

# MANAGE South Asia

JULY 2022



## Making Girls Career-Ready: A Grassroots Initiative



## In this Issue



**PMI South Asia  
Marketing**  
Priya Awasare

**Project Editor**  
Panchalee Thakur

**PMI Project Management Institute.**  
**PMI Organization Centre Pvt. Ltd.,**  
#105, WeWork, 1st Floor,  
Oberoi Commerz II  
International Business  
Park,  
Oberoi Garden City,  
Off Western Express  
Highway, Goregaon East,  
Mumbai - 400063  
E-mail [pmi.india@pmi.org](mailto:pmi.india@pmi.org)  
[www.pmi.org.in](http://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 SOUTH ASIA

## 04 BY INVITATION

Unlocking Strategic Benefits for an Organization

Factors Influencing Strategy Execution in Global Organizations

## 07 COVER STORY

Making Girls Career-Ready: A Grassroots Initiative

## 10 PMI EVENT

Project Management Regional Conference 2022

## 11 PMI UPDATES

Reinventing Business for Transformative Growth

Insights from Leaders - How PMI Certifications Can Up-Level Your Career

## 18 WHAT'S NEW AT PMI

## 20 CHAPTER NEWS

## 25 STAR VOLUNTEERS

## 27 CHAMPION VOICES

## PMI POLL BOOTH

### VOICE YOUR OPINION-JULY POLL

Q. Sustainability is a core aspect of program/project management in my organization.

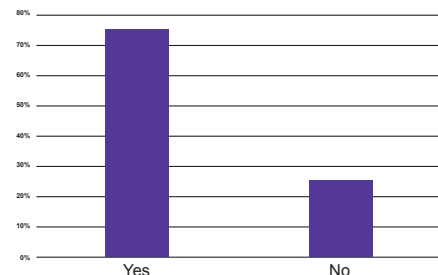
[Click here to fill entry](#)

### RESULT OF LAST POLL

Q. The construction industry is investing enough to upskill its project management workforce to meet the growing demands.

Yes 16% No 84%

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 South Asia.





Dear Practitioner,

In the past two and a half years, we had grown used to communicating, learning, and even networking, through a screen. Connecting in person seemed like a far-fetched dream until recently. But the Project Management Regional Conference (PMRC) 2022, held in Thiruvananthapuram on 21 May, brought us back to what we had missed all this while –rubbing shoulders with colleagues and friends, literally.

We pivoted to a hybrid format with the eighth edition of PMRC, under the theme, ‘Beyond the Finish Line: Towards Sustainability.’ It was an exhilarating experience for the attendees to meet one another and build new rapport and connections. Congratulations to PMI Kerala Chapter for organizing the successful event.

I want to extend my sincere appreciation to Jennifer Tharp, chair of PMI Board of Directors, and sustainability expert, who shared actionable insights into sustainability in project management.

In this edition of *Manage South Asia*, we are featuring Project Puthri by Avtar Human Capital Trust that won the PMI South Asia Award in 2021 for efforts toward securing sustainable careers

for underprivileged young girls through skills training. How to create sustainable impact through projects and programs has been a key focus for PMI, as you have seen in the agenda for PMRC.

In the column, *By Invitation*, two PMI South Asia Champions have shared their perspectives on how program management can help deliver strategic value for an organization and directly support strategy execution in global organizations.

Do not miss our excerpt of an insightful study conducted by PMI in association with IMA India. The report highlights the best practices that companies must follow to reinvent their business models.

You may have seen the video testimonials on PMI certifications by project leaders that we have been posting on social media. In this edition, we have consolidated the video playlist for your convenience. I encourage you to listen to the leaders and senior practitioners as they talk about the impact that PMI certifications have had in their careers and their organizations. You can also go [here](#) for the playlist.

We are introducing a new segment, *What’s New at PMI?*, that captures new launches such as courses, micro-credentials, and global initiatives and other updates related to the South Asia region. I am sure you will find it useful.

Full-fledged preparations are now under way for the upcoming Project Management South Asia Conference 2022, which will be held on 9 and 10 December in Mumbai. The conference theme is ‘Project Management-Hybrid and Beyond,’ which is highly relevant in today’s context. I am certain you are as eager as I am to reconnect with leaders, peers, and friends from the project management community. Let us bring back the magic of the pre-pandemic days. To register, [click here](#).

Kind regards,

A stylized, handwritten signature in blue ink, appearing to read 'Srinivasan'.

Dr. Srinivasan  
Managing Director,  
PMI South Asia



# Unlocking Strategic Benefits for an Organization



**SRINIVAS REDDY EDULAKANTI, PgMP, PMP**  
Head, Aerospace and Defense IT Business Delivery,  
Tech Mahindra

Program management emerged as a distinct discipline in the late 20th century. It has progressively developed for the management of strategic objectives or multiple interrelated endeavors to produce strategic benefits since the scope of project management is limited to complex projects. It is now largely recognized that programs are a significant undertaking, consisting of multiple actions spanning multiple business areas. Programs are also generally complex. Program management deals in both high ambiguity and uncertainty, and requires a high degree of organizational maturity.

PMI's Standard for Program Management explains the concept as: "A program is defined as related projects, subsidiary programs, and program activities managed in a coordinated manner to obtain benefits not available from managing them individually." Programs are conducted primarily to deliver benefits to the sponsor organizations or constituents of the sponsoring organization.

Organizations initiate programs to deliver benefits and accomplish agreed upon objectives that often affect the entire organization. The organization implementing the program considers and balances the degree of change, stakeholder expectations, requirements, resources, and timing conflicts across the component projects.

Programs introduce change throughout their duration. This change may be reflected in the introduction of a new product, service, or organizational capability. Changes may be introduced to a variety of business processes through the actions, guidance, and leadership of the program manager, who works within the five program management performance domains. Together, these performance domains comprise the program management framework and are critical to the success of program.

*Refer to Figure 1 for the program management performance domains.*



Fig-1: Program Management Performance Domains

## Business Value of Program Management

Program management enables organizations to effectively pursue their strategic goals through the coordinated pursuit of projects, subsidiary programs, and other program-related activities. Program management seeks to optimize the management of related component projects and programs to improve the generation of business value. Many organizations employ program management to improve their abilities to deliver benefits.

- Non-commercial organizations: benefits may be delivered in the form of social or societal value (for example, improved health, safety, or security)
- Commercial organizations: benefits are delivered in the form of business value

## Strategic Organizational Benefits of Program Management

A benefit is the gains and assets realized by an organization and other stakeholders as the result of outcomes delivered by a program. Various types of benefits may be defined and generated by programs. Some benefits, such as expanded market presence, improved financial performance, or operational efficiencies, may be realized by the sponsoring organization, while other program outcomes may be realized as benefits by the organization's customers or the program's intended beneficiaries. Regulatory changes may require the initiation of a program. The realized benefits from regulatory compliance programs may be harder to identify. These benefits may be limited to compliance, avoidance of fines, and avoidance of adverse publicity.

Program management also ensures that the benefits provided by the organization's investment in a program can be realized and sustained following the conclusion of the program.





Fig-2. Organizational Benefits of Program Management

### Unlocking Strategic Benefits at Tech Mahindra

Program management is a strategic oversight function responsible for the consistent delivery of large-scale initiatives and achieving the desired benefits. The program management practice has evolved as an organizational function at Tech Mahindra that oversees a group of initiatives or projects linked together through a shared organizational goal or common area of impact. This programmatic grouping provides synergy, consistent management, and greater visibility to stakeholders.

Program grouping is done based on the following criteria:

- Business transformation projects/large system integration projects
- Size of business in terms of revenue and/or resources
- Customer business domain/line of business
- Technology
- Contractual obligations
- Having interrelated and unrelated engagements bundled

Further at Tech Mahindra, programs are broadly structured into two types across the organization:

Type-A programs are large engagements, which can be segmented further based on parameters like competency and geography with

interrelated deliverables across segments. For examples -system integration and business transformation programs.

Type B unrelated engagements are bundled or grouped for effective leadership of the program manager. Examples are an unrelated set of customer projects grouped under a program manager, multiple unrelated projects grouped to cater to region, vertical, project type, growing technology, or growing customer engagements.

Tech Mahindra has a well-defined set of program management framework processes for program types A and B. The purpose of the program management framework is to ensure that all programs are formally initiated, planned, executed, tracked, and monitored for on-time delivery, within budgets, and assuring solutions/services of high quality, meeting stated outcomes and benefits, and leading to delighting the customer and other stakeholders.

*In his career spanning more than 25 years, Srinivas Reddy Edulakanti has served the Indian Air Force for a decade, followed by program management leadership roles in the IT industry. Currently, he heads the Aerospace and Defense IT Business Delivery for Tech Mahindra.*

## Factors Influencing Strategy Execution in Global Organizations



**DR. SWAPNA YADAVALLI, PfMP, PgMP, PMP**  
Vice President, Technical Program Management

**D**ue to the rapidly changing business environment and increased competition, there is an immense pressure on organizations to adopt mechanisms to survive and succeed in the marketplace. Senior executives emphasize upon embarking on digital transformation strategies, accelerated innovation, rapid growth, organizational change, market penetration, and many other such strategic initiatives.

Every strategic change is a project or a program and all strategic changes within the organization happen via projects and programs. A strategy is the direction and scope of an organization in the long run. It helps an organization achieve an advantage over its competitors through an efficient configuration of resources. It also ensures that the market's needs are met, along with the expectations of all stakeholders.

The two most vital stages of strategic management process are strategy formulation and strategy execution.

Strategy formulation is an analytical process of selection of the best suitable course of action to meet the organizational objectives and vision. It is one of the steps of the strategic management process. The strategic plan allows an organization to examine its resources, provides a financial plan, and establishes the most appropriate action plan for increasing profits.

Strategy execution is the process by which the business strategy is put into action. It includes the design and management of organizational systems to achieve the best integration of people and structure, allocating resources, managing human resources, and developing information and decision processes to achieve organizational objectives.

It is the implementation of a strategic plan to reach organizational goals. Even the best strategic plans can fall flat without the right execution. Strategy execution is a critical competitive mechanism for accomplishing the desired goals and objectives, and achieving a superior performance. Turbulent business environment, technological impact, globalization, increasing customer demands, and rigid rivalry are factors that drive organizations to embark on strategic implementation practices (Manktelow & Carlson, 2014).

Studies have identified a number of challenges in the execution of strategy: weak and poor management positions in implementation, lack of or inadequate communication, lack of awareness or comprehension of the strategy, lack of commitment to the strategy, unaligned organizational resources and processes, and poor coordination of work. Strategy execution is critical since its rate of accomplishment or failure has a significant impact on the organization's performance and continuity. The major drawback with execution of the plan is the speed at which the proposed strategy is accomplished.

Whether the vision calls for digital transformation, organizational change, or accelerated innovation or growth, a gap between strategy and execution is a constant danger. It becomes clear after a review of the literature that the terms 'strategy execution' and 'strategy implementation' have been used interchangeably.

Strategy execution is an iterative process of implementing strategies, policies, programs, and action plans that allows an organization to utilize its resources to take advantage of opportunities in the competitive environment. Many studies have acknowledged that business strategies often fail not because of inadequate formulation, but because of an inappropriate implementation.

This article explores the factors that enable or impede effective strategy implementation. It highlights how strategy implementation has been researched so far and how this field may be moved forward to help in effective execution of a strategy. Nine critical factors for strategy implementation emerge, as discussed here:

Formulation of an effective strategy, making the strategy work and implementing it throughout the company is a difficult task (Hrebiniak, 2006). Many factors potentially affect the process by which strategic

plans are turned into organizational action. Unlike strategy formulation, strategy implementation is more of a craft rather than a science. After successful formulation of the business strategy, difficulties usually arise during the subsequent implementation process.

## Four key factors that influence strategy execution

### 1. Strategic Alignment

Strategic alignment plays a critical role in sustainability of strategy. It is the process of aligning all stakeholders, internal and external, so that all are focused and committed to achieving a shared organizational vision. Alignment begins when senior executives share or cascade the enterprise strategy throughout the organization and engage functional leaders, team leaders, and individuals to help them identify and develop their own goals, plans, and actions.

### 2. C-Level Engagement

Leadership buy-in and support are two of the most critical elements in the successful execution of strategic initiatives. Surprisingly, the engagement of the C-Suite in strategy execution is limited in organizations. The initiatives aimed towards putting the strategy into place often do not receive necessary sponsorship from the senior-level. In most organizations, the C-suite owns the strategy formulation and leaves the execution to the teams without appropriate governance. There is a need for an overall change in the approach, starting with the C-suite. Leaders need to start off by giving greater attention to the execution of a strategy and focus on the correct activities in the right areas. Their role also involves allocation of resources on the basis of prioritization of the initiatives undertaken. Integration of the strategy formulation with implementation is also critical to success.

### 3. Simplified Communication

Strategy execution communication to the organization and external stakeholders is crucial to the success of any strategy. After a strategy is formulated, it must be extensively communicated to the rest of the organization and relevant external stakeholders during execution. Organizational members cannot execute a strategy if they do not know what it is all about. Communicating the strategy and the progress of its execution must be done on a continuous basis. Strategy execution is all about taking action and achieving results. Organizational members must therefore clearly understand what they have to do make the strategy a success.

### 4. Organization Culture

A stable culture will systematically support strategy execution, fostering an environment of partnership, unity, teamwork, and cooperation among employees. This type of organization culture will enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success. Creating an organizational culture that is open to change starts with a senior leadership team that communicates an organization's strategic priorities often and effectively. Effective execution of strategy occurs through creating and reinforcing a culture of change, top-down employee buy-in, strategy ownership, implementation, and accountability.

*Swapna Yadavalli is a strategic portfolio leader with over 20 years of experience in the banking, financial services, and insurance sector. She has structured and led global teams in several multi-million dollar businesses and technology transformations across geographies. She mentors aspirants of PMI's Program Management Professional (PMP)® and Portfolio Management Professional (PfMP)® certifications.*

# Making Girls Career-Ready: A Grassroots Initiative

By Potshangbam July

## Key Highlights

**Project Name:** Puthri

**Program Start Date:** 15 July 2017

**Cost until FY 2021-22:** US\$200,000

(INR 15,922,220)

**Project Execution:** Avtar Human Capital Trust

**P**uthri, which means daughter, is an initiative that seeks to create 'career intentionality' among adolescent girls from disadvantaged backgrounds who are studying in government and corporation-run schools in Tamil Nadu. Puthri is fostering career-mindedness in girls aged between 13 and 18 years, and equipping them with skills that will make them economically self-sufficient.

A report by the National Commission for Protection of Child Rights (NCPCR) states that 39.4 percent of adolescent girls aged between 15 and 18 years are out of school in India. To address this issue, in 2017 Avtar Human Capital Trust (AHCT) launched the Puthri program with the aim of providing girls access to a well-rounded skilling program to supplement their formal education. Puthri expects that the training will empower the girls to break the shackles of poverty, pursue white-collar jobs, and contribute to India's economic growth.

The concept of career-intentionality was created by Dr. Saundarya Rajesh, founder of Avtar Group and managing trustee of the Avtar Human Capital Trust. Through Puthri, the non-government organization (NGO) plans to support 10,000 girls from government schools every year.

AHCT won the 'Project of the Year award' in the NGO category for the Puthri program at the PMI South Asia Awards 2021.

## BREAKING DOWN THE BARRIERS

The program kicked off after AHCT secured approvals from the government authorities to conduct a year-long intervention in schools in Chennai, Coimbatore, and Puducherry. The approval came after the program team spent time engaging with officials at the district level to explain the initiative and its potential impact. Considering the organization's track record of previous engagements with the Department of School Education, Government of Tamil Nadu, it

received approval to implement the program in higher secondary schools across the state.

However, school administrations had initially allotted a limited time to conduct the sessions that the Avtar Trust had proposed under Puthri. The NGO then engaged heads of schools and teachers and created an annual time-table for the program that did not interfere with the academic calendar. It was also decided that the schools would receive comprehensive reports after analyzing the data on the activities conducted. That would help the school administration make informed decisions about the impact from Puthri.

During 2020-21, the pandemic affected the program after classroom-based activities came to a halt as schools shut down. The NGO addressed the challenge by transitioning the program to a virtual mode, thereby making it feasible to conduct more than 200 sessions during this time. This opened up various possibilities for students. Among these sessions was a special one in which industry leaders virtually interacted with the students and provided them guidance on how to prepare for a sustainable career.

“Our research shows that for young girls to rise to their full potential, they need mentors, role models, and career coaches. These three form the pillars of career intentionality. We have been able to take our program to greater heights with the support of experts who fit these roles. We are also thankful for partners such as PMI Chennai Chapter.”

**Dr. Saundarya Rajesh, founder, Avtar Group and Managing Trustee, Avtar Human Capital Trust**



## STEPS TAKEN TO ACHIEVE PROGRAM GOALS

Avtar Human Capital Trust runs more than 60 programs under Puthri across the state of Tamil Nadu, in cities such as Chennai, Kancheepuram, Chengalpattu, Puducherry, Thiruvallur, and Coimbatore.



The program beneficiaries get trained on 40 different life skills across three levels. Students undergo sessions on health, financial acumen, digital literacy, entrepreneurship, and self-defence. Level 1 comprises introductory sessions for those in grade 8. Level 2 provides advanced skills for students in grade 9. Level 3 teaches the application of real-life skills on the areas covered to those in grades 10, 11, and 12.

The organization has collaborated with PMI Chennai Chapter for this program, with the latter sharing project management methodologies and processes for better outcomes. The chapter also volunteered to train the internal program team members on project management concepts and their applications. With the help of PMI's responsibility assignment matrix, the organization built an internal tool, Asthra, that enables them to capture program progress.

To ensure quality and genuineness, potentials mentor go through a screening and evaluation process. The selected mentors then undergo training by master trainers and hand-holding by peers before they are inducted into the program. At the end of the year, the mentors go through a refresher workshop to help them stay abreast of new techniques and trends. These include new training methodologies to bring in more physical activities like games, role plays, and dramas in the classroom to make the students understand and apply the skills well. They are also exposed to creative methods to deliver the skills through anecdotes, stories, real case studies, and project work, and tech-based learning tools for better engagement.

The program has signed up more than 300 mentors from various walks of life - graduates, post-graduates, PhD holders, corporate professionals, homemakers, retired professionals, professional trainers, and teachers.

A similar process is also being followed for career coaches before they are brought onboard. The role of a career coach is to encourage the

girls to make informed decisions about their careers.

The NGO also organizes an annual event, 'Udyog Utsav,' where students, trainers, and teachers meet, learn, and network. Since the pandemic, it has been held virtually. Besides the learning, students get exposed to potential scholarships, jobs, internships, and career paths during the event.

The NGO also organizes industry tours for students to gain first-hand knowledge of how companies function. They also offer scholarships to deserving students, in partnership with various foundations and institutions. So far, 18 students have received scholarships, of a total value of INR 7,22,400 (over US\$9,000).



### SUCCESS STORIES

Since 2017, the NGO has expanded Puthri program to 62 schools across Chennai, Coimbatore, and Puducherry, impacting more than 5,000 beneficiaries. It has signed up 380 volunteers, who have together contributed more than 11,500 hours of service. So far, 140 girls who have completed their 12th grade are engaged in Puthri's post-school program to help them realize their career aspirations.

The Puthri program has won many recognitions for its contributions toward empowering girls through education. In 2018, Britt Worldwide,



2022/4/12 15:02





a training company, awarded the program for its role in encouraging women in leadership. Dow Chemical, a global player in material science, provided the program a financial grant after shortlisting it among many global projects. Five Puthri beneficiaries have earned scholarships from Dow Chemicals for their under-graduate education. These young women, who were being mentored by the company in science, technology, engineering, and math (STEM) education before their 12th grade, graduated with distinction in the high school examination.

Such success stories continue, with many Puthri scholars scoring well in their 10th and 12th board exams in 2022.



“It is extremely heartening to see young women who have undergone the skill development program at Puthri join reputed educational institutions for their tertiary education. That is a mark of the success of Puthri.”

**Dr. Saundarya Rajesh, founder, Avtar Group and Managing Trustee, Avtar Human Capital Trust**

With a bold vision for the future, Avtar Human Capital Trust is planning to replicate the Puthri model in other states of the country, and enable more of India's *puthris* to reach their full potential and contribute to the country's economic progress.



# Sustainable Project Goals to Drive Holistic Outcomes

*Project professionals must look beyond time, budget, and cost considerations, and incorporate sustainability goals in projects.*

**D**espite the global buzz around sustainability, organizations are yet to make sustainable development a core aspect of project management. However, there is a dire need today to integrate sustainability into project management to maximize environmental, social, and economic benefits.

In line with the pressing issues of climate change and the growing incidence of natural disasters around the world, the eighth edition of Project Management Regional Conference 2022 on 21 May chose the theme, “Beyond the Finish Line: Towards Sustainability.” After more than two years of virtual engagements, the hybrid conference organized by PMI Kerala Chapter provided PMI members and volunteers an opportunity to finally meet in person again.

Leaders and practitioners from diverse fields shared insights, networked, and picked new learnings to apply to their work. The conference was attended by about 350 delegates from various countries, some of whom attended in person while others participated remotely.

The conference took off with a welcome note by Jayakishore S. R., conference chair and president, PMI Kerala Chapter. In a video message, Dr. Srinivasan, managing director, PMI South Asia, said, “The theme of this conference is thought provoking and at the same time challenging. It will encourage us to think and expand the whole meaning of project management beyond the template of scope, time, cost, and quality. Sustainability will facilitate performance based on economic as well as social and environmental parameters.”

Umamaheswaran R., distinguished scientist and director at Human Space Flight Centre, ISRO, set the tone of the day with his opening keynote. He spoke about the crucial elements that are needed for sustainable development in space projects and missions.

Jennifer Tharp, chair, PMI Board of Directors, talked about integrating sustainability into project management practices to build a world of net-zero carbon emissions.

After a short networking break, Anand Malligavad, a lake conservationist, presented a session on rejuvenation of dying lakes across Bengaluru.

Sreekanth K. Arimanithaya, Global Delivery Services leader at Ernst & Young Global Delivery Services, shared that ambidextrous leadership fosters continuous innovation in business by resolving opposing or contradictory demands effectively.

The same level of energy and enthusiasm continued into the second half of the day. Toastmasters India conducted a special session on how effective communication plays a critical role in project success. Speakers who shared their insights included Gauri Sheshadri, district toastmaster; Vanitha Rengarajan, director - District 121, Toastmasters India; Kathiravan M. Pethi, leadership coach, storyteller, and speaker; Ayham Bicha, national public speaking champion (Toastmasters Gavel Club); Dileep Choyapalli, toastmaster, and Saveen Hegde, design thinking specialist, founder, and director - Unbox Experience.

This was followed by a session presented by Rich Maltzman, co-founder at EarthPM. He spoke about the need for responsible project management that takes greater accountability for a project’s impact on people, society, and the environment.

In the concluding keynote address, Kiran Bedi, India’s first woman officer of the Indian Police Service, stressed that a fine balance of empathy and confidence is important for leaders to develop regardless of their gender.





## Key Elements Facilitating Project Sustainability

*Umamaheswaran R. is the director of the Human Space Flight Centre (HSFC), ISRO, Bengaluru. He has been with the Indian Space Research Organisation (ISRO) for close to 35 years. As scientific secretary of ISRO at ISRO headquarters in Bengaluru and a distinguished scientist, he was responsible for the overall policy, planning, and programs of ISRO.*



**UMAMAHESWARAN R.**  
Scientist and Director,  
Human Space Flight Centre, ISRO

Mr. Umamaheswaran R. spoke about the crucial elements required for project sustainability. Project managers must be clear about the project vision, expected outcomes, ways to collaborate, and the project structure. They need to ensure a well-defined responsibility matrix and devise effective strategies for efficient resource utilization. He shed light on ISRO's planned human space mission, 'Gaganyaan', which aims to demonstrate the capability to send human spaceflight to low earth orbit.

### Key Takeaways:

- The sustainability concept in a project should be attainable and realistic
- Need to develop technologies to combat habitation challenges in outer space
- Adopt collaborative models for accelerated growth and the commercial utilization of outer space activities
- Global endeavors in human space flight will foster further collaboration among people, cultures, and societies
- Strive to think out-of-the-box to facilitate technological innovation

## Powering Project Economy - Building a Net Zero World

*Jennifer Tharp is a long-time PMI volunteer, having served as president of the PMI San Francisco Bay Area Chapter. She served on the PMI Board of Directors from 2014–2020 as the audit committee chair and vice chair. As president of Mastodon Consulting, she works closely with boards, counsel, and the executive leadership of large, public companies, and startup technology firms.*



**JENNIFER THARP, PMP, CDIR**  
Chair, PMI Board of Directors

A global megatrend like climate change is a serious threat and its impact is intensifying at a rapid pace. Jennifer Tharp cautioned that there is an urgent need to act and focus on regenerative practices to achieve net-zero carbon emissions. She said that project professionals must not restrict their targets to delivering projects on time and within budget. They need to also understand the operational context and the impact of a project on the organization, the environment, and society at large.

### Key Takeaways:

- Include sustainability practices in every aspect of project processes
- A concerted effort of corporations, non-government organizations, and governments is required to effectively address climate crisis
- Project managers need to reinvent their approaches consistently and do things differently
- Actual plans, and not just bold statements, are needed to achieve net-zero emissions

## Reviving Dying Lakes

*Anand Malligavad is working toward rejuvenating lakes and reservoirs in Bengaluru in an effort to ease the growing water crisis. He gave up his corporate career to become a full-time lake conservationist, and has revived five lakes through his constant efforts.*



**ANAND MALLIGAVAD**  
Lake Conservationist

Bengaluru has lost many water bodies in the name of urbanization. It has taken a heavy toll on the city, with a deepening water crisis and flash flooding. Recalling what struck him hard, Anand Malligavad said that he read an article that Bengaluru will soon become a zero-water city like Cape Town. It made him cognizant of the seriousness of the situation and the need to conserve the city's many lakes. He studied extensively to understand the lake ecosystem and

decided to take up a lake regeneration initiative. Mr. Malligavad said he is working to revive about 45 lakes by 2025 and train 2,000 to 3,000 people on lake conservation across the country.

## Key Takeaways

- Strive to work together to create a green planet
- Lake conservation helps to prevent floods
- Governments, NGOs, and citizens must come together to save lakes
- Create awareness of the importance of conserving lakes in cities
- Lake rejuvenation should be done in sustainable ways at reduced time and cost

## Ambidextrous Leadership/Dual Velocity

*Sreekanth K. Arimanithaya leads the Global Talent and Enablement Services for Ernst & Young Global Delivery Services (Argentina, India, Poland, China, the Philippines, and the United Kingdom). He is also part of the GDS Executive Committee and the Global Talent Committee.*



### SREEKANTH K. ARIMANITHAYA

Global Talent and Enablement Services  
Leader, Ernst & Young Global Delivery  
Services (GDS)

The velocity of change or innovation in business has significantly increased in a decade. Sreekanth K. Arimanithaya said that leaders, teams, and organizations are finding it hard to cope with the new challenges today. It raises a question—are the leaders well-equipped to tide over the changes associated with a high-velocity business environment? He recommended developing ambidextrous leadership for greater success. Ambidextrous leaders are capable of creating win-win solutions by resolving conflicts and bipolarities. They adopt an integrative thinking approach for better outcomes.

## Key Takeaways

- An ambidextrous leader must have a clear and strategic intention
- Focus on the fine detail without losing sight of the big picture
- Transformative leaders must understand the personal purpose of employees and help to align that with the organizational purpose
- Adopt an agile approach to quickly learn and adapt to the organization's changing circumstances
- Ambidextrous leaders simultaneously play multiple roles as diagnostician, team coach, salesperson, and accelerator

## Giving You a Green Light to Think Past the End of Your Project

*Rich Maltzman is a master lecturer at Boston University. He is also an author and a consultant who provides students and clients with a deep, rich learning experience and improved results.*



### RICH MALTZMAN, PMP

Co-Founder, EarthPM

Rich Maltzman spoke about the importance of connecting strategy to operations, and outcomes to benefits to deliver value in project management. To make it feasible, project managers must make a significant shift to 'lifecycle thinking'. He stressed that mindset-changing tools and practices can help project managers focus on the larger scheme of things for the long haul. He also touched upon the concept of responsible project management where project managers must seek to deliver social and environmental value in an ethical manner.

## Key Takeaways:

- Project managers must align strategy execution to the purpose of the company
- Focus on a long-term strategy to create value
- Responsible project managers should be inquisitive and address the hidden impacts of a project
- Seek harmony between the needs of people, the planet, and profit
- Engage stakeholders in decision-making and promote common interests
- The project team must think in terms of long-term outcomes, benefits, and value

## Fearless Governance



**DR. KIRAN BEDI**

Former Officer of the Indian Police Service (IPS) and Former Lieutenant Governor of Puducherry

*Dr. Kiran Bedi is a distinguished police officer, social activist, and politician who became the first woman in India to join the officer ranks of the IPS in 1972 and was the 24<sup>th</sup> Lieutenant Governor of Puducherry from 2016 to 2021.*

The skills required in project management are changing fast. The importance of soft skills is gaining momentum to manage projects efficiently. Dr. Kiran Bedi highlighted that women are born with empathy just as men are born with confidence. However, what a woman possesses often lacks in men, and vice versa. It is critical to strike a healthy balance of empathy and confidence to become a great leader. She emphasized that when women are equipped with these traits, they can courageously deal with any circumstances irrespective of being in a man's or woman's world.

### Key Takeaways

- Having a sense of belonging to your work enhances your involvement level
- Women must be aware of their capability to deal with any situation
- Men must learn to develop empathy and women must learn to build confidence
- Communication is a key element in a project

## Special Session by Toastmasters India



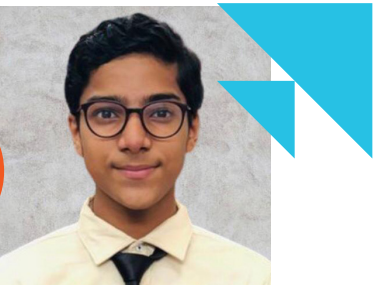
**KATHIRAVAN M. PETHI**

Leadership coach, storyteller, and speaker

Kathiravan M. Pethi spoke about the vital link between communication and project management. He said that strong organizations like PMI and Toastmasters must collaborate to create 'magnanimous managers' and 'compassionate communicators.' He said that toastmasters have started clubs in prisons, which has brought in a remarkable transformation. Statistics show that 90 percent of the inmates do not come back to prison.

### Key Takeaways

- A true leader needs to be a good communicator and a good manager
- Learning communication and project management in colleges can bring a change from the modern world's distractions
- A project manager's ideas can go waste if they fail to communicate effectively



**AYHAM BICHA**

National Public Speaking Champion (Toastmasters Gavel Club) and Finalist of World Gavelier Championship 2022

Ayham Bicha spoke on the topic 'The Glow Worm: The Hero.' He narrated a story about a glow-worm, one of the main characters from the book 'James and the Giant Peach' by Roald Dahl.



**SAVEEN HEGDE**

Design Thinking Specialist, Founder and Director of Unbox Experience

Saveen Hegde presented an insightful session on design thinking. He narrated how he ventured into design thinking after finding himself stuck at a laid-out path as a mechanical engineer. He emphasized that we must do something that we are passionate about or love every day and not get imprisoned

by predictable patterns. He cautioned that conditioning restricts creativity and poses a challenge to breaking the structure.

### Key Takeaways

- The purpose of design thinking is to break established patterns and allow new patterns to emerge
- Use design thinking as a philosophy to build an innovation team for your organization
- Create a balance between chaos and structure
- Creativity keeps the child inside you alive and gives opportunities to take up unstructured activities
- Design thinking process must incorporate both artistic and business approaches





# #PMSAC22

## Early Bird Registrations Open

9-10 December | Nehru Centre, Mumbai

### Project Management South Asia Conference

Welcome to the first mega in-person project management event since the pandemic! Project Management South Asia Conference brings together some incredible speakers and thought leaders who will be sharing their insights on the theme -  
**Project Management – *Hybrid and Beyond.***

**REGISTER NOW**

[Click here](#) to know more about the event

For queries, please write to us at

[registration@pmi-india.org](mailto:registration@pmi-india.org)

# Reinventing Business for Transformative Growth

PMI recently partnered with IMA India to conduct an interview-based research exercise to understand how top managers are handling internal business transformation and reinventing their business models. The study ran in-depth interviews with leaders of 10 prominent foreign and Indian multinational companies to ascertain the internal and external changes they are witnessing, the challenges posed by the changes, and how they have responded.

The study aimed to identify the best practices in change management. Besides, it sought to reflect the authentic 'voice of the CEO' as it explored the various facets of business process transformation (BPT).

Some of the significant highlights from the study are as follows:

## **Simplifying business process transformation:**

BPT is not just about technology adoption but also a re-thinking of the underlying processes, stakeholder management, cultural change and cross-functionality. There are multiple drivers for BPT, with some important ones being shifting compliance regulations, changes in the broader economy, an evolving competitor landscape, or some combination of these factors. Many companies view business transformation as a route to enhanced productivity and efficiency.

## **Leveraging digitalization:**

In the last two years, many companies have entirely or substantially reworked their businesses around a new, digital-centric future. Digital transformation must align with a company's internal processes and business models. It can effectively eliminate any flawed or superfluous processes. Digitalization is deeply inter-linked with improvement in processes, workflows, and factory automation. Organizations that had already started digitalising generally fared better than their peers in the crisis.

## **Reinventing leadership:**

'Agility' was the one word used by most top managers to describe today's leadership imperative. Nimble and agile leadership is the need of the hour in an uncertain and fast-changing environment. Leaders must over-communicate to reduce misinformation, practise over-management without resorting to micro-management, adopt a control tower mindset to create robust review processes, decentralize power and decision making, and invest in upskilling employees.

## **Enabling the workforce:**

One important aspect of internal transformation is the ability to evolve and fully enable and empower the workforce. Companies seek

employees who have a learning mindset, a willingness to admit to failure and learn from it, and a strong team approach. With a flexible working environment becoming common, it is prudent to shift to outcome-based productivity measurement metrics. It is critical to upskill and reskill the existing workforce to drive collaboration and productivity in a hybrid environment. Companies are increasingly adopting a culture of continuous learning and training as a part of the business transformation journey.

IMA is a niche economic, business and market research firm that provides insights and analysis to top management audiences in India through multiple channels.

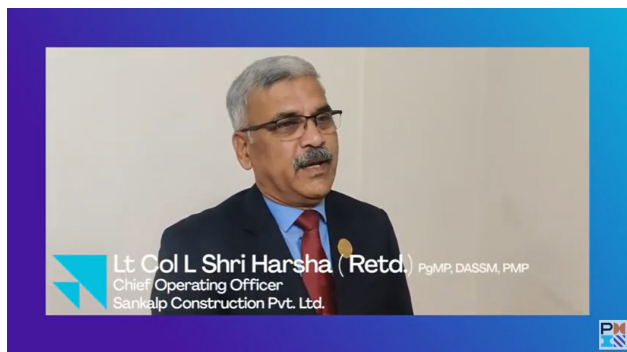
**Read the full report [here](#).**



# Insights from Leaders - How PMI Certifications Can Up-Level Your Career

*How relevant are PMI certifications in today's project climate and what benefits can project practitioners expect from them? PMI South Asia reached out to senior professionals with different PMI certifications to find the answers.*

*They shared their perspectives and insights into how PMI certifications have helped them stay on top of their game in terms of industry best practices, tools, and business trends; given them an edge in their career; and bolstered organizational growth.*



**LT. COL. L. SHRI HARSHA (RETD.), PMP, PgMP, DASSM**

**Chief Operating Officer, Sankalp Construction Pvt. Ltd.**

L. Shri Harsha believes that professionals with the Program Management Professional (PgMP)® certification are more adept at optimizing resource utilization and maximizing results. He shares important tips with PgMP aspirants and how program managers can acquire the necessary skills to move to the next role effortlessly. He lists out a number of important power skills for program managers.

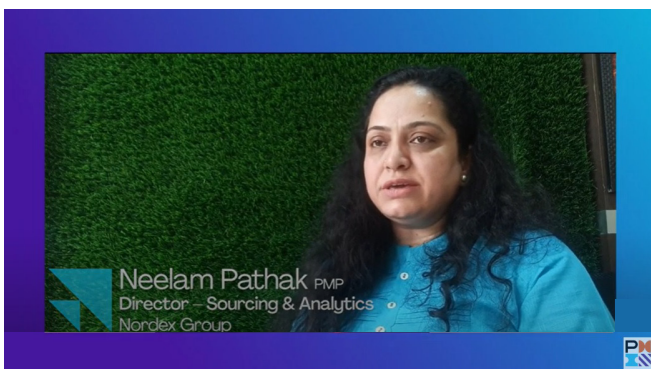
**KRISHNA MOHAN, PMP, PgMP**

**Head of Program Management, Quality and Tools – India Software Center Nexteer Automotive**

Krishna Mohan believes that program management will be more relevant in the post-pandemic era and enable practitioners to adapt to new ways of working or practices, which are usually outside their comfort zone. With the PgMP certification, program managers can become more valuable to their organizations. He points out the key challenges that program managers must navigate and how they can become valuable members of their organizations.



**Krishna Mohan K PMP, PgMP**  
Head of Program Management,  
Quality & Tools - India Software Center  
Nexteer Automotive



**NEELAM PATHAK, PMP**

**Director – Sourcing and Analytics, Nordex Group**

Neelam Pathak discusses the key challenges that she has faced as a project manager in the manufacturing industry. She highlights the key capabilities needed to drive successful outcomes in project management. Get insights from her on how the Project Management Professional (PMP)® certification makes you more adept at managing projects than a non-certified professional.





**NIKESH MIRCHANDANI, PfMP, PgMP, PMP**  
GDC Engagement Head for Americas Region, Teradata

Nikesh Mirchandani talks about the challenges that he has faced as a program manager – from establishing a strong program governance model to stakeholder engagement and handling program issues. He says that PgMP is one of the fastest growing certifications in the project management space. Find out what he has to say about the top skills that organizations expect from their program managers.

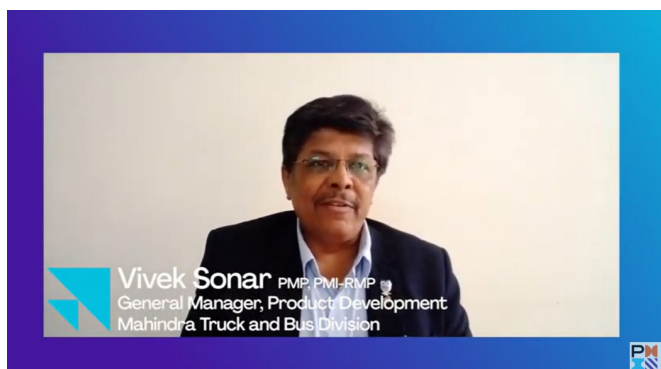
**DR. SANJAY KUMAR, PMP**  
Director (HR), Western Coalfields, Coal India Ltd.

Sanjay Kumar picks examples from his personal experiences to highlight some of the key challenges that project professionals face, such as delays in statutory clearances, changes in project scope and specifications, and changes in civil and structural designs. He also advises project managers to be clued into another key external factor- socio-political aspect that can cause a hindrance to effective project management.



**VIVEK SONAR, PMP, PMI-RMP**  
General Manager, Product Development, Mahindra Truck and Bus Division

Vivek Sonar talks about how the PMI Risk Management Professional (PMI-RMP)® certification can help the project team and organization in managing uncertainties in a scientific manner. He suggests that project professionals must opt for the PMI-RMP certification and develop a new mindset to embrace risk and stop taking things for granted professional.



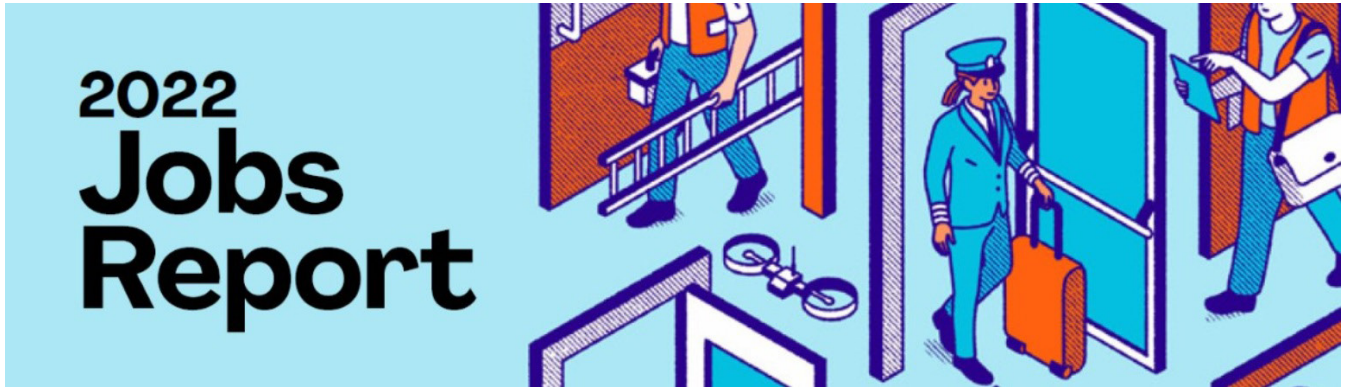
**UMESH METAR, PMP, PMI-RMP, DASM**  
Ex-Faculty, Institute of Project Management, L&T and Project Management Professional Coach

Umesh Metar explains why building a good relationship with clients and stakeholders is crucial in project management. He highlights the top skills a program manager must have to lead a project and the reasons behind a growing interest in PMI certifications in today's project environment. He talks about the value a certified practitioner delivers.

To know more what the industry leaders have to share, go [here](#).



# 2022 Jobs Report: Opportunity Amid Recovery



PMI released a '2022 Jobs Report' that revealed the sectors and emerging trends driving the demand for project leaders around the world. The demand for project professionals is surging as companies rebuild their infrastructure in the post-pandemic era. However, each region has its distinct growth patterns. Project leaders with the right skills and a future-focused mindset are in a prime position to advance their careers in 2022.

Economies across South Asia remain wildly uneven. Extreme weather events, varying COVID-19 vaccination rates, containment strategies, and differing levels of dependence on tourism have shaped each country's economy.

In India, companies are hard-pressed to find the right talent, with there being a huge demand for positions in emerging technologies like AI, the internet of things, blockchain, and electric vehicles. The IT industry remains a strong sector for job opportunities, particularly with a major push for digitization across industries. Telecom is another sector where hiring activity surged to 91 percent.

Three major cities have witnessed the biggest hiring spike – Bengaluru (49 percent), Hyderabad (47 percent), and Pune (47 percent). Even emerging cities have seen a leap in job opportunities, including Ahmedabad (61 percent) and Coimbatore (28 percent). An uptick in projects for smart cities, roads, and other construction as well as manufacturing sectors could generate a huge hiring surge for project managers in 2022.

**For details: [click here](#)**

## Upgrade Skills Through Micro-Credentials

PMI's micro-credentials are designed to upskill project professionals. The micro-credentials will help project professionals to learn, test, and earn a digital badge to highlight their expertise. They can add the badge to their digital profiles and showcase their achievements.

The following micro-credential courses are currently available:

**Agile Hybrid Project Pro:** It is a new online course paired with a non-proctored online exam, which validates that you have upskilled and aligned to the new PMP standards, which include agile and hybrid approaches.

**Citizen Developer Practitioner:** It will help you learn how to assess the suitability of your projects and how to design, develop, and deploy your solution in a way that is safe and compliant.

**Organizational Transformation Foundation:** It is the first course in the organizational transformation (OT) series which provides the five building blocks for effective transformations, and empowers leaders and their teams to create a culture that supports transformation.

**Organizational Transformation Implementation:** It is the second course in the OT series which provides the framework for transformation execution.

**Organizational Transformation Orchestration:** It is the third course in the OT series that focuses on assessing market conditions and



trends, exploring frameworks for achieving outcomes, and applying a human-centric approach towards your organization.

**Agile Metrics Micro-Credential:** The course helps project professionals learn how to select agile metrics that matter, and that can enable to meet your team and organizational objectives.

**Built Environment Project Communication Pro:** Specifically designed to help unlock the power of effective communication in a construction environment.

**Built Environment Performance and Materials Management Pro:** Focus on performance management method to increase transparency, reduce waste, and proactively address global supply chain challenges.

**Built Environment Technology and Innovation Pro:** The course is designed to amplify the productivity and profitability of construction projects using modern technologies and innovative approaches.

**Value Stream Management Micro-Credential:** Learn how to accelerate value delivery at scale for your organization and customers by using value stream mapping, agile budgeting and lean funding.

For details: [click here](#)

## Redefining PMI Talent Triangle

The PMI Talent Triangle has been redefined to help project professionals and their teams to navigate quickly the changing world of work and prepare for the future. It renews its focuses on three new skill sets - ways of working, power skills, and business acumen.

**Ways of Working:** Previously concentrated on technical project management skills, this encourages professionals to master many ways of working, whether it's predictive, agile, design thinking or new practices still to be developed. This can help in applying the right technique at the right time and delivering winning results.

**Power Skills:** These new interpersonal skills include collaborative leadership, communication, innovative mindset, and empathy. These skills help to maintain influence with a variety of stakeholders - a critical component for making change.

**Business Acumen:** Strategic and business management has been replaced with business acumen skills to assist professionals at all levels in cultivating effective decision-making. Also, it stresses on the importance of aligning projects with the big picture of broader organizational strategy and global trends.

For details: [click here](#)

### Develop a Mindset of Flexibility to Embrace Change

PMI Talent Triangle has been continuously evolving with a broad set of skills and capabilities. Its purpose is to remain relevant to today's changing project demands and provide the latest tools and insights to equip project professionals.

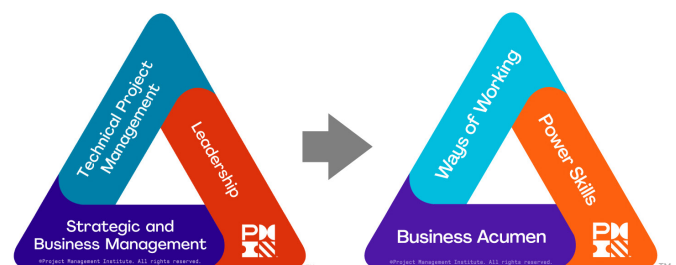
Mike DePrisco, interim president and CEO at PMI, said, "It is critical today to develop a mindset of flexibility and adaptability to embrace change and ensure our personal and professional relevance to the future of the workplace. Upskilling is a necessity, it is no longer a nice to have."

He added, "In our ever-changing world, project professionals must continue to be nimble to keep pace and create positive impact. And a lot has changed in 10 years, and project professionals must cultivate a skill set inclusive of different disciplines and practices."

Introduced in December 2015, the PMI Talent Triangle reinforces new approaches and skill sets to navigate change as per the current trends in project management.

For details: [click here](#)

### The PMI Talent Triangle® is Evolving





## PMI BANGALORE CHAPTER

### KNOWLEDGE ENHANCEMENT SESSIONS

PMI Bangalore Chapter conducted its monthly session of PM Footprints on 4 May. The session focused on the topic, 'How to Unlock the Best of People around You with Effective Communication.' The speaker, Jatinder Verma, agile evangelist and transformation coach, spoke about how being mindful when talking to anybody can change the experience and involvement.

He emphasized that the principle of 'I am okay – You are Okay' creates a win-win ground in human interactions. The session aimed to empower project managers with key takeaways that can be applied to their teams and customers.

On 11 June, the chapter organized another PM Footprints session on 'Cloud Projects - A Paradigm Shift in Project Management.' Dr. Chidambara Ganapaiah, senior director, Oracle Consulting, PMO, Europe, Middle East, and Africa (EMEA), was the speaker. He highlighted the challenges related to cloud-based projects and how to manage them successfully. Mr. Ganapaiah also provided insights into various approaches and practices of cloud project management.



### INFORMATIVE SESSIONS ON ENGINEERING AND CONSTRUCTION

The Chapter conducted monthly knowledge-sharing and networking sessions for Engineering and Construction (E&C) PM Footprints.

On 14 May, a lively session on the topic, 'Impact of Procurement in Success of a Project', was presented by Vinod Giri, supply chain leader, life coach, and mentor. He discussed the impacts caused when project management and procurement are not aligned to the project intent. He emphasized that the project and procurement teams should be encouraged to work outside their boundaries.

On 11 June, a session was held on 'Cost Modelling and Investment Decision-Making for Retail Projects.' Ramapriya Valmiki, consultant, InCoBAN initiative, shared insights into cost models for retail projects.

## PMI BANGLADESH CHAPTER

### PROJECT MANAGEMENT TOOLS

PMI Bangladesh Chapter arranged a webinar on 'Critical Project Management Tools' on 28 May. Lee R. Lambert, PMI fellow, PMI founder, and CEO of Lambert Consulting Group, was the speaker at the session, which was moderated by K. M. Refaul Ehsan, director-Professional Development, PMI Bangladesh Chapter. Mr. Lambert discussed how to efficiently use project management tools.

**PMI Project Management Institute Bangladesh**

Virtual Event via Zoom  
28<sup>th</sup> May, 2022  
Saturday  
BST 7:30PM - 8:30PM



**Moderator:**  
K.M. Refaul Ehsan  
Director, Professional Development

**Critical Project Management Tools :  
Are You Using the Right Ones?**

**Speaker:**  
Lee R. Lambert  
PMI Fellow, PMI Founder  
CEO Lambert Consulting Group

**What will be discussed (Learning Objectives):**

1. Recognize value add tools available
2. Determine what major contribution these tools can make
3. Learn how to use these tools effectively in managing project risk
4. How to determine which work packages are critical S, PDU – 1.0

**Who can be benefitted:**

- ✓ Line managers
- ✓ Project managers
- ✓ Program managers
- ✓ Executive Decision makers

**REGISTER NOW**



## MEMBERS' MEET

The chapter organized its 'Members' Meet' in the port city of Chattogram. The event witnessed vibrant interactions among the attendees. During the interactive session, members from Marks & Spencer, Walmart, KDS Group, Karnafuli Fertiliser Company, representatives from the local government and rural development department, and reputed consultants and professionals shared their real-life project management scenarios.

## PACT WITH DAFFODIL INTERNATIONAL UNIVERSITY

PMI Bangladesh Chapter signed a memorandum of understanding with the Department of Software Engineering and the Department of Information Technology and Management of Daffodil International University on 9 June. The representatives from both organizations discussed the planning and execution processes of the collaboration for the skill-based initiatives.



PMI Bangladesh Chapter and Daffodil International University signed an MOU on Project Management Competency Development for Youth

## CELEBRATING ACCOMPLISHMENT

The chapter organized a fun-filled day for families to celebrate the Best Performing Chapter 2021 award that Bangladesh Chapter recently won on 20 May. It saw the participation of former and current board of directors and their families.





## PMI CHENNAI CHAPTER 20<sup>TH</sup> ANNIVERSARY CELEBRATIONS



PMI Chennai Chapter organized a 'Volunteers' Meet' on 18 June to celebrate its 20 years of existence. The chapter thanked and acknowledged all the past board members and chapter volunteers for their extraordinary service and selfless contribution to building a solid foundation for the PMI Chennai Chapter.

Vijay Narayanan, secretary, PMI Chennai Chapter, started the event with a vibrant welcome note, followed by a quick recap of the 20-year journey in the form of a

quiz by Karthik Ramamurthy, volunteer leader, PMI Global Ethics Insight Team.

Chapter President Parvez Alam apprised the participants about the current board, extended board, advisory group, women empowerment committee to the members, and the chapter's achievements. Mohamed Aslam Ashraff, vice president, Volunteers Development, shared details about volunteering opportunities and various new volunteer programs.

The event saw Prasanna Sampathkumar, regional mentor of PMI South Asia Chapters; Chandrasekaran Avdivaragan, former regional advisor of Youth and Social Impact for Region 9 and 11 – South Asia; and Visukumar Gopal, regional advisor of Youth and Social Impact for Region 11- South Asia, sharing their volunteering journey with the Chennai Chapter.

The event drew more than 100 participants, including former board members and volunteers.

## COMMITMENT TOWARD WOMEN EMPOWERMENT

On the 20<sup>th</sup> anniversary curtain-raiser celebrations on 28 May, the chapter launched various initiatives for women empowerment. Aparna Grandhi, chapter volunteer and member of PMI South Asia WEC (Women Empowerment Committee), talked about the initiatives in detail.

The following initiatives aim to promote women empowerment:

**W-Greet n Meet:** An informal only-for-women platform for the members to meet, introduce, and interact with each other. They can share their experiences and explore the possibilities of addressing their specific needs.

**W-Entrepreneur Connect:** A platform for women entrepreneurs to connect, partner, start, and promote their business.

**W-Pause and Restart:** A platform for those who want to

pause their career and navigate safely by rediscovering themselves. Women seeking to resume their careers can gather information about women-specific opportunities in corporate companies.

**W-Groom:** Empowers female students through mentoring, coaching, and guest lectures.





## PMI GUJARAT CHAPTER SUPPLY CHAIN MANAGEMENT PRACTICES

PMI Gujarat Chapter organized a webinar on 'Supply Chain Management' on 1 May. Indraraj Nakoom, head of Procurement and Subcontracting at Prodair Air Products India, was the speaker at the event. He spoke about supply chain management strategies, practices, and the future for supply chain executives. The webinar was moderated by Aniket Chhaya, vice president- Programs, PMI Gujarat Chapter.



**Mr. Indraraj Nakoom**  
(Head Procurement and Subcontracting –  
Prodair Air Products India)

**Supply Chain Management**

**Date and Time:** 01<sup>st</sup>-May-2022 (Sunday) 10:30 AM to 12:00 PM (GMT+5:30)

**Audience:** OPEN FOR ALL **Fees:** Complimentary for all

**PMI Members earn –** 1.0 PDU's (0.5 Technical, 0.5 Strategy)

**Mode of Delivery:** Webex (Online)

**About the Topic:**

- ✓ Supply Chain Management – Strategies and practices.
- ✓ What the future beholds for supply chain executives.

**This session will be beneficial to professionals of multiple industries.**

**About the Speaker**

**Mr. Indraraj Nakoom** has more than 25 years' experience. Over these 20 years are in procurement and last 5 years is in project execution.

He has worked for 25 years at Larsen & Toubro Limited for the past 3 months at Prodair Air Products India.

He joined L&T as a Graduate Engineer Intern and rose through the ranks of Procurement from Buyer to Head of Services and Sub-Contracting. In the last 5 years, he has served as Project Director for 1 BUSD project.

He joined Air Products in January 2022 as Head of Procurement and Subcontract Management.



**Project Management Institute, Gujarat, India**

Webinar # 15WBN20210725

## SHARING INSIGHTS

The chapter conducted a webinar on 'Lean Project Delivery System' on 26 June. Paramjit Singh Lota, solution specialist at VisiLean, was the speaker. He talked about the lean project delivery system for construction project management. The webinar was moderated by Aniket Chhaya, vice president - Programs, PMI Gujarat Chapter.



**Project Management Institute, Gujarat, India**

webinar #18WBN202206265

### Lean Project Delivery System

**About Topic**

Lean Project Delivery System (LPDS) for Construction Project Management

**About Speaker**



**PARAMJIT SINGH LOTI**  
Solution Specialist | VisiLean



Mr. Paramjit Singh Lota is an architect from Sir JJ College of Architecture. After working for 3 years on Architectural Projects with a firm in Mumbai, he completed his Masters in Construction Engineering and Management from CEPT University. During this period, Paramjit developed expertise in Lean Construction, Project Management, and Building Information Modeling (BIM) application towards Integrated Construction Practices.

Over the last 3 years, he's been working with some of the biggest construction projects across the globe, consulting on best practices and applying lean process improvement. He is also an active researcher and has both journal and conference publications as part of his portfolio.

## OBSERVING INTERNATIONAL YOGA DAY

PMI Gujarat Chapter celebrated the 8th International Yoga Day with a session on 'Yoga for All and All in Yoga' on 21 June. Mehul Thakkar, PMP, yoga teacher, gave an insightful talk on how yoga is useful in balancing life, and how it can make a difference.

**Yoga for All and All in Yoga**

PMI Gujarat Chapter Celebrates  
8th International Yoga day on 21st June 2022  
By conducting online session

**Mentoring by Mehul Thakkar**  
(Yoga Teacher)

**Tuesday, 21 June 2022**  
7 am - 8 am (with Q&A)

**Project Management Institute, Gujarat, India**



## NEW MEMBER ORIENTATION



**Project Management Institute, Gujarat, India**

### PMI GUJARAT CHAPTER NEW MEMBER ORIENTATION

**18th June 2022**

**7:30 PM to 9:00 PM**

By Invitation Only

A presentation by VP Membership (Rajesh Panchal)

PMI Gujarat Chapter held its new member orientation program on 18 June. The chapter welcomed the new members and gave an introduction of who they are and what they do. Rajesh Panchal, vice president-Membership, gave a presentation for the new members.

The chapter also organized Project Management Professional (PMP) certification training by an Authorized Training Partner (ATP) in June. Mahesh Panchal, vice president -Training and Development, planned and moderated the entire training session.



**Project Management Institute, Gujarat, India**

**PMP  
CERTIFICATION  
TRAINING**

Aligned with New Exam pattern 2021

Online(Webex) Instructor led Training by PMI

Gujarat Chapter 35 hours for PMP® certification



**NEXT BATCH  
DATE & TIME**

**Date: June 18, 19, 25, 26, 2022**  
**Time: 09:00am to 06:00pm**  
(1 hour lunch break)

**Registration  
Extended**

## PMI KERALA CHAPTER

### SUPPORTING SUSTAINABLE DEVELOPMENT GOALS

The PMI Kerala Chapter-led Plant the Future 2022 program was inaugurated by Jennifer Sharp, chair of PMI Board of Directors, on 20 May at Sai Gramam, Thiruvananthapuram. Sai Gramam Trust's executive director and the PMI Kerala board members participated in the event enthusiastically. Plant the Future is the chapter's initiative to support the UN Sustainable Development Goals.



### EDUCATIONAL SUPPORT TO UNDERPRIVILEGED STUDENTS



UDAAN 2022, a program initiated by PMI Kerala Chapter under the PMI Education Foundation, was officially inaugurated by Ms. Sharp and Kathiravan M. Pethi, leadership coach and speaker.

The program supports needy children at orphanages such as Saigramam and Anandanilayam, and a school in Krishnapuram. The chapter provides educational kits and coaching sessions in English for the children of these institutes. The children interacted with Mr. Pethi while they picked up some crucial life lessons.

### CONNECTING WITH NEW MEMBERS

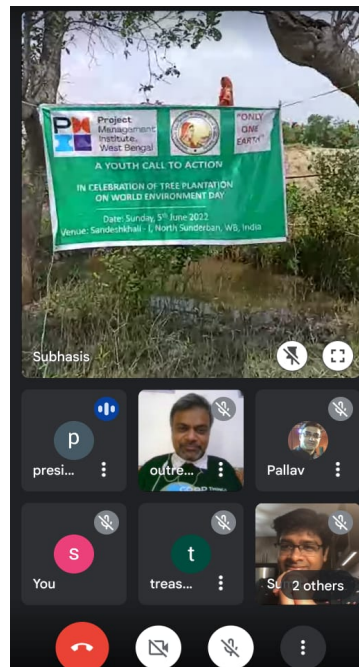
PMI Kerala Chapter conducted a 'New Member Connect' session on 9 June, in which new members were welcomed and introduced virtually. Chapter board members gave an overview of the chapter's activities. In

a 30-minute session, the chapter leaders spoke about the membership benefits and various volunteering and professional development opportunities available.

## PMI WEST BENGAL CHAPTER

### CALL TO ACTION

The PMI West Bengal Chapter joined hands with Sandeshkhali Maa Saroda Women and Rural Welfare Society for a tree plantation drive on the World Environment Day on June 5. They launched an initiative of raising 1,000-mangrove plantations with the local youth for environment and social sustenance.



To make it an effective program, the chapter organized a learning session on 'Project Management as Skill for Life,' and educated the youth on project management. The initiative is in line with the United Nations' 17 Development Goals.

*Chapter news contributors: Sujata Kanchan, PMP; Sharat Rajan, PMP; Balaji Viswanath, PMP; Mehul Patel, PMP; Rashmi Mohandas, DASSM*



## STAR VOLUNTEERS

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



**PARTH JOSHI,  
PMP**

Manager, KPMG Advisory Service Pvt. Ltd.

Volunteer – Academics, PMI Gujarat Chapter

**Been a PMI member since:** July 2020

**The biggest hurdles I face as a project manager:** Managing quality with the approved budget

**The top skills I have learned through PMI:** Stakeholder management, contract management, and project documentation skills

**My new success mantra as a project manager:** Focus on the outcome of the project that is beneficial to stakeholders

**The big takeaway for me from volunteering:** Giving back to the society is the ultimate satisfaction in life

**The future is...** Project management



**SYED FAIYAZ RABBI,  
PMP**

Business Analyst, HTC Global Services

Volunteer, PMI Bangladesh Chapter

**Been a PMI member since:** 2020

**The biggest hurdles I face as a project manager:** Undefined goals, poor communication, and changes in scope

**The top skills I have learned through PMI:** Problem-solving, conflict management, communication, and leadership skills

**My new success mantra as a project manager:** Planning, knowing your stakeholders, making priorities, assessing risks, and doing your work

**The big takeaway for me from volunteering:** Gaining confidence, networking opportunities, learning new skills, and becoming a part of the community

**The future is...** Exploring new volunteering opportunities



**MIRZA TANVIR,  
PMP**

Assistant General Manager, PRAN-RFL GROUP

Volunteer, PMI Bangladesh Chapter

**The biggest hurdles I face as a project manager:** Frequent changes in decisions from the top management

**The top skills I have learned through PMI:** Ownership

**My new success mantra as a project manager:** Always look for continuous improvement

**The big takeaway for me from volunteering:** Sharpening my interpersonal and collaboration skills

**The future is...** Get membership benefits and be a part of the world's largest project management network



**PALLAV ROHATGI,  
PMP**

Manager (Networks), Beetel Teletech Ltd.

Associate Director - Training, PMI West Bengal Chapter

**Been a PMI member since:** 2016

**The biggest hurdles I face as a project manager:** Communication flow

**The top skills I have learned through PMI:** Work breakdown structure, and responsible, accountable, supporting, consulted, and informed matrix

**My new success mantra as a project manager:** Communication is the key to success

**The big takeaway for me from volunteering:** Networking

**The future is...** Agile





**RAJESHWARI GUDDETI,  
PMP, DASSM**

Associate Director - Strategic Planning and Business Operations, Novartis

Program Manager, PMI Pearl City Chapter

**Been a PMI member since:** 2019

**The biggest hurdles I face as a project manager:** To be able to complete a project successfully abiding under the three constraints - changing client requirements, organization restructuring initiatives, and technological change

**The top skills I have learned through PMI:** Risk management, providing opportunities, recognizing talent, and committed associates

**My new success mantra as a project manager:** Be capable of tracking and communicating all stakeholders to tackle them efficiently as change is inevitable from their side

**The big takeaway for me from volunteering:** My involvement in Youth and Social Impact has helped me in self-discovery and in understanding other person's perceptions

**The future is...**All about experiences, learnings, progress, and continuing to work toward the betterment of self, chapter, and society



**RAHUL TELANG,  
PMP**

MXNS IT Services Pvt. Ltd.  
Oracle JD Edwards Specialist,

Chair - Award Committee, PMI Mumbai Chapter

**Been PMI member since:** 2009

**The biggest hurdles I face as a project manager:** Coordinating with stakeholders and implementing project deliverables within the timeline

**The top skills I have learned through PMI:** Communication with relevant stakeholders is very important

**My new success mantra as a project manager:** Good communication, patience, and influencing power

**The big takeaway from volunteering:** Networking with people and creating value for the chapter

**The future is...**Bright if you work hard and create opportunities for people following you



**KOUSTUBH AJIT  
TENGshe, PMP**

Project Manager, ABB

Volunteer, PMI Pune-Deccan India Chapter

**Been a PMI member since:** 2020

**The biggest hurdles I face as a project manager:** Scope creep

**The top skills I have learned through PMI:** Planning, time management, and collaboration

**My new success mantra as a project manager:** Follow up until it's done

**The big takeaway for me from volunteering:** It provides a learning platform and also enables to create an inclusive teamwork environment

**The future is ...**Proactive approach towards digital tools to bring change in work operation



**SAI BHADRA R. K.,  
PMP**

IT Project Manager, EQS Web Technologies

Assistant Vice President - Marketing, PMI Kerala Chapter

**Been a PMI member since:** 2019

**The biggest hurdles I face as a project manager:** Scope creep and budget management

**The top skills I have learned through PMI:** Stakeholder management, risk management, and project monitoring

**My new success mantra as a project manager:** Being a team player rather than an observer, and enjoying success

**The big takeaway for me from volunteering:** Learn from the experts in different domains, and grow

**The future is...** Serving our society as a volunteer and being an ambassador for PMI

## PgMP® Provides Pathway, Skill Set to Move into Senior Roles



### VIJAY PILLAI, PgMP, PMP

ASSOCIATE DIRECTOR - PROGRAM MANAGEMENT,  
GADGEON SMART SYSTEMS  
PMI SOUTH ASIA CHAMPION

#### WHAT ARE THE ESSENTIAL SKILLS THAT PROGRAM MANAGERS MUST MASTER IN TODAY'S BUSINESS ENVIRONMENT?

Program managers should have a strategic mindset with an attention to details to ensure that projects meet the organizational strategic objectives. One should be able to envision the big picture and sell the vision to other stakeholders.

Program managers should be proactive in their approach, and possess good leadership and change management skills to be able to negotiate and influence others towards a common goal. Communication skills are also vital in the process as it will translate into the required confidence in the sponsor and team members.

They should also have good analytical skills to quickly anticipate uncertainties to adapt and adjust to the course of action, using good judgement to ensure that the program delivers the intended benefits.

#### HOW HAS PMI'S PROGRAM MANAGEMENT PROFESSIONAL (PGMP)® CERTIFICATION HELPED YOU IN YOUR CAREER?

PMI's PgMP® certification has helped me understand the nuances of program management in a crisper way. It gave me a good perspective on the alignment of programs to organizational strategy and to use the integration activities to realize and maximize benefits.

It has given me good insights into the areas of program governance practices, stakeholder engagement, program lifecycle management, and how it integrates with different phases within a program delivery, finally concluding to program closure.

From a career perspective, it has provided me the pathway and the skill set to move into senior roles in my previous and current organization. The acquired knowledge not only helped me grow as a better program manager but also as a better leader.

#### WHAT ARE YOUR SIGNIFICANT CONTRIBUTIONS AS A PROGRAM MANAGEMENT CHAMPION IN YOUR INDUSTRY AND ORGANIZATION?

As a program management champion, I lead and support programs to align with the organizational strategic objectives to deliver the overall program benefits. I engage with various teams and manage program interactions with stakeholders. This includes monitoring and reporting on the overall program health and overseeing program conformance to governance policies and processes.

With my program management skills and experience, I provide advice and mentorship on various aspects of program management in my organization and industry. I also provide guidance on different stages of the PgMP® certification and get involved in brainstorming to improve program management practices.

# Certification Improved My Program Delivery Success Ratio



**MOHIT JAIN, PgMP, PMP**  
PROGRAM MANAGER, RAMCO SYSTEMS  
PMI SOUTH ASIA SENIOR CHAMPION

## WHAT ARE THE ESSENTIAL SKILLS THAT PROGRAM MANAGERS MUST MASTER IN TODAY'S BUSINESS ENVIRONMENT?

In today's business environment, program managers must be equipped with the following key skills:

**Big Picture Thinking** – Programs have a lot of ambiguity, so one must get the vision and mission of the program aligned with the organization's objectives.

**Leadership and Team Building** – Programs often have a lot of complexity and run for many years, and hence program managers must ensure that the team remains constantly motivated. Team-building and sharing the program vision and mission keeps everyone aligned with the program outcomes.

**Expertise in Project Management Methodology** – Program managers must be experts in project planning, inter-dependencies, conflict management, and communication.

**Change Management** – Programs are mostly started with big transformations in the organization, so program managers should act as change managers. This will ensure that change management is accepted by all the relevant stakeholders.

## HOW HAS PMI'S PROGRAM MANAGEMENT PROFESSIONAL (PGMP)® CERTIFICATION HELPED YOU IN YOUR CAREER?

A program is a group of related projects managed in a coordinated manner to obtain benefits not available from managing them individually. Before going through my

PgMP journey, I used to treat programs as one big complex project or multiple separate projects. When I treated a program as a project, I worked under the triple constraints of time, cost and scope, whereas programs are run based on the benefits aligned with program vision and mission, which is in line with the organization's objectives. Because of these conflicts, programs were delivered without any significant benefits. This not only impacted the organization where these programs were running but it also impacted my organization as we were unable to reap any benefit. Once I understood the importance of program management after getting my PgMP® certification, my program delivery success ratio increased significantly. I now have both happy customers and team. Due to repeated successful deliveries, I now head program deliveries across the APAC and US regions.

## WHAT ARE YOUR SIGNIFICANT CONTRIBUTIONS AS A PROGRAM MANAGEMENT CHAMPION IN YOUR INDUSTRY AND ORGANIZATION?

When I started on the PgMP® certification journey, I found that many aspirants were not aware of the defined paths to achieve the certification. I have created a roadmap with all my key learnings which I have shared with more than 100 aspirants so far, and the same is available within the champion community.

Moreover, I have started discussions with industry experts to stress upon the importance of adoption of program management in any organization and ensure that everyone gets the maximum benefits for their initiatives, as most organizations still treat program as project, which is a mistake that eventually leads to program failures.





PMI Organization Centre Pvt. Ltd.,  
#105, WeWork, 1st Floor,  
Oberoi Commerz II  
International Business Park,  
Oberoi Garden City,  
Off Western Express Highway,  
Goregaon East,  
Mumbai - 400063  
[pmi.org.in](http://pmi.org.in) | [pmi.org](http://pmi.org)