Chapter leaders receiving “2011 Community Award for Chapter of the Year in Category II” from PMI leaders on 22nd Oct 2011 in USA!

A Program may link Projects in various ways, including:

- Interdependencies of tasks
- Resource constraints
- Risk mitigation activities
- Change in organizational direction
- Escalation point

Facets of Program Management and Program Management Office!
From the Editor’s Desk

Dear Readers,

One more calendar has changed! Season’s Greetings! We are excited to release the first issue of ‘Spandana’ in 2012.

We are also eager to share some good news with you. The chapter is now Ten Years young! From a humble 25 members with whom Pearl City Chapter, Hyderabad started an accomplishing journey on Feb 13th 2002 has now reached about 1100 members in size along with its supportive alliances, encouraging local practitioners and the unstinted contributions from its volunteers. Let’s together embark a meaningful journey with the chapter for many such years ahead!

Thanks to the wonderful feedback for the last issue of ‘Spandana’ that was released during October 2011. We are encouraged to do better as most of the readers have appreciated the efforts that have gone into publishing it along with the articles and other content that was compiled and shared. We are in definite need of our members and volunteers support on a continuous basis in this endeavor as this is one of the best channel to share great experiences from the profession, to provide insights to some exciting events being organized by the chapter and also to recognize our chapter members and volunteers for their accomplishments in the area of Project, Program and Portfolio Management and Leadership.

The theme for this issue of newsletter is “Facets of Program Management and Program Management Office” and the featured article is on “Seven keys to establishing a PMO”. The chapter wholeheartedly thanks Dr.Prakash Challa for spending his valuable time and answering our interview in a short notice despite shuttling between USA and India during that time. His insights from his vast professional experience have been posted under the space Leader Speaks!

We have newly started a Quiz contest in this issue based on the newsletter theme! First 3 entries sent with correct answers to this quiz will get due recognition from the chapter in the next chapter event! So answer fast and send your answers at the earliest to prodev@pmi-pcc.org.

Best 3 feedback entries sent with your learning’s and observations of this newsletter as well will get you due recognition. As soon as you complete reading this issue, without delay write to efeedback@pmi-pcc.org.

Happy reading! Enjoy..Learn..Connect..Practice..Share. Looking forward to know your Spandana…

Lavanya A, PMP
Chief Editor, Publications and Communications
PMI Pearl City Chapter, Hyderabad

Few important chapter links

- Chapter Membership benefits!
- FAQs
- Chapter Service Offerings
- Chapter Brochure
- Aug 2011 Newsletter
- Oct 2011 Newsletter

PMIPCC Vision

To be globally respected “not for profit” organization making Project Management and Leadership vital for shaping Academia, Business, Society and Nation.

……thereby making Project Management & Leadership as a way of life!

Get Ready!

PMIPCC is charged up to organize its ten year celebrations in a grand manner along with a scintillating conference for 1.5 days scheduled on 13th & 14th April 2012.

Be part of the excitement! Get ready to participate, learn, connect, enjoy and to volunteer!
Do you often hear project managers asking –

When is a program needed? Under what circumstances is program management appropriate? What is the difference between running multiple projects at the same time and running a program? How can I take a career path of a program manager? What does it take to be part of a Program Management Office (PMO) and also make it successful?

An overview mentioned below might be helpful to those associated with Projects that are part of Programs or an enterprise PMO!

What is a Program? - a group of related projects managed in a coordinated way in order to obtain benefits and control that are not available when managing them individually.

Then what is a Portfolio? - a collection of group of Projects or Programs and other work that are grouped together to facilitate effective management of work to meet strategic objectives.

Programs, like projects, help in achieving organizational goals and objectives, often in the context of a strategic plan. Although a group of projects within a program can have discrete benefits, they often contribute to a common set of benefits. Programs may include elements of related work outside the scope of discrete projects that are part of the program.

Projects create deliverables. Programs combine deliverables to create capabilities. The organization utilizes the capabilities and gains BENEFITS.

Program Management overview:

Although management of multiple projects under one roof has been around for a long time, program management has become more recognized for the effective consistency it brings to the process. In terms of delivering a benefit or generating a synergistic outcome, program management can help. This is especially true when you are managing interdependent projects. However, Program Management is NOT about managing projects.

Projects may be interdependent because of the collective capability they deliver, or they may share a common attribute such as client, customer, vendor, technology, functionality, domain or resource.

Managing multiple projects as a program allows to:
- Optimize or integrate cost, schedules, effort and resources
- Deliver incremental benefits
- Resolve issues and scope/cost/quality/schedule changes within a shared governance structure
- Mitigate risks that run across components, like contingency planning
- Deliver integrated or dependent deliverables

What kind of projects can be part of a program?
- Projects with a common outcome, that can create collective capability and share the same resources
- Projects that have the same tasks, that serve the same customer
- Projects where their risks can be reduced when managed together
- Projects that have strategic benefits associated with co-ordinated planning and optimized pacing

Why Program Management?

The philosophy of program management is based on the understanding that the whole is greater than the sum of the parts. The key areas essential in program management are:
- Plan projects
- Organize and optimize resources
- Achieve optimal synergistic results
- Deliver intended benefits
- Systematic monitoring and audit processing
- Involve stake holders
- Define customized process
- Identify and manage risks and issues
- Knowledge management including collection, dissemination
- Standardizing processes for repeatability, scalability and better metrics collection and utilization
- Ensure Quality
- Track continually changing environment
Program Management must enable building solutions using the power of cross-functional teams, be the cohesive force that keeps all the dissimilar and disparate teams together, protect the program from the vagaries of the external environment and above all, ensure stakeholder delight.

Project Management and Program Management:

<table>
<thead>
<tr>
<th>Function</th>
<th>Projects and Project Management</th>
<th>Programs and Program Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope</td>
<td>Projects have a narrow and defined objective with specific deliverables (like products/services/solutions) and well defined start and end dates.</td>
<td>Programs have a wide scope that may have to change to meet the benefit expectations of the organization. Less well defined end dates may have to continue even after projects end.</td>
</tr>
<tr>
<td>Nature</td>
<td>Tactical in nature, focused on execution success of project deliverables. Aligns project deliverables to program goals. Micro view, will fight against others which threaten their success.</td>
<td>Strategic in nature, focus is on business success and ensuring work remains feasible from business perspective. Aligns execution of multiple projects to business strategy &amp; goals. Macro view; have to consider the combined effect of a portfolio of projects.</td>
</tr>
<tr>
<td>Change</td>
<td>Project manager may expect change within the project and also tries to keep change to a minimum. Change control is more structured and simpler activity.</td>
<td>Program managers have to expect and even embrace change both inside and outside the program.</td>
</tr>
<tr>
<td>Success</td>
<td>Success is measured by on budget, on time and the products/services/solutions delivered to specification as per defined project quality.</td>
<td>Success is measured in terms of Return On Investment (ROI), new capabilities, benefits delivery.</td>
</tr>
<tr>
<td>Communications</td>
<td>Provide project performance measurement data to the program manager. Provide project information to project stakeholders.</td>
<td>Provide policy direction to project managers. Consolidate information on all projects for executive sponsors and other governance mechanisms.</td>
</tr>
<tr>
<td>Financial</td>
<td>Develops and submits project budget. Executes project to budget.</td>
<td>Prepares, justifies, manages, optimizes, and defends program budget. Ensures timely funding of constituent projects.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Leadership style focuses on task delivery and directive in order to meet the success criteria.</td>
<td>Leadership style focuses on managing relationships and conflict resolution. Program managers need to facilitate and manage the political aspects of the stakeholder relationships.</td>
</tr>
<tr>
<td>Role</td>
<td>Project managers manage technical / functional resources, specialists, team members etc. Project manager plans, organizes, directs, and controls the project effort.</td>
<td>Program managers manage project managers and the program staff. Program Manager integrates efforts, continuously assesses and refines approaches and plans, ensures good communication.</td>
</tr>
<tr>
<td>Responsibilities</td>
<td>Project manager is a team player, motivated by knowledge and skills. Project manager manages work within the project plan framework.</td>
<td>Program managers are leaders providing vision and leadership. Program Managers act as the implementation arm of the program sponsor(s) and / or steering committee.</td>
</tr>
<tr>
<td>Planning</td>
<td>Project managers conduct detailed planning to manage the delivery of the deliverables throughout the life cycle of the project.</td>
<td>Program managers create high-level plans providing guidance to projects where detailed plans are created.</td>
</tr>
<tr>
<td>Monitoring, Control and Management</td>
<td>Project managers monitor and control tasks and the work for producing the project’s outputs. Vertical management of single function within the project is required to manage a single element of solution.</td>
<td>Program managers monitor projects and ongoing work through the governance structures. Horizontal management across all the projects involved in the program is required to integrate the project outputs.</td>
</tr>
<tr>
<td>Integration</td>
<td>Employs chosen project management methodology to manage the project throughout its lifecycle and achieve project objectives. Coordinates activities of project team members and Stakeholders.</td>
<td>Aligns the program and its constituent projects with business strategic plan, goals, and objectives; conducts program planning across project phases and boundaries. Ensures that project results satisfy program objectives; champions the program’s success. Assures proper coordination and cooperation among multiple projects and with program stakeholders.</td>
</tr>
</tbody>
</table>

Program Management is often seen as the next logical step for seasoned project managers who are looking to take on bigger challenges in their profession. While project management is more about managing within boundaries of a project and tracking it for desired outcomes at the defined milestones, program management is typically about breaking those very boundaries and managing across the component projects.
Some Common Misconceptions:

- **Programs are simply ‘large projects’**: Though program managers should have mature project management skills to be able to influence performance of component projects, they are not managing these projects on a day-to-day basis, they are rather resolving inter-project priorities, dependencies, issues and risks.

- **Good project managers make good program managers**: Not necessarily. Project managers need to focus mostly on hard objectives – on time, on budget, delivering scope with required quality. Program managers need to focus on organizational priorities and objectives and may need to alter courses of action such as cancelling projects that are on track or not on track, based on a change in strategy.

- **Programs succeed if component projects succeed**: History shows that even when projects are deemed successful – the benefits they were intended to generate do not materialize – which is the purpose of a program. As benefit generation goes beyond the deadline of a project, often a program’s life extends beyond the life of component projects into the realm of business operations.

**Role of a Program Manager:**

A program manager oversees and provides direction and guidance to managers of component projects and operational functions by coordinating efforts between them. Essential responsibilities of a program manager are the identification, rationalization, monitoring and control of the interdependencies between projects; dealing with escalated issues outside the control of each project; and managing the contribution of each project to the consolidated program benefits. They need much broader expertise, strategic thinking and superior capabilities related to governance, risk and change management rather than only project management experience.

Whether you are part of a large organization or a small one it is important to understand the difference and dependencies between project and program management. In a small organization - even if it is just a couple people - the company leader is a de facto program manager. It is at this smaller stage that good culture and habits are grown. In a large organization if you don’t have solid program management it’s very likely that you are in absolute chaos.

A program manager is responsible for creating the business environment culture which a project manager complies with to execute. A project manager is judged on the triple constraint of time, cost and scope of the project. A program manager also is judged on these three elements but at a level that is cumulative for all the projects. The role of the program manager is complex; it can vary from managing multiple projects to managing multiple projects with operational responsibilities, in addition to being accountable for profit or cost targets linked to the business.

Program Managers are expected to bring some order and clarity to chaotic scenarios. This does not mean they can act with explicit authority. Program managers mostly need to work behind the scene and not as ones intervening in day-to-day execution of projects. The challenge for program managers lies in establishing authority and control without being seen as a menace. It is about leaving the day to day project dilemmas to project managers while maintaining a light but supportive influence on project decisions.

According to Gartner, “60% of large program initiatives fail to achieve their business objectives. Further, they are delivered late or substantially over budget”.

Most of these people-related failures can be traced back to:
- Underestimating program complexity
- Lack of firm leadership, commitment and sponsorship
- Poor cross-functional communication
- Lack of integrated planning
- No defined success metrics
- Poor requirements management
- Lack of broad change management
- Misaligned stakeholder expectations
- Inadequate program management skills
- Lack of resources

A program manager needs to have an ingrained sense of organizational mission, must lead and have the presence of a leader, must have a vision and strategy for long-term organizational improvement, must be a relationship builder and must have the experience and ability to assess people and situations beyond their appearances!
If you are one of those looking to grow or mature as a program manager in your profession, below attributes could be useful!

Attributes of an Effective Program Manager:
(According to James T. Brown from the Handbook of Program Management)

1. Being a program manager requires a greater skill set and more diverse background than being a project manager.
2. The most significant difference between project manager responsibility and program manager responsibility is the requirement for the program manager to establish a culture of success.
3. Self-regulation takes time to create, but it is the ultimate definition of presence. With self-regulation, the organization acts and performs just like the program manager would want it to even if he or she is not present.
4. Leadership is based on a relationship of trust and program managers must consistently develop and use relationship capital.
5. The ability to accomplish objectives through others is directly correlated to the strength of the relationships or the relationship capital the program manager has developed.
6. Consistency in style, management techniques and leadership traits are important anchors for any organization and contribute to a stable work environment.
7. Effective questioning starts with being perceptive and in touch with the organization - having a feel for the organization above and beyond what charts and graphs provide.
8. As program manager you want to establish a “self-regulating” culture where your team answers your questions before you ask them.
9. Decisions should be made quickly and at the appropriate level through the establishment of clear lines of accountability and escalation processes.
10. Long-term program success is dependent on the continued growth and development of the program personnel.

If an effective program manager is assigned to lead a program then why is it not always successful?

Then what are the key factors needed for the success of a program?

Throughout its lifecycle, an effective program has many areas of focus. However there are three broad management themes that are key to the success of a program:

- Benefits Management
- Program Stakeholder Management
- Program Governance

Benefits management ensures that the organization will realize and sustain the benefits expected from taking up the program. Benefits can be tangible or intangible and benefits management should begin in the early phases of a program’s life cycle. The financial aspect of a program includes the need to conform to internal (and sometimes external) policies and regulations for significant expenditures. It also includes development and use of program-specific procedures for making and reporting expenditures.

Program stakeholders are those individuals and organizations whose interests may be affected by the program outcomes, either positively or negatively. Program management is mainly concerned with managing stakeholders, which in the case of an entire program is a larger, more diverse and more complicated group than is involved in an individual project. Their interests are different, sometimes contradictory, and their individual impacts -- whether big or small, for good or bad -- may be very significant to the success or failure of the entire program.

Key program stakeholders include the CXO of an organization, Program Director, Program Manager, Project Managers, Project Team Members, PMO staff, Program Governance Board, Change control Board etc.

Program managers may mostly be found chasing updates for various stakeholders. Different stakeholders may have conflicting expectations from the same projects. The key challenge here is to align these multiplying demands to the commonly shared vision and criteria for success. Moreover, Program managers need to have the instincts for identifying implicit expectations and voicing silent demands while communicating with the stakeholders.

Program governance is the process of developing communicating, implementing, monitoring and assuring the policies, procedures, organization structures and practices associated with a given program. It results in a framework for efficient and effective decision-making and delivery management focused on achieving program goals in a consistent matter, addressing appropriate risks and stakeholder requirements.
What is the role of a Program Management Office?

A Program Management Office provides the capabilities to manage a program. Its mission is to deliver the program on schedule and within budget. It is an organizational entity that is structured to apply program management practices. It is accountable directly to senior executive management for achievement of business results of the program.

When referring to the organizational structures that facilitate project execution, there is considerable confusion as to what these structures should be called. The terms Project Management Office and Program Management Office are often used interchangeably, and both are commonly abbreviated as “PMO,” further compounding the confusion. But there is broad agreement that these two organizational concepts serve different purposes, have different structures and follow different lifecycles. In this article PMO refers to Program Management Office.

The Program Management Office role:

- Maintain alignment with business objectives
- Manage “on-time” and “within budget” delivery of the program
- Inform executive management on program status through accurate performance metrics
- Meet or exceed quality objectives
- Effectively deploy resources
- Gain productivity through process management and automation
- Reduce risk through planning and effective strategies
- Build awareness through effective communication

A PMO has an internal reporting structure, defined reporting relationships to the performing organization’s management, and defined channels of control with its constituent projects. A PMO is staffed by one or more individuals playing a variety of roles, as dictated by the needs of a particular program. The roles that PMO staff plays are determined by many factors, including the scale of the program, the complexity of the solution, the level of interdependency among projects, and the skills and availability of resources.

Every program offers its own challenges, and every PMO will adapt to the needs of its program. For simpler programs, one program manager may be able to play all the roles the program may require. However, high-priority, enterprise-wide endeavours requiring the implementation of dozens of concurrent projects will necessitate a robust PMO, staffed by specialists in particular disciplines.

Regardless of how they are staffed and organized, all PMOs must provide certain basic functions, and they require a supporting infrastructure to be successful.
Why does a Program Management Office fail?

Let us take an example; one Program Management Office has been set up to run and provide oversight to a relatively large technology program of your organization to deliver incremental benefits to one of your most valued customer which has been attached a strategic business importance. Let us look at reasons why a Program Management Office can fail to deliver outcomes.

- **Lack of the right sponsorship** - When the PMO is viewed as a process organization it may get placed under a lower level manager. This is consistent with PMOs that lack a business aligned mission, fail to report metrics, and with the perception in the organization that this PMO is just managed by some process cops. With no high level and right sponsor that believes and understands the PMO mission, PMOs become dispensable. In fact, if they have no idea what project management is, let alone what program and portfolio management is, nor what a Program Management Office can do then PMO direction is lost.

- **Too much administration** - Too often, the staff gets caught up in the day-to-day responsibilities of program administration and management, even as bigger issues loom. The inability to drive the program within the context of big-picture business goals and objectives means that many PMOs deliver programs that are technically successful according to the technology team’s standards - but fail the business value test.

- **Lack of Business Alignment and Executive Support** - Many organizations suffer from working on the “wrong” projects, or those projects that do not provide the highest return to the business. This condition is typically the result of poor or absent business case justification processes that would enable them to determine where to invest limited dollars. Aggravating this condition, most organizations do not consider technology trends or technology breakthroughs and innovation as input into their business strategy.

There are many reasons for the lack of executive support and it arrives in many manners. When it is time to attend steering committee meetings the executive team may miss them or send lower-level functionaries to represent but don’t give them decision-making authority. Or, even worse, they over-ride important PMO decisions. Then, when programs are performing poorly due to resource contention and prioritization conflicts, they blame the PMO staff and at times even disband it.

- **They become policemen and auditors** - One purpose of a PMO is to bring value to the project managers and project staff, so auditing and controlling a bit is okay as long as it is used in an educational and mentoring manner. It helps drive the change to change resistant organizations. However, if the PMO has been doing it for a bit too harsh, it’s time to change out of this tactic a long time ago.

- **No proper demand management or resource management** - This is basic management for it, and also recommended for the PMO. If one can’t quantify demand, and priorities change all day long it will be impossible to get the program objective accomplished. Without a metrics-based understanding of resource capacity, it is impossible to match that wonderfully organized demand with the actual supply of human resources.

Also if there are no resource for the projects, human heroics only goes so far, and the projects will not be executed as expected.

- **Benefits capture is not done** - This one is how you continue to facilitate and drive value. Yes it is a bit of marketing, but worth the time spent. The PMO should help to capture and quantify the business value of the completed projects in the program. If you do not capture the benefits, it is more than likely they will not be captured. This cycle downs to individuals asking what is the value in the PMO overhead? Being proactive mitigates this argument altogether.

- **Lack of mature project, program, and/or portfolio management processes** - Expecting to implement a mature PMO with a “big bang” approach is another set-up for failure, without assessing organizations maturity in project, program and portfolio management. It is not uncommon for a sustainable PMO to take few years to reach a high maturity level for which it has been formed. PMO needs to ensure to bring value at every step along the way by ensuring the organization’s pain points are also alleviated early in the PMO’s life.

- **They overburden the project staff with process and documentation** - People drive program success. Processes and Technology should augment effectiveness not become obstacles and should help the program in communication and alignment improvement. Risk Management is a great process for identifying possible obstacles.

However if they aren't communicated to those accountable and empowered for managing the risk, the process is just more documentation on the already overburdened project and program managers and other project staff.

If the project managers and project staff perceive the processes to be just over head with little value, then they will do everything they can to short cut those processes. So be sure the processes work for them and they’re not working for the processes.
Initiatives to establish or improve the PMO and the organization's project and program management practices need to be carefully planned as programs of the organization change, and as such they will need to have:

- An astute and experienced program manager to drive them;
- Powerful sponsorship;
- A carefully considered change management plan;
- Clear understanding about the value to be created, both the intermediate outcomes and the final outcomes which will take longer to achieve. These must be measurable, owned and reported to sustain momentum, and help to avoid its demise during regular cost cutting.
- It is suggested that some of the claims for the benefits in establishing a PMO or improving project and program management practices are too simplistic and do not stand the test of time and organizational struggles, reorganizations and staff turnover.

Failure to do the above will result in what the Harvard Working Paper quoted above suggests – the functional experts, including PMO staff, Project and Program Managers simply become "box tickers" or "disconnected technicians" or even "ad hoc advisors"

References:

Information for this article has been derived, in parts, from:
- The standard for Program Management, 2nd edition from PMI
- The Handbook of Program Management by Dr. James T. Brown
- Inside the Modern Program Management Office - Sigma issue
- Challenges and Sustainability of the Program Management Office - Ricki Henry
- There's a Reason IT PMOs Fail - Ken Hanley
- PMI Knowledge resources

About the Author:

Ms. Lavanya A, PMP comes with significant experience in establishing and driving some strategic and challenging Program Management Offices in the IT services industry. She has expertise in heading sizable and diversified multimillion dollar IT Programs / IT Portfolios for geographically spread fortune 500 organizations within Pharma / Life sciences, Insurance and Healthcare sectors.

Her niche skills include Project, Program and Portfolio management, ODC Management, along with IT Delivery management and ADMS. Also as a volunteer leader, Lavanya currently serves PMI-PCC board as a director.

Members Corner

Knowledge Transition - using Daily Reverse Sign-off Process (KT-DRS) - by Sumit Mathur, PMP

As the popular saying goes...‘Change is the only constant’ – this is very true in today's competitive world and success of individual or organization depends on how effectively the 'Change' is managed. In today's competitive world of IT where every organization faces the challenge of 'attrition', it is imperative to have a strong transition process as it may have a direct impact on customer experience post the transition.

Interesting Story behind this initiative of KT-DRS:

I had a very interesting experience in the year 2005 which propell me to find out some innovative idea around this critical endeavor. One of the critical associates from my group was slated to leave the project in next 3 months as she was getting married and moving to a new assignment in US. I was provided an associate (by my leadership) as a backfill, who had recently joined the organization.

I had come up with a training plan (listed 168 activities and prepared the schedule i.e. set of activities covered on each day). At that point in time we had a process of consolidated feedback – where in, after the end of the entire KT, the trainee would send the feedback form with his/her comments.

When the training started, I checked verbally with the trainer and the trainee about the progress of the training. Both indicated to me that it was going well. In the last leg of the training i.e. 3 days were left – I called the trainee and checked with him if he has understood all that was covered till date - I asked him to confirm over the mail and to my utter disbelief, he confirmed to me that he understood only 16 activities out of 168!!!

I took this as learning and came up with the process of KT-DRS (Knowledge Transition – Daily Reverse Sign-off) process for all the new joiners. This has helped me tremendously in all my assignments and I've introduced this to my various MNC customers, who have expressed their delight and have used this practice in their organizations too.
Three Key Simple Process Steps of KT – DRS:

1. Whenever any transition is planned, the trainer shall provide the training plan to the trainee to make the trainee aware of the activities that would be covered on any specific day.

2. After completion of the training session for the day, the trainees’ shall fill the daily feedback form and send the same to the trainer with copy to the manager. This provides a transparency to all the stakeholders and would help trainer know that the trainee is comfortable with all the activities that were dealt on that particular day. In case, if there is any activity that trainee is not clear with, then before progressing with the next set of activities, the trainer shall clear the doubts on those activities and then progress with the other activities.

3. After completion of the training session on each day, the trainees’ would document their learning in run book artifact and share the same with the trainer for review. The trainee would do a reverse presentation of the topics covered on that day based on the details documented in the runbook. This would be a daily activity and would help create the knowledge repository and also ensure that the trainees’ obtain a clear understanding on all the activities, on day to day basis. This shall also ensure that there is a daily connect between the trainee and the trainer and the reverse sign-off each day from trainee would ensure that there is an equal effort from trainee in comprehending the details there by complementing the effort put by the trainer.

This process helped in putting the onus of the learning on the participants. This way, the new joiners were being more productive from the very beginning.

Delivery & Business Benefits obtained from KT-DRS Process:

I have implemented this in some critical service delivery transitions including the transitions from onshore TUPE – (Transfer of Undertakings Protection of Employment Regulations) associates and have yielded me and my engagements significant success.

Following were the benefits that I derived from this best practice:

7. Helped us to track the progress of the KT sessions each day and then generate a MIS report for my leadership – which would give everyone the visibility of the progress, approximate end date of the KT, efforts spent on the KT, efforts or % of efforts still remaining.

1. Enabled me as the manager to know the tasks/activities that the trainee is equipped with – based on this, I could assign the tasks (on which training is complete) to the trainer so that the trainee would get hands on exposure in executing those tasks and that has induced the sense of confidence in the trainees immediately after they join the project without having to wait for a substantial period in time i.e. for the entire KT to end and then think of working on the tasks. This helped in increasing the productivity of the team and that of the new joiners, very early on.

2. Enabled me as the manager to identify any potential issues and try to resolve them before they become actual issues.

3. Enabled me as the manager to know the commitment and interest level of the trainee based on their feedbacks provided.

4. Helped to create the knowledge repository in a very structured manner i.e. as per the KT/training plan. This helped the trainees and severer as look-up database for their future reference.

5. Helped me ensuring that efforts of trainers do not go in vain. There is a common tendency in the trainees that at the end of the training if they are asked to perform any task, they tend to mention that they are not able to perform the given task as the trainer conducted the training very fast, etc. But, due to KT-DRS, this was addressed effectively and never faced issue around this.

6. Helped us significantly in saving the project costs – based on the KT trackers we were successful to get the knowledge that was held by the onshore TUPE resources documented in the run books and in turn transition the critical operations to offshore viz. change management, problem management, critical DBA activities, release management, entire second line operations.

Recommendation:

KT-DRS is a very simple but powerful transition process which ensures that there is 0 impact on customer experience during any change of guard. It also provides complete transparency of the progress of transition and amount of efforts expended towards this critical endeavor in a very professional manner thereby ensuring delight of all the stakeholders involved.

About the Author:

Mr.Sumit Mathur, PMP currently works as a Sr.Project Manager in Tech Mahindra. Prior to that he was associated with Patni Computers. He is an active member and volunteer of PMIPCC.
Seven keys to establishing a successful PMO
A few pointers for preparing yourself to staying positive during the lulls..
by Gary Hamilton, Gareth Byatt and Jeff Hodgkinson

Much has been written about how best to establish a PMO. There are many elements to take into account, and this article seeks only to provide what we believe are a few “pointers” to consider.

For purposes of this article, we’ll assume that we are in a situation in which we (or you) work for an organization or a department with no existing type of PMO. It is important to fully understand the ‘driver’ for introducing a ‘PMO’ of any type.

When we say “of any type”, we mean — what type of PMO are we talking about? What does the “P” stand for in this abbreviation for a Management Office? A PMO can serve to control governance for projects, it may oversee a program of work, or it can operate at an enterprise level and therefore be more strategic. In one way or another, all PMOs are ‘governing bodies’. The questions you need to ask are:

1. “Do the key people in my organization agree that a PMO is required, agree on the authority of the PMO (and have I clearly articulated the benefits of introducing one)?”

2. “Are our processes mature enough for us to capture the value of a PMO and to make the long-term commitment required for success?”

Before embarking on a plan to introduce a PMO, you may have discussions with key stakeholders, perhaps conduct a survey, and/or hire an organizational development consultant to conduct an independent assessment. The bottom line is similar to the way a talent agent spots a future star performer or a coach, the next top-rated athlete.

In addition to talent and ability, the organization needs to have the drive to introduce the type of PMO that you feel will provide the greatest benefit. If, after reviewing the proposal, you feel that key stakeholder support and/or your capacity to introduce a PMO is not yet in place, it is better to stop and continue to focus on managing programs and projects well.

Don’t see the inability to implement a PMO as a failure of any kind - different organizations have different needs. On the contrary; one sign of a good leader is recognizing when an organization is ready or not ready to change in some way. Also remember that although many organizations have some form of strong governance in place, they do not consider or call it a PMO (it is fair to say that the term PMO is, for the most part has been confined to IT organizations or departments).

Taking all of this into account, if you’re certain that introducing a PMO into your organization is a worthy objective (and have the right stakeholder backing), the rest of this article may be of interest for you.

If you do an online search on PMO’s and project governance, it will return thousands of hits. There is a large amount of extremely useful advice available, both free and from specialists who charge for their time. In writing this article, it is not our intention to repeat information already available; rather, we are providing some insight into what’s worked and not worked for us when initiating and managing PMOs.

"Gartner Research estimates that Project Management Offices (PMOs) have a failure rate of 50 percent or more on their first try."

Step 1: Prepare yourself

The road ahead will not be easy. The individual charged with leading the introduction of the PMO will need to be well-rested, and able to focus a large percentage, if not all, of their time on the task of establishing a PMO.

Let’s assume you are the person being asked to set up a PMO. Consider taking a vacation; charge your batteries for the task ahead. If you are involved in volunteer activities that consume a lot of your free time, you might want to consider taking a hiatus or excusing yourself from the most time consuming responsibilities (painful as it may be). Can you do all that? — Good; you’re ready to start.

Step 2: Understanding which type of PMO you need

We mentioned earlier that there are different types of PMO. A PMO usually exists to control governance on projects, and to ensure that projects are being set up with the appropriate criteria.
Program Management Offices usually have a particular goal in mind, e.g., to deliver a program of work adhering to governance standards.

At an enterprise level, an enterprise PMO usually represents a portfolio of work and can, in itself, be provided with reports from divisional Project Management Offices and Program Management Offices. Companies usually start with the foundation-level Project Management Office. Maturity Models are available from several organizations to help you gauge your

**Step 3: Take an “It’s a project in itself” approach**

Make alliances early and draw up a communications plan; have formal and informal conversations with key stakeholders (and know what kind of influence they all have), gather preliminary data and all information you need to completely fill out a project charter, just as you would for any other project. Ensure you have a robust business case and plan. You must have the mindset that establishing a PMO is a project in itself and your time is required to manage it. Does this include you personally taking on the full-time position as PMO manager? That would depend on whether you are the appointed person for the role.

The success criteria for justifying the PMO must be defined and understood by you and your key stakeholders. Don’t forget to communicate that the ‘end’ state for the PMO to be “part of the way we do things” will be a while away — perhaps at least a year and more likely two years to fully embed. Several factors need to be considered, but the bottom line is: What is the priority or importance of the PMO to management, and how quickly can your organization implement the change?

Generally, organizational change transitions can either be quick and painful, or slow and relatively painless. Management buy-in is fundamental to success. Both approaches to the speed of change (fast or slow) have pros and cons; we have seen that taking an aggressive approach and ‘pushing hard’ can reap rewards, but requires a strong commitment to succeed. As the saying goes, there’s a thin line between love and hate; the same can be true about organizational change such as creating a PMO.

**Step 4: Obtain buy-in for the long term**

After completing your project charter, having peer-level reviews, and gaining the necessary support and alliances to make it a success, step back and take a good look at the approach and the desired end result. Depending on the size of your organization, is your launch strategy acceptable?

For example, are you proposing a new level of central control or a phased approach of having several ‘federated’ PMOs that manage their business to a common, accepted level of process?

The latter would involve having a few simple, comparable and easily cumulative metrics versus trying to get everyone to follow the required changes for a centralized PMO.

Whatever your plan, be sure that the C-level executives agree to it for the long term. We suggest that you are conservative in your proposed results and set realistic goals, timelines, savings, productivity improvements, etc. The implementation of a PMO is often a major change effort, so it is best to have realistic expectations and support your assumptions with a calculated degree of confidence.

Articles on PMO’s often refer to the establishment of short-term and long-term goals. This can be a great strategy as long as the focus on the short-term results does not obscure the long-term results and change. If you take this approach, be certain that you clearly communicate both expected outcomes, results and the timeframe of all milestones along the way. Remember, the long-term results are the measure of your real success.

**Step 5: Achieve, document, and communicate early wins**

Look for, achieve and communicate ‘early wins’ as the PMO starts to make changes, even if they’re miniscule. Any positive changes in project execution or unsolicited positive feedback should be documented and sent as a ‘news flash’ to your team, management, and stakeholders. Don’t oversell; you will also have negatives that, in fairness, you’ll also need to communicate (have no doubt; if you don’t, someone else will) so that progress as a whole can be accessed.

**Step 6: Stay positive through the ‘lull’ period**

As with most projects and project teams, there may be initial enthusiasm but, as the ‘newness’ wears off and the work really starts to make an impact, there can be a drop in morale and ‘esprit de corps’. If you spot this lull, keep up the positive vibe. Make no mistake; setting up a PMO can be a big challenge to implement.

**Step 7: Know when to declare ‘success’**

Okay. Hopefully, after all your efforts and successes, the PMO is, for all intents and purposes, working. You have documented processes, common metrics, basic standards, common tools, a central repository, training packages, and are seeing visible improvements, such as greater accuracy of project estimates, there’s more predictability about project schedules and budget outcomes, project phases are being reviewed as part of governance, lessons are being shared and learnt, and your manager and stakeholders are pleased with the progress.

As they say, it’s an 80/20 rule and you’re 80 per cent there now.
Keep in mind that the final 20 per cent of the work to optimize your PMO could take as much effort as the first 80 per cent. This is the time that you need to look at benefits versus value and the effort to achieve that final 20 per cent. Is it worth it to continue driving to the final improvements, or is it time to declare success and let quality reach its ideal level over time?

This is not an easy decision: it’s time to scan the environment in which the PMO operates, make a decision and provide recommendations for the next steps. By the way, there’s nothing wrong with taking a six-month pause, monitoring the results, and then proposing a ‘phase 2’ of PMO activities. Assuming that you are successful and always focus on your key stakeholders, the backing and momentum to continue building the PMO will happen. Be very aware of any organizational changes that may take place — it is a fact of life in modern organizations is that change is part and parcel of the future.

<table>
<thead>
<tr>
<th>So many PMOs are born and then die within a relatively short time.</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 2006 PMI survey: Only 17% of PMOs have been in existence for more than five years.</td>
</tr>
<tr>
<td>• PMI 2007: white paper analyzing the current state of play: Almost 50% of survey respondents indicated the existence of their PMO was being, or had recently been, seriously questioned.</td>
</tr>
<tr>
<td>• PM Solutions 2010: survey shows 50% of PMOs closed over</td>
</tr>
</tbody>
</table>

In conclusion, in any type of organization or company, there are many ways to implement a successful PMO.

Different organizations have different needs.

- Whichever way you choose, treat the creation of a PMO as a project in itself and manage it accordingly;
- Decide what type of PMO you need (if indeed you choose to call it a PMO);
- Justify it with a proper business case and plan;
- Think about the long-term objective and short-term goals to celebrate along the way; Recognize when to decide if the PMO is ‘as good as it gets’ and is part and parcel of the operations;
- Finally, remember that if the implementation of a PMO is not progressing as planned, maybe it is not the right thing for your organization (at least, at that specific point in time).

About the Author(s):

Gareth, Gary and Jeff are experienced PMO, program and project managers who, starting February 2010, agreed to collaborate on a three (3) year goal to write 50 articles (pro bono) for publication in any/all PM subject websites, newsletters, and professional magazines / journals. Their Mission is to help proliferate good program and project management practice, add value to the profession, and in earnest hope readers gain benefit from their 60 years of combined experience.

Oct 2011- Jan 2012 happenings at PMIPCC!

**Chapter Recognitions and Achievements!**

- **PMI Pearl City Chapter is a proud winner of the 2011 PMI® Community Award for Chapter of the Year (Category II).**

  This award was presented on **22nd October 2011** to the chapter leaders in Texas, USA by PMI during LIM in recognition for the activities, initiatives and commitment in promoting project management within the community.

  This award honors and recognizes chapters who have made the greatest contribution to the development and implementation of the ends of the Project Management Institute. PMIPCC is geared up to celebrate its tenth anniversary in 2012 and is looking forward to scale many more heights, increase its outreach and enhance its services in the coming years with continued support of its current and past members, volunteers, volunteer leaders, associations and alliances!

- The chapter volunteer **Ms. Sunanda Gundavajhala’s** outstanding volunteer efforts have also been recognized by PMI with **Recognition of Excellence Award 2011**.

- The AP State Government has issued a GO to celebrate ISLD event on Feb 3**rd** every year in all the educational institutes of AP.
**Trainings!**

- The chapter has conducted 8 training programs during the last 4 months among which 5 of them were 4 day ‘PMBOK workshops’ for public and corporate participants. About 140 participants have been trained in these programs conducted by the chapter with the aid of volunteers and faculty members.

- The newly launched corporate PMBOK trainings in Zen Technologies and Reliance Industries were completed by the chapter with high satisfaction scores of 4.57/5 and 4.9/5 respectively.

- PMIPCC successfully organized a 3 days ‘ACP workshop’ for the first time during Nov 2011 for the benefit of those chapter members planning to appear for the new PMI-ACP certification exam launched by PMI. 30 chapter members participated in this workshop conducted by Mr. Jesse Fewell. Out of the first batch 16 appeared for the pilot exam and successfully passed during Nov 2011.

**Initiatives!**

- The chapter has seen a significant membership growth during the last 9 months with systematic communications plan and member involvement activities and the member’s size has crossed 1100 in Dec 2011.

- For the first time ever ‘New Member Induction Program’ was initiated by the chapter this year and conducted as a webinar session to introduce new members to PMI and PMIPCC and also to take them through various services and membership benefits. This was conducted on 13th Oct 2011 and again on 10th Jan 2012 by Ms. Lavanya A, Director Member Services, PMIPCC.

- The chapter conducted its Volunteer meet during Nov 2011 to induct, involve, inspire and engage new volunteers actively in the various activities of the chapter. Most of the volunteers who attended this meet have been allocated to different activities based on their interests, expertise and chapter requirements.

- ‘Half yearly Member Satisfaction Survey’ was conducted by the chapter during Oct 2011. This has also captured expectations of the members on where they want to see the chapter progress in the next 2 years. Overall response to the survey questions has been very satisfactory. The chapter board has analysed the survey responses, comments and feedback shared by the members in detail and discussions are in progress on any corrections and improvements needed or any new services / initiatives to be introduced in the future to add more value to members.
Other happenings!

- The chapter launched a new initiative **Igniting Spirit of Success series** in Nov 2011. As part of this, the first interactive learning workshop for half a day was conducted on 5th Nov 2011 by corporate business leader and eminent leadership mentor Mr. Abhirama Krishna on the topic ‘Crafting high performance teams through leadership’ which has received an excellent feedback.

- A new experiential learning one day workshop ‘**Steering Project success-What more is possible?**’ by Mr. Madhavan S Rao was organized by the chapter on 21st Jan 2012 with interactive participants which focused on achieving a tangible increase in the ability to deliver projects more successfully with the aid of some thoughtful exercises.

- The chapter was also instrumental in organizing ‘**Cluster Meetings**’ in different organizations like IBM, Birlasoft and Valuelabs in Hyderabad during Nov and Dec 2011 which facilitated knowledge sharing sessions on interesting topics.

- PMIPCC successfully conducted its SLCB program in few schools in Hyderabad during Dec 2011 by taking students through student leadership competency building modules.

- The Systems, Project & Program Management and IT (SysPMIT) Club of the School of Management Studies, JNTU-Hyderabad organized a seminar on **Introduction to Project Management** by Ms. Sucheta Govind Dhere, Director, Clusters & Academy Initiatives, PMIPCC on 29th Dec 2011. Sucheta emphasized on the importance and demand of Project Management Professionals worldwide. She lucidly explained why the Project Management expertise and credential adds immense value to business and to an individual’s career. Professors, research scholars, students pursuing B.Tech and MBA participated in this session.

- Ms. Nagini and Ms. Sunanda conducted an interactive ‘**Transitioning from Campus To Corporate**’ seminar for 3rd and 4th year IT students of GNIT, Hyderabad on 21st Jan 2012. Nagini addressed them on self management, business communications, interpersonal skills, team play with various examples on each topic. Sunanda spoke about corporate culture, project approach, alumni interface, role of faculty taking them through their real time experiences of submitting projects etc.
Network Meetings:

Bi-monthly Members Network Meeting was organized by the chapter on 28th Oct 2011 in a slightly different format.

An exclusive panel discussion with senior business leaders from different industries was conducted on the topic ‘How can Business Growth be enhanced through Effective Project / Program Management Practices? What are the Challenges that need to be overcome?” along with a Q&A session between the panel and the participants.

The Panel for the evening comprised of;
- Mr. Ramesh Rathi, ex-CEO-Compugain, IT SR.business leader
- Dr. Balaji Utra, CEO - HMRI Global, President-Piramal India Ltd
- Mr. Sudhakar Muduganti, Center Head & Head HR - Covergys
- Ms. Nirmala Datla, VP - HCL Technologies and the session was moderated by Ms. Lavanya A, Director Member Services, PMIPCC and it has got an excellent feedback.

Chapter has taken a new initiative in 2011 which is first of its kind among PMI India chapters to honor its new PMP’s with ‘certificate of recognition’ in the chapter events along with other member and volunteer achievements.

All those chapter members who completed their PMP certification during the last few months were felicitated with a certificate of appreciation by the chapter. Chapter leaders gave insights to various new initiatives taken up for members and the upcoming trainings and events from the chapter like PMBOK, CAPM, Agile and PMP exam readiness workshops, Webinars, Interactive workshops etc.

The next Members Network Meeting was conducted on 16th Dec 2011 with a guest speech on ‘Emotional Intelligence implications in Project Management’ by eminent speaker and corporate coach Dr. Krishna Sagar Rao which was well received by the chapter members.

The chapter also felicitated webinar guest speakers of 2011 and also the new PMP’s. Members, Rajsekhar Chittory and Sumit Mathur got an opportunity to share their learning’s and experiences from the chapter workshops that they attended.

The meeting ended followed by dinner and networking. Most of the members expressed enthusiasm and were looking forward for such opportunities to get together, network, connect and also participate in such interactive sessions on interesting topics.

Webinars:

There has been an overwhelming response to the free Webinar series restarted by the chapter in 2011 on a monthly basis exclusively for the benefit of its members. Interesting and path breaking topics are being selected to solicit knowledge sharing from experienced practitioners conducting these as guest speakers. There has been enthusiastic interaction from the members who have participating in these sessions along with encouraging feedback.

❖ Managing and working with Virtual Project Teams by Debopam Chakrabarti conducted on 31st Oct 2011.
❖ Managing Scope-creep in IT Projects! by Mr. KG Krishna conducted on 25th Nov 2011.
❖ Managing Customer expectations effectively while running Projects / Programs and delivering them successfully! by Ms. Sucheta Dhere conducted on 28th Dec 2011.
❖ Challenges in Executing Fixed Price Projects! by Mr. Rajesh Chandrasekaran conducted on 31st Jan 2012.
Congratulations to new certified credential holders!

List of New PMP’s from the Chapter!

<table>
<thead>
<tr>
<th>PMI ID</th>
<th>Name</th>
<th>PMP Date</th>
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<tbody>
<tr>
<td>2181069</td>
<td>Mr. Vinod Kumar Adapa</td>
<td>28-Nov-11</td>
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<tr>
<td>2085709</td>
<td>Mr. Shashidhar Patel</td>
<td>14-Nov-11</td>
</tr>
<tr>
<td>2130176</td>
<td>Ms. Karuna B</td>
<td>27-Dec-11</td>
</tr>
<tr>
<td>1564476</td>
<td>Mr. Chandrajit Bharadwaj</td>
<td>08-Nov-11</td>
</tr>
<tr>
<td>693278</td>
<td>Mr. Mahesh Chhatlani</td>
<td>17-Oct-11</td>
</tr>
<tr>
<td>2177877</td>
<td>Praveen Kumar Chintala</td>
<td>10-Oct-11</td>
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<tr>
<td>1128959</td>
<td>Mr. Ramesh Dameti</td>
<td>29-Dec-11</td>
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<tr>
<td>2191463</td>
<td>Ms. Latha Dantuluri</td>
<td>08-Nov-11</td>
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<tr>
<td>2188724</td>
<td>Mr. Laxmi Narayana Gaddamidi</td>
<td>02-Jan-12</td>
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<tr>
<td>2197886</td>
<td>Mr. Kollipara Jeevan Kumar</td>
<td>29-Dec-11</td>
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<tr>
<td>2178271</td>
<td>Mr. Pravin Khedkar</td>
<td>20-Oct-11</td>
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<td>830897</td>
<td>Mr. Satya M Kodukula</td>
<td>08-Nov-11</td>
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<tr>
<td>2183314</td>
<td>Mr. Anjanavaraprasad Maddali</td>
<td>30-Nov-11</td>
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<tr>
<td>2071411</td>
<td>Mr. Rajani Kumar Mandala</td>
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<td>2161854</td>
<td>Mr. Srinivas Manem</td>
<td>31-Oct-11</td>
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<tr>
<td>1753152</td>
<td>Mr. Samuel Rulus Nallaraj</td>
<td>12-Dec-11</td>
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<tr>
<td>2162528</td>
<td>Mr. Venkateswarlu Navuluri</td>
<td>31-Oct-11</td>
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<tr>
<td>1946095</td>
<td>Mr. Venkata Kiran Kumar Neddunuri</td>
<td>03-Oct-11</td>
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<tr>
<td>1638492</td>
<td>Mr. Gopi Nandan Srinivas Niduthavolu</td>
<td>14-Dec-11</td>
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<tr>
<td>2109870</td>
<td>Mr. Vibhav Parameswarachary</td>
<td>06-Dec-11</td>
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<tr>
<td>2232815</td>
<td>Mr. TVSNV Prasad</td>
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<tr>
<td>1409042</td>
<td>Mr. Venugopal Pula</td>
<td>16-Nov-11</td>
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<tr>
<td>2107587</td>
<td>Ms. Chitralekha Pulavarthy</td>
<td>31-Oct-11</td>
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<tr>
<td>2228044</td>
<td>Mr. Narendra Reddy Rajoli</td>
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<td>1955520</td>
<td>Mr. Narasimha K Reddy</td>
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<td>2056092</td>
<td>Mr. Manoj Kumar Rout</td>
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<td>2103003</td>
<td>Ms. Shailaja Singh</td>
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<td>2189715</td>
<td>Mr. Rahul Sinha</td>
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<td>2164995</td>
<td>Mr. Ananth STP</td>
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<td>2180094</td>
<td>Ms. Satya Madhavi Tadepalli</td>
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<tr>
<td>1937890</td>
<td>Mr. Jayaprakash Tolupunuri</td>
<td>21-Dec-11</td>
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<tr>
<td>2174685</td>
<td>Mr. Ajay Tolwala</td>
<td>12-Oct-11</td>
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List of first batch of ACP’s from the Chapter!

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<tr>
<th>PMI ID</th>
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<tr>
<td>1373076</td>
<td>Mr. Joshua Doosmon K</td>
<td>30-Nov-11</td>
</tr>
<tr>
<td>1411552</td>
<td>Mr. Rajshekhar Chittoory</td>
<td>17-Nov-11</td>
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<tr>
<td>719942</td>
<td>Mr. Vijaya Kumar Bandaru</td>
<td>30-Nov-11</td>
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<tr>
<td>947072</td>
<td>Mr. Sumanth Kumar Seelam</td>
<td>28-Nov-11</td>
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<tr>
<td>2216810</td>
<td>Mr. Sreekar Kodcherla</td>
<td>29-Nov-11</td>
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<tr>
<td>2216842</td>
<td>Mr. Deeraj Bommuraju</td>
<td>30-Nov-11</td>
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<tr>
<td>2217970</td>
<td>Mr. Kishore DNVS</td>
<td>30-Nov-11</td>
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<tr>
<td>2230399</td>
<td>Ms. Padmaja Satyavolu</td>
<td>28-Nov-11</td>
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<tr>
<td>735671</td>
<td>Mr. Ravi Kishore</td>
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<tr>
<td>634357</td>
<td>Ms. Anu Khendry</td>
<td>29-Nov-11</td>
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<tr>
<td>2174135</td>
<td>Mr. Kedarnath Rudravaram</td>
<td>30-Nov-11</td>
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<tr>
<td>2174129</td>
<td>Mr. Bhaskar Chebrolu</td>
<td>29-Nov-11</td>
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<tr>
<td>2230254</td>
<td>Ms. Shravanti lanka</td>
<td>30-Nov-11</td>
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<tr>
<td>526195</td>
<td>Mr. Prabhaker Panditi</td>
<td>25-Nov-11</td>
</tr>
<tr>
<td>526672</td>
<td>Mr. Hirdesh Singhal</td>
<td>30-Nov-11</td>
</tr>
<tr>
<td>558847</td>
<td>Mr. Phalguna K Ramaraju</td>
<td>28-Nov-11</td>
</tr>
</tbody>
</table>

Do you know this!

- Above practitioners belong to the first batch of PMIPCC members list to pass the PMI-ACP pilot exam during Nov 2011 launched PMI. Also Mr. Phalguna K Ramaraju happens to be the first board member of any PMI chapters of India to become an ACP!
- When the world is becoming Agile, do you know what this new certification PMI-ACP is all about? 
  
  [Click here to know more details about PMI-ACP](#)
- The chapter currently has more than 550 PMPs and is now happy to add ACP’s to its members list.
- PgMP certification is undergoing a change from Feb 2012.
  
  [Click here to know more details about PgMP](#)

Hearty Welcome to all the New Members of the chapter!

166 New Members have joined PMIPCC between Oct 2011-Jan 2012

Thanks to all the renewed members!

224 old members have renewed their membership between Oct 2011-Jan 2012
Upcoming Events, Trainings and other initiatives from PMIPCC!

Events

- **Members Network meetings**: Exclusive and free dinner meetings for chapter members!
  - 16th Feb 2012 - Exclusive guest lecture on ‘Modern Day Project Management in the Market place’ by Mr. Ravi Iyer, USA along with interactions with PMI global representatives from USA.
  - 30th Mar 2012 - ‘Leading Change’ by Mr. Mohan Patnaik, Cognizant

- **Monthly Webinars**: Exclusive and free learning sessions only for chapter members! Dates to be announced shortly!
  - Feb 2012 - ‘Seven Basic Steps to Build Realistic Schedule in Microsoft Project 2010’ by Mr. Saiprasad - Cognizant
  - Mar 2012 - ‘Framework for the ART of PM - the diamond approach’ by Dr. SC Rastogi, PMP - HCL Axon
  - Apr 2012 - ‘Legal implications that Project Managers need to know in Contract Management’ by Mr. Raja Vara Prasad - Virtusa.

- **Chapter volunteers meet**: scheduled during Feb 2012 to induct, involve, inspire, review and engage chapter volunteers actively in various activities especially in the tenth year celebrations and the conference scheduled on 13th and 14th Apr 2012.

- **ISLD** (International Student Leadership Day): An initiative of PMIPCC this pledge taking event to be held in select educational institutes on Feb 3rd 2012 both within and outside the state of AP and even countries outside India!

Training Programs

- **PMBOK Public Workshops**: (4 days, 35 contact hours)
  - 18th, 19th, 25th, 26th Feb 2012
  - 17th, 18th, 24th, 25th Mar 2012

- **PMP Exam Readiness Public Workshop**: (1 day).

- **CAPM Public Workshop**: (3 days, 23 contact hours) - 24th, 25th, 26th Feb 2012.

- **Launch of PM Jumpstart**: the new Project Management Overview Public Workshop (1 day) in Mar 2012.

- **Customized PM workshops for MCR-HRD** to be launched from Feb 2012 for Government officers.

- **Launch of PMBOK workshops for faculty members, trainers and executive MBA students of JNTU, Hyderabad from Feb 2012.**

Other activities

- **Cluster meetings** – scheduled in Birlasoft, Value Labs, IBM premises for their respective PM community during Feb and Mar 2012. Activities are on for more new clusters to be launched in various member organizations like Capgemini from Feb 2012 onwards and also to revive Microsoft and Oracle clusters.

- **Content re-write** program for PMBOK trainings to be held during Feb 2012.

- **Exclusive seminar/webinar** for women members of the chapter to be launched as part of the women initiatives.

- Chapter is in the process of completing translation of its **SLCB** content for module 1 in Hindi, which is currently available both in English and Telugu. This is to aid in the leadership competency building of the students within the age group 12-22.

Coming soon - Ten Year Celebrations and Conference 2012!

Mark your calendar on **Apr 13th, Fri and Apr 14th, Sat 2012** – PMIPCC to host a mega conference in Hyderabad along with its ten year celebrations for 1.5 days! You will find path breaking and inspiring topics presented by eminent leaders and speakers! Don’t miss the rigor and enthusiasm!
Can you explain in brief about the importance of **Project, Program & Portfolio Management** in your industry sector based on your vast professional experience?

The essence of management is same irrespective of whether it is Project, Program and Portfolio Management, The critical difference is how you **Prepare, Plan and Execute** them.

The depth and breadth of experience the leader has is very critical. While information used in Engagement Management may be less abstract, Program and Portfolio deals with very abstract information and hence management of these will require very good familiarity of the Process, Methodologies, Techniques and associated Tools, if available.

Since you have played leadership roles both in **IT services / consulting and BPO sectors**, are there any critical differences in handling large size projects and programs in both these sectors?

Definitely, IT Services and Consulting services compared to BPO services is relatively very matured.

IT services involve extensive and up to date understanding of technologies, problem diagnosis and implementation.

On the other hand BPO services are business related and require very good understanding, appreciation and more importantly respect for the Customer’s Business. Through BPO services you impact, in real time, your Customer’s business and the visibility of either success or failure is instantaneous and high!

Since you come from an industry where most of the services, solutions and projects deal primarily with the IT skills, competencies and experiences of the people; has working with cross-cultural teams been a real challenge in the successful delivery, innovation, business growth and sustainability?

In my opinion Cross Cultural Teams are highly beneficial for delivering high quality IT solutions. Key to success for delivering any IT solutions is how well you can comprehend the requirements and translate them to relevant and high quality solutions.

However, managing cross-cultural teams requires a different set of skills – which are primarily people management related.

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**Leader Profile**

**Dr. Prakash Challa**

Dr. Prakash Challa is currently a **Senior Vice President** with BirlaSoft Inc. responsible for Business Relations. An industry veteran of over 25 years, Dr. Prakash Challa has significant expertise in managing C level relationships, sales and account management and business transformation for global customers. He has managed large and strategic relationships and successfully delivered services spanning from ITO to BPO.

Prior to joining BirlaSoft Inc, Dr.Prakash Challa, was Vice President – Retail at HCL America managing all Strategic Clients and Relationships. Prior to that as President of Defiance Technologies, A Hinduja Group Company, he was responsible for building and managing the US Business and Operations.

Dr.Prakash Challa held many senior leadership positions with Satyam Computer Services Ltd. including Senior Vice President and Global Head of Retail & Consumer Products Industry Group, Head of Solution Architecture Group, Head of Nipuna (Satyam BPO) as its CEO. Under his leadership these business units achieved significant traction and growth.

He also held senior leadership positions in leading organizations like TCS, Wipro, IMR global/CGI in the areas of Strategic Sales, Quality management, ADM services and M&A initiatives. His areas of expertise include Business Transformation & Management, ITO & BPO, ADMS, Quality & Testing, Organization Development, Team & Leadership Building, Build-Operate-Transfer Offshore Delivery Centers and other areas in a number of Industry Segments. He has contributed significantly to the development and implementation of the ADMS, Quality and Testing practice while with TCS, IMR global/CGI and Satyam.

Dr.Prakash Challa is a recognized Subject Matter Expert in the Application Development and Management, Quality and Testing practice for over 15 years and a champion in selling and implementing fixed price long term, large high offshore based multi-year fixed price ADMS, BPO, ERP, Quality and Testing solutions.

Dr.Prakash Challa has a Ph.D in Software Engineering from the Indian Institute of Technology, Kharagpur, India.
What do you feel are disconnects within your industry regarding technical / functional / behavioural / leadership skills required from Sr.Project Managers / Program Managers / Sr.Program Managers / Delivery Managers / Sr.Delivery Managers / Portfolio Managers etc.?

Some of the major short comings or disconnects regarding various skills are Requirements Engineering, Risk Management, Decision Making and making the project plans relevant and current to the Project or a Program.

Can you share any challenges that you have faced or the lessons learnt while establishing PMO’s within your industry?

As I mentioned earlier, in addition to Requirements Engineering, Customer Expectation Management has been a major challenge in establishing the PMOs. In case of requirements management the PMOs very often fail to capture all of the Expected Requirements as against the Stated Requirements. Maximizing the proper capture and understanding the Expected Requirements continues to be an ‘art’ than a science in spite of availability of a number of methods, techniques and tools.

In case of Customer Expectation Management – there has been a significant challenge in proper implementation of, to name a few; Change Control, Value Added Services, Productivity and Cost Control.

After having spent considerable time outside India, have you noticed any change of perception of global IT clients on the process maturity, PMO capabilities and competency levels of the vendor organizations for engagements that primarily get delivered by offshore teams in India?

In the past 10+ years our Global IT Clients have seen India based IT Organizations and the Offshore delivery organizations mature dramatically both in scale and variety of services. However, some of the basic issues like quality of solutions, timely delivery of projects, predictability and dependability aspects of service delivery continue to exist very often to complete surprise of our customers. The management techniques used to address these effectively need significant focus while managing large and complex engagements.

What kind of key challenges do you often face in your business related to people management?

I have always believed in the famous term “Competent Programmer Assumption” introduced during the early 80 - any one assigned to a project wants to succeed in executing his/her project.

In people management – providing project related training, coaching, and timely advice to ensure performance and productivity always helps. Failure to do this very often has resulted in motivation and other issues.

What according to you is the key factor that has been MISSING in most of the Sr.Project Managers / Program Managers / Sr.Program Managers / Portfolio managers etc. today as per their expected role?

As managers one should have a balanced focus and approach to all the aspects of Quality – Product, Process and Service Quality. Failing to do that has always resulted in issues leading to over runs, dissatisfaction, slippages and other issues.

What should be the ideal selection criteria for the roles of Sr.Project Managers / Program Managers / Sr.Program Managers / Portfolio managers etc. in your industry?

Good communication, Innovation mind set and respect and appreciation for Product, Process and Service Quality associated to the engagements.

Can you mention any key challenges that you have faced when you were transforming from a Sr.Project Manager / Program manager to a Business leader / Unit head / Regional head / CXO etc. in your profession? What has aided you to overcome them?

Being resourceful is the key to success. One should be in regular touch with various progressions that are happening in the technology front, business front as well as the solution front.

Being an hands-on professional with passion for architecting best of solutions to address challenging business problems helps you to be relevant as well as effective Engagement Manager – be it Project, Program or Portfolio Management.

According to you what should Sr.Project Managers / Program managers / Sr.Program Managers / Portfolio managers etc. be doing if they aspire to take a career path towards transforming to future business leaders?

Listen-Listen-Listen - to your Customers, Team Members and other key stake holders of your engagements.

Be current and up-to-date on latest and the greatest happenings in your area of operations - be it technology, methodology, tools etc. Another saying I like most - “Only An Incompetent Carpenter Will Blame His Tools”.

监听-监听-监听 - 至于您的客户，团队成员和其他关键利益相关者。

保持与时俱进，了解最新的发展和最伟大的成果 - 至于技术、方法论、工具等。另一种我非常喜欢的说法是 - “只有不合格的木匠会责备自己的工具”。
What are the various measures / parameters of Project and Program management do you consider important for your current organization? How can these measures impact your business growth?

The “PQRST” mantra - Productivity, Quality, Reliability, Speed and Trustworthy. Each of these imperatives when properly implemented makes the engagement management very successful.

Any suggestion to improve Project / Program management practices across the IT and ITES sector?

Be an expert in Engagement Risk Management. Develop the capabilities required to identify and mitigate engagement risks like – Cost Risk, Schedule Risk, Performance Risk, Support Risk etc.

Any suggestion to aspiring or new practitioners who want to steadily move towards Project Management from technology, sales, pre-sales, business development or functional management roles?

As Engagement Manager (not to over simplify) – consider yourself as a Captain of your Airplane. Once you take off (take charge of an engagement) you should be able to fly and on reaching your destination safely land the fully load aircraft (implementation). Pilots are trained to know their aircraft extremely well, fly fail safe, manage any risks that they may come across (weather, navigation or even equipment related) and be an expert in taking both proactive and reactive actions.

Book Review

I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel. ~Maya Angelou

According to the Department of Labor, U.S, the number-one reason why people may leave their jobs is because they “do not feel appreciated.” But the problem doesn’t stop there. A study of healthcare workers found that when employees were working for a boss they disliked, they had significantly higher blood pressure. This study also found that boss-induced hypertension (high blood pressure) could increase the risk of coronary heart disease by one-sixth and the risk of stroke by one-third.

However, studies also show “that organizational leaders who share positive emotions have workgroups with a more positive mood, enhanced job satisfaction, greater engagement, and improved group performance.”

For these reasons, Tom Rath’s and Donald Clifton’s “How Full is Your Bucket?” has been chosen for book review in this issue.

How Full is Your Bucket? reveals how even the briefest interactions affect your relationships, productivity, health, and longevity. Organized around a simple metaphor of a dipper and a bucket, and grounded in 50 years of research, this book will show you how to greatly increase the positive moments in your work and your life – while reducing the negative.

Fast Facts from the book!

- The number-one reason people leave their jobs: They don't feel appreciated.
- 65% of Americans received no recognition in the workplace last year.
- Bad bosses could increase the risk of stroke by 33%.
- A study found that negative employees can scare off every customer they speak with— for good.
- 9 out of 10 people say they are more productive when they're around positive people.
- Relentless negativity resulted in a 38% POW death rate — the highest in U.S. military history.
- We experience approximately 20,000 individual moments every day.
- The magic ratio: 5 positive interactions for every 1 negative interaction.
- Too much positive emotion? More than 13 positive interactions for every 1 negative interaction could decrease productivity.
- Extending longevity: Increasing positive emotions could lengthen life span by 10 years.
The Theory of the Dipper and the Bucket:

“Each of us has an invisible bucket. It is constantly emptied or filled, depending on what others say or do to us. When our bucket is full, we feel great. When it’s empty, we feel awful. Each of us also has an invisible dipper. When we use that dipper to fill other people’s buckets – by saying or doing things to increase their positive emotions – we also fill our own bucket. But when we use that dipper to dip from others’ buckets – by saying or doing things that decrease their positive emotions – we diminish ourselves.

Like the cup that runs over, a full bucket gives us a positive outlook and renewed energy. Every drop in that bucket makes us stronger and more optimistic. But an empty bucket poisons our outlook, saps our energy, and undermines our will. That’s why every time someone dips from our bucket, it hurts us.

So we face a choice every moment of every day. We can fill one another’s buckets, or we can dip from them. It’s an important choice – one that profoundly influences our relationships, productivity, health, and happiness.”

How Full is Your Bucket? is filled with discoveries, powerful strategies, and engaging stories. We know that our relationships, careers, and lives will be much more fulfilling if we increase the flow of positive emotions around us. But just knowing this isn’t enough.

Like any goal in life, you must have specific, actionable plans to transform good intentions into reality. Rath and Clifton have examined their database of more than 4,000 open-ended interview responses on this topic and narrowed the list down to the five strategies that are most likely to produce results.

Their five strategies for increasing positive emotions are:

- **Strategy One: Prevent Bucket Dipping** - (To increase positivity, reduce your own negativity)
- **Strategy Two: Shine a Light on What is Right** - (Look for ways to catch people doing something right)
- **Strategy Three: Make Best Friends** - (You will need them and they will need you for support)
- **Strategy Four: Give Unexpectedly** - (Can be something that is intangible)
- **Strategy Five: Reverse the Golden Rule** - (Individualize the Golden Rule to the person)

How Full is Your Bucket? is sure to inspire lasting changes and has all the makings of a timely classic. Imagine what your world will be like one year after you have engaged in daily bucket filling.

Rath and Clifton suspect the following changes will have occurred:

- Your workplace will be a lot more productive and fun.
- You’ll have more friends.
- Your colleagues and customers will be more satisfied and engaged.
- Your marriage will be stronger.
- You’ll enjoy closer relationships with your family and friends.
- You’ll be healthier, happier, and well on your way to a longer life.

How did you feel after your last interaction with another person?

Did that person -- your spouse, best friend, co-worker, or even a stranger -- “fill your bucket” by making you feel more positive?

Or did that person “dip from your bucket,” leaving you more negative than before?

“There is plenty of scientific and anecdotal evidence to demonstrate the importance of bucket filling in our lives. Take every opportunity to increase the positive emotions of those around you. It will make a big difference. It may even change the world.”

“Don’t waste another moment. A bucket, somewhere, is waiting for you to fill it!”

So enjoy selection of the book, How Full is Your Bucket? and share it with others in your life because as Alvin Toffler says;

“The illiterate of the 21st Century will not be those who cannot read or write, but those who cannot learn, unlearn, and relearn.”
1. A telecom company has decided to implement a feature. This needs completion of changes in switching area, changes in IT infrastructure, marketing and sales campaigns. Apart from these independent activities, some more miscellaneous activities related to logistics and administration needs to be performed. The whole operation should be treated as:
   a) One grand project
   b) A Program
   c) A Portfolio
   d) Four projects

2. Companies coin projects to draw unique and measurable strategic benefits. Project managers are given defined budgets and timelines to deliver defined outcomes which in turn contribute to the envisaged strategic benefits. It is the responsibility of the project manager to ensure the benefits of the project.
   a) True
   b) False

3. For projects to be part of portfolios, they must always be part of some program.
   a) True
   b) False

4. Delivery of deliverables is the responsibility of individual project managers. However, delivery of the benefits of those deliverables is the responsibility of the program manager.
   a) True
   b) False

5. The regulatory authority has decided to extend the last date for implementation of a mandatory feature by 3 months. However, this implementation project in a company A is running ahead of the schedule. Knowing about this change, the project manager is tempted to relax the schedule so that he could use the resources in some other project of his own. Whom should he request the same for approval?
   a) Program Manager
   b) He can make the decision himself
   c) Company CEO
   d) The regulatory representative

6. Which of the following factors do not contribute in determining whether multiple projects should be managed as a program?
   a) Strategic Benefits
   b) Coordinated Planning
   c) Distinct resources
   d) Optimized Pacing

7. Which of the following is not a Program Management theme?
   a) Benefits Management
   b) Program Governance
   c) Stakeholder Management
   d) Schedule Adherence

8. An individual whose interests are negatively affected by a program’s outcome is not a program stakeholder.
   a) True
   b) False

Test your knowledge buds now!
Send your answers to the above questions at the earliest to prodev@pmi-pcc.org
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Closing Note

Hope you enjoyed reading this issue of with varying articles and information about the chapter happening and upcoming events. Did you find the theme article on “Facets of Program Management and Program Management Office (PMO)" interesting and beneficial and the featured article on “Seven keys to establishing a PMO" insightful? We have started a quiz section in this issue and its time you send in your replies!

Hope you have liked the select book review and the interview posted under Leader Speaks! What is that could have been done better? What did you like the most? Was something important missed? Send in your suggestions to improvise chapter’s newsletter, as your feedback and suggestions will keep us going. Do write to efeedback@pmi-pcc.org. Best 3 feedback entries sent with your learning’s and observations will get due recognition from the chapter in the next chapter event!

First 3 entries sent with correct answers to the quiz posted will get you recognition from the chapter. So send your answers at the earliest to prodev@pmi-pcc.org.

We have been continuously striving to work closely with our members and volunteers to deliver an informative and inspiring newsletter during every release. We are in need of relevant contributions time and again to make these newsletters regular, crisp and meaningful.

Also if you are interested in recognizing a peer, a volunteer or a project, you may please submit your requests to us. You may share any valuable articles, write-ups, case studies, best practices, photos, book reviews or trends in the profession etc. to prodev@pmi-pcc.org with a subject title ‘Contribution to PMIPCC Newsletter’. The editorial team will duly review and select the contributions accordingly. Even if not selected for publishing in the newsletter, all such contributions may get eligibility to be posted under the knowledge management section of the chapter website.

Selected contributions will not only get you mileage but can also make you claim PDU’s from PMI as relevant. Top 3 selected contributions for publication in a newsletter release will duly be recognized in the next chapter event that happens after the release of the newsletter.

The contribution cutoff date for the quarterly newsletter Spandana will be 15 days prior to its publication so for Apr 2012 issue of the newsletter it would be 1st Apr 2012. Our next newsletter issue would comprise of the chapters tenth year ceremony and conference special!