



Project Management Regional Conference 2021









About the Conference

PMI South Asia is pleased to present this summary and key takeaways document that captures the keynote addresses at the Project Management Regional Conference 2021. The theme of the virtual conference, held on 29 and 30 May 2021, was Digital Project Management: New Horizons. New Strategies.

Subject matter experts across industries put forward innovative ideas and strategies for the successful use of digital technologies to improve project outcomes in today's Project Economy. They also recommended ways in which project managers can upskill themselves to become future-ready.





- Tony Appleby, Chair, PMI Board of Directors
- Vishwas Mahajan, Founder, Whizible.com
- Vinayak Marathe, Consultant, O&M Excellence
- · Sandeep Kumar, Managing Director, ProductDossier
- Luis Seabra Coelho, Project management expert speaker, volunteer and professional
- Dr. Radhakrishnan Pillai, Leadership speaker, Trainer and Personal Mentor
- Candice Wyatt, Director of Project Management,
 Red Door Interactive
- Sarah Gadd, Global Head of Data and Al Solutions, Credit Suisse
- Stephanie Hoogenbergen, Managing Director and COO Technology, Credit Suisse
- Anotonio Nieto-Rodriguez, World Champion in Project Management and Author





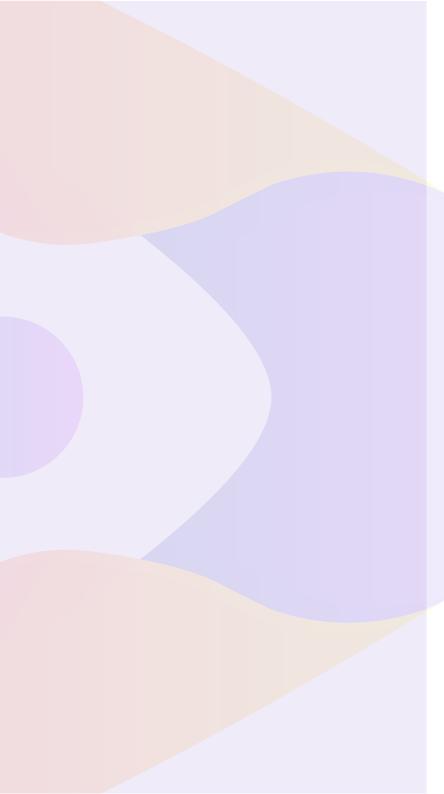
Tony Appleby
Chair, PMI Board of Directors

Empowering Changemakers with PMI

Tony Appleby is the managing director of the Project Strategy Consulting Group, specializing in organizational maturity and the delivery of strategic transformation. He is a long-time PMI volunteer, having served on the board and as president of the PMI San Francisco Bay Area Chapter. He has supported several global PMI committees and task forces over the past decade, including serving as a member of the PMI Ethics Member Advisory Group and the PMI Region mentor for Southwest North America.

The COVID-19 crisis has fundamentally changed the world around us and impacted the way we manage projects. Remote working and the use of digital technology have become an integral part of project management today. Tony Appleby believes project managers need to appreciate the changed business context, go beyond their usual role of leading a project and assume the role of strategic advisors in an organization.

PMI is helping project managers to develop a better understanding of new trends through its own research. He spoke about the Signposts Reports that cover different aspects such as shifting demographics and the latest technology breakthroughs, and the latest Pulse of the Profession ® report, titled 'Beyond Agility', that gives insights on significant changes in 2020 in areas like digital transformation, business strategy, innovation approach,





organizational culture and talent management.

There is greater demand for infrastructure building, investment and future-ready engineering, which in turn, will increase the demand for project professionals. But to effectively manage projects in the new normal, project managers must adopt agile methodologies, leverage digital and other newage technologies, and stay focused on customer requirements.

To align itself to the new reality, PMI's aspiration has changed. It now focuses on creating changemakers and empowering them to convert ideas into reality. PMI is not just focusing on traditional project managers but also a wider pool of people who are changemakers. A changemaker could be a teacher using Kanban boards to manage lesson plans or an engineer designing a new type of shipping container, who proactively drives change and needs project management skills.

Mr. Appleby said that PMI is coming up with new products and strategies to help changemakers. He touched upon PMI's expanded product portfolio in areas like agile and design thinking. He urged practitioners to develop Power Skills such as leadership skills and digital skills to stay relevant and help their organizations navigate the world better.



- Evolve your skills to pivot quickly to new trends, e.g. future-ready engineering due to renewed focus on infrastructure building.
- PMI is empowering changemakers and not just project managers across professions.
- Go beyond your usual role of leading a project and become strategic advisors in your organization.
- PMI is expanding its product portfolio to meet new demands.
- · Develop a new work ecosystem to deliver value in project management.
- Use digital technology to effectively manage projects and programs.
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Empowering changemakers with PMI















Vishwas Mahajan

Founder, Whizible.com

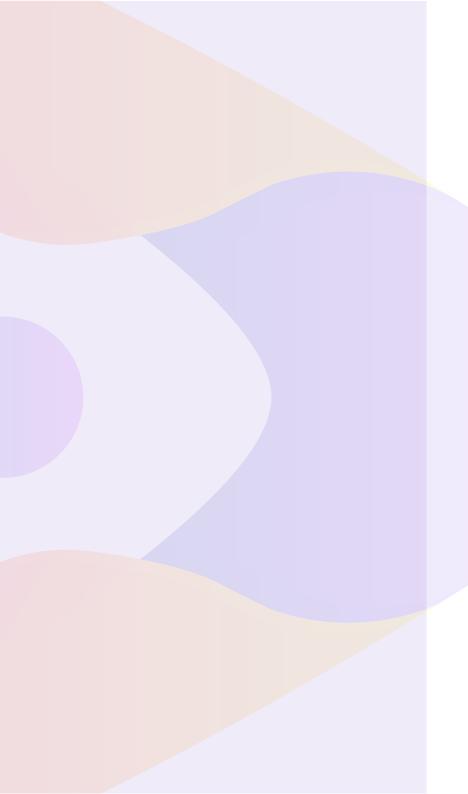
Achieving Global Maxima - From Project Management to Project Enterprise Management

is the founder of Whizible, a project services automation SaaS platform. He is a former trustee of TiE Global, and is the chairman of the startups and incubation committee of the Mahratta Chamber of Commerce Industries and Agriculture, Pune. He is an entrepreneur and angel investor.

Vishwas Mahajan spoke about achieving 'global maxima', which is organizational throughput by way of 'project enterprise management'. He explained project enterprises as organizations that convert talent into value, or in other words, the knowledge or skills of its people into revenue and profits by way of tasks or projects. These resources are finite, and organizations need to balance costs of these resources with revenue.

In the new world, the nature of teams has changed with remote workers and gig workers, customers have become more demanding, and businesses have moved from a fixed price to an outcome-based model.

Mr. Mahajan dived into capabilities that are important for project-oriented organizations to succeed in this new world. He recommended the optimization





of resources to achieve 'global maxima'. But to understand that, organizations must focus on measuring not the success metrics of individual projects but enterprise-level business parameters such as profitability, financial risk mitigation, efficiency, business growth and the net promoter score.

He urged project managers to reflect on activities that take up most of thei time, so they know which unproductive activities to eliminate to achieve higher efficiency. Project managers must move into project enterprise management, and manage projects with an enterprise lens so the organization's business metrics are firmly embedded into project management.



- Optimize resources to achieve 'global maxima'.
- Project managers must ensure to eliminate unproductive practices to improve efficiency.
- New metrics to measure project enterprise success are profitability, financial risks, competition, business growth and NPS.
- Focus on project enterprise management instead of just the success of a single project.
- Some tools to holistically manage project enterprises resource optimization, profitability, customer collaboration and quality metrics
- Acquire skills to move into project enterprise management



Achieving global maxima - from project management to project enterprise mangement















Vinayak Marathe Consultant, O&M Excellence

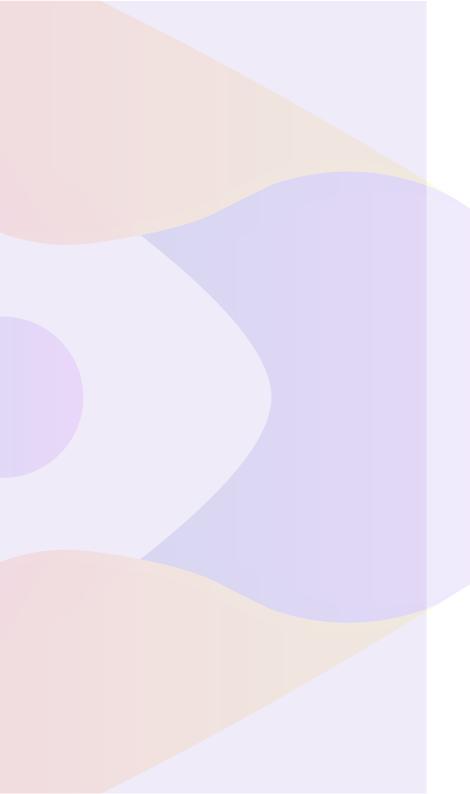
How Digitalization Impacts Project Management – Oil & Gas

Vinayak Marathe is a freelance consultant for Operation and Maintenance (O&M) excellence. He is an advisor to the board of Luxembourg-based start-up, Aset Lux. He is a former senior vice president at Reliance Industries Limited. Mr. Marathe is a recipient of the Golden Peacock Award for Innovation Management Systems for two consecutive years and the Jewel of LIT (distinguished Alumina) Award in 2018.

Reflecting on his experience, Vinayak Marathe spoke about changes in the way projects in the oil and gas sector are being managed - from people-dependent, manual systems and processes to the increased use of digital solutions. Though this sector has been slow to digitalization, it has picked up pace in the past 5-8 years.

Digital solutions are expected to bring potential benefits of US\$ 640 billion to the oil and gas industry. Digital project management will optimize the design process, minimize cost overrun, reduce resource consumption, enhance accuracy and consistency, shorten the project execution period, and make commissioning flawless. It will lead to higher productivity and customer satisfaction.

However, many issues need to be addressed before making the digital





transition. Mr. Marathe highlighted some of the barriers to digitalization such as the lack of a robust data security framework or standardization of data gathered from different platforms that makes the generation of insights impossible. Besides, there is a heightened risk of cyber attacks and data breaches in digital operations.

For better return on investment, he recommended that organizations develop digital roadmaps, encourage a culture of innovation and technology adoption, and continuously improve on its digital capabilities.



- Be prepared for volatility, new work models, expectations on sustainability and digital technologies in today's VUCA world.
- Promote new digital thinking by investing in human capital.
- Digital solutions will have a positive impact on the environment reduction in CO2 (1300 million tons), water saving (800 gallons) and avoiding oil spills (230,000 barrels).
- Expect to manage projects flawlessly and execute changes at the right time with digitalization.
- · Provides more flexibility and agility in managing the projects.
- Avoid project delays and meet the project targets on time.
- · Enhances data accuracy and efficiently reduces resource conflicts.

















Sandeep Kumar

Managing Director, ProductDossier

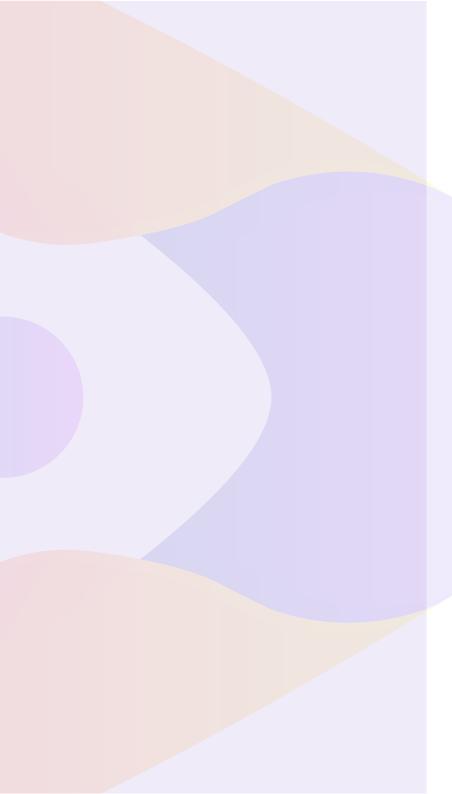
Digital Project Management - Way to Sustainable Value Creation

Sandeep Kumar is the managing director of ProductDossier. His expertise lies in process automation, bid & proposal management, project & portfolio management, and product lifecycle management solutions. He has developed deep insights into the business of professional services, engineering design, automotive, engineering, procurement, and construction (EPC), and pharmaceutical verticals. He started his career with Tata Research Center and has implemented process automation software for the chemical and mineral processing industry in India.

Many project management initiatives start with a big bang with heavy investment on time, money and energy, but eventually fail to make a sustainable impact. Sandeep Kumar said that in 2015 he took up project management as mission-critical to add value to his organization.

A number of factors come into play while creating sustainable value for an organization. The first step is to define your purpose and identify strategies to accomplish your goals. Next is to know the project types and the industries you are involved in. All these should be linked to the organization's strategy such as revenue growth, profitability and market expansion.

Mr. Kumar further elaborated on the importance of having a blueprint of the





entire process before digitizing an initiative. When integrating technology, it is crucial to understand what it offers. Some key considerations while deciding on a technology are its functional capabilities, user experience and compliance requirements. Besides, you should be able to integrate it with your existing systems such enterprise resource planning (ERP) and customer relationship management (CRM), and Internet of Things (IoT) devices on the network.

With regard to the implementation process, he cautioned that it is not an overnight effort but a journey. Plan the execution in a phased manner. He also emphasized the application of the 80-20 principle, which means 80 percent of your outcomes must come from 20 percent of your inputs to create maximum value.

Simultaneously, organizations must invest in building a project management culture. Only then can it expect successful outcomes time and again.



- Project management platforms are becoming mission-critical for organizations.
- · Before you start digitalization, define your purpose and the processes.
- Map out the planning and execution plan, financial requirements, tools used and the procurement process.
- Know what you want out of digital technologies, eg. the functional capabilities you are looking for.
- Break your implementation journey into phases; implement learnings from the first phase in the next.
- Invest in building a project management culture as a commitment from the management.



Digital project management - Way to sustainable value creation













Luis Seabra Coelho

Project management expert speaker, volunteer and professional



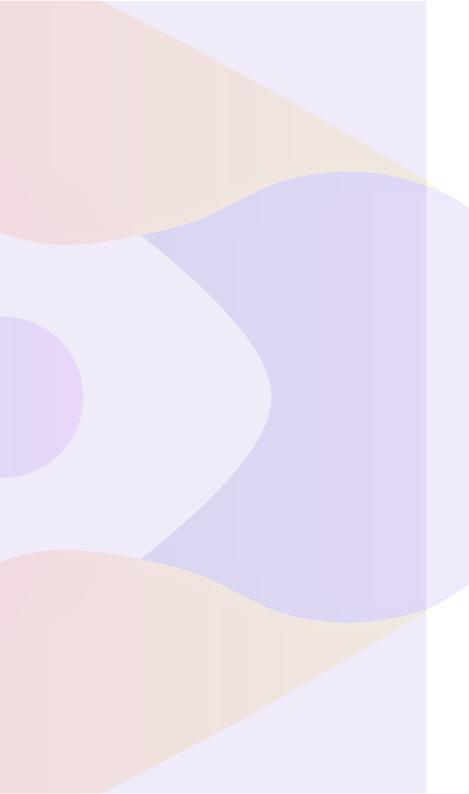
To Lead is to Serve Your Team

Luis Seabra Coelho is a project management expert, speaker, volunteer and professional. In a career spanning over 20 years, he has managed projects across industries with a particular focus on the business benefits a project delivers. Since 1996, he has been working for a large Portuguese multi-industry holding, Grupo José de Mello. The holding's activities across diverse industries, ranging from healthcare, financial, chemical and infrastructure (highways), to senior homes and wine, has enabled him to understand different ways in which projects carry out a business strategy.

"Treat your men as you would your own beloved sons. And they will follow you into the deepest valley." Luis Seabra Coelho used this quote by Chinese philosopher and military strategist Sun Tzu to capture the essence of his topic. His presentation focused on the characteristics that a "servant leader" must possess.

Servant leadership is different from conventional leadership in terms of the leader's goals and priorities. The former slips into the role of a servant, with the main motive of serving the team, whereas traditional leaders are more concerned with profit and less with the happiness of her or his team.

Elaborating on the six pillars of servant leadership, he said servant leadership is meant to serve first, fulfil the needs, focus on relationships, steward and share





power. Mr. Coelho provided a few specific ways in which a leader can choose a style of functioning such as behave as the team's boss or friend, promote others or inflate herself, and be secretive or transparent. He reiterated that the crux of servant leadership is to go beyond oneself and think of how one's actions will benefit others.



- A servant leader aims to serve and protect people first.
- · Understand the needs of others but not wants.
- · Avoid putting yourself first.
- Be a problem-solver.
- · Empower people to turn ideas into reality.
- · A servant leader shares power and encourages what is right.



To Lead is to Serve Your Team













Dr.Radhakrishnan Pillai

Leadership speaker, Trainer and Personal Mentor

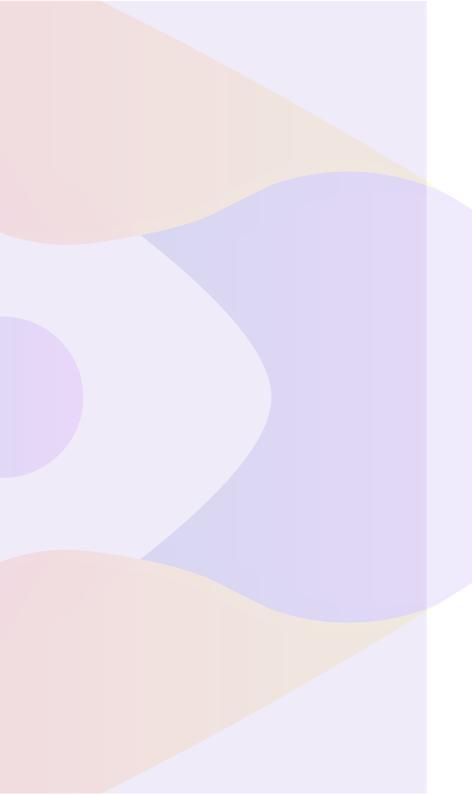


Chanakya on Project Management - New Strategies in the New Era

Dr. Radhakrishnan Pillai is a director at SPM Foundation and founder director of Atma Darshan and Chanakya Aanvikshiki. With 25 years of industry experience behind him, he is a prominent speaker, author, trainer and mentor. He has written nearly 200 articles and papers for various magazines, newspapers and journals. Dr. Pillai has represented India in national and international conferences, and has chaired a session at the Afro-Asian Philosophical Congress.

Dr. Radhakrishnan Pillai extracted valuable strategies from Chanakya, an ancient Indian teacher and philosopher, during a thought-provoking session. He highlighted the application of traditional thinking in solving modern-day challenges and tackling today's changes. He credited Chanakya's habit of researching and documenting everything he did as a pillar of his achievements.

Dr. Pillai urged project managers to draw inspiration from Chanakya's strong will to achieve all the goals he had dreamed of. Learning to strike a balance between one's personal and professional endeavors is a critical asset for a manager. Furthermore, he emphasized the need for project managers to spend time guiding and instilling important qualities in his or her successor of a project so that the spirit of dedication and victory will be passed forward.





Project managers need to be aware of risk management and have a backup plan in the event that things do not go as expected. He believes for a project manager to be a leader, he or she must not get into lecturing but instead start listening. Coining this strategy as "collective intelligence", he reiterated that the art of listening to your stakeholders regardless of their hierarchy can help you attain creative breakthroughs in a project.



- Give your team members the opportunity to share their thoughts and listen to them.
- Always have a backup plan so that you can be prepared if things do not work out.
- · Choose team members who have the right set of attitude and experience.
- · Build your knowledge on risk management strategies.
- · Strike a balance between personal and professional endeavors.
- Take the time to share your knowledge with the next generation of leaders in your team.
- Make researching and documenting all that you do a habit.



Chanakya on project management - New strategies in the new era















Candice Wyatt

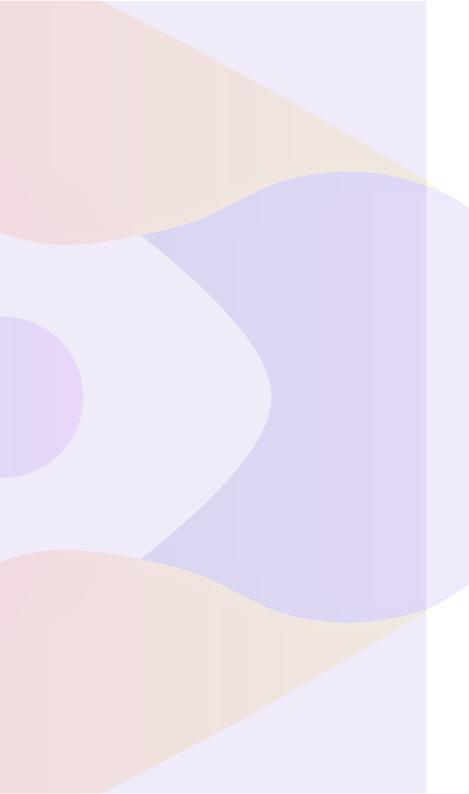
Project management expert speaker, volunteer and professional

The Changing Skill Sets of Project Managers

Candice Wyatt is the director of project management at Red Door Interactive, a marketing agency. She utilizes the power of data, technology and talent to optimize brand and performance marketing across channels. Ms. Wyatt's approach to client engagements enables her to solve enterprise marketers' biggest problems around stakeholder alignment, cross-department silos, resourcing and measurement.

Self-improvement was the core theme of Candice Wyatt's session, a mindset that project managers must adopt to grow and thrive in today's market. She shared strategies to aid both project managers and their teams to adapt to the changes around them and grow together. A core strategy she highlighted was to treat one another with mutual respect, while establishing a space for different viewpoints.

Ms. Wyatt spoke about the importance of nurturing a good relationship with team members so that they feel motivated to improve themselves. She added that sharing feedback is an essential part of growing as a leader, and it can help you understand your own strengths and areas of improvement. She identified awareness, adaptability and accountability as three guiding points that have helped her to continuously improve on both the professional and personal side.





But it is normal to feel vulnerable as a manager sometimes. She shared an anecdote of how she received an alarming feedback a few years ago that made her feel like she had failed as a manager. One feedback she received was about her not acknowledging or recognizing her team's achievements adequately. Subsequently, she made it a habit to express her acknowledgement of her team's achievements. She used the suggestions offered as constructive feedback to help her develop herself as a manager with the right skills, attitude and knowledge. Her advice to project managers was to devote time to improve themselves and the relationship they shared with their stakeholders.



- Be nice to yourself while you take the time to process constructive feedback to improve yourself.
- · Take the time to nurture a strong bond with your team members.
- Have an open mind toward feedback from your team.
- · It is okay to show vulnerability in a professional environment.
- Set clear expectations with team members to help them deliver a good performance.
- Remind yourself to be aware, accountable and adaptable in everything you do.

















Sarah Gadd

Global Head of Data and Al Solutions, Credit Suisse

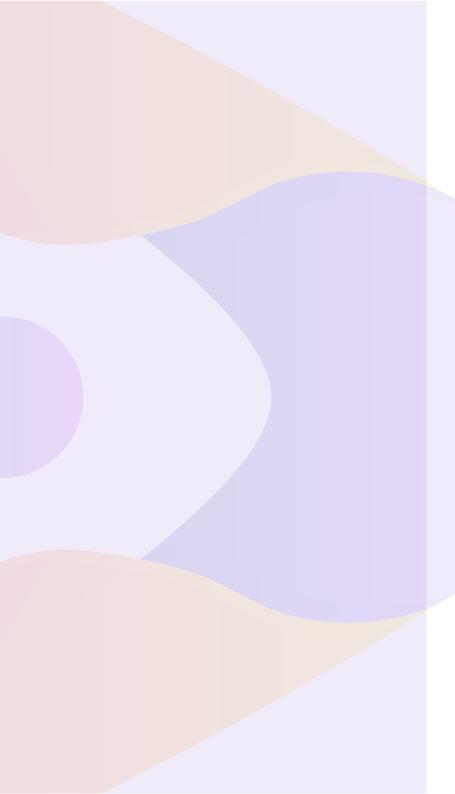
Ethical Considerations in Data and Al for a Project Manager

Sarah Gadd, global head of data and artificial intelligence (AI) solutions, Credit Suisse, has over two decades of experience in innovating and driving change in the financial services industry. She enjoys introducing traditional businesses to new and exciting approaches using appropriate technology such as simple business-friendly tools and advanced AI systems. She has managed large and diverse teams throughout her career.

In an insightful session on the role of ethics in AI, Sarah Gadd highlighted some of the key considerations that project teams must keep in mind while making data-driven decisions.

Ms. Gadd went straight to the basics before giving a high-level view of the topic. She explained the importance of ethics in AI and project management. Borrowing a quote from Dr. Deepa Bhide of the PMI Ethics Insight Team, she said ethics in project management is like an anchor that guides projects to have unbiased decisions that lead to a fair outcome.

She listed out honesty, responsibility, respect and fairness as core ethical principles that must be incorporated in decision-making processes. Ms. Gadd spoke about creating a data ethics canvas that can help project managers





design an appropriate ethical framework to guide their projects. The data ethics canvas compiles different forms of ethical issues that you may come across. It is also equally important for project managers to understand the limitations of data and how projects can be negatively impacted in the absence of a data ethics canvas. She explained how Credit Suisse has applied the right data framework to reduce risks and provide better services to its customers.

Project managers must be familiar with ethical guidelines for the use of AI in order to protect the privacy of stakeholders involved.

Removing bias from data is another important consideration for project managers. Ms. Gadd shared an example of a university that wanted to understand if they needed to provide laptops to students. Data analysis revealed that only 20 percent of students used laptops but embedded in this statistic was an undetected bias. It was eventually discovered that the data only represented on-campus students and had left out the rest of the student population. When that bias was correct, the data showed that laptop users comprised 67 percent. The learning from this experience was that it was extremely important to ask questions before accepting any data.



- Apply ethical principles when making decisions based on data.
- Ethics is important in sustaining trust and creating positive outcomes.
- The question of ethical use of data comes into place across three stages: data collection, data analysis and deciding what to do with the information.
- Understand the purpose of using data and how it can impact stakeholders.
- Utilize AI to deliver maximum benefit to clients, reduce risks and improve the effectiveness of internal processes.
- Do not ignore questions around ethics and bias before using data.
- Ensure the data is of good quality and stems from an authoritative source.

















Stephanie Hoogenbergen

Managing Director and COO - Technology, Credit Suisse

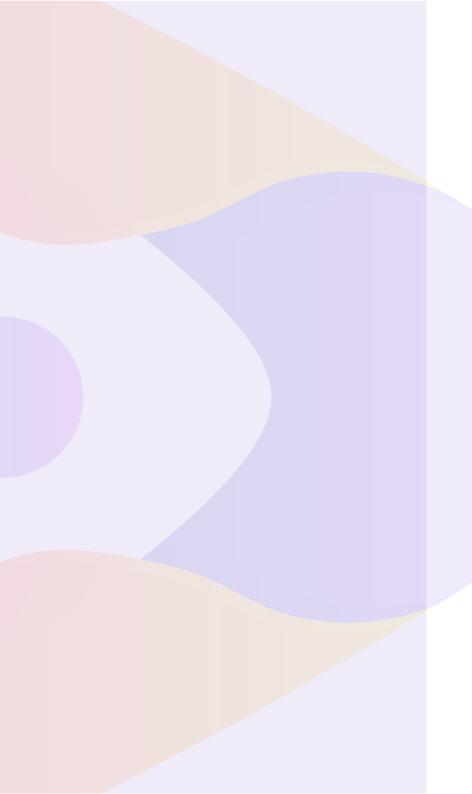
How to Find Yourself as a Project Manager in an Agile World

Stephanie Hoogenbergen, managing director, Credit Suisse, has over 20 years of experience in setting up and running offshore and nearshore business development centers. As a leader, her primary aim is to inspire and lead her team members. She has successfully delivered critical results in a complex regulatory environment and strives to create structured solutions. She has worked in financial services, pharmaceuticals, airlines, telecommunications, food industry and consumer products.

Stephanie Hoogenbergen shared valuable insights to help project managers develop themselves in a world that is constantly changing.

The responsibilities of a project manager continue to evolve from a traditional role where projects were handled exclusively by them or their team. It has now shifted to a more collaborative approach where project managers need to work with different stakeholders to make informed decisions on a project. Leadership is even more valuable in this increasingly agile environment. Ms. Hoogenbergen highlighted the importance of incorporating the views of different stakeholders when managing projects.

She reminded project managers to focus more on the desired outcomes of a





project instead of mulling over the steps taken to achieve the results. This will ensure the team stays focused on the project objectives. Ms. Hoogenbergen emphasized that being in a constant state of absorbing new knowledge and weeding out irrelevant information will help project managers succeed in their endeavors. These are some key capabilities they will need as they work toward redefining project management in the new agile world.



- Embrace today's agile world that will open doors to new opportunities. Adopt values such as adaptability and a collaborative mindset to thrive as a leader.
- · Focus not on controlling your team members but also on guiding them.
- Have a clear understanding of the project goals.
- Manage internal and external feedback to better cope with emerging challenges.
- · Look at the bigger picture by focusing on key outcomes instead of the steps taken to get there.
- Be clear on the project's vision and ensure the actions taken help in achieving it.
- · Stay open to new knowledge and unlearn or weed out what is not relevant.



How to find yourself as a Project Manager in an angile world













Anotonio Nieto-Rodriguez

Managing Director and COO - Technology, Credit Suisse



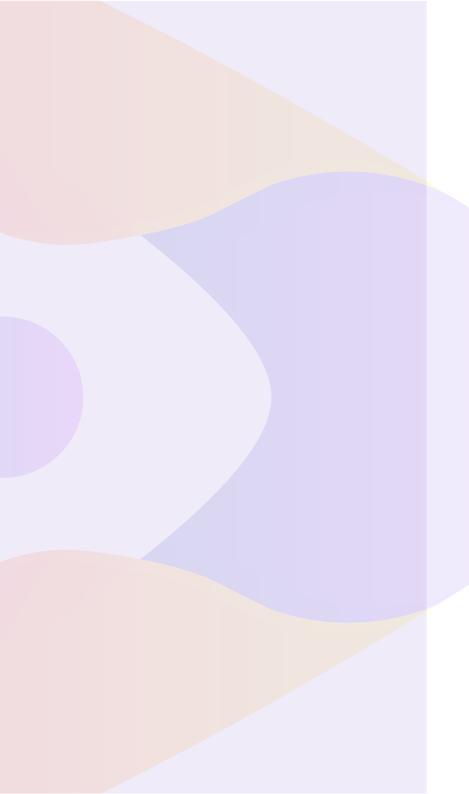
It is Time to Reinvent Project Management

Anotonio Nieto-Rodriguez is a leading expert in project management and strategy implementation. He was the global chairman of PMI in 2016, and is the co-founder of the Brightline Initiative and the Strategy Implementation Institute.

Mr. Neito-Rodriguez has been recognized by Thinkers50 with the prestigious award, "Ideas into Practice" for his research and global impact in modern management and is ranked 17 in the global gurus Top 30 list. He is among the Marshall Goldsmith 100 coaches. He has authored multiple books and has been teaching project management for almost two decades.

Anotonio Neito-Rodriguez shared thought-provoking insights on the Project Economy, how to reinvent project management and what this profession will look like in the future. Artificial intelligence (AI) is gradually changing the mechanisms of project management, and project managers will need to adapt to an increasingly collaborative culture.

The end goal of a project is to deliver value. But a staggering 70 percent of projects fail to do so. The reasons behind project failure are many. But one of the main reasons is starting a project too early and focusing more on deliverables, rather than project benefits. He reiterated that in order to





combat this, the focus must shift from deliverables to creating project plans that are anchored on the intended project benefits.

He added that project managers must also fully appreciate the risks and sustainability issues related to a project, besides keeping people working in the project engaged throughout the project lifecycle. He urged practitioners to encourage teams to ideate and think creatively while approaching their project goals. These factors will elevate the success rate of projects.



- Learn to adapt to an increasingly collaborative culture.
- Shift focus from project deliverables to key outcomes.
- · Keep stakeholders engaged and boost the success rate of your project.
- Familiarize yourself with the risks surrounding a project and learn from the challenges it brings.
- · Make it a priority to keep your team members engaged.
- · Encourage your team to create and share ideas.



It is time to reinvent project management









