

MANAGE India

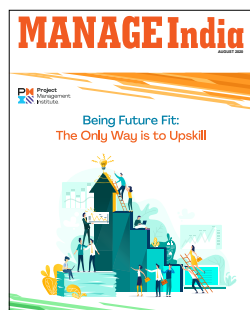
AUGUST 2020



Being Future Fit: The Only Way is to Upskill



In this Issue



**PMI India
Communications**
Priya Awasare

Project Editor
Panchalee Thakur

Project Management Institute.
PMI Organization Centre Pvt. Ltd.,
#114 WeWork, 20th Floor,
Oberoi Commerz II
International Business
Park,
Oberoi Garden City,
Off Western Express
Highway, Goregaon East,
Mumbai - 400063
E-mail pmi.india@pmi.org
www.pmi.org.in



Design, Spenta Multimedia Pvt Ltd
Peninsula Spenta, Mathuradas Mill
Compound, Senapati Bapat Marg,
Lower Parel, Mumbai - 400 013.
Tel: (022) 2481 1010
Fax: (022) 2481 1021.

**03 LETTER FROM MANAGING
DIRECTOR, PMI INDIA**

04 BY INVITATION
Financial Knowledge In
Construction Project Management
in Post-COVID Era

06 COVER STORY

09 PMI FUTURE 50

**10 PROJECT MANAGEMENT
REGIONAL CONFERENCE**
Entrepreneurial Innovation at Work

18 COMMON GROUND WEBINAR SERIES

19 CHAPTER NEWS

23 STAR VOLUNTEERS

26 CHAMPION VOICES

PMI POLL BOOTH

VOICE YOUR OPINION-AUGUST POLL

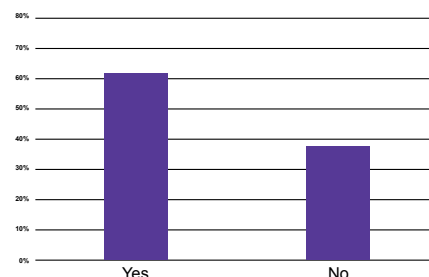
Q. Organizations are not yet ready for the new work ecosystem.

[Click here to fill entry](#)

RESULT OF LAST POLL

**Q. I have been able to manage stress well
during the pandemic.**
Yes 62% No 38%

Voice your opinion • Last poll results



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



Dear Practitioners,

Most of us have spent more than half the year indoors. Depending on the time of the day, our home resembles an office, a classroom, or a space to connect and socialize with friends. Of course, all these activities are taking place virtually. This experience is teaching us to be flexible, agile, technology-savvy, and to be aware of what is happening around us. These are indeed some of the power skills that we will need to succeed in the Project Economy.

In this edition of *Manage India*, we focus on what the future of work holds for project professionals, and the power skills and domain knowledge they must acquire to advance their careers. The call to upskill and stay relevant has come from none other than Prime Minister Narendra Modi. Last month, Google announced that it is offering need-based scholarships for individuals to get certified in project management. These gestures show the importance that both the public and private sectors are placing on upskilling.

This year, millennials and Gen Z will together constitute 59 percent of the global workforce. PMI wants to engage with this new generation of project leaders and understand their aspirations and expectations from the workplace. We have picked young talent from across the world, and across sectors for our

first annual Future 50 list featuring the 50 next generation leaders that are creating, building and transforming the world through notable projects. We are featuring two of the Future 50 honorees from India in this edition of *Manage India*.

I'm pleased to announce that you can now transact in Indian rupees at the India Storefront in PMI.org. Prices are not directly converted from USD. Instead, we are offering fixed prices to achieve pricing parity for customers in India and parity discount in some products for our members.

I hope you have checked out our Virtual Experience Series, hosted by journalist and television host, Tamron Hall. We have some exciting speakers lined up on 25 August – Sunil Prashara, president and CEO, PMI; Trevor Noah, host of *The Daily Show*; Rana el Kaliouby, author of *Girl Decoded: A Scientist's Quest to Reclaim Our Humanity by Bringing Emotional Intelligence to Technology*; and Bob Safian, editor-in-chief and podcast host, *Masters of Scale: Rapid Response*. [Register here](#) to join and get inspired.

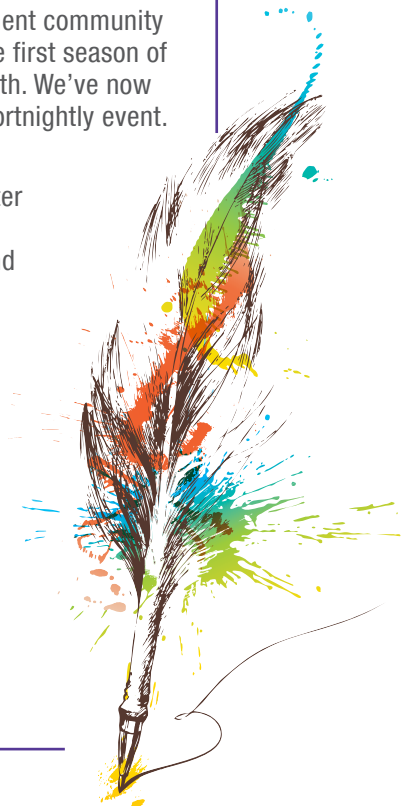
I'd like to thank the project management community for your overwhelming support for the first season of *Common Ground* that ended last month. We've now launched Season 2, which will be a fortnightly event. So do register for the new season.

PMI India and PMI West Bengal Chapter hosted the first virtual regional conference on 20 and 21 June. Around 1,500 participants from across South Asia attended it over the two days. Look out for the coverage of the conference in this magazine.

Stay safe, stay healthy.

Kind regards,

Srin Srinivasan
Managing Director, PMI India



Financial Knowledge In Construction Project Management in Post-COVID Era

By Vinit Dunganwal



The COVID-19 pandemic is going to have extensive consequences, well beyond the range of the disease and quarantine struggles. As the pandemic has spread around the globe, its long-term economic impact is inevitable. In the current scenario, global economic parameters are shifting at such a rapid pace that it is difficult to predict the changes that it will bring about in various sectors.

The most affected industry in any economic crisis is generally the construction sector. It is also the last one to recover. This will hold true for the current crisis as well, as the construction industry is channelled by multiple parameters. Tangible parameters, such as the fiscal policy, bank lending rates, and financial stimulus to revive the GDP, and intangible parameters like human sentiments will lead to liquidity crunch for the projects.

This pandemic has put every sector in crisis. In the present scenario, when uncertainty is reigning, and there are high chances that every plan or prediction might fail, the need of the hour is to focus on an agile execution approach to be more responsive and inclusive.

In this scenario, project managers must initiate a strategic approach toward project execution. The world will not be the same post COVID-19 and neither will be the industry expectations from project management teams.

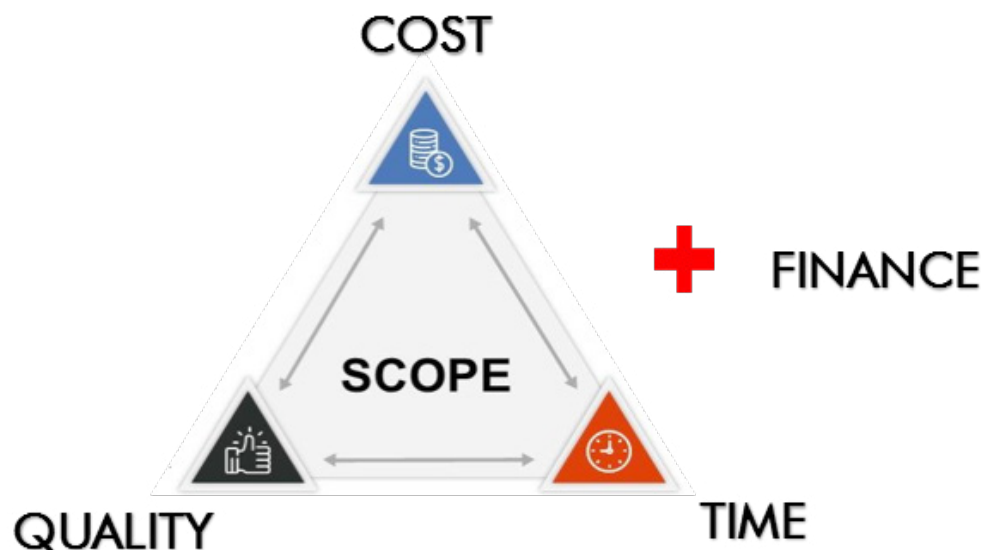
The current economy demands project managers to be financially savvy. Traditionally, a project manager's focus has been on the iron triangle, which is a combination of time, cost, and quality, with scope at the center. Now, project managers would be expected to contribute to the stakeholder's value and the long-term financial success of the project.

Hence, it is imperative for project management professionals to have an in-depth knowledge of financial management and understanding of its impact and control on the different stages of the project lifecycle.

The following points will help project managers get ready for the future:

PROCUREMENT STRATEGY

The procurement strategy must follow a two-pronged approach which focuses on minimizing both the cost as well as the risk. Local insights can be used to balance these two contradictory purposes. The risk and cost cannot be minimized at the same time. Here the project



manager plays a crucial role to strike the right balance in identifying the appropriate value in order to minimize the risk.

There are many possible approaches to procurement strategies which will, in turn, result in different outcomes. Strategic procurement is all about the choices made in determining what is to be delivered through a particular contract.

COST CONTINGENCY

Planning for contingency, which means exposure to an unanticipated condition with an uncertain probability of occurrence, should account for random errors and unforeseen events to mitigate risks.

It involves specific allocation of funds, in addition to the base estimate, to cover risk and uncertainties. Contingency planning is a significant part of a project manager's function for risk mitigation.

Establishing effective governance, comprising skilful scrutiny and decision-making, is imperative to ensure that the contingency spend remains within approved limits and for its intended purposes.

It is the responsibility of the project manager to increase the collaboration with contractors during the bidding process through meticulous pre-bid and post-bid meetings. This helps to minimize the hidden contingencies factored by contractors to accommodate certain risks. The hidden contingency may be the reason for contractors to raise their bid price, for instance, they may add a hidden cost contingency to the base case in order to hedge threats.

TRUST

Several key Indian sectors are experiencing acute consumption slowdown and liquidity crunch. Companies like Infrastructure Leasing & Financial Services Limited (IL&FS) struggled to pay back loans taken from banks. The COVID-19 pandemic will worsen this crisis.

In the coming financial year, businesses will watch for regulatory changes, economic shifts, and other swings that could affect their operations. Trust within the ecosystem is at stake, and this will add to the stress on the financial parameters.

Project managers should be instrumental in building trust with internal and external project stakeholders. A project is largely driven by everyday choices made by the project manager. Efficient personnel with strong decision-making capabilities are required in such situations. They have to make a number of decisions on a daily basis, ranging from small matters to huge decisions that can carry a project from ideation to realization. Every decision can have a positive or negative impact on the project environment and ecosystem. A single issue, if not discussed on time, can create confusion and risk project delivery.

TIMELINE

The project manager is the client's representative on site. He is responsible for defining the project meticulously through its objectives, goals, and constraints.

One of the major resources required for every project activity is cost, which is determined by the duration. The project manager should develop the optimal project schedule which delivers the lowest possible cost and the associated optimum time for project delivery.

Clients often request for projects to be hastened. It is imperative for the project manager to furnish a crash analysis report. This includes re-planning advice based on the functional relationship between time and cost.

VALUE ENGINEERING

Value engineering can sometimes be used as a tool for cost cutting. The project manager should scrutinize the proposal carefully to minimize or nullify the impact on quality. Value engineering must be utilized as a discipline and skill to synchronize cost and benefits.

It is essential for the project manager to drive the development of an optimum product with minimum cost, keeping the end user's requirement in mind. Value engineering needs to create the right balance between scope, schedule, and budget.

Construction projects include over 20 discipline experts, engineers, and clients. The responsibility lies with the project manager to explore these capabilities to increase the performance and get maximum output to generate value.

The challenge for the project manager lies in aligning the stakeholders on the objectives of value engineering.

THE PROCURE-TO-PAY CYCLE

In the current scenario of liquidity crunch, timely and accurate payments to contractors are critical for the success of a construction project. This enables them to pay their employees, lower-tier contractors, material suppliers, and other vendors. This helps to avoid disruptions to the project schedule and also builds loyalty, which is extremely important in the present environment.

Delay in payments is discouraging and can hamper the project delivery schedule. It can negatively impact the productivity of the contractor. The contracting firm could face the risk of insolvency if it fails to pay sub-contractors for the work executed.

The client should consider the cost of finance while managing cash flows. Often, clients get funds at a very aggressive rate when compared to the cost of finance to the vendor or supplier. This can have a major impact on project cost and other parameters. The project manager plays a critical role in striking the right balance between operational payment and strategic payment drivers.

Vinit Dugarwal is an entrepreneur and a business turnaround specialist, with over a decade of experience in the field of construction and project management. He has led a team of over 100 through his organization, AMs Project Consultants.

Being Future Fit: The Only Way is to Upskill

On the occasion of Independence Day, *Manage India* looks at the new work ecosystem and what organizations expect from project managers in a post-COVID world

Panchalee Thakur

Project managers have traditionally been agents of change, enabling an organization to translate its purpose into something tangible. A successful project manager is one who can juggle different roles and bring everyone on board to deliver a desirable outcome. Since these roles have a direct impact on value creation for an organization, the professionals who occupy them must have a wide mix of skills.

In recent years with the changing business environment and the emergence of digital technologies, the demands on project managers have grown. To adapt to the new work environment, they need to develop agility and flexibility, and be technology-savvy. However, since the COVID-19 outbreak, the importance of these capabilities has accelerated.

Governments across the world have rolled out skill enhancement programs to bring their workforces in line with the skills that are growing in demand. Prime Minister Narendra Modi recently reiterated his government's commitment to 'skill, reskill, and upskill' Indians and prepare them for a post-COVID world.

Project management skills will get a boost as businesses launch multiple projects to transform themselves for the new normal. In July, Google announced that it was offering scholarships for three new online courses – project management, data analytics, and user experience design. The 3-6 month long courses will be taught by Google employees.

To seize opportunities in the post COVID-19 Project Economy, project managers will need to improve their Project Management Technology Quotient (PMTQ) and realign their capabilities to PMI's Talent Triangle. The Talent Triangle recommends a balance of technical, strategic and business management, and leadership skills.

THE NEW WORK ECOSYSTEM

Until recently, workplace cultural barriers were some of the biggest hurdles that organizations had faced in driving digital transformation. Now there is no shying away from digital technologies – whether it is for communication, collaboration, managing teams, or monitoring the progress of projects. COVID-19 has brought even the most reluctant project manager into the digital fold.

In a recent article that appeared in *Business Reporter*, Sunil Prashara, CEO and president, PMI, says, "Disruptive technologies can enable businesses to leapfrog competitors. But these technologies are only as smart as the people behind them. While project professionals must embrace how artificial intelligence and game-changing tools

can empower them for the future, they must also have the training, processes, and talent to get the job done right."

Naval Gupta, PMP, CSM, ITIL, corporate director, cyber lawyer, executive coach, agrees. "Future project managers must be domain, functional, and digital transformation experts, with a command over multiple project management practices. Additionally, they must develop strategic thinking, problem solving, financial acumen, and entrepreneurial skills," he says.

Mr. Gupta's company is investing in upskilling since in the present circumstances it is synonymous to "survival of the fittest." He adds, "The past assumptions are invalid and the future is uncertain. We need to continue to upskill, at all levels, to stay relevant. Credentials and certifications establish knowledge baseline and ensure a common communication and operating environment."

Organizations also expect their project managers to find agile ways of working and deliver high value to their customers. R. K. Shenoy, senior vice president, engineering – mobility, Robert Bosch Engineering and Business Solutions Ltd., Bengaluru, says, "We look for program managers who are capable of delivering innovative solutions in an agile way, involving multi-cultural, cross-functional teams at a global scale. The key differentiators for a project manager are capabilities around risk management, managing fixed price projects, and end-to-end responsibility from ideation to industrialization of a complete solution covering system, hardware, software, and mechanics."

These requirements stem from the fact that successful project delivery today means working on highly complex software systems, geographically distributed teams, and shorter timelines.

Jacob Peter, the company's project management promoter and senior vice president, engineering – mobility, adds, "Most of our projects are around product and software engineering. Besides the ability to handle multi-functional aspects of a project, practitioners need to focus on stakeholder management. It includes managing teams that span across geographies."

Tamizholi Rashya Uloli, PMP, senior project manager who works in a leading technology company, says upskilling has become critical since organizations are looking for leaders who have kept pace with disruptive technologies so that they can help the organization drive new business.

He recommends that project managers use PMI's Talent Triangle to assess their own skillsets and identify gaps before deciding on a course or certification. Among the skills to consider, he says, "Think of know-how skills and reusability under technical project management, communication and cross-cultural skills under leadership, and lean concept for cost reduction and innovation to create greater value for your organization under strategic business management."

Robert Bosch Engineering and Business Solutions recognizes the value that the Project Management Practitioner (PMP)[®] certification offers. "We have made PMP certification a key criterion in our project management competency roadmap. We see PMI certifications as a means to align our project managers to PMI's *A Guide to Project Management Body of Knowledge (PMBOK Guide)*[®]," Mr. Peter explains.

Project managers can also consider PMI's Disciplined Agile (DA) toolkit, a hybrid approach that fits the new ways of working. It provides options to project teams that are struggling to collaborate remotely or project leaders who are looking for ways to coordinate activities at a global scale. With the DA toolkit, agile teams can now choose an agile technique or lean practice that applies to their unique way of working. It provides a template to teams who are looking for solutions to questions such as to what extent should they perform a technique or how do certain techniques fit together.

With the DA toolkit, project teams can now experiment with techniques, frameworks, and methods so as to respond quickly to change, promote collaboration and innovation in the team, manage complexity, and reduce time-to-market.

PMI'S FREE RESOURCE HUB

To help practitioners upskill themselves and prepare for a post-COVID

world, PMI has made several [online resources](#) available free of cost. These short, complimentary courses and virtual events have been designed to suit the needs of project managers in the new work ecosystem.

If you are struggling to collaborate with your team remotely or want to understand how to manage risks, consider learning how to ensure business continuity while working remotely. If you want to pick up some change management techniques, there is a fun, online course in the resource hub by which you can learn how to strategically plan for change. For the first time, PMI has made the foundational course for project management for beginners free. It will help professionals who want to step into this profession and understand the basics before starting on a project.

Some of the other online resources available in Resource Hub are the *Projectified! Podcast* that hosts professionals from different fields, Tower Game, a fun exercise for students that is designed by PMI Educational Foundation, and *SeminarsWorld*[®], an interactive, instructor-led learning experience.

There are around 300 online courses in 13 languages on project and program management of different levels that anyone can take to improve their knowledge of the subject.

Practitioners now have access to a wealth of resources at their disposal to enhance their skills, and in turn, increase the value that they bring to their roles. Adding new skills to the portfolio also demonstrates one's commitment to the profession and willingness to adapt and learn. In the Project Economy, where outcomes will matter the most, organizations will look for talent that is aligned to the new realities and deliver real value. Are you going to be that talent?

Sunil Prashara, CEO and president, PMI: "Disruptive technologies can enable businesses to leapfrog competitors. But these technologies are only as smart as the people behind them. While project professionals must embrace how artificial intelligence and game-changing tools can empower them for the future, they must also have the training, processes, and talent to get the job done right."

“

Naval Gupta, PMP, CSM, ITIL, corporate director, cyber lawyer, executive coach: "Future project managers must be domain, functional, and digital transformation experts, with a command over multiple project management practices."

Tamizholi Rashya Uloli, PMP, senior project manager in a leading technology company: "Think of know-how skills and reusability under technical project management, communication and cross-cultural skills under leadership, and lean concept for cost reduction and innovation to create greater value for your organization under strategic business management."

”

Jacob Peter, project management promoter and senior vice president, engineering – mobility, Robert Bosch Engineering and Business Solutions Ltd.: "We have made PMP certification a key criterion in our project management competency roadmap. We see PMI certifications as a means to align our project managers to PMI's *A Guide to Project Management Body of Knowledge (PMBOK Guide)*[®]."

”

R. K. Shenoy, senior vice president, engineering – mobility, Robert Bosch Engineering and Business Solutions Ltd.: "We look for program managers who are capable of delivering innovative solutions in an agile way, involving multi-cultural, cross-functional teams at a global scale."



Project
Management
Institute®

Now available - Pricing parity and transactions in Indian Rupees!



We heard you, and we're excited to announce an enhanced eCommerce experience for our customers in India. Access this new experience by visiting **PMI.org** as normal. You will automatically be directed to the right storefront based on your IP address or primary address in your myPMI profile.

Store Link:

<https://www.pmi.org/store>





There is a new generation of project talent around the world that has its own set of beliefs and aspirations, and has adopted new ways of managing work. PMI reached out to these young project managers to better understand their world. From that has emerged the Future 50, millennial and Gen Zers from around the world who we believe represent the future of the Project Economy. We spoke to two of the honorees from India.

[Click here](#) to know more about Future 50.



RAJESH KUMAR NALLA
FOUNDER AND MANAGING DIRECTOR
TECHIMAX IT SERVICES PVT. LTD.

1. What are the three top advantages for a startup in India?

- Access to a talent pool and high adaptability to latest technologies
- A good ecosystem with incubation centers, and access to venture capitalists and angel investors
- Good government policies and initiatives such as Start-Up India and Skill India

2. Tell us about one project management lesson that you have learned in your entrepreneurial life.

Effective planning: it is a project management lesson that has helped me in unleashing my innate potential of achieving the organizational goals in spite of all the hurdles.

3. What is the one overrated skill and one underrated skill in today's Project Economy.

Overrated skill: data science skills
Underrated skill: effective leadership



VIDHYA ABHIJITH, PMP
CO-FOUNDER, CODEWAVE
TECHNOLOGIES

1. What are the three top advantages for a start-up in India?

- Human capital
- Internet penetration
- Passionate ecosystems

We're living in times that are favorable for independent inventors to adopt a cause that has social value, put together a business case, organically attract a team and partners, set up a remote work infrastructure, start creating work, and bring impact online.

2. Tell us about one project management lesson that you have learned in your entrepreneurial life.

Agility is our ability to accept the new in the now, with least mental resistance, and productivity is our ability to sharpen focus to eliminate the unnecessary. Both involve human cognitive abilities like managing awareness, attention, and the willingness to learn. Self-aware, self-improving teams are the future.

3. What is the one overrated skill and one underrated skill in today's Project Economy.

Overrated skill: tracking and reporting
Underrated skill: vulnerability and adaptability

Entrepreneurial Innovation at Work



If the test of a successful project is to deliver on the promises made, whatever be the circumstances, the Project Management Regional Conference 2020 is an example of that.

The virtual conference, held on 20 and 21 June with the theme, *Project Management in Entrepreneurial Innovation*, attracted around 1,500 participants from across South Asia. True to the theme, the project managers behind the conference displayed an entrepreneurial mindset of agility, creative thinking, and collaboration to overcome difficulties and setbacks.

PMI India and PMI West Bengal Chapter, the conference hosts, decided to take the event online because of the COVID-19 pandemic. With a month to go and the planning in its final stages, West Bengal and other parts of east India were hit by super cyclone Amphan, a tropical storm that left 98 dead and the state's infrastructure battered. However, it did not deter the team from going all out and making the conference a memorable experience for the participants.

It is often believed that startups and project management do not go hand in hand – startups operate in a chaotic environment and need to be extremely agile, whereas project management prescribes well-defined systems and practices. However, there is a lot that entrepreneurs can apply in their startup journey from project management. The conference theme provided a forum to explore ways in which entrepreneurs and project practitioners can learn from one another. It was a timely theme in the country where the growing startup ecosystem is attracting global attention.

The conference started with an introduction and welcome address by Chapter Vice President Saon Sen Nandi and Chapter President Sumit Kumar Sinha, respectively.

Mr. Sinha spoke of the need to marry the classical project management approach with an innovative mindset to provide value to customers and bring change in society.

As industries continue to get disrupted and the move toward digital technologies accelerates, professionals will need to adapt to the new market demands. Reminding project managers to continually

re-evaluate their skills basket and stay relevant, Dr. Srinivasa, managing director, PMI India, said, "While all of you are making this journey toward innovation, please know that we at PMI are there to help and support you in any upskilling and reskilling needs that you might have."

Over the next two days, delegates listened to speakers from a variety of sectors. On day one, Amitabh Ray, managing director, Ericsson India Global Services, spoke about managing uncertainty in projects; Major General (retd.) A.K. Sapra, director, Army Institute of Management, Kolkata, shared his experiences of fencing the Line of Control; Avelo Roy, managing director, Kolkata Ventures, offered lessons on the entrepreneurial mindset; Nimish Gupta, managing director, South Asia-RICS, spoke on stakeholder communication; and Anita Ganesh, partner, IBM India, talked about grassroot innovation in projects.

The other highlights of the day were a panel discussion on 'Technology: A Savior in Disruptions,' moderated by Ms. Sen Nandi, and an introduction of the initiative, 'Empowerment of women in project management,' by Komal Mathur, chair, Region 11 Women Engagement Committee. The speakers on the panel were Dr. Sandip Sarkar, technology executive, IBM; Dr. Arpan Pal, chief scientist, TCS; and Utpal Garin, professor, Indian Statistical Institute, Kolkata.

The speakers and topics for the next day were: Priya Patra, project manager, Capgemini, on the Project Management Technology Quotient; Quazi Ahmed, executive and leadership coach, on resilient leadership; Tanya Elizabeth Ken, founder, LakshyaShala EduTech, on project management and innovation in social entrepreneurship; Swami Vedatitananda, monk of the Ramakrishna order, on spirituality and project management in technical industry; Ashutosh Chatterji and Adam Stoffel, venture technologists, on enabling entrepreneurial innovation through engineering excellence; and Ashish Vidyarthi, National Award winning actor, on being a 'juggler in the storm'.

The conference was a volunteer-driven effort that saw volunteers from other PMI chapters in the country come together to help the PMI West Bengal Chapter successfully organize the first virtual regional conference. The conference co-hosts were Koushik Srinivasan from PMI Chennai Chapter and Monika Muddamshetty from PMI Pearl City Chapter.



Embrace Uncertainty, Change Work Practices

AMITABH RAY

Managing Director, Ericsson India Global Services Pvt. Ltd.

Amitabh Ray drew practitioners' attention to some common work practices of project managers, and how these need a change in today's times. Project managers are usually unaware of the chaos that surrounds them. COVID-19 has forced them to rethink the way they work. In a talk peppered with anecdotes and philosophical thinking, Mr. Ray explored ways to deal with uncertainties in projects.

His first advice is that project managers should not focus on perfecting the plan. He believes that overengineered plans give little importance to execution, thereby increasing the chances of failure. Instead, aiming to flawlessly execute smaller aspects each day will make success inevitable.

Uncertainty can be unsettling to project managers who see their ventures as having only binary outcomes – success or failure. Instead, when the result of a project is not in one's control, they must think like innovators

and focus on opportunities for growth and development. Mr. Ray urged project managers to “think like a gambler,” appreciate the constant risk of failure, and relentlessly work to improve oneself so as to be less wrong with time. “If the situation is as turbulent as it is today, the only thing that we can do is to work in sync with this dynamic situation to adapt, survive, and thrive,” he said.

He spoke about Descartes' principle of Cartesian doubt and Aristotle's 'First Principle of Thinking' that say one must question everything in order to better understand the crux of any issue. Mr. Ray cited Elon Musk, the founder of SpaceX and Tesla, as an impeccable practitioner of this. He advised project managers to follow a similar approach to chase unexplored possibilities, which is an invaluable tactic during these times.



Challenges of Fencing the Line of Control

MAJOR GENERAL (RETD.) A. K. SAPRA

Director, Army Institute of Management, Kolkata

As project managers grapple with the effects of the COVID-19 pandemic, Major General (retd.) A.K. Sapra recounted a time when, despite having the odds stacked against him, he led his team to a formidable success – fencing the Line of Control that separates the India and Pakistan-controlled parts of the state of Jammu and Kashmir. The project highlights the importance of being tenacious, innovative, and entrepreneurial during turbulent times.

The undertaking in Jammu and Kashmir was considered nearly impossible. The team had to undergo mountaineering training and acclimatize themselves to the high altitude. The snow also made transporting machinery arduous; avalanches repeatedly toppled over portions of the fence. Additionally, there were safety concerns. Shelling and firing from the other side were common, and the construction team had to wear bullet-proof vests and often take shelter in temporary bunkers near worksites. Moreover, reports of casualties when the

cease-fire had elapsed left the morale low. Fearing for their life, porters sometimes would not return to collect their wages. The Indian Army doubled the wages and provided workers insurance coverage to increase their motivation levels. Prayers according to different faiths were offered for the team's safety.

Keeping the team motivated was integral to the project success as designing such a robust fence required not just good planning and execution, but also innovative thinking. Commandos were asked to try to penetrate the fence and expose loopholes, based on which the design was reviewed and changed. “We did experimentation as a continuous process to perfect the design,” said the retired general.

Despite the challenges, the project was completed with months to spare. The fence can be seen from outer space, an image that reinforces the region's delicate geo-political situation.



From Employee to Entrepreneur

AVELO ROY

Managing Director, Kolkata Ventures

'Employee to Entrepreneur' suggests taking risks and choosing uncertainty over comfort. However, Avelo Roy, said, "It is better to die with memories than with dreams," as he advised project managers on how to create their own startups.

The transition to entrepreneurship is not always a rough one. In fact, one need not quit one's existing job while brainstorming, he said. While planning, Mr. Roy recommended completing the sentence: "We help ____ to ____ by ____." If the entrepreneur knows these answers, it will greatly help later. "If you do everything for everyone, you're nothing for no one. So be something for someone," he added.

With regards to execution, some useful skills for startups are communication, coding, design, project management, digital marketing and data analytics, money management, interpersonal interactions, languages, and search engine and hashtag optimisation. Undoubtedly, a

single individual will not possess all these skills. The solution to this is expressed by "Can't spell 'entrepreneur'? Be one and hire someone who can." Building a team of individuals with diverse skill sets is crucial while creating a startup, and is made easier by reflecting first on one's own capabilities and shortcomings.

Despite the current global economic slowdown, industries such as healthcare, insurance, data science, and astrology appear to be booming, making it a favourable time to initiate startups in these sectors. He believes experienced project managers will find opportunities in corporate training, social media influencing, and project management consultancy.

If an entrepreneur does everything right, she or he may begin to see results in as little as 10 months, Mr. Roy said, adding that failures are inevitable but growth and tenacity are what ensure eventual success.



The New Norm in Stakeholder Communication

NIMISH GUPTA

Managing Director, South Asia - RICS

Despite innumerable modern jargons and internet slangs that aim to enhance communication, people's abilities to converse with one another seem to be diminishing. By exploring numerous anecdotes and models, Nimish Gupta elucidated on techniques for effective communication.

In a video depicting a man meeting his young daughter after months of being quarantined, the power of non-verbal communication is conveyed impeccably. No words are spoken, but a myriad of thoughts and emotions are expressed through their embrace, eye contact and smiles. Similarly, leaders must incorporate verbal (content), vocal (voice modulation), and visual (eye-contact, gestures and expressions) means of communication to effectively engage with their teams.

In fact, fruitful conversations are as much about active listening as they

are about speaking. With regards to modern communication, Mr. Gupta said, "It's like guerrilla warfare – you post your opinions and then rush away from them because you're scared of feedback." For a leader, however, communication is synonymous with dialogue. Rather than being prolific orators, they must be able to understand and remember criticisms and emotions. "Silence is one of the greatest weapons of leadership," he added, as it tends to have a more lasting impact on the audience and prevents miscommunication.

He believes that real communication is beyond the spoken word, as it entails being an engaging speaker and an active listener. In this age of information overload, effective communication is key to improving productivity, working relationships and stakeholder management.



Grassroots Innovation in Projects

ANITA GANESH

Partner, IBM Services

The pandemic has disrupted every aspect of our lives; from the way we work and study to how we interact socially. People from all walks of life are looking for innovative means of adapting to these dire circumstances. Grassroot innovation – or innovating from the basics – is invaluable to project managers today, and Anita Ganesh outlined ways to achieve it.

Contrary to popular opinion, having a startup culture need not entail mis-fit teenagers working out of garages. Instead, it means creating an environment conducive to innovation where every employee is exploring creative ways to deal with problems. The traditional methods of project management are long gone, and the focus now is increased collaboration with teams and clients. According to Ms. Ganesh, “Grassroot innovation is (about) innovation by each and every team member,” and creating a start-up culture is the first way of accomplishing this.

In projects where innovation appears to be too costly, collaboration is key. Following a “Shark Tank approach” whereby practitioners pitch ideas to investors and venture capitalists for possible investments, is often necessary for highly innovative projects.

Finally, strategic decision-making and risk management are crucial to such ventures. McKinsey’s “Four-Action Framework” highlights ways of doing so during COVID-19, including showing empathy to teams and clients, building skills necessary in today’s environment, working in partnership with clients, and re-imagining businesses post-COVID.

Grassroot innovation has successfully been inculcated into a business when ideas come from the bottom, not from leadership. As conveyed by Ms. Ganesh, it leads to an “enhanced customer experience, successful partnership businesses and engaged employees.”



PMTQ to the Rescue

PRIYA PATRA

Project Manager, Capgemini

Priya Patra set the focus on the various components of the Project Management Technology Quotient (PMTQ), as prescribed by PMI, and how it could be a valuable tool for project managers in these uncertain times. Project managers must work on elevating their PMTQ to broaden their skill set and face the new challenges, she said.

Ms. Patra believes that the first principle of PMTQ, ‘always on curiosity,’ is the key to innovation and new ideas. She said one must keep an open mind to new ideas and choose only what works best for a project. Quoting Eric Schmidt, the former CEO of Google, who said, “Google is a company of questions and not a company of answers”, she added that she believes that constant questioning and curiosity will keep the creative juices flowing.

She referred to ‘all inclusive leadership’ as one’s willingness to include a team in decision-making, and where the team has a voice.

The third aspect, ‘a future-proof talent pool’, she said, is not about bots stealing jobs. Pointing toward bots performing functions that are either off limits for humans in this time or are augmenting the work of teams, she said that while bots carry out mundane activities, humans can attend to issues of more value.

Ms. Patra added a fourth dimension, ‘agility all the way’, which is a natural tendency that human beings possess. The proof of that lies in the way people have adapted to a virtual world with no warning during the pandemic.

She called the PMTQ a helpful guideline for project managers to enhance and enrich their leadership skills.



Resilience in Leadership

DR. QUAZI M AHMED

Executive and leadership coach
Founder and President, Bangladesh Organization for Learning and Development

In the current situation, leaders need to build more resilience to face the unknown challenges. Dr. Quazi Ahmed offered some insights into what it takes to be a resilient leader. He stressed on the need for leaders to connect, communicate, and collaborate with others.

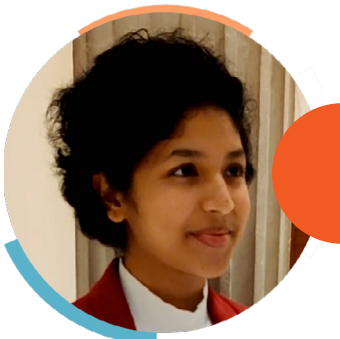
He advised project leaders to begin with establishing a connection with the team, building relationships with colleagues, and then improving communication by encouraging two-way conversations. Finally, project leaders must collaborate with the entire team to find answers to the challenges they are facing.

He spoke of Sven Hansen of The Resilience Institute in New Zealand, and the institute's research on resilience in leadership. Among the institute's research findings are the five practices of exemplary leadership – to be a

role model, to inspire, to challenge, to enable, and to encourage. He also recommended *The Leadership Challenge*, a book by James Kouzes and Barry Posner, as a comprehensive read on resilient leadership.

Dr. Ahmed also shared his top three tips for resilient leadership. “The first one is to respond, rise up to the challenges, confront the truth, and retain faith. Second, to recover, you need to overcome the problems as a leader and a team by being positive. And finally, you can thrive through connection, communication, and collaboration,” he elaborated.

He cited anti-apartheid hero and former president of South Africa, Nelson Mandela, as the epitome of resilient leadership, and shared a quote by the leader that exemplified his leadership style: “It always seems impossible until it is done.”



Innovation in Social Entrepreneurship

TANYA ELIZABETH KEN

Founder, Lakshyashala EduTech Pvt Ltd

Tanya Elizabeth Ken, a 12th grade student, spoke of her entrepreneurial journey which began when she was 14 years old. Her quest for equality in education and community development has seen her face the “mountains and valleys of entrepreneurship.” Through this journey, she found some answers to what constitutes a successful project manager.

The first step, she said, is to recognize and fully understand the purpose and mission behind the project. Once that has been achieved, it is important to bridge the gap between the mission and the ground reality. Then follow up with recognizing talent within the team.

Also, one must appreciate the need for mentorship by advising and guiding others to achieve the common goal. Finally, for a project to be successful, the offerings need to be dynamic, in order to keep pace with the changing times.

The “ground zero” of project management, according to Ms. Ken, is mission thinking. She attributes the root cause of most failures as lack of mission thinking. While citing an example of the famous Mumbai Dabbawalas, she said their success was solely due to the focus on the mission, to deliver the dabbha (lunch boxes) to the owner at the allocated time. That helped them conquer the myriad obstacles in their journey, such as tackling traffic and the various modes of transport, only to get the mission accomplished.

She also pointed out that she believes that innovation is a natural extension of mission thinking and that visualising the end user or customer can help set the goal.



Spirituality and Project Management in Technical Industry

SWAMI VEDATITANANDA
Monk, Ramakrishna Order

Project management and spirituality, however opposed they may seem, can be interconnected, says Swami Vedatitananda, who has had experience in both streams. He believes that there are three aspects when working on a project – people, money and material – and a comprehensive outlook of the three will always meet with the required efficiency and success.

According to him, spirituality is an important input for the thought process, especially in a country like India. He believes that spirituality transcends religion and is a part of the culture that can be adapted to project management as a style of functioning.

He further elaborated by referring to three distinct ideas put together by Swami Vivekananda. First, all human activity should not be equated with money. Two, work has to be associated with purity and a belief that every action will have a consequence. The last idea explains the need to work in a detached manner.

Through tales and anecdotes, as Swamiji explained these ideas, he also stressed the fact that one is responsible for one's own ideals and actions. Motivation has to come from within, and that will create an environment that fosters discussion, critical thinking, and deep insight. These are all qualities that ensure success.



Entrepreneurial Innovation and Engineering Excellence

ASHUTOSH CHATTERJI AND ADAM STOFFEL
Venture Technologists

Ashutosh Chatterji gave the participants an insightful look into entrepreneurial innovation. He began with the topic of negativity bias, which is probably the first hurdle that innovators face. Humans tend to respond more to a negative stimulus rather than a positive one, and that keeps us from trying something new. He recommends that innovators should respect and embrace this negativity bias in order to recognize big opportunities. He believes the loss is far greater when innovators are not cognizant of the negativity bias.

Mr. Chatterji then moved on to procurement management with negative bias, where he explained that the success of the project depends on there being equal risk for both the seller and the buyer. He was also of the opinion that monetizing human effort is creating no incentives and is only encouraging averageness as opposed to excellence.

So how does one achieve excellence and innovation? Have big ambitions, he said. Lofty vision is key to innovation. He quoted Microsoft CEO Satya Nadella, whose vision statement for the company was, "Empowering every individual on the planet to achieve more". Vision must be backed with objectives, and objectives must be backed by results. Inspirational risk management then kicks in and suppresses negativity bias.

Adam Stoffel joined the talk to demonstrate how, along with Mr. Chatterji, they were applying the components for better innovation and engineering excellence in their new venture. Their mission is to partner with innovators to create sustainable positive impact at scale.



Juggler in the Storm

ASHISH VIDYARTHI

National Award-winning actor

Actor Ashish Vidyarthi set a light tone when he started his talk admitting that he knew nothing about project managers or project management. He, of course, was joking. The actor then went on to draw similarities between the job of project managers and actors to that of jugglers, saying that like a juggler, leaders manage various roles and challenges all at once.

He believes that leaders who produce results in a crisis are able to do so regardless of the situation, and that is what all project managers are doing in this present crisis. He set aside fears of artificial intelligence replacing humans in the current scenario, saying that only humans can juggle, bots cannot. He reinforced the idea that only humans can reinvent and restructure themselves before they step into the unknown climate of a storm.

Mr. Vidyarthi stated that the present COVID-19 environment has forced everyone out of their comfort zone and has created a space without boundaries, by virtue of the virtual world. He went on to praise project managers who have committed themselves to tackling projects with an innovative mindset, and are an inspiration to their team. Leaders are not only for handling people and their capabilities, but their sensibilities as well, he said.

The actor ended his talk with the thought that leadership is about passing the baton with the satisfaction of having left something of value and consequence behind.

Technology – A Savior during Disruptions



UTPAL GARAIN



ARPAN PAL



SANDIPAN SARKAR

The conference brought together an academician, a research scientist, and an industry expert to discuss some of the burning issues around the adoption of disruptive technologies such as internet of things (IoT), artificial intelligence (AI), machine learning (ML), and blockchain.

Utpal Garain, professor, Indian Statistical Institute, Kolkata, highlighted the issue of data security while designing AI and ML systems. A key question facing organizations is how to limit the exposure to data since data scientists who design these systems may not be from the organization. "Is it possible to create AI/ML systems with encrypted data? Or is it possible for third-parties to give an encrypted AI/ML algorithm to an organization who can then run their data on it," asked Prof. Garain.

Dr. Arpan Pal, chief scientist – embedded systems and robotics research,

Tata Consultancy Services, said AI systems are getting more and more intelligent. "To overcome the challenges as Prof. Garain has pointed out, everybody must come together – physicists, domain specialists, scientists, computer scientists. It needs an inter-disciplinary approach. It's all about making sense," he said.

Dr. Sandipan Sarkar, technology executive - blockchain, IOT and AI – IBM, feels many organizations take up IoT projects but do not know what to do with the data they collect. "Enterprises have taken a myopic view so far. To create value out of the data, they need a cohesive approach," he said.

He added that information must lead to insights and then to wisdom. "The final aim is to get our enterprises to get wiser as we move on," he added.

We thank the regional conference volunteers and core committee members for their contributions

Regional Conference Volunteer Group

Sumit Kumar Sinha -

Conference Chair

Saon Sen Nandi -

Conference Co-Chair

Chirabrata Majumdar -

Conference Director

Tamal Banerjee -

Conference Co-Director

Pratik Kumar Singh -

Communication & Marketing

Supratim Sen -

Communication & Marketing

Amitava Banerjee -

Communication

Core Committee

Susanta Mohanty

Debjani Gupta

Mahuya Bhattacharya

Bidisha Chakraborty

Adhiraj A Bhaduri

Special Mention

R11 Social Media Team

Region 11 Women Empowerment

Committee Members

Quiz curator, Arabinda Bhar

Volunteer Md Hossain

Volunteer Suma Murthy

Uday Bhattacharya

Nabhanil Mondal

Koushik Srinivasan

Monika Muddamshetty



COMMON GROUND WEBINAR SERIES

After successful completion of Season 1,
we are back with **Common Ground Season 2!**
As always, registration is free – for both
members and non members.

To view past sessions, visit pmi.org.in/commonground

[Click here](#) to pre-register for future webinars

Common Ground Webinar Series – Season 1

Since its launch on 3 May, the Common Ground Webinar Series by PMI India has gained a lot of buzz in the country's project community. The webinars have been taking place every Saturday at 4:30 pm IST. Each of these has had around 1,000 attendees.

You can watch the recordings on our [YouTube channel](#). For future Common Ground webinars, [enroll here](#).

We present below a snapshot of the sessions organized in the months of June and July. The moderators for these sessions were PMI India volunteers Koushik Srinivasan and Monika Muddamshetty.



June 6
Importance of
a PPM

LEE LAMBERT, PMP

PMP, PMI Fellow & CEO, Lambert Consulting Group



June 6
Shifts in the
Construction Industry

TEJAS SURA, PFMP, PMP

PFMP, PMP & Founder and Managing Director,
Cubic Turnkey



June 16
The Future of Work and the Project Economy
in the Post-COVID Era

SUNIL PRASHARA

President and CEO, PMI



June 29
Digital Transformation and Project Management:
Opportunities and Challenges

GRACE NAJJAR

Managing Director, Middle East and North Africa, PMI



July 7
The Strength of Outcome-Focussed Businesses
in a VUCA World

KISHORE JAYARAMAN

President, Rolls-Royce India and South Asia



July 14
Artificial Intelligence in Project Management –
an Impending Risk or an Opportunity?

MARK BROOME

Chief Data Officer, PMI



July 14
Artificial Intelligence in Project Management –
an Impending Risk or an Opportunity?

SNEHANISHU MITRA

Head of Center of Excellence – Data Science and AI –
National Association of Software and Services Companies



July 20
IPL 2020 and Beyond – Inspirational People-
Centered Leadership for the New Normal

KARTHIK RAMAMURTHY, PMP

PMP
Founder and Chief Consultant, KeyResultz



July 20
Resolves for Crisis Situations – Balancing Between
the Head and the Heart in Dealing with Crisis

VIVEK SONAR, PMP, RMP

PMP, RMP
General Manager – Product Development,
Mahindra Truck and Bus Division



July 28
How to Realise Big Goals in
the Outdoors

ANJA BLACHA

Vice President – Youth, PMI,
and mountaineer

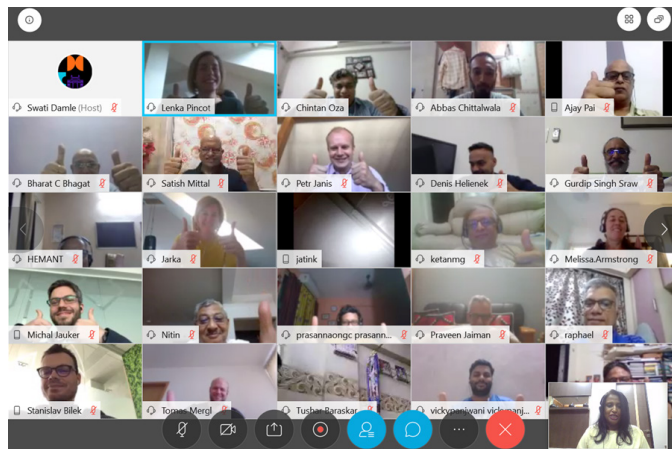
PMI MUMBAI CHAPTER SKILLS IN A POST-COVID WORLD

PMI Mumbai Chapter and PMI Czech Republic Chapter joined hands to initiate a virtual chapter exchange program on 29 May. The program aimed to improve collaboration in the time of social distancing and take our virtual connections to the next level.

Four panelists from the two countries discussed the burning question: "What are the key skills of project management in the COVID-19 era and beyond?" The panelists were Petr Janis, founding partner, Projectman.cz; Michal Jauker, head

of Project Management Office, Raiffeisen Bank; Satish Mittal, head of ExpressWifi, Facebook; and Chintan Oza, advisor, Lloyds Ventures.

The speakers kept the audience of 112 project managers engaged throughout the one-hour discussion. They spoke about the urgency to adopt new tools and methods, and ways of working amidst the fear of losing jobs. They highlighted a number of key skills that a project manager needs during a crisis, such as adaptability, listening, and communication.



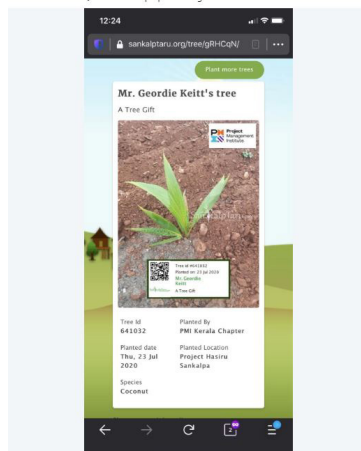
Managers today need strong facilitation skills, empathy, and ability to keep people motivated while they are handling all the pressure of the new and unknown. Online collaboration tools will stay; digitalization of processes will be accelerated; and social media and instant messaging will replace emails as they are more interactive and offer faster communication.

The panelists also discussed new ways of working by incorporating agile practices in daily project management, such as daily timeboxing, 15-minute standups, and frequent customer demonstration of partial deliverables. The experts recommended revising the competency portfolio of practitioners so as to make room for plan B and plan C in a future where uncertainties are likely to continue.

PMI KERALA CHAPTER

WAVES2020: A VIRTUAL, GREEN EXPERIENCE

Geordie Kelitt • 1st
Creator of 'The Structures of Work' Analytic Methods for Requisite Agility -- Visually.
The Kerala chapter of PMI planted a coconut tree as a thank you gift! I love this. Please scan the QR code to keep up with its growth over time.



The 10th edition of PMI Kerala Chapter's annual project management conference, WAVES, which was a virtual and green affair, saw the largest participation till date.

The event was conducted from 24 July to 26 July from 6.30 pm to 9.30 pm IST to suit the target audience across the world. The conference, titled 'Resilient Agile Leadership', had 12 speakers, who



delivered insights to 857 CXOs and project and product professionals from 15 countries.

Dr. Krishnakumar T I, president, PMI Kerala Chapter, delivered the welcome and presidential address. Dr. Srin Srinivasan, managing director, PMI India, inaugurated the event.

CHAPTER NEWS

The chapter presented the PMI Kerala Awards for best community projects. UST Global was the winner for its 'Adopt a school campaign' that involved 27 government schools. The runner-up was the SK Hospital team from Thiruvananthapuram for their campaign against substance abuse and behavioral addictions.

The speakers on day one were Dr. C V Anandabose, IAS; Anshuman Tiwari, and Scott W Ambler. The next day's

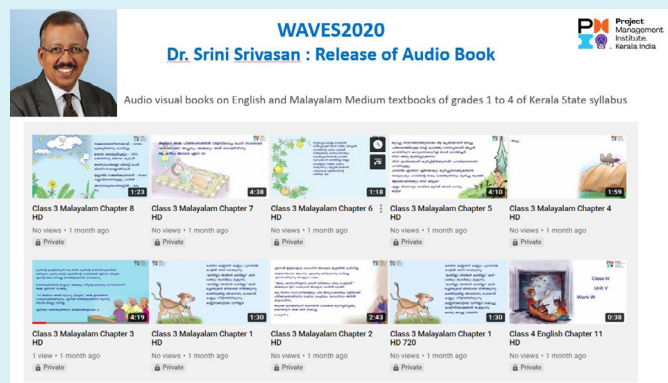
keynotes were delivered by George Paul, Geordie Keitt, Lee R Lambert and Peter Monkhouse.

This year, the chapter presented the speakers a green certificate by which they can contribute to the chapter's greening efforts. The speakers received a QR Code with which they can track the growth of saplings dedicated in their name and maintained by Sankalptaru Foundation, a non-government organization.

AUDIOBOOKS FOR CHILDREN

With the onset of the pandemic, resumption of regular classes in schools has been shrouded in uncertainty. As teaching moves online, it has become a necessity to enhance teaching resources. The usual textbooks need to be supported with additional online material.

With this objective in mind, PMI Kerala Chapter in April announced that it would work on audio textbooks for schoolchildren. In response to an opportunity posted on the Volunteer Relationship Management System (VRMS), 10 volunteers signed up to be narrators while another 15 volunteers joined for overlaying the audio with text and pictures. For the first phase of the project, it was decided to bring out audio versions of textbooks of grades 1 to 4 of Kerala state syllabus in English and Malayalam medium. A review panel consisting of teachers of government schools was set up. By mid-July, audio books of 60 chapters



Srinji Srinivasan releases an audiobook for schoolchildren

of primary school textbooks were ready for release. The official release of the audiobook was done by Dr. Srinji Srinivasan, managing director, PMI India, virtually on 24 July at the inauguration of WAVES2020.

CONTINUOUS EDUCATION

The chapter team had selected 30 alumni from Pallium India child beneficiaries to be mentored on English communication skills. With this objective, an opportunity was posted on VRMS and 15 volunteers were chosen for the project.

The students were grouped under chapter volunteers, while the Pallium India volunteers joined as co-mentors. As part of the program, called DISHA, it was planned that the students will be given assignments at regular intervals, and asked to respond with short videos on their assignments. Students received simple assignments like "please tell us about a day in your life when you felt proud about yourself". With the help of their mentors, they completed their assignments and received feedback. More complex assignments were given at regular intervals to enhance their communication skills.

Among the next steps planned are sessions on professional communication skills, soft skills training, and guidance for solving aptitude tests.

WHIZ TALKS

Chapter members can now earn professional development units (PDU) with online complimentary sessions. A total of 18 webinars were held on various topics related to techniques for adapting to the new normal, financial security, engineering, and construction.

The following three 'Whiz Talks' were conducted in July:

- 2 July: 'Discover your Quality Mindset' by Jayakrishnan P S, head of quality assurance, Suntec Business Solutions and former president of PMI Kerala Chapter
- 9 July: 'Questions - The Key Toward Effective Requirement Gathering' by Anupam Chatterjee, senior data architect, DOWC Technologies
- 16 Jul 2020: 'Let me See You Fail - Practical Tips for Losing Your Best Employees' by Bhuvana Sundar Soorappaiah, program manager, BOSCH, and project management and academic trainer

PMI CHENNAI CHAPTER REFERENCE BOOK IN TAMIL



Since 2018, PMI Chennai Chapter has been trying to promote project management as a life skill to students of grade 7 and above. The chapter has conducted around 20 sessions at various government-run high schools in and around Chennai, making a positive impact on over 600 students. The primary medium of instruction is Tamil for many students in government schools in Tamil Nadu. Hence a need was felt to produce a book in Tamil that students can use as a reference on project management skills. This was initiated by Chennai Chapter President Syed Nazr Razik and former president Prasanna Sampathkumar in November 2019.

A requirement posted on the Volunteer Relationship Management System received several applications and a team of 24 volunteers was formed within a week. The project conducted virtually involved the adoption of formal project management practices such as work breakdown structure, progress review meetings, Trello Kanban board, status matrix, design standards, content guidelines, review checklists, wireframes for page layouts, configuration management, and infographics for status reporting. The book used a case study to elaborate on the knowledge areas and process groups. It was made interesting with the help of colorful pictures, 'did you know' facts relevant to the chapters, a touch of literature with references from Thirukural (2,000-year-old Tamil literature), and project management principles. The content was ready by the end of December 2019, and the digital version of the book was released on Amazon Kindle. The print edition came out in June.

PMIEF INITIATIVES

Two virtual sessions were held on the topic 'Planning, Prioritization & Crisis Management', on 8 and 11 July, as part of Project Puthri, an initiative under PMI Educational Foundation (PMIEF). It was conducted by Bhuvana Sundar Soorappaiah, associate vice president, outreach, PMI Chennai Chapter. The audience comprised about 100 girl students. They were given practical tips on managing their time and work on a daily, weekly, and long-term basis. PMI Chennai Chapter's Tamil booklet on project management, titled 'Thittamidu Vettri Thodu,' was introduced to the students during the sessions.

Mr. Soorappaiah also conducted a virtual guest lecture for the students, alumni, and faculty of KPRIET, Coimbatore, on 22 July, as part of their two-day symposium. The symposium, 'IGNITRON', was organized by the bio-medical engineering department. The session on the topic 'The Art and Method of Managing Your Work – An Industry Perspective' was attended by over 500 participants. The talk covered topics such as essentials of project management for beginners and the importance of project management in all careers and domains, and gave the audience an introduction to PMI, PMI Chennai Chapter, and PMIEF.

PMI NORTH INDIA CHAPTER

COVID-19 DONATION DRIVE

On 9 July, the chapter kicked off a drive to support COVID-19 warriors comprising home guards, civil defense personnel, and the state police by donating masks and sanitizers in all states and union territories that fall under the chapter area. The activity with the Civil Defence & Home Guards in Jaipur, Rajasthan, was held on 9 July in the presence of senior department officials.

This drive is being organized and managed by the chapter board and led by our regional ambassadors. Chapter President Manoj K. Gupta coordinated the activities from the chapter and onsite coordination was done by Vinod Garg, chapter's regional connect ambassador, Jaipur.

KNOWLEDGE-BUILDING SESSIONS

On 25 July, Tarun Soni, digital transformation, head program management & business excellence, Sterlite Technologies Limited, spoke on 'Project Management - Growth Engine for the Organization' at a virtual event. Mr. Soni shared statistics about project success, the dimensions of growth for a business, and the aspects of project management that propel growth for an organization. He also presented case studies of global projects.

On 11 July, Ricky Jha, CEO, Pricoris Qatar, chief security officer, Privacy Virtuoso Global, shared the building blocks of privacy, the right of people to be left alone, and controls on how much content to share. Mr. Jha talked about the challenges in implementing privacy and the requirements beyond data protection. He underlined the key takeaway for project management with respect to privacy.

NIC welcomed its new members to the fold on 27 June in a virtual 'meet and greet' session, and introduced them

to the chapter board and activities. This event was also clubbed with a webinar to give its new members first-hand experience of the efforts of the chapter leadership to add value, regardless of the circumstances. Lakshmi Dhevi, spiritual healer, shared insights on 'Yoga Prana Vidya' and its principles in the webinar.

On 30 May, Dr. Vanita Ahuja, director, National Institute of Design, Haryana, Kurukshetra, talked about the importance of benefits realization and sustenance for a program to be considered successful. This requires agility, strategic collaboration with stakeholders, hands-on management, and frequent assessment of horizon to manage programs in the VUCA environment.

(Chapter news contributors are Akhila Gowri Shankar, PMP, Jayakishore S R, PMP, Suma P, PMP, and Neelima Chakara, PMP)

PMI PEARL CITY CHAPTER

KNOWLEDGE SHARING, MEMBER MEETINGS

Around 70 participants from across India and Bangladesh joined us on a virtual journey to find happiness and gratitude. The event was held on 18 June, a busy work day evening, and yet, people made time to attend it.

On July 5, the chapter conducted its first virtual orientation session for new members. A total of 96 members participated in it by going through the journey of PMI, PMI India, PMI Region 11, and the chapter's unique initiatives and engagement opportunities. Many volunteers signed up as a result of this program. The chapter's Telegram group also grew as a result.

The second virtual members networking meeting on 25 July had a turnout of 150. It featured chapter updates, initiatives, and announcements followed by a session on blockchain. Aravind Voruganti, vice president – blockchain practice and products, IDS Inc. and member, PMI Pearl City Chapter board, gave a primer on blockchain for project managers, with examples from both fintech and non-fintech areas. The topic, 'Project Management in Blockchain Era,' covered how distributed ledgers can transform the management of complex projects.

STAR VOLUNTEERS

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



APARNA GRANDHI

Independent consultant
Volunteer, PMI Chennai Chapter

Been a PMI member since: May 2018

What attracted me to PMI: Knowledge platform, friendly environment, and volunteering opportunities

My dream project as a project manager: To become a part of a project associated with the 17 UN Sustainable Development Goals

My proudest PMI volunteer moment: Volunteering to empower girl students through the 'Project Management as Life Skill' program at various government schools, and contributing for the design/graphics of the book, 'Thittamidu Vetri Thodu,' a project management book in Tamil for students

A life lesson I learned as a volunteer: The enthusiasm and quick learning capability exhibited by students of government schools inspired me to contribute more in education

I am looking forward to... Giving back to society, making more friends and learning continuously



JAYAKRISHNAN G

Senior project manager, Infosys Limited

Vice President -Volunteer Development, PMI Kerala Chapter

Been a PMI member since: 2016

What attracted me to PMI: Global reach of PMI, networking opportunities, and inspirations by PMI veterans like Ramam Atmakuri

My dream project as a project manager: My current project, which is to modernize one of Europe's most promising logistics providers

My proudest PMI volunteer moment: PMI Kerala chapter being selected as a finalist for PMI Global Awards

A life lesson I learned as a volunteer: There are a lot of opportunities to give and receive when you work with PMI

I am looking forward to... Working with the Region 11 team, my current set of exciting chapter board members, and volunteers to add value to the project management ecosystem



SUSANTA MOHANTY

Project Manager, Linde Global Support Services

Lead Volunteer, PMI West Bengal Chapter

Been a PMI member since: October 2019

What attracted me to PMI: The contributions by PMI Education Foundation (PMIEF) toward society

My dream project as a project manager: Global wifi setup in 54+ countries with an excellent end-user impact

My proudest PMI volunteer moment: Receiving a 'thank you' email from the chapter vice president on the successful completion of the first virtual PMI Regional Conference in India

A life lesson I learned as a volunteer: Get ready to turn goals into reality

I am looking forward to... Contributing to PMIEF



PRIYA PATRA, PMP

Vice President, Outreach
Mumbai Chapter

Been a PMI member since: April 2012

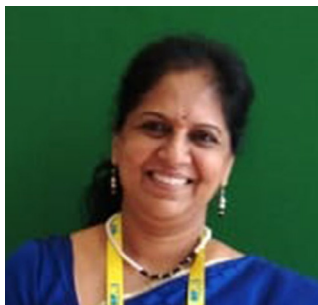
What attracted me to PMI: The passion that the leaders and volunteers bring to the table

My dream project as a project manager: PMI ChapterXchange – start as a startup, POP (pivot or preserve), and finally scale up

My proudest PMI volunteer moment: When I joined the board of PMI Mumbai Chapter as vice president, outreach, a role that I'm passionate about

A life lesson I learned as a volunteer: A smile can break any barrier, be it be language, cultural, economic or demographics. A smile can relay the message that you care

I am looking forward to... Adding value to my teams, projects, my customer, my organization as well as my self with project management



K V S N LATA

Project Manager, Vertex Offshore
Services

Volunteer, Outreach, PMI Pearl
City Chapter

Been a PMI member since: 2011

What attracted me to PMI: To become a certified Project Management Professional (PMP)®

My dream project as a project manager: To be a part of a project that will be part of people in their daily lives

My proudest PMI volunteer moment: Being a part of the Project Management National Conference in 2019 that was hosted by PMIPCC where my volunteer journey started

A life lesson I learned as a volunteer: A personal touch established through a call or a face-to-face conversation can do wonders

I am looking forward to... Continuing my association with PMIPCC by being a part of its initiatives and striving to do my best



BIDISHA CHAKRABORTY

Project Coordinator, Dreamztech
Solutions Pvt. Ltd.

Communications Portfolio,
PMI West Bengal Chapter

Been a PMI member since: 2019

What attracted me to PMI: It's a global platform to learn, contribute, connect, and grow

My dream project as a project manager: To launch my own business venture

My proudest PMI volunteer moment: Receiving the lead volunteer award and becoming a part of the communications portfolio

A life lesson I learned as a volunteer: Selfless teamwork and agility

I am looking forward to... Learn more about leadership, and contribute and gather experiences to enhance my real time skills in managing people and projects in work life and personal life

**NEELIMA CHAKARA, PMP**

Founder, PurposeLadder
Vice President,
Communications, PMI North
India Chapter

Been a PMI member since: 2013

What attracted me to PMI: The desire to learn global standards and best practices of project management

My dream project as a project manager: Kickstarting my new organization, PurposeLadder

My proudest PMI volunteer moment: Leading the communications workstream for Project Management National Conference 2018

A life lesson I learned as a volunteer: It gives an opportunity to create wonderful connections and networks

**DIPTI KSHIRSAGAR**

Assistant Manager, Capita
Volunteer, PMI Pune Deccan
India Chapter

Been a PMI member since: 2018

What attracted me to PMI: Student activities

My proudest PMI volunteer moment: When I volunteered as the PMO for the chapter's GyanLahari event

A life lesson I learned as a volunteer: Happiness is giving selflessly

I am looking forward to...Getting certified as Project Management Professional (PMP)[®]



Inviting article submissions



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

Submission deadline for the next issue – **Sept 15, 2020**

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

Leading by Learning



MOHIT SINGHI,
PMI INDIA CHAMPION
MANAGER, HUMAN CAPITAL, DELOITTE

HOW HAS THE CHAMPION PROGRAM HELPED YOU AS AN INDIVIDUAL?

PMI Champion program has helped me grow my LEARN (Leadership, Empathy, Adaptability, Recognition, Networking) skills. It has enhanced my leadership skills by giving me opportunities to lead across PMI projects, and also the training that helped me grow as a leader in my organization. I also got opportunities to interact with non-government organizations (NGOs), which built my empathy skills by helping me realize how grateful we are for what we have. New toolkits like Disciplined Agile and sessions on new technologies and concepts have further augmented my adaptability skills to survive in the post-COVID normal. Recognition comes as a reward for being part of this program as the world sees you as an expert in project management and your organization appreciates you more for

your capabilities. Networking is the greatest asset as we grow in an industry, and I feel great that I have a family of fellow champions who are there to help me in times of need.

My learning has increased a lot since I joined this program. I had been looking forward to it since I entered the project management world. It has given me opportunities to work on projects with the government and NGOs, and also to interact with industries beyond IT.

WHY WOULD YOU RECOMMEND THE CHAMPION PROGRAM TO A NEW VOLUNTEER?

This program is ideal for anyone who wants to learn new skills, and get opportunities beyond their organization to contribute to project management areas. It helps you get visibility inside and outside your organization. It helps you get project management news and updates before most of the world gets to know about it. It is also a wonderful platform to help society.

HOW HAVE THE PMI MEMBERSHIP AND CERTIFICATIONS HELPED YOU AND YOUR ORGANIZATION OR TEAM?

Being associated with PMI has helped us stay ahead in the project management activities. We have been collaborating with PMI Hyderabad Chapter for quite some time to get our associates trained on PMI's Project Management Professional (PMP)[®] certification. I can help my colleagues with the latest project management trends and create a community where we actively collaborate to face challenges. As a PMI member, I have access to vast resources on project management, which helps me stay ahead in the competition.

Contributions to Community



KALYAN SATHYAVADA,
PMP, PMI-ACP
PROJECT MANAGEMENT PRACTITIONER
MEMBER, CHAMPION ADVISORY COUNCIL

HOW HAS THE CHAMPION PROGRAM HELPED YOU AS AN INDIVIDUAL?

The PMI India Champions program has helped me rediscover myself. It has given me networking opportunities to meet talented people in the industry who have inspired me.

WHY WOULD YOU RECOMMEND THE CHAMPION PROGRAM TO A NEW VOLUNTEER?

It gives practitioners an opportunity to guide and mentor others,

while being on a continuous learning path themselves. It is hugely satisfying when you are able to contribute toward another person's development goals.

HOW HAVE THE PMI MEMBERSHIP AND CERTIFICATIONS HELPED YOU AND YOUR ORGANIZATION OR TEAM?

First of all, through my association with PMI, I have been able to stay in touch with market changes. Being associated with PMI chapters also opens up opportunities in professional networking.

I also treasure the access I have to knowledge building through PMI resources such as *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide)*, *Agile Practice Guide*, *The Risk Guide*, and *ProjectManagement.com*.

I have conducted training programs for aspirants of PMI's Project Management Professional (PMP)[®] certification, and I have often heard attendees say that it has helped them increase their understanding on project management. As part of the Champion program, we recently conducted an agile prioritization workshop, following which a few attendees have started implementing agile techniques in their projects. I get a great sense of satisfaction from seeing the impact of these initiatives on the lives of project managers.



PMI Organization Centre Pvt. Ltd.,
#114 WeWork, 20th Floor,
Oberoi Commerz II
International Business Park,
Oberoi Garden City,
Off Western Express Highway,
Goregaon East,
Mumbai - 400063
pmi.org.in | pmi.org