

MANAGE South Asia

OCTOBER 2021

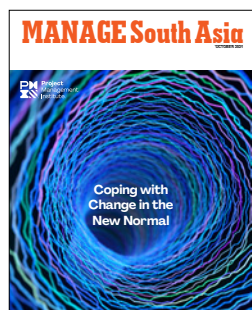


Project
Management
Institute.

The background of the cover is a complex, abstract pattern of concentric, wavy lines. The lines are primarily blue, with some green and purple lines interspersed, creating a sense of depth and movement, similar to a tunnel or a vortex.

**Coping with
Change in the
New Normal**

In this Issue



**PMI South Asia
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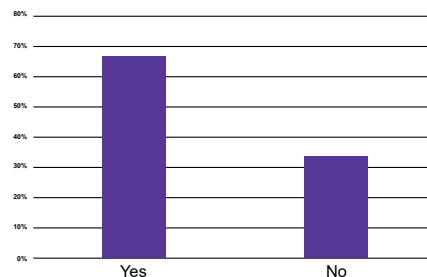
VOICE YOUR OPINION-OCTOBER POLL

Q. The new normal is more of a boon than a bane for the project management profession.

[Click here to fill entry](#)

RESULT OF LAST POLL

Q. I'm unable to assess if I have any skill gap.
Yes 66% No 34%



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,

We have been hearing of the 'new normal' for some time. But our understanding of the new normal keeps evolving amidst continuing change and uncertainty. It is compelling professionals to discard their conventional wisdom and methods, and embrace change. Nevertheless, these tough times have proven to be a blessing in disguise in many ways. We are sharpening our capabilities in newer areas such as digital savviness, collaboration, communication, critical thinking, and business understanding.

Our cover story in this edition of *Manage South Asia* discusses 'Project Management: Embracing the New Normal,' which is also the theme of our upcoming Project Management Virtual Conference 2021. [Early bird registrations](#) have already begun, so block your seat at the mega event.

Also read our *By Invitation* column this time. It sheds light on how next-gen project managers can

become changemakers and steer their organizations toward greater success.

Practitioners are upgrading their skills and preparing for the future with the Disciplined Agile Scrum Master (DASM)[™] and the Disciplined Agile Senior Scrum Master (DASSM)[™] certifications. Read our feature story on why practitioners are pursuing these certifications and using the Disciplined Agile (DA)[™] toolkit .

In its efforts to recognize rising young talent and inspire others, PMI has identified 50 young leaders from around the world in the second annual [Future 50 list](#). Get to know the young leaders from India who have made it to the list. Let their stories motivate you to follow your dream and be a changemaker.

I'm excited to announce that PMI has launched the first-ever global students' hackathon competition, '[Make Reality Challenge](#).' It is an opportunity for students to showcase their innovative streak and get global recognition. Please pass the word in your communities.

In other exciting developments, we now have a whole new offering for those who want to upgrade their skills, and a new initiative for those who want to make a difference in the world. Check out our latest digital learning offering, [PMI Picks[™]](#), and [Hours for Impact](#) in support of the United Nations 17 Sustainable Development Goals.

Happy learning and happy volunteering!

Kind regards,

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

Dr. Srinivasan
Managing Director
PMI South Asia



Be the Change You Want to See in the World

A project is a synonym for change. And project managers execute the vision for a change and the mission into reality. However, there is a need to shift the parochial paradigm from managing and leading change to making and owning the change.

The next-generation project manager does not just manage change but also wishes for change. They take ownership and accountability to make the change happen. Using their knowledge, resources, and determination, they push through resistance and drive the change. They may not possess all the skills needed, but they know best how to use the resources at their disposal. They connect the dots, unearth the blind spots, and influence the outcomes through cogent focus and commitment. They are determined to transform their circle of influence. They are the changemakers.

In today's fast-paced world, most project managers are engrossed in following processes and systems. They do not think out of the box. These project managers do not adopt a holistic approach to optimize the current structures and systems, thereby failing to achieve their outcomes efficiently. They are more focused on ticking all the boxes and crafting a quick go-to-market strategy.

By contrast, changemakers armed with a design thinking mindset focus not only on improving the customer experience but also on overcoming resistance from all corners. With their strong beliefs and passion, changemakers are thoughtful, compassionate, humble, and full of empathy and integrity. They not only use their skills, expertise, and authority to bring a positive change but they also set new trends. Changemakers like Mahatma Gandhi and Dr. Martin Luther King epitomize these human qualities.

The following are some key points that distinguish the roles of a project manager and a changemaker:

| Project Manager | Changemaker |
|--|--|
| Manages and leads change | Owens the change and makes change happen |
| Focuses on goal and end-date | Focuses on goal with a long-term gaze |
| Control and alignment | Accommodation and adjustment |
| Focuses on execution and delivery | Focuses on end-user adoption and experience |
| Ownership and accountability of deliverables and outputs | Ownership and accountability of results and outcomes |
| Resists change | Embraces and accepts change |
| Considers a constraint a limitation | Considers a constraint an opportunity |
| Procedure focused | Behavior focused |
| Manages and leads from the top-down | Manages and leads from the bottom-up |
| Uses a tactical (hands-on) and strategic (head) approach | Creates a balance of hands, head, and heart (behavioral and emotional) |
| © J. Duggal 2013 | |

Changemakers use their collaborative nature, expertise, and authority in a way that brings positive social change, and affirms the humanity of stakeholders. They have the freedom, confidence, and societal support to address any problem and drive change.



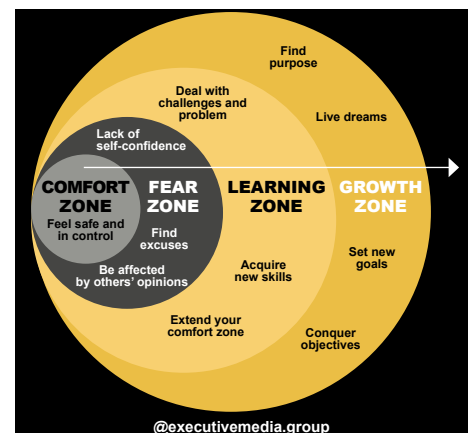
BIREN PAREKH

Vice President, Intellect Design Arena

Changemakers focus on lean changes at a time which can lead to a monumental transformation or new ways of working (WoW) over time. Their primary focus is on minimum viable changes, ensuring that teams stick to changes that work, and discard those that do not. They ensure that these changes happen gradually, but not out of nowhere. Changemakers weigh the cost of a change and prioritize changes that will have a good impact in a shorter time, thus implementing it in 'thin slices' that suit the stakeholders. They also assess how well the changes work in practice before applying that experience for future changes.

Changemakers unconsciously follow the Agile Manifesto, responding to change instead of following a plan, and harnessing it for the customer's competitive advantage. They make the journey relatable and memorable for the people they work with. Changemakers rewire the brain to change the de facto response.

The changemaker focuses on changing the culture by revamping and fixing the system. They come out of their comfort zone and move toward the learning zone, ultimately breaking into the growth zone. They are the next-generation leaders; they are the ground breakers; they are the social drivers; they are the social entrepreneurs. They are reinventing WoW. They are not only the game influencer and the game player but also the gamechanger.



It is time for project managers to upskill and upgrade themselves. Think differently, change the game, and make the change.

Biren Parekh is vice president, Intellect Design Arena. He has rich experience in managing and implementing complex digital transformation programs for banking, financial services, and insurance products in top-tier retail and corporate banks.

Coping with Change in the New Normal

Leaders need technical, business, and soft skills to manage projects and their remote teams effectively in the new normal. Project Management South Asia Conference 2021 will focus on the new capabilities that leaders must develop to succeed in this world.

By Potshangbam July

As unpredictability continues, so does the definition of the 'new normal.' With limited ability to foresee tomorrow's changing landscape and create lasting solutions, project leaders need to adopt an agile, adaptable, and flexible approach as against the conventional, tried-and-tested project management practices. They are today expected to wear multiple hats to navigate their projects effectively, even as complexity grows. Project

managers must hence master next-level skills in technology, hybrid project management, leadership, business analysis, communication, and people management. People skills such as empathy, negotiation, and active listening will foster great working relationships in today's remote working environment.

In this edition of *Manage South Asia*, leaders from the project management profession tell us about the critical issues they are facing in the new normal, and the path they are adopting.

How to Navigate the New Normal with Greater Effectiveness



MUKTESH MURTHY

President, PMI Bangalore India Chapter

The last 18 months have been the most disruptive times in the recent past, with all the elements of volatility, uncertainty, complexity, and ambiguity (VUCA) impacting us in every aspect of our lives. Having lived through these tough times, it is important for us to recollect what we experienced and move ahead.

March 2020 will go down in history as one the most defining times of our lives. Our normal lives were upended as countries across the globe waged a war against COVID-19. During these months, we experienced many personal tragedies and setbacks, and made changes to our day-to-day lives.

So it was not a surprise that in March 2021, when PMI South Asia ran a poll on the topic for a global conference, over 60 percent of the total 800 entries voted for a discussion on the new normal.

Hence, we decided to focus on the theme, Project Management: Embracing the New Normal, for our upcoming Project Management South Asia Conference 2021, to be held on 10-11 December. The idea behind this initiative is to help our community understand how to navigate the new normal with greater effectiveness. Our focus is to equip you with the best experiential learning opportunities, help you to get some answers, and provide you with coping strategies for negative situations in the future.

It has been our constant endeavor to bring industry best practices and knowledge to the project management community. We have invited global speakers to use the conference as a platform to share their valuable insights and experiences in handling disruptions.

Gone are the days where everyone was eager to progress their career by learning new skills. In today's time, when everything is thrown out of the gear, many are keen to go back to the basics, and learn, relearn, and unlearn.

Muktesh Murthy is the president of PMI Bangalore India Chapter and practice head at Tech Mahindra. He is a seasoned IT professional with over 28 years of experience in program and project management, information security, delivery, and quality management.

The Way Forward: Embracing the New Reality



BASU DUTTA

Independent Management Consultant

The pandemic has accentuated the VUCA prevalent in this world and brought about completely new dimensions to the global order, often referred to as the new normal. This brings into sharp focus the need for greater safety and health, and warrants organizations to reimagine their business practices.

Organizations will need to reorient their outlook toward flexibility and agility in responding to the new ecosystem. They need to build greater resilience and mitigate potential risks with a robust business continuity plan, with specific emphasis on supply chain disruption, geopolitical shift, and force majeure.

The pandemic has also brought many changes to the world of work in terms of safety, operational efficiencies, and cost optimization, by

drawing on the advantages of both in-person interactions and virtual engagements. A combination of the full-time, part-time, virtual working and hybrid working models will typify the new normal.

Going forward, rapid advances in digital technologies will play a dominant role in shaping our future in the new normal. Products and services will be increasingly contactless and powered by digital platforms.

This will also call for innovative leadership that has the ability to navigate multiple disruptions and develop a digitally savvy workforce.

Project managers need to respond to this new reality, adopt a flexible and hybrid model that suits the context, embrace a distributed workforce and virtual collaborative platforms, integrate technology to deliver outcomes, and stay compliant with the relevant Environment, Social and Governance (ESG) norms. Also, considering the psychological impact the pandemic has inflicted on many, empathy and emotional connection will be key elements to bind a team and help an organization to move forward in the new reality.

Basu Dutta is an independent management consultant, who has been actively associated with a UK-based consulting firm since 2016 in leadership development and talent management. He has been volunteering with PMI since 2008, and has held the vice-chair's position at the Computer Society of India, Bangalore India Chapter since 2021.

Managing a 'Faceless' Employee – A Test in Leadership



LT COL L SHRI HARSHA (RETD.), PgMP, PMP, DASSM
Past President, PMI Bangalore India Chapter

Adaptability and agility have remained key to the survival and growth of organizations. The global pandemic has pushed organizations to adapt to newer ways of working, including remote working.

This 'new normal' has given rise to 'faceless' employees, which is posing new challenges in people management. Managers sometimes find themselves in situations where they need to manage the expectations of not only employees but also employees' families. Employees, who had earlier used the office as an escape route from family pressures, are now

finding it difficult to manage the dynamics of both the work and home fronts from the same physical space.

Managers need to keep this new dimension in mind and adopt a firm yet compassionate approach, something that they are not trained for. With health and safety concerns causing anxiety among team members, project managers need to show empathy while ensuring that the project does not suffer.

Before the pandemic, it was a common practice to prioritize time and effort to ensure that work responsibilities were carried out smoothly. But the practice of work from home has led to re-prioritization of time and effort, with office work encroaching on the rest time of employees. Managing the physical and mental fatigue of team members is a new responsibility of leaders at all levels – teams, projects, human resources, and business leaders. Empathy and counseling are the new skills that must be part of a project manager's arsenal.

Lt Col L Shri Harsha (Retd.), PgMP, PMP, DASSM, is COO, Sankalp Infrastructure Pvt Ltd. He is a multi-faceted professional who juggles his time between practice, community service, knowledge sharing, and self-enrichment.

Is My New Normal Different from Yours?



**KARTIKEYAN RAMAMURTHY,
PMP, PfMP**

Director of Strategy, Amadeus Labs

In the past decade, we discussed (VUCA) mostly at a conceptual level. But now we are experiencing it as our reality. The COVID-19 pandemic has pushed us to reconsider how we perceive our world, and the phrase that effectively conveys this reality in a positive manner is the new normal.

The words 'new' and 'normal' are unique for these times, underpinning the urgency to accept the new. The questions that arise are — What fits into this new paradigm? Is the new normal same or similar, or different for different organizations, sectors, and industries? Is everything out there, and clear? Is my new normal different from yours?

Some trends are identifiable but may not be defined yet.

Leadership is not only about surviving the crisis, but thriving while crafting new business models, fluidity of business enterprises across segments, and resilient and boundary-less supply chains. To create an effective new normal, leaders must ensure to keep business continuity strategies in place, such as an innovative risk management approach, hyper scaling of IT infrastructure, and a flexible organizational structure. The focus should also be on making location-agnostic work models and adopting intelligent agents that augment human capabilities. Additionally, organizations must prioritize environmental, social and governance (ESG) practices for sophisticated, sustainability-based management.

Some or all of these will impact not only the projects we choose, but also how we manage them. We need to rethink the role of the project manager in this new normal, and consider the new set of challenges that they will be facing.

The PMI South Asia Conference 2021 will be a great platform to bring yourself up to speed with these shifting concepts and the emerging reality.

Kartikeyan Ramamurthy, PMP, PfMP, is director of strategy at Amadeus Labs. He is the India ambassador for PMO Global Alliance, a member of the board of directors at PMI Bangalore India Chapter, and a DevOps leader.

#PMSAC21

Project Management
South Asia Virtual Conference 2021

10-11 December

Explore ways to
embrace the new normal

Registrations Now Open

[Click here to register](#)

Hosted by
PMI Project
Management
Institute
Bangalore India



The Disciplined Agile™ Mindset: Why Practitioners are Adopting it

Managing projects in today's uncertain and volatile environment needs new thinking and a wider set of capabilities. Many practitioners struggle to deliver because of one core mistake – their rigid approach toward how they manage work. Instead of getting stuck in a single methodology or technique, you need to stay open and adjust your approach to suit your context.

The Disciplined Agile™ (DA) toolkit allows multiple teams across an organization to choose tools and techniques to fit their own ways of working (WOW). Team members can pick from a wide range of Lean and agile tools by weighing in the trade-offs that come with that choice.

Being a non-prescriptive framework, it provides immense flexibility to practitioners.

DA offers a number of benefits to an organization, such as more transparency, increased throughput, minimal costs, higher business value, and faster time-to-market. These benefits are driving the adoption of DA among agile practitioners.

We spoke to a few practitioners who have taken up the Disciplined Agile Scrum Master (DASM)™ or the Disciplined Agile Senior Scrum Master (DASSM)™ certification to understand why they chose these certifications.



Works for Both IT and Non-IT Projects

SURIYANARAYANAN JEYPAL

Technical Delivery Manager,
Whishworks IT Consulting Pvt. Ltd.

Each project has its own context, and applying standard agile practices to every project is not a practical approach. The key benefit of DASSM is that it provides a context-based way of project execution. DASSM is helpful while executing both IT and non-IT projects. For example, it offers guidance on how to manage team talent, manage resources, and train a team.

Earlier, projects were delivered based on the customer and organization's mandated approach. After getting the DASSM certification, it gives me the confidence to justify to the project stakeholders the project framework I choose based on the current context. As per the DA toolkit, it is not mandatory to adapt or follow a single agile approach across an organization, like in the Scaled Agile Framework, or the Scrum Agile Framework.

The DASSM certification is beneficial for anyone in the organization who is involved in the project, program, and portfolio delivery management teams. Having a DA mindset can make the organization work in innovative ways. Continuous adaptations are possible with evolving business requirements without impacting the expected business value of the project.



Freedom to Choose Your Way of Working

PARVATHY PILLAI

Senior Project Manager, IT organization

I am among the first set of professionals who took the DASSM certification. I have been a certified Scrum Master for a few years. I chose DASSM because of the following benefits it offers:

- It offers a hybrid approach to agile methodologies like XP, Scrum, and Kanban, choosing the best elements from each, and addressing the gaps in them.
- Disciplined Agile Delivery (DAD) provides a pragmatic approach from which a team can tailor a solution-delivery process to suit the context.
- It allows you to implement metrics to measure improvements based on the struggles you are facing.

- DAD approach advances your focus from producing software to providing solutions—which is where real business value lies.

DASSM has helped me scale up the agile mindset and given me the confidence to decide on a way of working that is most beneficial to my customers and other stakeholders. The DA toolkit has introduced us to a great number of options to choose from and made us aware of the trade-offs. It enables various activities like software development, IT operations or finance to collaborate better. Above all, the team has the freedom to choose their own strategies, methods, and frameworks.

Thus, the DASSM certification is a must-have for anyone who is delivering a solution internally or to customers, and project and delivery managers who want to scale up their delivery approach for better project success. It is also needed for Scrum Masters who want to move to a leadership role.

Organizations that are currently following hybrid methodologies and want to move to an agile approach must seriously consider DA.

Build an Agile Team Quickly



RASHMI MOHANDAS

Scrum Master, Allianz Technology

Most companies jump wholeheartedly onto the agile bandwagon, only to realize that when they pick up a particular methodology, say Scrum or Kanban, it does not exactly fall in line with their existing team structures. A lot of changes are then needed within teams to adopt an agile methodology.

Not all teams are inherently agile. Agile transformation is an uphill climb with additional rigid rules of agile methodologies. Hence, the Scrum Master finds it hard to resolve issues effectively.

With the DASSM, the changes are quite minimal. DASSM advocates starting from whatever point the team or the company is in at the moment in the agile journey. DA understands that one glove does not fit all, and hence it is devised in a flexible manner to address each team's requirements. The concept of choosing your WOW is unique to DA and that helps every functioning team become agile within a minimal time frame.

The Scrum Master finds that the load of transitioning the team into agile with DA is relatively easy because of its adaptability. The team can slip into the agile mindset without too much strain. DA training can immensely benefit the companies that are looking for an agile transformation to meet their business goals.

DA Does not Support a Prescriptive Approach



VIJAY VEMANA

Director – Engineering,
ATMECS Technologies

What impressed me the most about DA when I first heard about it was the concept of choosing your WOW, as against prescriptive methodologies like SAFe®. And now after having undergone the DASSM training and certification, I am more enlightened about the power of the DA toolkit, and the breadth and depth of its coverage. DA is neither a methodology nor does it support a prescriptive approach. It gives a lot of

flexibility in how and what you want to adopt. I have found the process goal diagrams to be very powerful when it comes to DAD.

DASSM has helped me look at the problems at hand differently. I now apply the goal diagram technique to go through the various options, and choose what fits the best in current needs.

Anyone who is delivering value should get introduced to the DA toolkit. Through this single resource, they will learn about various lean concepts and the power of a pull system. It will help value creators to break the mould and open their minds to new ways of doing things and eliminating waste in all forms.

As practitioners, we need to champion DA within our organizations so that the top management sees value and encourages senior executives to pursue the DASSM certification.

Powering Agile at Scale



HRISHIKESH KAREKAR

Agile Leader, IT/Consulting organization

The DASSM certification is driving agile practices and techniques to solve complex challenges. Anyone with an interest in pursuing agile can access a number of unique benefits. It focuses on skills that are critical for a Scrum Master while guiding the team to deliver

productive results. Besides, it comes with practical tools and insights that enable development of the right team culture and collaboration for business agility.

Leveraging the right practices from the extensive DA framework is extremely useful for Scrum Masters who are involved in large-scale product development. This helps them scale and optimize the processes.

DASSM is an advanced course, for which one needs have a basic understanding of agile and scrum. Whether you are a Scrum Master, a team agile coach or a project manager, you will develop a good understanding of the right orientation and tools for agile at scale with this certification.

To know more, watch the video testimonials by certified DA Senior Scrum Masters [here](#).

PMI Future 50: Young, Rising Leaders to Watch



The next generation of leaders featured in the second edition of PMI's Future 50 is creating social impact through meaningful projects. Despite the unprecedented challenges brought forth by the pandemic, these young leaders delivered their bold and innovative ideas that break the traditional mold. These selected 50 individuals across various industries and countries symbolize the power of changemakers needed in the Project Economy. We approached honorees from India to share their inspiring journeys.



JANANI RAJU

Technical Project Manager
Robert Bosch Engineering & Business Solutions

- Innovation and creativity
- Paradigm changers
- Open-mindedness and adaptability

What are the biggest obstacles that you have faced to convert your ideas into reality?

The market entry barrier is one of the common obstacles, specifically with artificial intelligence (AI)-related solutions, which needs to be cost-competitive and reliable.

The solution has to go through a rigorous customer acceptance cycle until it can demonstrate consistent performance, provide return on investment in the short-term, and the end-user is comfortable using the solution.

Privacy is another important aspect to consider since we deal with data involving people.

Project management is considered an important discipline for young talent. Do you think so too? If yes, why?

Yes, millennials and Gen Z have the advantage of democratization of technology, which is available online. However, what makes the difference is the ability to take this technology to the end customer and build projects with teams. This is where project management comes into the picture. By tapping into this space of project management, young talent can make a distinguished career. By acquainting themselves with the principles of project management in the early stage of their career, professionals can pick up different capabilities and accelerate career growth.

What makes one a changemaker? What according to you are the top five characteristics of a changemaker?

A changemaker shows readiness and openness to embrace disruptions — be it technological or economic, or any other that can make a difference. They leverage challenges and disruptions to innovate. A changemaker is someone who more often takes a road less traveled and creates opportunities. It is not just about having an agile mindset but also an ability to influence an agile culture in the larger community. Changemakers are self-confident and live as an example for others to follow. They take responsibility to create a change and do not wait for any authority or assignment. They exhibit high-level examples of servant leadership.

The top characteristics of a changemaker from my perspective are:

- Curiosity and empathy
- Emotional intelligence



NISHITA AND NIKITA BALIARSINGH

Founders
Nexus Power

Odisha-based Nexus Power was founded by twin sisters Nishita and Nikita Baliarsingh in 2019. The startup uses crop residue to create bio-organic and bio-degradable fast-charging batteries for electric vehicles.

What makes one a changemaker? What according to you are the top five characteristics of a changemaker?

Changemakers look at creative solutions for common problems. It is not just about being an entrepreneur; any individual who dares to address an adverse situation with a positive mindset has the capability of being a changemaker in society.

According to us, changemakers should possess the following five main characteristics – passion, vision, compassion, creativity, and courage. If we can create a quality composition by adding the right portion of these five characteristics, we will certainly make good leaders and become efficient drivers of change.

What are the biggest obstacles that you have faced to convert your ideas into reality?

The beginning was exciting but on shaky grounds. As we were just out of college and barely had money in hand, we had to bootstrap our business. After intensive research and an understanding of the e-mobility sector, we eventually stumbled upon a business idea.

The initial challenges were broadly in the technical sphere, with maximum time and energy spent on research work and experimentations. At a certain point, we wanted to drop the idea and shift to something else, but gradually things began to settle for us.

Currently, a lot of research is going into battery technology across the globe. We consider all battery manufacturers, EV manufacturers

making their own batteries, and R&D institutes as potential competitors of Nexus.

We have not come across a firm offering a similar product based. But with the way startups are coming up in India, it is difficult to predict the longevity of our uniqueness. That is why we have been filing for multiple patents and copyrights.

We have realized that entrepreneurship is not only about what we do physically but also about emotional strength, unwavering enthusiasm, self-belief, and team confidence. Most importantly, it is a journey that has no particular destination. We believe in innovating to sustain and dream of a greener planet.

Project management is considered an important discipline for young talent. Do you think so too? If yes, why?

Project management is an important discipline for young talent as it gives them the confidence to take on multiple tasks. It allows the person the freedom to experiment with one's work and push one's limits.

Project management techniques are designed by keeping in mind the competitive and dynamic nature of the industry. That helps young guns keep pace with the changes and demands of an extremely fast-growing market. It not only helps in addressing day-to-day activities of a company but in also preparing individuals for adverse situations and making them efficient managers of last-minute setbacks.

It is a wise approach to be equipped with project management skills to make a change in the world. Young talent should challenge themselves at every step of their corporate life. After all, a ship in the harbor is safe, but that is not what it is built for.

[Read about all the young leaders who feature in PMI Future 50 this year from around the world.](#)

PMI KERALA CHAPTER

NEW MEMBER ENGAGEMENT PROGRAM

PMI Kerala Chapter held its member engagement program, PMIK Empower 2.0, focusing on inducting new members to the chapter.

The virtual event saw chapter president Jayakishore S R, and board members Sindhya Sudheendran (Vice President-Membership), Jayakrishnan G (Vice President-Volunteer Development), and Hariprasad P S (Vice President-Education and Youth & Social Impact Co-ordinator), speaking about the various significant initiatives taken up by PMI Kerala Chapter. They highlighted in detail the opportunities available for members to volunteer in different portfolio-related activities as well as the major events hosted by the chapter.

Lt Col L Shri Harsha (retd), former president of PMI Bangalore Chapter and PMI volunteer, talked about developing thought leadership. Dr. Krishna Kumar T I, former president of PMI Kerala Chapter and an entrepreneur, gave an insightful presentation on 'Agile -Is it industry-agnostic?'.

The two recipients of the PMI Eric Jenett Project Management Excellence Award from India – Shri Harsha



and Krishnakumar – shared thought-provoking ideas and insights with the new members.

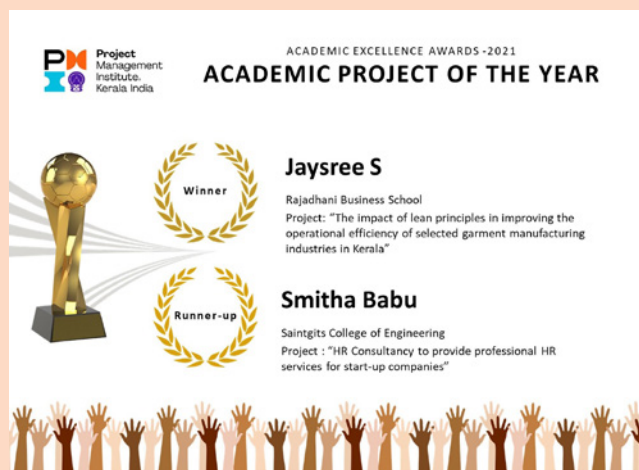
The event also featured a breakout session with a Pictionary game, titled 'Expresso,' with project management-related words and phrases.

Brajesh C. Kaimal, a founding member of the chapter, commended the participants for taking the decision to join PMI and PMI Kerala Chapter, and shared his inspiring journey with the organization.

HONORING ACADEMIC EXCELLENCE

For the third consecutive year, PMI Kerala invited nominations for the prestigious PMIK Academic Excellence Awards 2021 for students. The chapter

introduced an award for faculty members this year. Nominations were sought only from members of the chapter's Academic Forum.



The nomination criteria for the student category award, Academic Project of the Year, included identifying projects that follow project management concepts. For the Innovative Faculty of the Year award, projects addressing teaching or learning-related challenges were considered. The implementation process and quantitative impact of the project outcome were assessed, and how the project could be adapted to meet different learning outcomes was evaluated.

A special committee, comprising senior chapter members who are industry leaders, was set up to judge the nominations. The winners were announced at the WINGS 2021 Academic Conclave held on 29 August.

ACADEMIC CONCLAVE

PMI Project Management Institute Kerala India

ACADEMIC FORUM CONCLAVE

WINGS2021

29TH AUGUST 4PM-8PM (IST)

Theme: Future Ready Leaders

Registration fee:
Academic Forum Students : FREE
Other Students : Rs. 50
Faculty : Rs. 100
PMI Members : Rs. 100
PMI Members : Rs. 150

4 PDU

Speakers:

- Srini Srinivasan**
Managing Director, PMI, South Asia
- Muralee Thummarukudy**
Head, Disaster and Conflicts Branch, UN Environmental Program
- Ethiran Kathiravan**
Writer, Research Scientist at University of Chicago
- Dhanya Ravi**
Content Writer and Disability Evangelist
- Sankar Krishnan**
Chief Strategic Advisor, Ramco Group of Industries
- Dr. Mona N. Shah**
Academic Leader, Author and Business Executive

Sponsors: RAJADHANI Business School, SAINTS, IIM, Institute of Technology & Science, CHRIST College of Engineering, LOYOLA COLLEGE OF SOCIAL SCIENCES

Conference director Akhila Gowri Shankar welcomed the audience, and chapter president Jayakishore S R delivered the presidential address to kick off the event.

In the inaugural address, Dr. Srinivasan, regional managing director, PMI South Asia Region, urged young minds to become digital disrupters. He also spoke about how project management can give them wings and provide a global platform to aspiring individuals.

PMI Kerala Chapter hosted its WINGS 2021 - Academic Conclave on 29 August. The third season of the conclave is part of the chapter's Academic Outreach program. The conclave aims to bring together academicians, faculty members, and research practitioners from academia with industry experts through enlightening discussions and networking sessions.

Earlier, participation in the conclave was limited to students of Kerala Chapter Academic Forums. This year, free registration was extended to student beneficiaries of the DISHA initiative and those supported through PMIK-Naandi MPC collaboration. Since it was a virtual event on the theme 'Future Ready Leaders,' the chapter also extended registrations to PMI chapter members and students outside Kerala.

Other keynote speakers included Dr. Mona N. Shah, founder and director of Vayati Systems and Research Inc; Sankar Krishnan, chief strategic advisor - Ramco Group; Dr. Muralee Thummarukudy, head of the Disasters & Conflicts Branch at UN Environment Programme; Dr. Ethiran Kathiravan, writer, research scientist, and faculty member at the University of Chicago; and Dhanya Ravi, digital marketer and disability evangelist.

Visukumar Gopal, PMI regional advisor for Youth and Social Impact (South Asia), and Leena Gupte, PMI Educational Foundation (PMIEF) programs manager, India Operations, apprised the attendees about PMI's youth and social impact activities for empowering young changemakers.

INSIGHTFUL DISCIPLINED AGILE CONFERENCE

PMI Kerala Chapter has announced that its second Disciplined Agile Conference will be held virtually on 28 November. It is a great opportunity for practitioners who want to gain a better understanding of Disciplined Agile. The conference is open to both PMI members and non-members.

SESSION ON AGILE PRACTICES

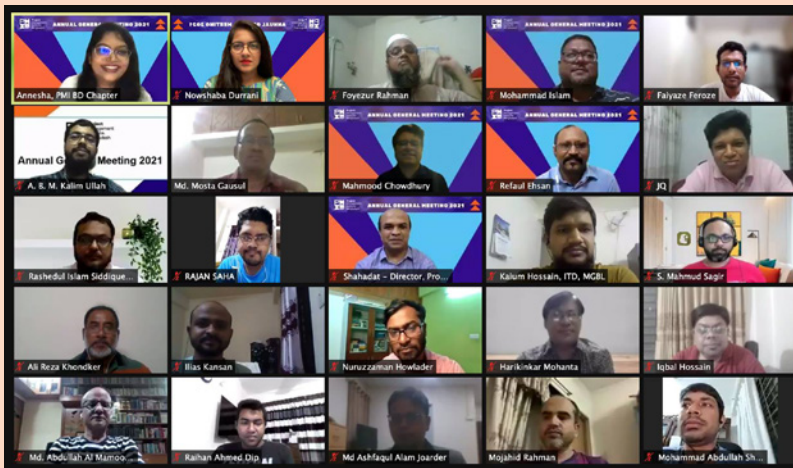
PMI Kerala Chapter hosted a session 'Agile Practices in IT Industry' on 6 August. It was the first of a series of webinars planned by the Women Empowerment Committee (WEC), a joint initiative of all the PMI South Asia chapters.

In the webinar, Deepa Mohan, technical program leader at SVB Financial Group, explored how the agile model is adopted in the software and technology industries in the United States, and talked about agile practices like Scrumban that are currently in vogue. She covered specific project scenarios like the use of the agile methodology in cloud transformation in an organization. She also highlighted others aspects, such as the benefits and challenges faced in the process.

This first professional development units (PDU) free webinar session was open to members as well as non-members of all the chapters in the PMI South Asia region.

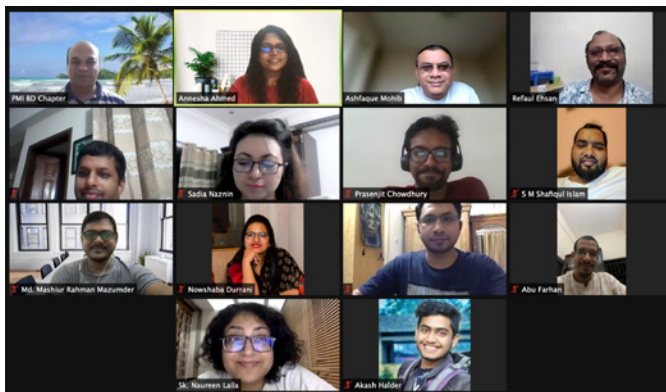
PMI BANGLADESH CHAPTER

VIRTUAL ANNUAL MEETING



PMI Bangladesh Chapter conducted its virtual annual general meeting on 31 July. The meeting was held in strict compliance with the directives issued by authorities to ensure the safety of members against COVID-19. The event saw meaningful engagement and participation of members in various discussions.

VOLUNTEER KICKOFF SESSION



Volunteer Velocity

Volunteer Engagement Session

18 September 2021

07:30 PM



As a start to the event, Bangladesh Project Management Symposium & Excellence Awards 2021, the chapter organized a volunteer kickoff session on 14 August. It is the signature project management conference organized by PMI Bangladesh Chapter.

The chapter has opened registration for the Bangladesh Project Management Symposium & Excellence Awards

2021 to all PMI guests, members, and non-members. The event will be held virtually on 5 -6 November.

To acknowledge the relentless contribution and dedication of chapter volunteers, the chapter conducted a 'Volunteer Velocity Session' on 18 September. It was organized by the chapter volunteers exclusively for the volunteer community.

DISCUSSION ON NEW PMBOK GUIDE

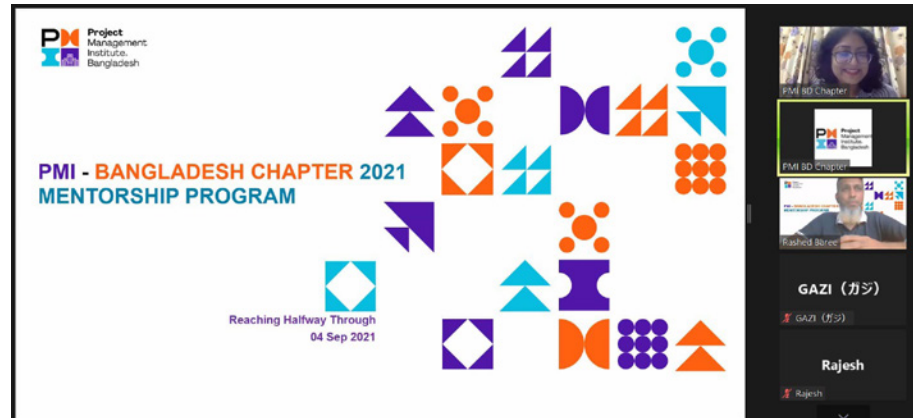
PMI Bangladesh Chapter organized an online panel discussion on 'PMBOK7- Dawn of a New Era! - Changes & Facts' on 7 August. Suvarna Naik Desai, PMP, DASSM, DASM, AHPP, head - Technical, PMI South Asia, was the special guest at the event.

The discussion saw participation of expert panelists from the three authorized training partners (ATPs) – 3P Consulting Limited, DaySpring Limited, and PMShuHaRi. They collectively addressed all the doubts related to the seventh edition of the *PMI's Project Management Body of Knowledge (PMBOK® Guide)*.

SESSION ON MENTORSHIP PROGRAM 2021

PMI Bangladesh Chapter has traversed halfway through its flagship program, Mentorship Program 2021. A halfway session involving all continuing mentors and mentees was hosted by program advisor Rashed Baree on 4 September. Baree highlighted the program has seen great success with a retention rate of 93 percent.

PMI Bangladesh Chapter Board along with the Chapter Engagement Team South Asia (Region 11) announced the Annual Periodic Review of PMI Bangladesh Chapter on 12 September.



Blockchain: Concepts & Applications

Virtual Event via Zoom
28th August, 2021
Saturday
BST 7:30PM - 9:30PM

Register Now

Speaker:
Khondkar Atique-e- Rabbani
B Tech (Hons), UK, FCA
MD, The Computers Ltd (TCL, Estd 1983),
Chief, Blockchain Academy for Research,
Education and Development (BARED)

What will be discussed (Learning Objectives):

- ✓ Blockchain concept and technology
- ✓ Blockchain applications
- ✓ Relevance for Bangladesh
- ✓ PDU – 2

Who can be benefitted:

- ✓ All C level executives
- ✓ Management executives
- ✓ Project Managers
- ✓ Accountants
- ✓ Engineers
- ✓ ICT professionals/ consultants

Moderator:
K.M. Refaul Ehsan
Director, Professional

SAT, AUG 28
Blockchain: Concepts & Applications
Nowchaha went

Going

SESSION ON BLOCKCHAIN TECHNOLOGY

PMI Bangladesh Chapter hosted a virtual event on the topic, Blockchain: Concepts & Applications, on 28 August. Khondkar Atique-e-Rabbani, chief, Blockchain Academy for Research, Education, and Development (BARED), was the speaker at the event. He gave an in-depth analysis of the applications of blockchain technology and its relevance in Bangladesh.

RESEARCH SURVEY ON PROJECT MANAGEMENT

PMI Bangladesh Chapter and Umbrella PMC launched their first research survey on project management practices, outcomes, and challenges that are prevalent in the construction and engineering industries in Bangladesh.



PACT WITH ULAB

PMI Bangladesh Chapter and University of Liberal Arts Bangladesh signed a memorandum of understanding on 5 September to collaborate on mutually beneficial activities. The move aims to enhance the project management competencies and skills of students. Representatives from both sides discussed in detail the planning and execution processes for skill-based initiatives.



EMPOWERING MEMBER ENGAGEMENT



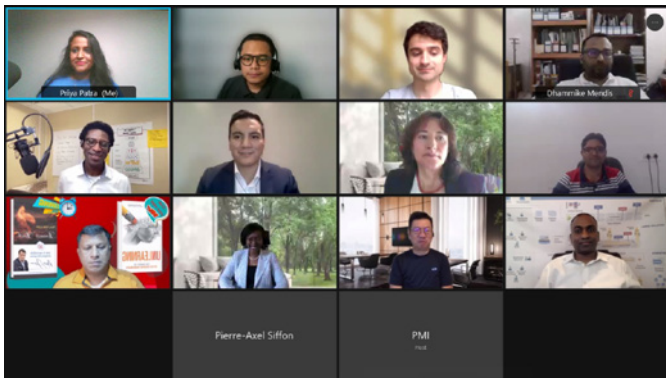
PMI Bangladesh Chapter has achieved the 500 Club Membership 2021 mark under the PMI-sponsored Chapter Guest Pass Program. The chapter extended appreciation to its members, volunteers, and the board for helping to reach the milestone. The chapter noted the contributions made by Farhana Islam, director - Membership & Certification, and chapter president Annesha Ahmed in making this achievement possible.

The Chapter Guest Pass program has been introduced as part of PMI's efforts to support membership growth and chapter sustainability.

PMI MUMBAI CHAPTER

MONTHLY EVENTS

PMI Chapter Xchange, a chapter outreach initiative, organized its monthly collaborative events. The events were held in collaboration among 20 PMI chapters, including Mumbai and Gujarat (India), Czech Republic, the Netherlands, South Africa, South Florida, Phoenix, and Puget Sound (the United States), United Kingdom, Sri Lanka, New Zealand, Zimbabwe, Indonesia, Lima (Peru), Southern Alberta (Canada), Sao Paulo (Brazil), Kenya, Ghana, Greece, and Poland.

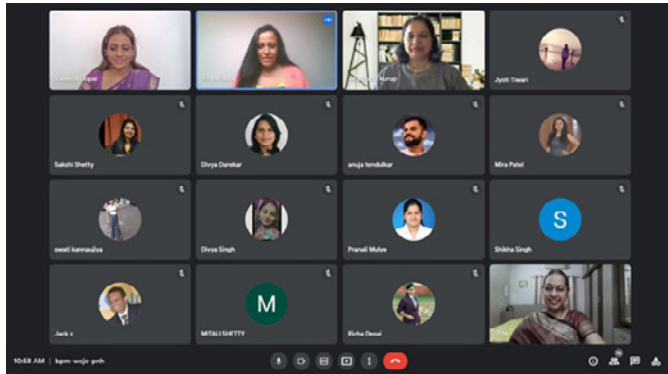


On 20 August, the chapter conducted a discussion on 'Design Thinking for Project Management.' The event was attended by 761 attendees from 42 countries.

On 17 September, PMI chapters across the globe connected to discuss the thought-provoking topic, 'Robotic Process in Project Management.' The event saw 712 participants from over 50 countries.

WORKFORCE SKILLS FOR GEN-Z

G.R.O.W., a youth support initiative of PMI Mumbai Chapter, aims to transform the educational skills of the Gen-Z to workforce skills. In line with this objective, the chapter organized multiple academic and corporate connect events through the Career Pe Charcha mentoring and open house sessions.



CENTRAL HINDU MILITARY EDUCATION SOCIETY'S

DR. MOONJE INSTITUTE

OF MANAGEMENT AND COMPUTER STUDIES, NASHIK

APPROVED BY AICTE NEW DELHI & AFFILIATED TO S.P. PUNE UNIVERSITY NAAC ACCREDITED B+

PMI Project Management Institute - Mumbai

Industry Samvaad

"Career Pe Charcha - A Reflection on a Career you Love and Follow with Passion"

Moderator

Priya Patra
Program Manager, Capgemini,
Vice President outreach,
PMI, Mumbai Chapter

Panel Members

Prameet Ghosh
Associate Director -
Pharmarex, Ex-KPMG,
Mumbai

Dr. Vrushank Buch
PMP Program, Project Manager,
Researcher, Manufacturing,
Heavy engineering, Data
Science, Vadodara

Ajay Bhargave
Procurement Manager,
Author, Career Coach &
Mentor, Gurugram

To attend the webinar fill the following registration form.
<https://forms.gle/vZgCHCZT4Tdjw8p9>

14th August, 2021
11.30 AM

Bhonsala Military College Campus, Rambhoomi, Gangapur Road, Nashik.
www.moonjeinstitute.com Ph. 0253-2342840 / 2309617
office@moonjeinstitute.com 09175947050

In August and September, the following discussions were conducted in collaboration with premier educational institutes in India:

- A series of discussions in collaboration with Dr. Moonje Institute of Management and Computer Studies, Nashik, Maharashtra. More than 50 students of the institute participated in the discussion.
- A discussion session in collaboration with the Symbiosis Institute of Business Management, Pune, Maharashtra. Seasoned industry experts shared their insights with more than 250 students of the institute.
- Open house sessions in partnership with SNDT Women's University, Mumbai, Maharashtra. This event was attended by more than 50 young women leaders.

SUPPORT FOR THE VISUALLY DISABLED

To drive the Saksham Samarth (Capable-Able) initiative, a team of volunteers from the PMI Mumbai Chapter has collaborated with a national award-winning NGO, Saksham Trust. Saksham Samarth is PMI Mumbai Chapter's Social Good Initiative that is committed to providing support to advance the UN 17 Sustainable Development Goals.

Through the collaboration, volunteers aim to digitalize books for their Saksham Digital Library to help visually-challenged individuals connect with the printed world, and gain more opportunities in education, employment, and other areas.

The team has completed proofreading two books - *The UK Parliament* by Moyra Grant and *Poirot's Early Cases* by Agatha Christie.



Chapter news contributors: Akhila Gowri Shankar, PMP; Sadia Naznin, PMP; Nowshaba Durrani, PMP; Priya Patra, PMP

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.



KAMRAN REZWANUL HAKIM, PMP

Lead Business Analyst, Advancing Business Professionals

Volunteer, PMI Education Foundation, Bangladesh Chapter

Been a PMI member since: 2018

The biggest hurdles I face as a project manager: Lack of a collaborative mindset in stakeholders with whom I have to engage; and adapting PMI techniques to complex situations

The top skills I have learned through PMI: Critical thinking, systems thinking, driving collaboration, and exerting influence

My new success mantra as a project manager: Take charge of one's responsibilities with patience

The big takeaway for me from volunteering: Co-achievement is great fun, and just as self-satisfying as attaining something individually

The future is... Going to be more complex, compelling everyone to improve their sense-making abilities to remain relevant and agile



MD. MASHIUR RAHMAN, PMP

Senior Programme Manager (Data and Software Management), Palli Karma-Sahayak Foundation (PKSF)

Volunteer (Marketing), PMI Bangladesh Chapter

Been a PMI member since: 2019

The biggest hurdles I face as a project manager: Scope creep, inadequate budget, and stakeholder management

The top skills I have learned through PMI: I have learned a lot, including communication and networking

My new success mantra as a project manager: Follow the agile method properly, communicate openly, and ensure that the team is happy

A life lesson I learned as a volunteer: Giving back is the greatest habit

The big takeaway for me from volunteering: I have become more social

The future is... Going to get more active in the community, and share the knowledge and skills I have earned so far. I also aim to gain more project management skills from the platform



SHIKHA SINGH, PMP

Inspection Coordinator, Lloyd's Register Marine & Inspection Services India LLP

Volunteer Lead, PMI Mumbai Chapter

Been a PMI member since: 2020

The biggest hurdles I face as a project manager: Lack of transparency in sharing information about stakeholder participation

The top skills I have learned through PMI: Ethics, agility, and digital technology

My new success mantra as a project manager: Always follow approved guidelines and build trust

The big takeaway for me from volunteering: It has helped me discover a passion for social service

The future is... Going to contribute more to the chapter activities and honing my project management skills



RAKESH KUMAR,
PMP, PMI-RMP

Program Manager,
Moog Aircraft Group

Associate Vice President – Outreach,
PMI Bangalore Chapter

What attracted me to PMI: It's a gateway to learn and contribute to the society

My dream project as a project manager: To make project management an organizational competency

My proudest PMI volunteer moment: Organizing a project management training for a non-government organization in July

A life lesson I learned as a volunteer: You learn as much as you give in volunteering

I am looking forward to: Making an impact on society in line with United Nations' Sustainable Development Goals



KRISHNA RAO, PMP

Consulting Project Manager -
Construction & Engineering GBU,
Oracle

Assistant Vice President -
Technology, PMI Bangalore Chapter

Been a PMI member since: 2015

What attracted me to PMI: Collaboration, discipline, and opportunity to work with a cohesive team

My dream project as a project manager: To manage a project which is part of a national program that benefits fellow countrymen

My proudest PMI volunteer moment: The sense of accomplishment I felt on being a part of an excellent team at the third edition of the Project Management Practitioners' Conference (PMPC)

A life lesson I learned as a volunteer: Detailed planning and disciplined execution is key to success

I am looking forward to: Continuing my contribution in different roles



Inviting article submissions



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

Submission deadline for the next issue – Nov 30, 2021

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

Learn, Share and Grow



SUMIT MATHUR

CUSTOMER DELIVERY HEAD, TECH MAHINDRA
PMI SOUTH ASIA CHAMPION

HOW HAS THE CHAMPION PROGRAM HELPED YOU AS AN INDIVIDUAL? PLEASE ELABORATE ON HOW YOU HAVE BENEFITED AS A PROJECT MANAGER AND A LEADER.

I strongly believe in the saying that 'Luck is what happens when preparation meets opportunity.' Project management has always been my passion. I embarked on my PMI journey in 2005, and earned my Project Management Professional (PMP)® credential in September 2005. The Champion Program has provided me with a plethora of opportunities to experiment, learn, share, and grow as a professional. I got the opportunity to learn from my fellow champions from across the industry, and to bring those learnings to my organization.

It has helped me establish myself as a career counselor in program/project management. Over the last three years, I have conducted over 500 career counseling sessions, both offline and virtually, across the globe.

WHY WOULD YOU RECOMMEND THE CHAMPION PROGRAM TO A NEW VOLUNTEER? WHAT SHOULD SOMEONE EXPECT TO GAIN BY JOINING IT?

The Champion Program is for anyone who wishes to network with like-minded professionals. The program is meant for those who have a passion for project/program management; a desire to learn, share and grow; an aim to give back to the society; and belief in their dreams.

Also, the program helps you get acknowledged as a subject matter expert (SME) in project/program management within an organization.

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

The PMI certifications helped me gain the required skills to become a trusted advisor to the CXOs on issues concerning program/project management in my organization. The certifications equipped me to represent PMI as a brand ambassador in my organization.

I have been informally mentoring various budding project/program managers and helping them earn and maintain PMI credentials.

Besides this, I have got many opportunities for public speaking within and outside my organization. For example, in the past, I have been invited to the coveted PMI EEF (Excellence Enabler Forum) to collaborate with other industry leaders and leverage my experience and expertise.

The Joy of Learning and Sharing



AMRUTA PORE

MANAGER - PROGRAM MANAGEMENT CENTER OF
EXCELLENCE, EATON
PMI SOUTH ASIA CHAMPION

HOW HAS THE CHAMPION PROGRAM HELPED YOU AS AN INDIVIDUAL? PLEASE ELABORATE ON HOW YOU HAVE BENEFITED AS A PROJECT MANAGER AND A LEADER.

The Champion Program has helped me connect with the best in the industry. Various champion seminars and events help me stay updated with the best practices and techniques of program management across various industries, and apply them to my work. Along the way, I have met friends, mentors, and even role models who are always eager to assist each other to grow. This platform also encourages us to share our personal and professional achievements with many like-minded people,

which further inspires us to be better and do better, and also contribute to the community.

WHY WOULD YOU RECOMMEND THE CHAMPION PROGRAM TO A NEW VOLUNTEER? WHAT SHOULD SOMEONE EXPECT TO GAIN BY JOINING IT?

I strongly recommend seasoned project management professionals to come forward and experience the joy of learning and sharing with like-minded professionals. This program will provide you the right platform to give back to the community from the rich experience you have gained in your career, and help and inspire budding professionals on their journey to become successful project managers. As a champion, you can expect to gain recognition for your expertise, and build your network with industry experts.

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

Good things happen when you get associated with PMI. Ever since I gained my PMI certification in 2015, my ability to manage projects successfully has improved significantly. It 'has given me' the required confidence to drive multiple global projects while working with various levels of stakeholders. The PMP certification has helped me manage project risks, budget, schedule, and communications with better clarity and efficiency. Recently, I gained my (PfMP)® certification, which will help my professional aspirations in the long run. It is an added advantage for my organization for executing strategic portfolio management more efficiently.



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