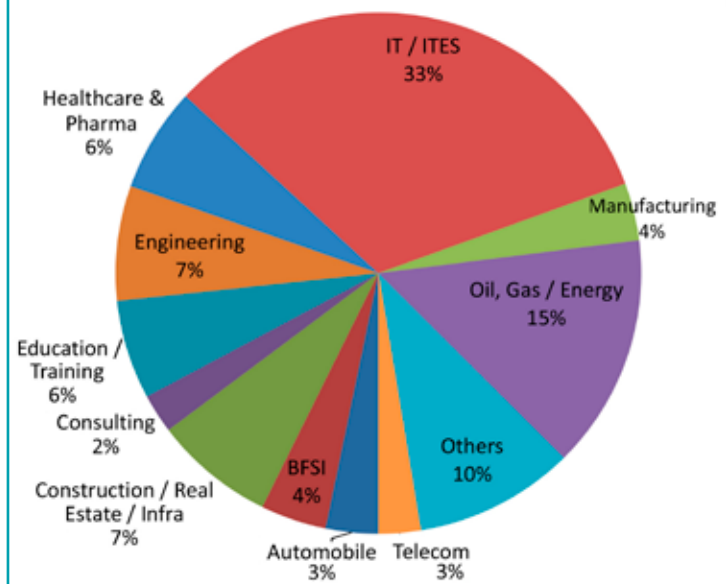
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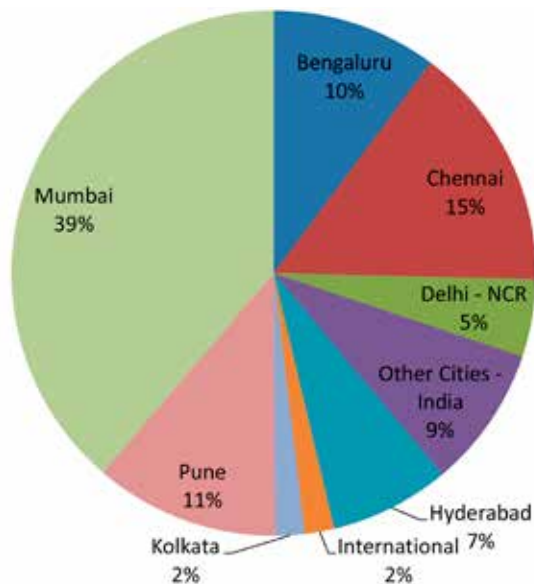
Delegate Profile – Geographic split

Delegate Profile - Industry Split

B.G. Jayaram spoke about his experience of interacting with practitioners from countries in PMI Region 11 and said that India was far ahead of the others in terms of project management knowledge and practices. However, a lot more needs to be done to achieve higher project maturity.

B.G. Jayaram
mentor,
PMI Region 11

He described demonetization as the biggest current project management exercise in the country. "It is one of the most complex projects ever taken up, involving a large number of people," he said.

He said that for anything to become popular and find increased usage, people must see its value. "The important thing is can you make others understand it (the value of your project)?" he asked.

He urged delegates to commit to teaching 2-3 people project management as a life skill. "Even children can be taught simple techniques like how to scope their work and identify risks," he added.

Rakesh Gupta
advisor,
PMI Mumbai Chapter

Rakesh Gupta made a plea for going beyond the conventional development indexes of growth such as Gross Domestic Product (GDP) or other economic parameters while defining development.
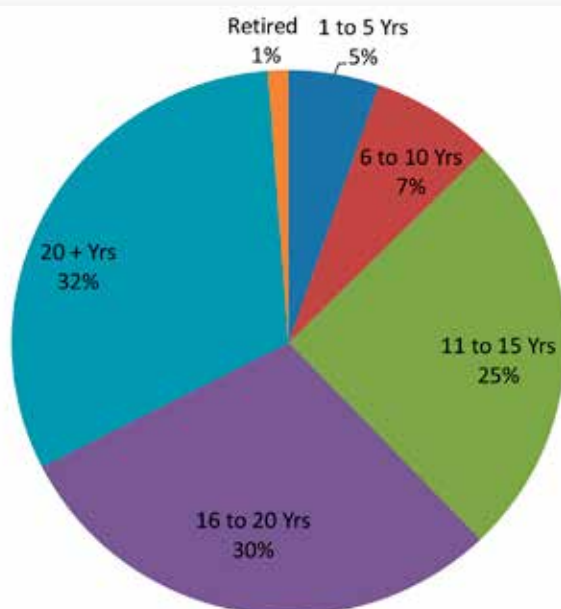
"High GDP growth does not necessarily correspond to high happiness index. We must build well-being into our processes and thinking," he said.
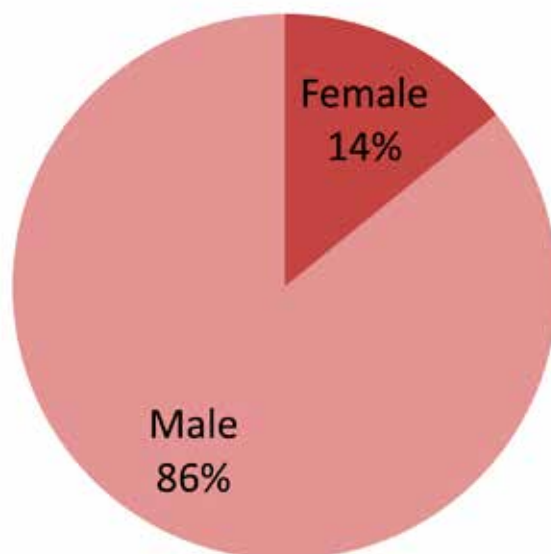
Pointing to the PMI Talent Triangle™, he said that it recognizes leadership as a key skill, besides technical and strategic skills.

"Leadership is extremely important but what qualities and values do we consider in a leader? These qualities are of humility, awareness, and integrity," added Mr. Gupta.

Conference Delegate Profiles

Delegate Profile - Professional Experience

Delegate Profile – Gender Bifurcation

PROJECT OF THE YEAR – LARGE (>RS. 1,000 CRORE)

Winner: Larsen and Toubro (L&T) Construction

Project: Mumbai International Airport

It was a highly complex and sensitive project since it had to be built around the fully functional, existing Mumbai airport. L&T introduced value added concepts such as daylight harvesting, solid waste management, and rainwater harvesting. It also used several innovative construction methods such as seismic design as per IS 1893:2002, 3D analysis of buildings carried out using 3D analysis software, and precast concrete technology.

Runner-up: Trident Ltd.

Project: Integrated Composite Textile Project in Budni, Madhya Pradesh

Trident built the world's largest spinning facility under a single shed, with a capacity of 189,696 spindles of compact yarn. Trident adopted critical chain project management methodology to compress the lead time and complete the project within the stipulated 12 months.

PROJECT OF THE YEAR – MEDIUM (>RS. 100 CRORE)

Winner: Ericsson India Global Services

Project: Telenor Grameenphone Frame Contract Business Support Services Transformation Project

There were four projects within the program that were initiated in parallel to complete the entire program roll-out within 13 months, followed by three months of post-production support with each succeeding project dependent on the preceding project. This approached helped in maintaining the schedule.

Runner-up: Tata Housing Development Company Ltd.

Project: Amantra Real Estate Project in Mumbai

The project, located in a suburb outside Mumbai, was completed within the six months' grace period from the planned date of completion. It received a customer satisfaction score of above 95 percent in top two boxes on a scale of four. The project was completed with over 10 million safe work hours, with zero fatality at the site.

CONTRIBUTION TO COMMUNITY AWARD

Winner: L&T Power

Project: Construction Skills Training Centre Project in Satmohini, Madhya Pradesh

The training center has helped rural youth gain access to world-class, certified training facilities that quality them for employment. It has led to skills upgrade of rural youth, thereby bridging the skills gap in rural and urban youth.

Jury Award: Tata Consultancy Services

Project: IT Skills Employability Project

The company trained 1,732 students in employability skills, with 582 students from socially and economically disadvantaged communities being trained in line with the Tata Affirmative Action policy, and 78 students receiving employment. The project also saw the empowerment of women and rural families who for the first time had a family member working in a corporate environment.

Project of the Year – NGO

Winner: World Vision India

Project: Chennai Flood Relief Project

The organization provided emergency relief kits to 938 poor families in Chennai, who were not covered by the government relief measures. It followed effective supply chain management to hasten procurement and distribution of relief supplies.

Runner-up: Evangelical Fellowship of India Commission on Relief (EFICOR)

Project: The Kondh Tribal Development Project in Laxmipur, Odisha

EFICOR empowered 971 people in the village by helping them access land deeds and government schemes and entitlements. It also conducted drives to improve healthcare delivery and facilitated village women to get into entrepreneurial ventures.

There were no winners in the Project of the Year – Small (<Rs. 100 crore) category.

Early Bird Sessions

Workshop on Managing Complexity in Projects: Identify the Difference Between Complex and Complicated Systems

Observing that people imagined the world to be static, when it was not, Tathagat Varma exhorted delegates to develop the ability to distinguish between complex and complicated systems while managing projects. He pointed out that people were confused between the two and made wrong decisions. "You may have the required certification but still struggle. That's because you are applying the wrong method and tools," he said.

He defined complex systems as those which involved units in large numbers with a capacity to regenerate and self organize to adapt to emerging situations. He gave examples of flock of birds that flew in a defined formation safely without colliding with one another; neurons in the brain that regenerated; ants that organized themselves to overcome a hurdle; and small fishes that united to form a larger shape to intimidate a predator. "In complex systems, previous experience has no use; there is no mechanical fixed pattern to respond," he said.

He defined complicated systems as those which required expertise and worked on the basis of the 'cause and effect' principle. He gave the example of a car mechanic to elaborate his definition. "A complicated system can be taught and it requires expertise," he said, pointing out that 'safe-fail' experiments could be carried out in a complicated system.

He also gave examples of distress situations involving complex and complicated systems to drive home his point. On the one hand, the Titanic, which was built as an unsinkable vessel, sank after hitting icebergs, while on the other, a pilot managed to land a passenger aircraft on the Hudson river after both the engines failed due to bird hits. He said complex and complicated systems required different approaches by managers. While complex systems involved people, and required open discussions and rapport, complicated systems required better planning and execution of structured components. He urged project managers to apply modern tools like the Cynefin framework and agile approaches to project management to manage better.

Tathagat Varma
founder and CEO
Thought Leadership

Masterclass – The Art of Xceptional Selling – How to Engage a Goldfish?

You may have heard that the attention span of a goldfish is just nine seconds. But do you know where human beings stand? It's a notch lower at eight seconds. Besides giving rise to a host of behavioral issues, this poses a huge challenge for sales people who now need to employ innovative methods to get your attention.

In a highly engaging session, Kevin Kelly established some ground rules for effective selling. These rules apply irrespective of the fact whether you want to sell a software program or a submarine. A cardinal principle of selling is to pay attention to what the customer wants, and thereby establish a strong connection. "Focus on what you see and not what you had planned to say or do. Change your communication strategy by looking at the response you get (from your customer)," he said. The second basic rule of selling is to follow intuition and gut while talking to a potential customer. "Use intuition as your mind's compass," he added.

However, these exceptional times of attention deficit customers call for exceptional selling and negotiating methods. Mr. Kelly recommends three compelling selling techniques – or the 3Ms of

Kevin Kelly
author and speaker

message, messenger, and mob management. "People remember stories, not facts. So story-telling is not only the obvious way to sell but also the way to build attention and survive in business. And the greatest story ever told is the customer story," he said. He asked delegates to sell their story in a hashtag for better recall and impact.

The next important element in exceptional selling is the messenger, or in other words, the sales person. "Energy and enthusiasm are key. Dream a dream bigger than yourself. Being positive goes into your psychology and physical appearance," advises Mr. Kelly.

Mob management, or managing customers, is about making the right connections with the customer. "Focus on the customer; repeat their words back to them so that it is like selling people back their product. Understand the customer pain point and create authentic friendships," he adds.

He cited a social media campaign, called fiveraweek, that he initiated in an Ireland county to collect funds for a local sports facility in the UK. He combined all these elements to lead this successful campaign.

Questions from the Audience

We present to you a small selection of questions that delegates posed to speakers.

Kevin Kelly	**Q:** How do you draw the line between selling and over-selling? **A:** Keep your eyes open; if you sense that the person in front of you is just not interested, then don't sell.
Prashant Ranade	**Q:** Is 'jugaad' a part of 'chalta hain'? **A:** 'Jugaad' tells us how to simply; that's the good part of it. But the part about compromising quality is the bad part. So keep the good and not the bad.
Mahesh Murthy	**Q:** Social media spreads the bad word fast and can be damaging to a brand. How does one manage that? **A:** That's ok because no brand expects perfection. What consumers expect instead is for their problems to get resolved.
Achyut Godbole	**Q:** What's the role of the client in project failure or success? **A:** In these days, clients are more educated yet requirement gathering is an issue. In many software companies, there is nobody from business (in these discussions). So the customer and the software company talk different languages.
Ranjan Banerjee	**Q:** How should middle managers handle Millennials? **A:** The relationship based of authority does not work on Millennials; it should be far less hierarchical. Position does not guarantee respect.
Harsha Bhogle	**Q:** Could you please share some tips on public speaking? **A:** Prepare, prepare, and prepare. Always have a Plan B; keep notes, slides; make it interesting. Don't take yourself seriously. Think you are talking to one, not the crowd. A little bit like an actor who has done it several times.

PMI Mumbai Chapter

- Dattatraya Y. Pathak, Chairman
- Ahmed Ashfaq, Director
- Baiju Mehta, Track Lead - Sponsorship Management
- Darshan Joshi, Track Lead - Sponsorship Management
- Aditi Jain, Track Lead - Sponsorship Management
- Kshitij Siriskar, Track Lead - Sponsorship Management
- Bhavesh Thakkar, Track Lead - Delegate Kit
- Manish Dedhiya, Track Lead - Event Management
- Ketan Vyas, Track Lead - Event Management
- Nagpal Kotangale, Event Management
- Shweta Pandit, Event Management
- Manoj Sarasappan, Event Management
- Mitra Wani, Event Management
- Bhavesh Thakkar, Floor Management - Plenary Hall
- Falguni Rolekar, Floor Management - Track 4
- Yagna B. Floor Management - Backup
- Ginen Dharamshi, Track Lead - Registration
- Shailendra Tiwari, Co-Track Lead - Registration
- Sagar Patil, Registration
- Sayali Pradhan, Registration
- Shweta Pandit, Registration
- Manoj Sarasappan, Registration
- Sachin Korgaonkar, Track Lead - Mobile App
- Milind Bavle, Mobile App
- Raphael David, Mobile App
- Falguni Rolekar, Track Lead - Corporate Outreach for Mumbai
- Vicky Panjwani, Track Lead - Awards
- Amit Khanna, Awards
- Sreegith Nair, Track Lead - Speaker Management
- Sayali Pradhan, Speaker Management
- Gopal Rai, Speaker Management
- Jacob Zachariah, EMCEE
- Rajesh Rupani, EMCEE
- Chinmay Dave, EMCEE
- Pramod Manohar, EMCEE
- Mohammed Babrawala, EMCEE
- Baiju Mehta, EMCEE
- Prabhu Rajpurohit, Track Lead - Technical Papers
- Linus Fernandes, Technical Papers
- Rakesh Gupta, Mentor
- Rameshchandra V. Joshi, Mentor
- Bharat C. Bhagat, Mentor
- Rakesh Chandra Goyal, Mentor
- Chintan Oza, Mentor
- Nagpal Kotangale, Mentor
- Anand More, Mentor
- Rit Desai, Mentor
- Vivek Sonar, Mentor
- Nitin Patwardhan, Mentor
- Susweta Mukherjee, Mentor
- Suketu Modi, Social Media - Facebook, Twitter
- Aparna K, Social Media - Facebook, Twitter
- Nikhil Kasat, Social Media - Facebook, Twitter
- Prerak Shah, Communication Hub/Help Desk/F&B
- Sunil Karangutkar, Store Manager

PMI Pune-Deccan India Chapter

- Girish R. Kadam, Co-Chairman
- Rajaram Rao Bannengala, Co-Director
- Rahul Sontake, Track Lead - Sponsorship Management
- Manoj Sarasappan, Event Management
- Vinay Kalotra, Floor Management - Track 2
- Narauttam Das, Floor Management - Track 3
- Uma, Pune Chapter Office, Registration
- Amit Jain, Registration
- Ashutosh Nadkarni, Registration
- Amit Jain, Co - Track Lead - Speaker Management
- Atik Shah, Speaker Management
- Ramesh Pattnaik, Track Lead - Delegate Experience and Quality Assurance
- Rinoo Rajesh, Track Lead - Corporate Outreach for Pune
- Shyam Bhavsar, Track Lead - PM Forum
- Sangeeta Kanse, Track Lead - Back Stage Management
- Atik Shah, EMCEE
- Pritha Patel, Technical Paper - Jury Coordinator
- Yogeshwar Kastoori, Technical Paper - Jury Coordinator
- Jay Dholakia, Track Lead - Mentoring Forum
- Mandaar B. Pande, Mentor
- Ashutosh Gulanikar, Mentor
- Rahul Sudame, Mentor
- Shantanu Shinde, Mentoring - Volunteer
- Girish S. Kelkar, Mentor, Agile For All
- Amol Kshirsagar, Mentoring - Volunteer
- Partha S.Ghose, Mentor
- Anita Singh, Communication Hub
- Deepti Kshirsagar, Co-Track Lead - Social Media
- Pradnya Paithankar, Social Media - Facebook, Twitter
- Ashutosh Nadkarni, Track Lead - Communication Hub
- Birva Ghodasara, Communication Hub
- Prashant Shetty, Track Lead - Event Reporting
- Pune staff, Store Manager

PMI Student Volunteers

- Harsh Mehta, Delegate Kit Desk
- Nikhil Kasat, Delegate Kit Desk
- Tirth Shah, Registration
- Yogeshwar Kastoori, Registration
- Sanket Muley, Mobile App
- Harsh Mehta, Speaker Management
- Tirth Shah, PM Forum - Volunteer
- Pritha Patel, Technical Paper - Jury Coordinator
- Yogeshwar Kastoori, Technical Paper - Jury Coordinator
- Yogeshwar Kastoori, Mentoring - Volunteer
- Rini Antony, Communication Hub/Help Desk/F&B
- Udayan Garg, Communication Hub/Help Desk/F&B

PMI Chennai Chapter

- Visu Kumar, Mentor
- Syed Nazir Razik, Track Lead - Social Media
- Pradeep Kumar, Social Media - Facebook, Twitter

PMI honored long-standing members of PMI Mumbai and PMI Pune-Deccan Chapters during the conference. A big thank you and heartiest congratulations to these members who have been a part of PMI for 10 years or more.

Long standing members of PMI Mumbai Chapter who attended the conference

PMI Mumbai Chapter

- Rajeev Andharia
- Manoj Sarasappan
- Sushil Pandey
- Krishnakumar Kayarat
- Milind Subandh
- Anjali Ghurye
- Ashvini Chhabra
- Mohinder Chandna
- Rajesh Angal
- Devraj Shettigar
- Adit Shah
- Salim Bhuria
- Jatin Kaji

Long standing members of PMI Pune- Deccan Chapter who attended the conference

PMI Pune-Deccan India Chapter

- Anju Mandal
- Pankaj Kejriwal
- Yogesh Bhintade
- Sangita Zaparde
- Pundlik Jumbad
- Manish Patil
- Prashant Telang
- Sunil Bandal
- Atul Nene
- Rinoo Rajesh
- Faiz Shaikh
- Tushar Varsaikar
- Dinesh Deshpande
- Abhijit Joshi
- Shyamprakash Agrawal
- Suresh Hakim
- Kalyanraman Narayanswamy

Developing an Agile Community of Practice

— Rahul Sudame, agile program manager,

Persistent Systems

Rahul Sudame made a presentation on his experience of setting up a Community of Practice (CoP) around agile approaches to project management. He called it a great way to bring together people in an organization who wanted to share their knowledge and experiences of practicing agile approaches to project management.

But before deciding on whether to adopt the CoP or Center of Excellence (CoE) approach, he advised practitioners to consider the objectives behind the move. Service organizations are known to have CoEs to develop capabilities; a CoP, on the hand, is a "coming together of like-minded people."

In Mr. Sudame's organization. the CoP has a core group and volunteers to get together on this platform to advocate and advance the use of agile approaches to project management. Some special features are a portal in which members share their ideas, suggestions and queries; a repository of standards, guidelines and other resources; and templates to track project status.

Holistic Management of Project

— Sanyukta Sinha, senior subsidiary product manager, Microsoft India

Calling for a holistic management of projects with the combination of the latest software tools, Sanyukta Sinha cautioned project managers about the information overload which came with responsibilities and risks.

"Long project cycles are the things of the past. Now while launching a new project, we are also launching its update," she said and added, "Communication is not only on email

and phone, now it is social collaboration. It is traditional workplace versus tele-community." She pointed out that technology was changing lives to the extent that there was no need to go to office.

She added that one of the challenges was to handle the information overload, which was wasting 25 percent of the time of employees, calling for a proper objective judgement.

"The tools for holistic management of a project are time management, demand management, program management, and business intelligence," she said, adding that Project and Profile Management (PPM) on the Cloud helped project management. She also stressed on innovation, alignment, and execution while implementing a project to achieve better results.

Treat an Employee like a Customer

— Vishwanath Joshi, practice head, Great Place to Work India

It is important to develop and improve relations among team members, and consider feelings as data, said Vishwanath Joshi.

He said that a Chief Executive Officer was also a Chief Experience Officer, willing to provide great experiences to his people. "Trust is a key driver, a mere pat on the back is not enough," he said, recalling an incident in which he was talking to a person whose boss patted him on the back and said he had done a great job. When Mr. Joshi congratulated the person, the latter said he suspected what was coming, indicating that the pat on the back was a precursor to a heavy workload. This he said showed how the development of trust was essential between the manager and the junior.

He said that people were asking for credibility, respect, fairness, pride, and camaraderie at the workplace. It is time that line manager learned how to manage people and not just projects.

Mr. Joshi cited several examples of experiments done by organizations to provide employees a unique experience, which went into making it a great place to work. Like having a "no mail day" every week to encourage face-to-face discussions; involving families of employees in 'Hum Saath Hein' gatherings; one-to-one talks called 'Aur Sunao' in which employees are encouraged to talk and not just listen

to the senior; and a bank's '8 is too late' initiative to make the staff (which worked after office hours) to finish early.

He emphasized the need to build a culture of performance, collaborative work environment, and improve customer experience.

FOCUS ON BEHAVIORAL ASPECTS

— **Mandaar Pande, global practice head, WIPRO**

Citing behavioral aspects of project management to be as important as its technical aspects, Mandaar Pande said that the most important aspect was the behavioral mindset of the project manager. He emphasized on having a digital mindset for project managers, and defined digital mindset characteristics as design thinking and learning agility.

"The factors influencing today's business landscape are globalization, flatter/leaner organizations, technology, innovation, restructuring, and market disruptions," he said, urging project managers to be keep pace with the fast changing world.

Citing several examples, including Uber, Alibaba, and Google, he pointed out that Uber was operating the largest taxi service without owning one; Alibaba was the world's most valuable retailer without inventory; and Google was the largest software vendor without writing it. He said that going digital had become a lifestyle and had not remained just technology.

He called for inculcating the ability to work with different kinds of people, getting feedback, adapting a human centered approach, and examine desirability, viability, and feasibility.

FOCUS ON BEHAVIORAL ASPECTS

— **Ranjan Banerjee, dean,**

S.P. Jain Institute of Management and Research

Project teams today stretch beyond a department or function, involving working with people over which the manager may not have power. So the question arises: how does one exert influence without power? One way to do it is by developing a strong understanding of why humans behave and respond in a particular way and not another.

Over the next 45 minutes, Dr. Banerjee used several examples of marketing offers that applied behavioral economics for better outcomes. Through a number of such examples, he established why customers respond better to one offer and not another, when in actual terms both offers were similar. In all these instances, marketers effectively used human psychology to get a favorable response.

Some key learnings from the engaging session were: change your attitude from problem orientation to solution orientation, change your mindset from a "judger" to a "learner" (where you don't judge others for a problem but look for learnings in it), and when creativity and execution come together, we can create magic in a project.

OVERCOME 'SAB CHALTA HAI' ATTITUDE

— **Satish Modh, director,**

Vivekanand Institute of Management, and former chairperson, Aeronautical Society of India

Taking a holistic view of keeping our country united as there were vested interests trying to exploit its diversities like caste, religion, religion, language, etc. Satish Modh urged delegates to overcome the 'Sab Chalta Hai' attitude, to create a united and developed India.

"We need two abilities for a leader: handling contradictions and conflicts which a leader must understand and solve; and the other is managing uncertainties, because the world is changing," he said, pointing out that in absence of these qualities in a leader, there emerges an informal leader in the team, who becomes popular in the team. He urged delegates to discover their true nature and self-motivate to become better managers.

He stressed the need to share the vision with the team and motivate all those involved in the project not just to be better

in their jobs, but also inculcate good values of life. "Design the process and then evolve the strategy, structure," he said and added, "The core team has to sit together, find experts and solve issues."

DESIGN THINKING

— Suranjan Das, professor,
S.P. Jain Institute of Management and Research

Design thinking is an innovative method of problem solving that has created a buzz everywhere. Suranjan Das took delegates through the basic ideas behind design thinking and where it is used. "Design thinking uses insights from information, and not just the information, to solve a problem. It is about thinking about the process through which a product comes together," explained Prof. Das.

An example of design thinking: many poor children in Mumbai go to bed hungry every night and a lot of food that goes into people's tiffin-boxes go waste every day. Now a new initiative has been introduced through Mumbai Dabbawallah by which people who do not finish their lunch can put a 'share' sticker on the tiffin-box and that leftover food can then be fed to poor children. This is design thinking at work.

Prof. Das and his team from the institute gave the delegates a contest to further explain the concepts.

INNOVATION THROUGH PROJECT-BASED LEARNING

— Anuja Agarwal, associate dean,
Mukesh Patel School of Technology Management and Engineering

Design thinking can be used effectively to learn concepts taught in the classroom and foster creative thinking to solve common problems. Anuja Agarwal explained how students at her institute came up with innovative ideas in a project-based module on smart cities.

The business case was to create a city in which students would like to live in. Inspiration came from the idea of building a futuristic city. A multi-disciplinary team used analytical and design thinking to come up with a solution that was new, had a clear purpose, and was impactful, feasible, and sustainable.

In this module, students were encouraged to develop concepts and prototypes for smart cities around urban design, utilities, housing, mobility, and technology. For example, to design a smart mobility prototype, students used design thinking to identify the core challenges around mobility, developed a set of key performance indicators for an ideal transport system, and identified the gaps in the current system. Some ideas generated were driverless cars, electric bicycles, and speedy mass rapid transport.

MENTORING FORUMS

Objectives - Provide a platform for delegates to derive value from the knowledge of experts, discuss challenges, get personalized professional advice and guidance on themes such as career development, project management best practices, and agile development practices.

These sessions were open to early bird registrations and ran during breakout sessions. These were sell-out sessions with 15 senior mentors offering their time.

PM FORUMS

Objective - Platform for organizations to share project management best practices with cross domain experts, get access to support on process improvement, and understand project practices used in other domains with used cases as reference.

Organizations that took part - Wartsila, Burns & McDonnel, and Deloitte

AGILE CORNER

Objectives: Build awareness about agile approaches to project management methodology, provide mentoring and share various tools and techniques, enhance delegate experience, and provide them an opportunity to have fun through games.

It received a steady flow of visitors who took part in games and learned about concepts such as Kanban, retrospection, and agile scaling frameworks.

CHAMPION PROGRAM STALL

Objectives: Spread awareness and visibility of volunteering opportunities with PMI India Champions Program, share the vision and mission of the initiative, and Champion activities.

A steady footfall of delegates in the stall from various industries.

ONGC DELEGATES' DINNER RECEPTION

Around 75 of its employees had registered for the National Conference this year. As an organization with the highest number of registration, delegates from ONGC received an exclusive reception from PMI.

Objectives - Understand the organization's concerns, challenges, and advice on the way forward; encourage the organization to maintain their credentials and sensitize other officials to take up PMP certification and PMI's membership; and introduce PMI India's Champion program. Over 50 ONGC delegates attended the reception in which Craig Killough, head, PMI Organization Markets, addressed them, followed by an interactive session.

PMI MEMBERSHIP KIOSK

Objective: Spread awareness about PMI membership and its benefits to delegates, and a one-time special offer extended to delegates during the conference days.

Good response from delegates, including a few sign-ups.

PMIEF KIOSK

Objectives – Create awareness of the work undertaken by the PMI Educational Foundation (PMIEF) and reach out to those interested in volunteering.

Several institutes came forward to take part in PMIEF and promoting project management in their organization.

| WINNER | **Beyond EPM- Glocal Project Management System**
Author: R. Sri Kumar; Co-author: Raja Seevanassociate director,
Rolta India Limited |

Girish Kadam, president, PMI Pune-Deccan India Chapter presenting the award to R. Sri Kumar

Key takeways:

- Public policy governance and corporate governance must include even the public.
- Provide all the stakeholders access to the same validated data to enable fact-based decisions from the local to the global level.
- Utilize cloud computing, mobile apps, and other advanced technologies to deliver complex programs and projects, involving glocal stakeholders.
- The authors recommend a decision support system such as the "Transportal" in complex, global projects.

| RUNNER UP | **Servant Leadership - The Power of Leadership Through Service**
Author: Dr. Catalin-Teodor Dogaru; Co-author: Ana-Maria Dogaru |

The runner up pair, Dr. Catalin-Teodor Dogaru; Co-author: Ana-Maria Dogaru

Key takeways:

- The authors promote the concept of servant leadership, based on their research outcomes.
- Project success depends on the leadership the project manager displays.
- Servant leadership can contribute to achieving a superior level of maturity in managing projects
- The authors conclude that project maturity level influences the leadership style and approach to servant leadership, and the latter influences the degree of maturity in project management.

Leaders Define the Roadmap to Achieve Vision India

Panelists Prasanna Kamat, R.K. Mishra, Anand Pattani, ET Now moderator Pooja Jain, Craig Killough, and Aftab Ullah during the discussion

The fourth and last PMI CXO panel discussion on the conference theme in association with *The Economic Times* (ET) took place during the conference. Reproduced below is an abstract of the discussions

ET: Please elaborate from a project management perspective on some interesting initiatives that the government of Madhya Pradesh has launched.

R.K. Mishra, IPS, principal advisor to State Planning Commission, Government of Madhya Pradesh: Project management has become very important in the government. Madhya Pradesh is aspiring to become an industrial and service-driven economy because we produce three times more food grains that we need, so obviously, mechanization and processing will be carried over in the secondary and tertiary sectors. A policy that is brought in has to be broken down into good planning, and planning has to be broken down to project management. The private sector must become enablers in executing these projects that are huge. Madhya Pradesh has built a project management unit within the government and it now is embedded into the planning commission. Now we don't talk about project management in terms of only building infrastructure; it could be human capital, environmental capital, social capital etc.

ET: Is effective project management the key differentiator for us to join the developed world?

Aftab Ullah, COO, L&T Infotech: India needs to bring together not just the expertise of one organization but that of an entire ecosystem of organizations to prepare for what India needs. For initiatives like Smart Cities, Digital India, and Make in India, it's important that both the government and the private sector become masters at the art of how to manage this ecosystem and how to distribute the risk appropriately into that ecosystem. Also move away from the fact that it is not just about delivering on cost and on time, but also about delivering the social objectives of these programs.

Craig Killough, vice president, organizational markets, PMI: Across the globe, we have found that organizations that have established high performing project management capabilities have three things: you have to have executive sponsorship; these top executives are committed to project management as an identified career path in the organization with a proper recruitment capability, a sustainable development of capability and professional development programme, and actively engaging to retaining this talent; and they have consistent practices.

ET: How can we bring more transparency to an effective project management rollout?

Prasanna Kamat, CTO, Capgemini: If a project is broken down into smaller parts and modules, wherein the smaller parts are also projects in themselves, there you need to have someone like a captain of the ship who has a full vision of what's going on. You need that kind of a technology that gives you a dashboard that you can communicate with other ship captains. But every captain should know what's happening on his part as well as what's happening on the other side. A problem with project execution today is that captains and sub-captains do not know what's happening around on the other side. That is where the gap arises. It's more about effective communication from top-down and the reverse that makes a big difference.

Anand Pattani, country manager and managing director, Black & Veatch: We always coach our people that ethics and integrity are a must in this industry and your actions over a period of time determine whether people will believe in you and ride along with you. Also, you've got to connect with your team across generations, which also brings about a sense of transparency.

The conference mobile app was a fun place that kept delegates engaged through a variety of activities. From contests based on project management knowledge to challenges that tested social media skills and photo taking abilities, these activities added to a delegate's overall conference experience and created many memorable moments. And of course, there were attractive prizes to be won for each of the contests.

#PMNC16
Best Reflection Contest

PROJECT MANAGEMENT
NATIONAL CONFERENCE, INDIA
Project Management Indispensable for Vision India
NOVEMBER 17-19, 2016 | MUMBAI | A PMI Team India Event

from
18th to 19th November (2 Day Event)

"Share Your #PMNC16 experience to WIN..."
3 WINNERS GET TO WIN EXCITING PRIZES!!!

Winning Formulae
1. Upload your 'Sub 1 Minute' Candid reflections related to PMNC16 through Facebook LIVE Feature with #PMNC16 +
2. Multiple Reflections or Stories could be submitted +
3. Best PMNC16 Reflection with #PMNC16 WINS

Announcement of Winners
19th November 15:30 hrs IST

#PMNC16
Group Selfie Contest

PROJECT MANAGEMENT
NATIONAL CONFERENCE, INDIA
Project Management Indispensable for Vision India
NOVEMBER 17-19, 2016 | MUMBAI | A PMI Team India Event

from
17th to 19th November (3 Day Event)

"Showcase Your Biggest Networks to WIN..."
2 GROUPS GET TO WIN EXCITING PRIZES!!!

Winning Formulae
1. All Members of the Group Selfie MUST have atleast TWO Commonalities w.r.t PMI or Career - to be mentioned in Selfie Description +
2. All Members of the Group Selfie MUST be TAGGED +
3. Biggest Group Selfie Posted with #PMNC16 WINS

Announcement of Winners
19th November 15:30 hrs IST

#PMNC16
Crossword Puzzle Contest

PROJECT MANAGEMENT
NATIONAL CONFERENCE, INDIA
Project Management Indispensable for Vision India
NOVEMBER 17-19, 2016 | MUMBAI | A PMI Team India Event

on
19th November 2016

"Solve the puzzle before ANYONE to WIN..."
3 WINNERS GET TO WIN EXCITING PRIZES!!!

Winning Formulae
1. All the puzzles should be solved with accurate solutions as defined by the jury panel +
2. Only ONE entry for submission is allowed per participant +
3. Participant who records the shortest time to solve WINS

Announcement of Winners
19th November 15:30 hrs IST

#PMNC16
Make an Impression Contest

PROJECT MANAGEMENT
NATIONAL CONFERENCE, INDIA
Project Management Indispensable for Vision India
NOVEMBER 17-19, 2016 | MUMBAI | A PMI Team India Event

on
18th November 2016

"Make the most impressive tweet to WIN..."
3 WINNERS GET TO WIN EXCITING PRIZES!!!

Winning Formulae
1. Tweets within the context of #PMNC16 which create maximum impressions will be shortlisted based on analytical information +
2. Multiple tweets from the same account are allowed +
3. Tweet with #PMNC16 that reaches to the masses WINS

Announcement of Winners
18th November 18:00 hrs IST

#PMNC16
Best Photo Contest

PROJECT MANAGEMENT
NATIONAL CONFERENCE, INDIA
Project Management Indispensable for Vision India
NOVEMBER 17-19, 2016 | MUMBAI | A PMI Team India Event

on
18th November 2016

"Click the most popular photo at PMNC16 to WIN..."
3 WINNERS GET TO WIN EXCITING PRIZES!!!

Winning Formulae
1. Share the moments in terms of photos in the PMNC16 Conference App +
2. Multiple photos from the same participant are allowed +
3. Photo with the most likes in PMNC16 App WINS

Announcement of Winners
18th November 18:00 hrs IST

#PMNC16
Intriguing Tweet Contest

PROJECT MANAGEMENT
NATIONAL CONFERENCE, INDIA
Project Management Indispensable for Vision India
NOVEMBER 17-19, 2016 | MUMBAI | A PMI Team India Event

on
19th November 2016

"Create tweet which makes an IMPACT to WIN..."
3 WINNERS GET TO WIN EXCITING PRIZES!!!

Winning Formulae
1. Tweets will be shortlisted based on several aspects including originality, content, appeal, tone, etc. +
2. Multiple tweets from the same account are allowed +
3. Most intriguing tweet with #PMNC16 WINS

Announcement of Winners
19th November 15:30 hrs IST

Silver Sponsor

Exhibitors