



TABLE OF CONTENTS



• Foreword	1
Executive Summary	2
 Interview with Mark A. Langley, President and CEO, Project Management Institute (PMI) 	3
The Project Management Imperative:	
Raj Kalady, Managing Director, PMI India	8
CXO Roundtables: Key Discussion Themes	9
Industry Perspectives	16
Conclusion and Recommendations	20
Snapshots of Roundtable event panelists	21

FOREWORD

As a nation of 1.3 billion people, India has built many success stories around project management. Each achievement is both an art and a science in minimizing costs and maximizing profit using time, resources, and budgets effectively, without impacting delivery and resulting in customer delight.

If the Delhi Metro project gave the national capital a world-class mass rapid transit system, the Aadhar project by the Unique Identification Authority of India (UIDAI) aimed at plugging loopholes in welfare programs where checking leakages and identifying beneficiaries were major challenges.

It is in this backdrop that Prime Minister Narendra Modi's clarion call of Make in India, Digital India, Smart Cities, Swachh Bharat Abhiyan, or Pradhan Mantri Jan Dhan Yojana should unfold from vision to mission mode. In a short span of time, India has shown tremendous capabilities to organize and orchestrate large world-class projects. However, success may not repeat itself as every project has insurmountable challenges and a host of improbabilities.

One big challenge is the huge project management skill gap with only around 100,000 certified project managers in the country today. At the current rate of growth, India requires 700,000 more managers every year for the next 10 years. Especially in project-oriented industries, the project management talent gap can hinder organizations' ability to change, innovate, and grow. It is more so because these industries are large and growing, and failure to prepare future project managers can result in hundreds of billions in lost economic output. It is time to address the acute shortage of skilled manpower and absence of leadership capabilities in those domains.

Project Management Institute (PMI) India, in association with *The Economic Times*, presents thought-provoking views and insights from champions of the cause to address this issue in this white paper. The white paper also articulates a roadmap for India to leverage its burgeoning workforce and gain substantially from global project management best practices.

We hope you will find a trove of useful information and well-articulated, incisive insights in this white paper.

¹ Project Management Job Growth and Talent Gap 2017-2027

EXECUTIVE SUMMARY

Today, project management success stories abound in India – the largest election in the world in 2014 in which preparations were made for 814.5 million citizens to cast their vote; the largest religious gathering in the world during the Maha Kumbh Mela of 2013 in Allahabad, Uttar Pradesh in which more 100 million pilgrims were expected; the Indian Space Research Organisation's Mangalyaan or Mars orbiter mission which at Rs. 4.5 billion (\$74 million) was a successful first attempt at a fraction of the cost compared to other such missions in the world; the new Chattrapati Shivaji International Airport in Mumbai, a world-class structure built around a fully-functional, existing airport, to name a few.

These achievements prove that the country has mature project management acumen. However, to replicate these successes throughout the country – across big and small projects in the public and private sectors – the country needs to produce a sufficient number of certified project managers. How can India add 700,000 more managers every year for the next 10 years and ensure its growth momentum continues unimpeded?

PMI India and *The Economic Times* jointly organized a series of roundtable discussions across four cities in India that brought business leaders from a wide range of industries and senior bureaucrats together. These discussions were held between September and November 2016, culminating in a session during the PMI India National Conference in Mumbai.

This white paper captures the key messages from those discussions: the most nagging challenges, areas that need immediate attention, thought-provoking ideas, and recommendations that will greatly improve India's overall project performance.

Besides views and insights of experts from both project sites and boardrooms, the white paper features an in-depth interview with PMI President and CEO Mark A. Langley who highlights the critical link between project management and organizational success. Managing director, PMI India, Raj Kalady writes about the proven benefits that organizations gain when they invest in project management. Besides actionable insights offered by the experts during the CXO roundtables, the white paper features articles from business leaders on various ways to improve India's project success rate.

The white paper recommends measures to improve project performance in both the government and private sector. First, to address the project management talent gap, organizations must adopt project management as a formal discipline and develop project management competency frameworks. Second, organizations must institutionalize project management training in both standard project management practices and need-based, project-specific training of tools, technologies and processes in a continuous manner. Third, the government must include project management certification as a key criterion in awarding contracts to agencies. And fourth, organizations must build strong, trusting relationships and turn owner-contractor relationships into fair and equitable partnerships.



Interview with PMI President and CEO Mark A. Langley

Champion organizations invest in the development of technical, leadership, and business management skills of project professionals

Mark A. Langley became PMI's president and CEO in December 2010 after serving for over eight years as its executive vice president and chief operating officer. In the chief executive role, Mr. Langley leads a loyal and dedicated group of more than 700,000 stakeholders who live and work in nearly every country in the world. The chief spokesperson for PMI's thought leadership and advocacy platform, Mr. Langley spends countless hours demonstrating the value of project, program, and portfolio management to executives, government leaders, and the media. He travels the globe to work directly with practitioners: Institute members, credential holders, and volunteers to advance the profession of project management.

Go to the next page for excerpts of the interview.

Interview with PMI President and CEO Mark A. Langley

What are some of the critical project lessons for the C-suite?

The most important thing for the C-suite to realize about projects is that they are the lifeblood and the future of your organization. All critical strategic initiatives are, in fact, projects, even if not all projects are strategic initiatives.

A look at your organization's portfolio of projects and programs can help you assess your risk profile. Projects are how you implement your strategy; project management is about having a structured approach to driving business results.

If you're not managing your projects, you're not managing your risks.

This aggregated view also gives you a chance to see opportunities. Not defining opportunities and risks is among the primary causes of project failures, according to PMI's 2017 Pulse of the Profession®: Success Rates Rise: Transforming the High Cost of Low Performance. The portfolio view of risk allows you not only to mitigate the downside but also see where you could be investing in capabilities that are not in place for longer-term projects.

Perhaps the most important lesson for companies is that they are still wasting money because of poor project performance. While organizations around the globe reduced the average amount of money they wasted on projects and programs by 20 percent compared to the previous year, there is still more work to be done. The study found that, globally, organizations wasted an average of ₹97 million for every ₹1 billion invested in projects and programs in 2016, compared to an average of ₹122 million per ₹1 billion in the year prior².

²Figures represent a percentage that applies to any currency



2

What are typical characteristics of "Champion" organizations?

Organizations with 80 percent or more of projects being completed on time and on budget; meeting original goals and business intent; and having high benefits realization maturity are known as "Champion" organizations. As expected, champions have higher project success rates (92% versus 33% of underperformers) and enjoy more successful business outcomes. They waste significantly less money due to poor project performance. These findings suggest that organizations are becoming more mature with their project management practices. Research from PMI's 2017 Pulse of the Profession®: Success Rates Rise: Transforming the High Cost of Low Performance shows that champions are investing in the following factors that distinguish more successful project performance such as the development of technical, leadership, and business management skills of project professionals. Thirty-two percent of survey respondents consider both technical and leadership skills a high priority—a 3 percent increase over last year. Champions are taking action: More than three quarters (76 percent) of them prioritize the development of technical skills and leadership skills, while almost two-thirds (65 percent) prioritize strategic and business management skills.

Champions also appreciate the strategic role of the project management office (PMO) and the enterprise PMO (EPMO). This role often includes responsibility for aligning the project portfolio to strategy; monitoring progress and optimizing the delivery of strategy; navigating risk; driving benefits realization; enhancing governance and accountability; and managing talent. The percentage of organizations with a PMO continues an upward trend—from 61 percent in 2007 to 71 percent today. Among champion organizations, 81 percent have a PMO, compared to 59 percent of under-performers. Additionally, 56 percent of champions have their EPMO highly aligned to the organization's strategy, compared to just 12 percent of under-performers.

Leveraging actively engaged executive sponsors continues to be the top driver of projects meeting their original goals and business intent, and champion organizations know this. More than three-quarters (77 percent) of projects in champion organizations have actively engaged sponsors, compared to less than half (44 percent) of under-performers. The best executive sponsors have detailed knowledge of a project and how it connects to business strategy. They use their position and authority to clear roadblocks, make quick and effective decisions, and influence executive leadership.

Interview with PMI President and CEO Mark A. Langley

3

How is the rapidly globalizing nature of business changing project management in a multi-geography, multi-domain environment?

PMI is acutely aware of the challenges stakeholders face in an increasingly competitive global labor market. We are after all the world's leading association for those who consider project, program, or portfolio management their profession. We are delivering value for more than three million professionals working in nearly every country in the world through global advocacy, collaboration, education and research. Labor mobility promotes knowledge transfer, innovation, and human capital development. Certainly we have seen this in the project management profession. The flexibility of highly portable credentials and transferable knowledge are an advantage to organizations and their employers, and help drive economic growth.

As organizations face increasingly complex challenges from such forces as innovation, disruption, and the demands of a global business environment, the inextricable link between strategy and implementation must be addressed. What's also critical is an understanding of how change occurs: Operations run the business; but projects change the business. A formal approach to project and program management can be the link that ensures that an organization has the capabilities for change and strategy execution.



4

How important will sustainability be in terms of project management going forward vis a vis benefits realization?

Benefits realization management can be broken down into three stages:

- Identification: Determining whether projects, programs, and portfolios can produce the intended business results;
- Execution: Minimizing risks to future benefits while maximizing the opportunity to gain additional benefits;
- Sustainment: Ensuring that the project or program outcomes continue to create value.

In organizations with high maturity in benefits realization, 33 percent more projects meet original goals and business intent compared to organizations with low benefits realization maturity. This translates to significantly fewer dollars wasted − critical given the ₹97 million figure cited above. Organizations with high maturity in the three stages of benefits realization are more successful.

Projects and people make the strategic initiative happen, but they often won't be the ones to keep it going. Communication shouldn't stop once execution gives way to sustainment. And open lines of communication among all parties help with lessons learned that could impact future deliverables.

Indeed, the work that comes after the project is completed is just as vital as the work during the project. Ensuring that project outcomes and outputs continue to add value requires the same attention, particularly leadership support, as project-level activity. It also requires a commitment to recognizing and responding to problems that interfere with benefits realization. Sustainability is the final step in benefits realization, and it needs the same intensity of rigor as the first two.





The Project Management Imperative

By **Raj Kalady**Managing Director, PMI India

Customers want the best products and services. Employees want better salaries. Executives want growth. If we can't have perfection, we all want progress. But we know it's hard to deliver consistently positive results in an uncertain and continually shifting global marketplace.

Organizations that invest in project management waste 28 times less money because their strategic initiatives are completed more successfully. We know project management is essential for an organization's success, yet many of us ignore the writing on the wall.

Ultimately, an organization's success is not simply the result of making sure the right tactical elements are in place, but it also requires that everybody is on the same page. Strong project management comes from leaders— at all levels—who foster an environment that encourages flexibility and innovation. Their goal is to develop and support the project, program, and portfolio teams that will turn their ideas and vision into results.



However, we see a gap in how executive leaders and PMO directors perceive organizational success and their organization's performance in formulating strategy, prioritizing and funding projects, executing strategic projects, and identifying lessons learned.

All changes in an organization happens through projects and programs. When a project and program management mindset is embedded in an organization's DNA, performance improves and competitive advantage accelerates. We need to step up the conversation around the importance of project management and the issues essential to improving project and business results—the right skill set, EPMO, and executive sponsors.

It has been proved time and again that project management empowers people, rather than restricts them. Project management encourages innovation by facilitating teamwork and collaboration. Project management helps organizations fulfill client objectives without risking their own profitability. Project management practices, implemented from day one, improve the chances of delivering a project on time and on budget. Project management practices serve as a valuable competitive advantage.

CXO Roundtables: Key Discussion Themes

Common Challenges, Weak Areas

Project managers in India face challenges that are peculiar to the project environment in India. In spite of excellence in many large projects, inconsistency in project performance has been a worrying factor.

Anuj Puri, chairman and country head, JLL India, said, "India's expansive geography, diverse cultures, range of languages, differing regulatory environments, and methods of professional practice make achieving consistency across the country a challenge."

Affirming that consistency is critical to take India to its vision of a developed nation, Gurjot Bhatia, managing director, project management services, CBRE, South Asia, said, "We need to make sure that every project is handled and delivered in the same way.

Project management is the only discipline that can describe that process, make it all-inclusive, and keep in mind everything that needs to come together."

Mr. Bhatia's organization conducted an internal survey to identify the top constraints in the effective delivery of projects. "The majority of our 900-odd project managers pointed to one constraint-lack of decision-making in a timely manner by the client," he said.

Raj Kalady, managing director, PMI India said project planning is often a weak link in India. "It is common to start a project without a detailed project plan that accounts for all the facets of the project, unforeseen circumstances, risks, and end-to-end funding," he said.



Grounded in Basics

Certain basics must stay constant to ensure consistency in project performance, for example, defining the project, phasing of large projects, or connecting the project back to its business purpose.

Arun Kumar Jain, general manager—project operations, Fluor India, rated a good project definition and allowing time to come up with such a definition as critical for decision-making. "Once we have that, decision-making tends to be faster. During the engineering and design phase, areas of concern are the lack of phasing of project execution, the absence of robust change management process, inadequacy of engineering management, and project management talent," said Mr. Jain.

Earlier, a project was considered a success if it was completed on time and within budget. According to

Mr. Kalady, "It's important to connect projects back to the business purpose—whether the expected benefits identified before the start of the project have been achieved. It has been established that organizations with high benefits realization maturity waste 67 percent less money than those with low maturity, because they have better project performance."

Arvind Mahajan, senior advisor, KPMG India, reminded CXOs of the importance of project planning. "We need to learn from global players how they do not start a project without the right planning, design, and skilling."

Mr. Bhatia of CBRE added two more lessons to learn from global players: Do it right the first time, and the devil is in the details.

³ PMI's Pulse of the Profession In-Depth Report: The Strategic Impact of Projects – Identify Benefits to Drive Business Results



Supportive Project Environment

The project environment refers to both the immediate conditions that an organization creates within which a project manager operates, and the larger ecosystem of government policy-making, the regulatory environment, socio-political circumstances, and more.

According to Dr. Kirit Parekh, chairman, Integrated Research and Action for Development (IRADe), the right kind of policy environment empowers the project manager to take decisions. "Accountability must accompany empowerment. Permit failures but redundancy in failures must be prevented. We should have the right kind of accountability measures," he said.

Rohit Gera, managing director, Gera Developments, felt ownership was often missing at the project level. "It concerns the project ecosystem and includes the enforceability of contracts. In real estate, we need to enforce contracts better in terms of time, delivery, and quality with architects, contractors, vendors, and also with employees in a firm manner."

Mr. Bhatia of CBRE added, "For fixing accountability in the implementation of projects, the legal framework needs to be supportive and allow fast resolution so that people know that they are accountable for what they are delivering and then use project management to deliver it."



Filling the Project Talent Gap

India needs almost 700,000 new project professionals in project-oriented industries every year up to 2027. ⁴The panel experts felt the current rate at which project management talent was being added in the country was grossly inadequate to achieve the goal of a developed nation.

Mr. Kalady said, "Project management skills such as execution, project risk identification and mitigation, communication, planning, and team building are extremely critical for organizations." Organizations must recognize project management as a formal discipline and provide necessary talent management interventions to grow project talent.

"Today, there are no more than five institutes with a fulltime program in project management in India. We need to introduce more such programs to plug this huge demand-supply gap," Mr. Kalady added.

Pointing to the large base of Indian project managers in middle-eastern countries, Milind Godbole, managing director, Honeywell Turbo Technologies, said, "These practitioners executing projects on time, with quality, and within budget. So there is no dearth of talent. A lot of processes, systems, and a large amount of skilling in terms of formal education are important for companies here in India."

The real estate sector, where projects are often delayed, has a dearth of certified project managers. Mr. Gera of Gera Developments listed out the gamut of functions a project manager in the real estate sector is involved in approvals, architecture, design, structural design, and delivery of drawings, construction, marketing, and coordinating with the architect. "Across the board, people are undertrained in project management skills. We tend to

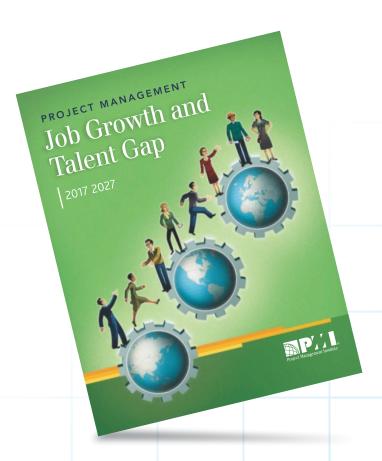
⁴ Project Management: Job Growth and Talent Gap 2017–2027,

a report by Anderson Economic Group and PMI

do it by default and not by design. There is a huge need to ramp up project management capability not just across people who are responsible for project delivery but also for the development in its entirety," he said.

R K Misra, founder director, Centre for Smart Cities, Bangalore, focused on skills other than technical skills. "It is about leadership. You have to identify the right person for the right project, especially in the government where the selection process is not based on either experience or competence," he said.

Sharat Sharma, director-operations, Delhi Metro Rail Corporation (DMRC), agreed that skill development needed immediate attention. "A project should be assessed on the basis of its lifecycle rather than the manufacturing, designing, and construction phases. Skill development should be highlighted as we are way behind on that front. Once we set up that culture and use our common sense, we can make a roadmap that will be successful in fulfilling any project within the given constraints," he remarked.



Partnerships with Contractors

An area that has not received the requisite attention, especially in large infrastructure projects, is the relationship between the project owner and the contractor.

Ravneet Kaur, joint secretary, Department of Industrial Policy and Promotion (DIPP), Government of India, felt Indian players had a lot to learn from global players. "The basic learning from global players is that the environment is very important. We have to create a facilitating environment for public or private players to flourish."

Mr. Jain of Fluor India commented, "If the owner-contractor relationship can be more collaborative rather than adversarial, it would go a long way in improving project management outcomes."

According to Mr. Sharma of DMRC, private participation must be welcomed where a higher rate of return was assured. "We have had two learnings from our global experience. First, a project has to be fair and equitable. The private partner is your partner and they should be given a fair deal. The second learning is to do with the culture. Partners bring a new culture, new safety norms, and procedures. The culture must have respect for norms," he said.

The partnership must be built on strong risk management practices. Said Mr. Mahajan of KPMG India, "The risk framework must include anticipating risks. Often entrepreneurs bid for projects even if they don't have the capability to manage risk, and the end result is project delay."



Changes Government Sector Needs

According to S. Radha Chauhan, president and CEO, National eGovernance Division, Government of India, the government is on a learning mode. "The government sector that I come from is learning a lot from industry professionals, and to some extent, we are also learning what not to do from them. Competencies within the government, especially when it is IT-driven, need to be specific, agile, and nimble-footed," she said.

Highlighting the importance of program management in government, she said, "It is a part of organizational structure. The government looks at implementation in a hierarchical manner—starting with the center, the states, and then the districts. The challenge is to equip each and every stakeholder with available skillsets by way of, say an IT platform or a mobile device."

Ms. Chauhan added that India has also contributed to learnings for global partners, for instance, the project management of elections in India.

Ms. Kaur of DIPP said the government needed to look at people working at the operational level, start recognizing capability, and then be the master trainers.

Lauding the efforts of the National eGovernance Division, Mr. Kalady of PMI India said the department has developed a competency governance framework with project management as a key competency, a framework for project management, and has embarked on a capacity building program. "If this example can be mirrored by other ministries and departments, I am confident that Vision India will be achieved," he commented.

He recommended that the government create policies to award contracts only to organizations with certified project management professionals and establish project management units to oversee and monitor large projects and programs.

In 2016, PMI India and the Federation of Indian Chamber of Commerce and Industry had made the following recommendations to the government: a framework and implementation plan for continuous improvement in the quality of stakeholder engagement and risk management; a nodal agency to monitor project execution and provide support for on-time completion; and training and tools for enhancing organizational project management capabilities.

Mr. Mahajan of KPMG India felt to create a culture where project management flourished, the government must break down barriers and silos within its departments. "That will ensure we move from a jugaad project management approach, which India is known for, to project management as a discipline," he remarked.

Mr. Misra of the Centre for Smart Cities blamed the slow progress of public infrastructure creation on the multiplicity of agencies, inter-agency coordination challenges, permission, procedures, and processes, and the lack of competence and capacity. "The prime minister and the chief ministers of the country need to seek help from people, wherever it is available. That's the real Vision India. It is not a document or guidelines. You have to be a part of the system and cut through the red tape to reform the system," he said.



Learnings from Software Industry

Mr. Kalady of PMI India credited mature project practices with the success of the IT-ITES industry. "IT-ITES organizations have consistently displayed high adoption of project management practices, and hence they have been successful. Their global clients have made it mandatory for them to have project management processes and certified project managers. This example shows that we require a similar change in government policies for public sector projects," he said.

Nitin Deshpande, president, Valence Health Solutions India also pointed to the project management practices of the IT industry. "The industry has grown because of the various project management techniques it uses. It has been mandatory for many major organizations to have certified project managers. The results have shown right from the Y2K experience to now," he noted.

He said a similar approach is needed in the healthcare sector, where project management is crucial for success. "Imagine if you are going through a complex surgery, and if everything does not fall in place. All the classic elements of project management are utilized, not just cost but also different skills or resources required, delivering on time, and quality control since you cannot afford to have a single un-sterilized instrument," he remarked.





Arvind Mahajan, Senior Advisor, KPMG India:

India is at a potentially breakthrough point with significant investment in government programs like Make in India, Digital India, Swachh Bharat. All these programs, if managed well, will lead to business outcomes which will enable breakthrough growth. But unfortunately, more than 30 percent of the projects, of the 1,000 projects that were studied, are actually delayed. On the other hand, we have cases like the Delhi Metro, the Delhi or Mumbai airports, the Aadhar program, ISRO's Mars mission. All these have been executed on time and within costs. So how is it that we have this dichotomy? The answer is proper project management, which can enable transfer of these islands of excellence and make it a discipline and a competency for the country, and not just for some organizations within the country.



Gurjot Bhatia, Managing Director, Project Management Services, CBRE, South Asia

Project management is actually a means to an end. What we need is consistency; we need to make sure that every project that comes on the table is handled and delivered in the same way and project management is the only discipline which can describe that process, which can make it all inclusive, keeping in mind everything that needs to come together.



Sharat Sharma, Director-Operations, DMRC

I would say that we should relook into our projects and policies. We are probably caught with procedural inefficiencies. I would come back to allowing time to outlining a good project definiton. Therefore, planning is very necessary. If you fail to plan, you plan to fail.



Aftab Ullah, COO, L&T Infotech

The key issues that we have faced as we started executing projects in India is the ability to bring together not just one organization's expertise but an entire ecosystem of organizations' expertise to prepare for what India needs. This is something that is maturing quite fast and as we look at the future, in initiatives like Smart Cities, Digital India, Make in India, it is very important that both government and the private sector master the art of how to manage this ecosystem and how to distribute the risk appropriately into that ecosystem.



Arun Kumar Jain, Managing Director, Fluor India:

If you were to trace the origins of diffidence in decision-making, I would come back to having a good project definition and allowing for the time to have a good project definition. Once we have that, decision-making tends to be faster. One common thread evolving is an acceptable need for a very strong change management process.



Craig Killough,

Vice President, Organization Markets, Project Management Institute

I think India has established its momentum in the right direction. The growth of the project management community has powered the growth of the economy. So in order to achieve a status of project management power house in the future, we'd have to start working now to meet the requirements of project delivery in future.



Hariprasad Hegde

Senior Vice President & Global Head - Operations, Wipro

What can make government projects work? Of course, project management techniques, frameworks, prophecies are essential. Beyond that, successful projects always have an element of accountability and the buck stops with the leader. If you bring in accountability and transparency, automatically the government machinery will start delivering.



Gopinath Padmanabhan,

Chief Innovation Officer & President Global Delivery, Mphasis

The private sector can inculcate extensive usage of technology, project management tools, social media based interaction tools, real time data updates, regular project reviews and corrective actions in case of delay in projects, consequence management, and governance into the public sector.



J C Sharma, Vice president and Managing Director, Shobha Ltd.

While our growth rate is the highest among all countries, the benefits of this are not getting percolated to a large section of the population. At the end of the day, the benefits must get transferred to the people who should be able to become consumers of such offerings. From that perspective, technology has to play an important role. Once resources start getting distributed to the vast majority of people who are unbanked, hopefully we will have the right kind of people in abundance and we would be able to achieve much more.



Nitin Deshpande,

President, Valence Health Solutions India

The software industry almost made project management certification mandatory and the question isn't whether project management is relevant or not, but how we make sure it is implemented more rigorously across areas and industries.



S Radha Chauhan,

President & CEO, National eGovernance Division

Some of the things that India has done are also learnings for our global partners. For instance, the project management of elections in India. Also, I am learning every day from stakeholders in the IT industry. The way they approach a problem, define certain deliverables and timeframes and account for dependencies and externalities, is something I value.



P G Warray

Executive Director, Thyssenkrupp Industrial Solutions (India)

There are not only challenges but deep rooted mindset changes required for project management frameworks to be implemented across the board.

CONCLUSION AND RECOMMENDATIONS

The tangible and intangible value that project management delivers to an organization includes risk reduction, cost saving, and, of course, more successful projects and programs. In addition, PMI research reaffirms that when proven project, program, and portfolio management practices are implemented, projects meet their original goals and business intent far more often. Following the CXO discussions, below are the key recommendations for organizations:

Address the Talent Gap – There is an acute demand for project managers in India, with 70 lakh new roles opening up in the next 10 years. Project-oriented industries will need a steady supply of project talent to achieve their growth potential. Organizations must recognize project management as a formal discipline and provide talent management interventions to grow project talent. Government departments must develop project management competency frameworks to build capacity. Academic institutes must seize this opportunity to offer full-time programs in project management oplug the demand-supply gap.

Institutionalize Project Management Training – Improved project management training leads to improved project performance. Large, complex projects in India today often suffer due to inadequate planning and inefficiencies in project delivery. Project managers need to regularly update their skills and align them to the current project environment. Organizations must invest in the project management skill development of their professionals and create frameworks for continuous training and development. These efforts must include both standard project management practices and need-based, project-specific training of tools, technologies and processes.

Create a Certification Bias – The government must create the right momentum in growing project management talent in the country by demonstrating a preference for agencies with trained and certified project managers. Besides price and technical know-how, the government must include project management certification as a key criterion in awarding contracts so that only agencies with the right project skills get the job.

Contractors to Partners – Grow partnerships and not owner-contractor relationships. Organizations need to build trusting relationships in which contractors have larger ownership and accountability. Only a collaborative relationship in which the project partners operate in a fair and equitable environment can a project achieve its outcomes. Adopt a culture where there is mutual respect, exchange of learnings and a shared ownership and responsibility towards achieving the project outcome.

Panelists: CXO Roundtable Meet, Delhi





Names in order from L to R

- Mr. Gurjot Bhatia, Managing Director, Project Management Services, CBRE- South Asia
- Dr. Kirit Parikh, Chairman, Integrated Research and Action for Development (IRADe)
- Mr. Arun Kumar Jain, Managing Director, Fluor India
- Mr. Sharat Sharma, Director Operations, Delhi Metro Rail Corporation Ltd.
- Ms. S. Radha Chauhan (IAS), President and CEO, National eGovernance Division
- Ms. Sunanda Jayaseelan (Moderator), ET Now
- Ms. Ravneet Kaur, Joint Secretary, Department Of Industrial Policy And Promotion, Ministry of Commerce & Industry
- Mr. Raj Kalady, Managing Director, PMI India
- Mr. Arvind Mahajan, Senior Advisor, KPMG India
- Ms. Karuna Gopal, President, Foundation for Futuristic Cities
- Mr. Narasimhan Vaidyanathan, Vice President Energy Management Division, Siemens Ltd

Panelists: CXO Roundtable Meet, Bangalore





Names in order from L to R

- Mr. Bishwajit Mishra, Director (IT), Bangalore Metropolitan Transport Corporation
- Mr. Rajnish Prasad, VP & Head of Custom Development, APAC & Japan- SAP Labs India
- Mr. Suvojit Sinha, Transition and Transformation Leader, IBM India Client Innovation Centers
- Mr. Gopinathan Padmanabhan, Chief Innovation Officer and President Global Delivery, Mphasis
- Mr. R. K. Misra, Founder Director, Centre for Smart Cities
- Ms. Sunanda Jayaseelan, Moderator, ET Now
- Mr. Raj Kalady, MD, PMI India
- Mr. Hariprasad Hegde, Senior Vice President & Global Head Operations, Wipro
- Mr. Arun K. Chittilappilly, Managing Director, Wonderla
- Mr. J. C. Sharma, Vice Chairman & Managing Director, Sobha Developers
- Mr. Ajinkya Apte, Director, Capgemini India

Panelists: CXO Roundtable Meet, Pune





Names in order from L to R

Mr. Nitin Deshpande, President, Valence Health India

Mr. P.G. Waray, Executive Director, Thyssenkrupp Industrial Solutions (India) Private Limited

Mr. Rohit Gera, Managing Director, Gera Developments

Ms. Pooja Jain, Moderator, ET Now

 $Mr.\ Milind\ Godbole,\ Managing\ Director,\ Honeywell\ Turbo\ Technologies,\ India$

Mr. Raj Kalady, Managing Director, PMI India

Mr. Debasis Mitra, Senior Director - Operations, Shapoorji Pallonji & Co. Ltd.

Panelists: CXO Roundtable Meet, Mumbai





Names in order from L to R

Mr. Prasanna Kamat, Chief Technology Officer, Capgemini India

Dr. Rajendra Kumar Mishra, Principal Advisor, State Planning Commission, State Government of Madhya Pradesh

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