Current board at PMIPCC Annual General Body Meeting FY2010-2011 held on Jun 17th 2011

Why has Project Leadership become so vital in today’s environment?

"The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humour, but without folly."
- Jim Rohn

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others."
- Jack Welch

"Mentoring is a brain to pick, an ear to listen, and a push in the right direction."
- John Crosby

"We make a living by what we get, we make a life by what we give."
- Winston Churchill

"The job of a leader today is not to create followers. It is to create more leaders"
- Ralph Nader
From the Editor’s Desk

Dear Readers,

We are happy to share that PMI Pearl City Chapter, Hyderabad has entered into its tenth year of existence as one of the most vibrant chapters. In this year PMIPCC aspires to consolidate its operations keeping in view the 3Ps i.e. Processes, Programs and Promotion. The Chapter thanks all its members and volunteers for their wholehearted support rendered so far and also seek more support while launching different and interesting initiatives while celebrating this special year.

We wish to release atleast four issues of this newsletter annually to keep you abreast of what has been happening within the chapter during the last few months and what is expected to happen in the coming months. It is our pleasure to let you know that based on a contest conducted in 2010 our newsletter now gets a name Spandana. Thanks to our volunteer Mr.Venkat Oruganti from whose suggestion, this name has been derived.

Through Spandana, chapter wants to bring out few thought provoking and informative articles on a select theme and a noteworthy feature in its every issue. We have decided to select the articles from local and global knowledge resources to cater to the interest of both new and seasoned practitioners in Project / Program / Portfolio Management. We also want to use this as a channel to provide insights to various path breaking events and to recognize praiseworthy accomplishments of our members. Thanks to PMIPCC office manager, Ms.Sumu Murthy for providing details of the recent chapter happenings and upcoming events.

We have tried to keep the layout clean and sharp, while including some visual content in this newsletter.

We believe that the key to success of this newsletter is in providing relevant content to our readers and also in involving them in contributing towards it. We hope for August 2011 issue, our selected theme on “Project Leadership” would be insightful and the feature on “Project Management Mentoring” will be useful. We expect few distinct contributions from our members for our upcoming issues. Happy reading! Looking forward to know your Spandana…

Lavanya A, PMP
Chief Editor, PMIPCC

Volunteer Opportunities

PMIPCC has announced exciting volunteer opportunities for this year for its members on 30th May 2011 that need involvement of experienced and bigger group of volunteers.

Requesting members to share their time and knowledge; join hands with us because volunteering is an excellent way to expand your contact network and to increase your skills and qualifications as a leader. Utilize now your knowledge, connections, expertise and professional experience in different volunteer activities of the chapter to uphold the spirit of volunteerism.

Editorial Team

- Lavanya A, PMP
- Suresh Chandra, PMP
- Phalguna Ramaraju, PMP
- Balarama Varanasi, PMP
Why has Project Leadership become so vital in today’s environment?

- compiled by Lavanya A, PMP

Have you ever been a Project Manager in your career?

"I just want to be a project manager. I don't want all that responsibility!" The room was silent, save a few sighs when this comment was heard. We looked around trying to figure out how we could handle this comment. Did you ever face similar situation at your work place? There are many levels of project management maturity and the highest levels require leadership. In fact, the prominent project management certification process has little to do with leadership. So where do we learn about leadership and how can we improve our leadership skills?

It is a set of traits we develop that are reflected in our core values and how we relate to others. Studying, learning and mimicking various techniques are a start, but until they become part of our values and persona and are as natural as breathing, they are only superficial and we may fall woefully short of being a leader.

There are several areas of project management today which demand strong leadership skills – portfolio management, global project management, program management and project or program management office (PMO) leadership.

Benefits of Leadership in handling projects

- Develop the skills and attitude which will enable to lead and motivate people
- Meet and exceed objectives
- Be able to delegate effectively
- Effectively stimulate high performers
- Anticipate and manage conflict
- Sustain productive working relationships
- Communicate a clear vision
- Develop and sustain a culture of excellence in team
- Build a committed and highly productive team
- Develop leadership pipeline
- Aid in group decision making

Leadership is not authority – they aren't the same. We expect an effective leader to be able to inspire and motivate their teams, to develop their resources to be more effective contributors, to understand how their work fits in to the bigger picture and to be able to make the tough decisions when necessary.

Do you know how project managers are often chosen or selected for projects at your company?

- Availability?
- Client request? If so, why?
- No one else is available?
- Management promise?
- Wrong place at the wrong time?
- Leadership abilities?
- Technical know how?
- Past experience?

Why the sudden emphasis on project managers as leaders? Why isn't management enough?

Well, let us look at project management in today's world. We all may agree that the profession of Project Management is continuing to increase in complexity. We are regularly called upon to supervise projects that are global in nature. They involve different cultures, nations and industries. These increasingly complex projects require budgets totalling millions of money. So it seems as the world literally continues to get smaller and closer, projects will continue to get larger! Our inventory of skills needs to increase as well.

Interestingly for the first time, leadership has been acknowledged as an important project management skill in the PMBOK Guide 4th edition, though not in elaborate!

The PMBOK Guide® mentions Leadership as:

"...establishing direction, aligning people, motivating and inspiring people to overcome political, bureaucratic, and resource barriers."

and again as...

"developing a vision and strategy and motivating people to achieve that vision and strategy."

It is short-sighted to see a Project Manager simply as the person responsible for managing a set of tasks – project work that gets completed by people; we need more than task-based management. The rest of this article is an attempt to outline what project leadership is and what an effective project leader should be able to do rather than just continue being only a project manager.
Importance of people

Many things influence project management today. When we look at projects today compared to fifteen or twenty years ago, we can notice a big change.

Traditional project management has always focused on the Technical (execution) side of projects. There has been little focus on the people - project performers and stakeholder relationships. The lack of focus on the well being of the project performers results in the loss of body, mind, heart or spirit. This causes stress related ailments. Stakeholders were informed of the project changes but not engaged in helping them to understand and develop the details of sustaining the change. Communication meant more telling than listening. In today's knowledge age, the whole person and relationships matter far more.

People matter because they are the most important component for responsiveness and achievement of project goals. Unlike scope, schedule and other resources, people are best led not managed. When project performers and stakeholders understand are aligned and motivated, the project change moves from a proposal to reality. The alignment is accomplished through relationships. Relationships are created and evidenced by conversations / communication. A relationship can be defined by say the last five conversations that shaped it so communication is critical. Relationships matter because a relationship is where commitments are created.

"Everything rises and falls on leadership." This quote is especially true in running successful projects. One must have strong leadership or things fall through the crack. Every individual must be committed to do what they say they will do. Without leadership chances are that projects become "just another project" – far from the sought after "Wow" project.

Project Management and Project Leadership

Project management really is the practice of using the tools, knowledge, metrics and techniques needed for defining, planning, executing, monitoring, controlling and closing a project. Project leadership appears, therefore, to be a subset of project management. But it would be a mistake to assume that project leadership is secondary to project management.

Project leadership is the only function that occurs throughout the project cycle – making it an extremely critical component of project management and something that without its existence project management really can't successfully happen. It is, in many ways, the glue that holds the other functions together. The output from defining, planning, executing, monitoring, controlling and closing a project depends largely on how well project leadership is exhibited. Without solid leadership, performance of the other functions will be marginal at best.

It is disturbing to note that the recently conducted KPMG-PMI survey on Infrastructure projects indicates that 41% of the 1053 completed projects over the last 17 years witnessed budget over runs while 82% of them witnessed schedule over runs!

Do you know? On an average, about 70% of all the IT related projects fail to meet their on-time, on-budget objectives to produce the expected business results. In one KPMG survey, 67% of the companies who participated said that their program / project management function was in need of improvement. Why?

As expected a number of leading factors for project failures were suggested by the survey like,

- unreasonable project timelines
- poorly defined requirements
- poor scope management
- poor planning
- unclear project objectives

Granted, all of these factors can play a role in the project success. But are they the cause for project failure or just a symptom of some larger issue?

When experts take a close look at several of those troubled projects they realize that there appears to be a common link: leadership is missing in action.
That is, while the project manager may be focused on what needs to be done and may well know how to do it, he or she may not be acting as a project leader. While experience and certification is a good foundation for knowing what to do, it takes true leadership to drive complex projects to successful conclusions.

Project managers all need and thrive for successful projects. But what exactly does project success mean? Is project success the successful and timely delivery within budget? Or is it the path to glory? Do results always matter the most? What else does project success mean? And what does it take to achieve project success? Does success fall from heaven? Is it limited to a lucky few who happen to be in the right place at the right time? Is it coincidence? Or can we actually plan success?

There are five principles of effective project leadership that provide answers to project success and they are,

1. Build vision
2. Nurture collaboration
3. Promote performance
4. Cultivate learning
5. Ensure results

Industries are replete with examples of projects that had well-defined plans and plenty of financial support, yet achieved less than satisfactory results. Project managers must gain and retain the confidence of myriad players, including the project sponsor, client, team and senior management.

Project leadership then, means going beyond the mechanics of managing a project, such as building a work breakdown structure, constructing schedules or managing change. It calls for inspiring all players to accomplish the goals and objectives in a manner that meets or exceeds expectations.

Project leadership doesn’t mean being a strategic visionary sitting at the very top of your organization. It’s about leading the project team to achieve their objectives and producing a successful result.

Project leadership means using your skills, experience, confidence and good reputation to take charge of the project team, your customer and sometimes even the senior management in your organization and make drive (not manage) – them towards a successful conclusion. One really can’t happen without the other.

Integrity is also the absolute foundation for project leadership. Integrity means never letting your project live a lie. So if your project plan is a house of cards, or your schedule will be indisputably delayed, or if you discover that your product or system will fall flat in the market, you need to have the courage to bring these issues to light proactively. Managing expectations is key to building integrity.

That integrity comes from solving the projects toughest problems without destroying your team members or their families peace of mind and providing frequent up-to-date, consistent messages that are agreed across by all the project stakeholders.

Project leadership without project management would likely be chaos. Project management without project leadership may get the project completed, but there’s a good chance that the end result wouldn’t be a very successful one.

If leadership is lacking, customer satisfaction is likely lacking, too. If leadership is lacking, it’s not likely that the project timeline and budget will stay on track when the project hits bumps – and they all hit bumps.

Key Leadership characteristics of Project Managers

- Role Model
- Change Agent
- Behavioral Analyst
- Communicator
- Delegator
Shift towards Project Leader

There is a need today to increase the focus on the *Social* side of the projects. With the shift of some focus to the social side of the project, the role of the project manager must add the role of a project leader. At this point, project leader can be defined as the one that includes both project management and leadership and operates to:

1. Create the necessary conversations to make collective sense (sense managing) of the project to provide clarity of purpose, outcomes, process and coordinated roles.
2. Understand, align and coordinate the individual and group dynamics of the project performers.
3. Stay focused on the vision and continually adjust to move towards that vision.

Project leaders are more than just project managers; they are talented individuals that have mastered the leadership skills necessary to build a high-performing project team, leverage the collective intelligence of the group, mange it through the process of completing a project and exercise influence without authority to ensure superior results.

What’s more valuable in the long run a project manager or a project leader? Project managers do fine, but Project Leaders take it one big step further.

Successful project managers must lead courageously and be able to influence others to resolve some of the most critical problems that projects experience. And to paraphrase Churchill, *they must never, ever give up*, they must act with resilience even in the face of conflict and problems.

To experience the project success that investments demand, organizations need to look for and assign project managers who can act as project leaders to mission-critical projects.

Steps to next level

An organization is effective and sustainable when it is successful at responding to change. For an organization to appropriately respond to change, the senior leadership needs to identify projects and utilize project leadership to achieve needed changes. The project leader should be an individual capable of balancing and integrating the social and technical side of project work. This project leader should be able to effectively deal with context and content and efficiently execute following a project leadership process.

This involves project management, change management, communications, developing project team members, connecting with stakeholders and coordinating commitments and accountabilities. Clearly project leaders need to appreciate the complexities, challenges and opportunities inherent to their work of creating capable, high performance project teams.

References

Information for this article has been derived, in parts, from:
- Articles on Project Leadership by Brad Egeland, Andy Jordan, Dr. Keith Mathis, Gina Hinrichs, Karen McGraw
- Thomas Juli’s book titled “Leadership Principles for Project Success”.
- Rick Valerga, book titled "The Cure for the Common Project: Five Core Themes that Transform Project Managers into Leaders".
- "Project Management leadership by Boston University Corporate Education Center"
What is Project Management Mentoring?

Project Management mentoring is a process of establishing knowledge sharing relationships between an experienced project professional (e.g. a senior project manager) and a person or a group that has a less developed level of experience. Often the process is implemented as a mentoring relationship between the mentor and the mentee - formally, project management mentoring programs with official team meetings make a foundation for the mentoring process.

Mentoring is exciting, challenging and rewarding. Mentoring offers support, consistency and a chance for new project managers to develop the knowledge and skills needed to reach their full potential.

By aligning new Project Managers with senior and more experienced Project Management professionals, they will be exposed to an array of information, tools, techniques and best practices that have been learned and successfully applied throughout their Mentor’s career. As a result, new Project Managers will increase project performance and the organization will realize the expected return on project investments.

The goals of any mentoring program are to:
- contribute to individual growth
- allow project managers to grow in their profession
- network with more experienced project managers

Mentoring is:
- a learning partnership between an experienced project manager (mentor) and a less experienced project manager (protégé or mentee) for the purpose of sharing knowledge and information providing guidance, wisdom and support in a manner in which a Protégé can receive and benefit from it
- access to professional growth and development
- for those naturally drawn to helping and developing others

Mentoring is not:
- a forced relationship
- a job search
- a certification training

Coaching is focused on competency and skill development. Mentoring is a more complex process and relationship. Mentoring can help you gain knowledge, increase confidence, widen your perspective, avoid many errors, enhance your career and life and help you succeed.

The skill of the Mentor is to help unlock the complex factors needed to allow the Mentee to grow within his/her self, ask the right questions from within, develop creative solutions, and find new ways to succeed from within themselves. Frequently Mentee may have similar level of knowledge to the Mentor but needs an independent third party to talk through issues and to explore options and new ideas with; using the combined depth and breadth of vision of both the Mentor and the Mentee to create new insights and knowledge.

Project Management Mentoring Benefits

Here are the major benefits from implementing Project Management mentoring programs:

- The team becomes more skilled in less time
- The team can create new insights and discover new knowledge in the field of managing projects
- The team gets access to people, project mentoring workshops, knowledge sharing sessions and other learning opportunities
- Project mentoring improves skills and competency of mentees
- Project mentors can hone their skills and enhance academic guidelines, becoming more effective
- Project mentors communicate with the mentee receiving feedback
- Project mentors will become more skilled at giving project management mentoring help

References:

Information for this article has been derived, in parts, from PMI Mentoring programs & knowledge resources.
New Board:

- The year started in April 2011 with the formation of the new board. A meeting was held on 4th April for the election of Treasurer and Secretary General with the introduction of the new board members.

- New board induction and strategy meeting was held on 16th April with all the board members where the plans for the current financial year were discussed. Past PMIPCC board members and senior leaders of the chapter viz. Mr. Vijay Prasad, Mr. A V Ramam, Dr S C Rastogi, Mr. Hirdesh Singhal addressed the current board members, shared their experience and emphasized the need for preserving the PMI as well as PMIPCC values and bringing more value to members and increasing outreach in the market.

Improvements to member communications and activities for involvement:

- Since April 2011 a systematic communication plan has been released for the chapter to operate at periodic intervals for:
  - welcoming new members
  - reminding pending membership renewals
  - thanking renewed members
  - appreciating new PMPs
  - re-connecting with past members
  - promoting other chapter, PMI India and global PMI events

- Member expectations form was introduced to primarily capture expectations of new members, plan is to enhance it for online submission in the coming months.

- To bring in more value to the members, plans have been on the anvil for webinars and special experiential learning sessions etc.

- To acknowledge the chapter members who successfully clear their PMP exam, for the first time certificate of recognition to new PMPs has been introduced by the chapter.

- As part of its Membership re-connect drive, the chapter has communicated to a database of 2000+ past members, prospects etc. which has resulted in the increase of members over the last 4 months from 830 to 957.

Training programs and other sessions:

- The PMI India conducted the Times Boutique during the Education fair held on 7th, 8th May 2011. PMIPCC volunteers helped in spreading benefits of CAPM during this event by setting up stalls that garnered good interest.

- In addition to conducting the regular PMBOK training programs, chapter has started promoting the PM for Colleges and CAPM programs in a big way. The chapter also initiated contact classes to help the participants of PMBOK programs by organizing one day PMP Exam Readiness Classes as well.

- As a part of these activities the chapter conducted a faculty induction program on 16th July 2011. This forms a part of the rigorous journey of an experienced and interested PMP to become a PMIPCC faculty member.

- As part of the volunteer and faculty development program, the chapter organized a special program on NLP (Neuro Linguistic Programming) Wisdom of Sages by Mr. Vikas Dixit on 30th & 31st July 2011. This was well received by the participants.

- During the last four months the chapter has consistently conducted PMBOK training programs for corporate and public alike. Over 117 participants got trained in 3 corporate programs and 4 public programs.

- PMI Chapter Presidents of Region-11 (West Asia) got together in Colombo, Sri Lanka, for a two-day meeting on 4–5th June 2011. The theme for the meeting was “Share and Learn.” Twelve chapter presidents from India, Pakistan, Sri Lanka, and Bangladesh met for the first time. PMI officials from Asia Pacific Service Center and India also joined. Mr. Suresh Chandra, President represented PMIPCC.

- Mr. Balarama K. Varanasi, PMP delivered a practice sharing session for the Project Management group at CMC Ltd., at Alankrita resorts, Hyderabad on 30th July 2011. He discussed how the practice of the project management can be extended so that the professionals are equipped with the tools and techniques useful for analyzing and resolving national and global economic failures. Mr. Balarama is Director, Civic Society Initiatives (Government and NGOs) and Program Manager Processes, PMIPCC. An article on this theme is under preparation for knowledge sharing and peer review, and will be published soon.
Network Meeting:

The Member Network Meeting was conducted on 8th April 2011 at Ellaa Hotels, Gachibowli, Hyderabad. The new board was introduced to the members during this meeting. It was attended by about 108 members and saw a changed format in the event with more interactions, sharing of membership benefits handouts, member expectation forms and also by capturing event feedback.

Two eminent guest speakers - Mr. Abhirama Krishna and Dr. Susanta Misra shared their experiences with the members.

Abhirama Krishna handled the topic “Are your team members truly engaged?” He started by sharing the Gallop survey and KPMG survey results.

Abhi tried to bring his vast experience within a short time and related to how engaged teams achieve substantial results and contribute to success of the organization and how he has built relationships that made teams work passionately over the years in the different roles that he has played. His interactive talk was an eye opener to the practitioners present in the hall when he highlighted that passion cannot be trained and built in teams because by nature humans have passion. He mentioned about the passion killers and energy drainers that can disengage the teams and the solution to engage them better. When implemented, the pointers he has suggested would start showing an impact at the workplace.

Don’t kill passion in people. Don’t pre-judge people on past professional records. Catch people doing things right. Become an employer of the choice!

Dr. Susanta Misra handled the topic “Managing Change?”

He started by sharing two critical steps Being Aware and Taking action. He highlighted how inability to manage change has become a disability at the workplace.

It was interesting to hear from Dr. Misra few disruptive changes that have happened in the last 10 years that impacted modern lives drastically and the functioning of the industry and the speculative changes that might happen in the next 10 years that could impact our work.

Dr. Misra gave suggestions on how to respond to change and move from denial stage to initiate stage.

Annual General Body Meeting:

The PMIPCC Annual General Body Meeting 2010-2011 was held on 17th June 2011 at Hotel Daspalla, Jubilee Hills, Hyderabad. Around 144 members as well as non members and special invitees attended AGM.

The event started with Mr. Sudhindranath Neela (VP & Director, Civic Society Initiatives) welcoming the members and invitees to the AGM.

Mr. Suresh Chandra, (President) gave an outline of the journey of the chapter during the year 2010-2011. Mr. Sathy Venkatesh, (Treasurer) provided the finance updates of the previous year. The highlight of the year was that it had an excess of expenditure over income as a result of using the chapter funds for the Gyan Lahari SLC and ISLD 2011 activities.

There was a good interaction of the Executive Board (President, Vice President, Secretary General and Treasurer) as part of panel discussion that was organized for the first time in a AGM. Ms. Lavanya (Director Member Services) was the moderator for the event, which had active participation from the members.

This was followed by the rewards and recognitions ceremony wherein the outgoing board members, key volunteers, academy faculty members and the PMP’s of the previous year present on the day were felicitated amidst great applause. It was a heartening thing to note that there was a good attendance of the new PMPs during this occasion.

Mr. A V Ramam and Mr. Vijay Prasad did the honors. Mr. Uday Yedur from PMI India gave away the certificates of recognition to the new PMPs. They also shared updates from PMI global and PMI India.

The AGM was a lively event graced by invitees from the corporate sector imbining and bringing even a non-IT flavor to the meeting. Finally it ended with Mr. Phalguna Ramaraju (Secretary General) giving the vote of thanks acknowledging all those people who have been instrumental in successful completion of the AGM.

There has been quite a good feedback from the members on the changing pattern of the chapter events, promotions and communications happening in the recent days.

There had been a good representation from the print and electronic media as well.
List of New PMP’s Apr - Jul 2011

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<td>Mr. Ritesh Kumar Agarwal</td>
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<td>Mrs. Nidhi Anand</td>
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<td>Mr. Rohit Bansal</td>
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<td>Mr. Sandeep Pradeep Shah</td>
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<td>Mr. Asgar Shafiuddin Syed</td>
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<td>Mr. Ravinadh Sada Siva Vangala</td>
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<td>Mr. Mahesh Krishna Vollala</td>
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<td>Mr. Vijaya Bhaskar Reddy Vuddandi</td>
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<td>Mr. Venkata Srinivas Yekkala</td>
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<td>Mr. Suryaprakash Venkata Kypa</td>
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<td>Mr. Ashfaq A Chisti, Ph.D., PMP</td>
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<td>1778869</td>
<td>Mr. Jeevan Chand Yemineni</td>
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Hearty Welcome to all the New Members of the chapter!

224 New Members have joined PMI-PCC between Apr-Jul 2011
Photo gallery – Apr to Jul 2011

Chapter Board meeting FY2011-2012

Mr. Abhirama at network meeting on Apr 8

Dr. Susanta at network meeting on Apr 8

New board induction & strategy meeting Apr 16

CAPM Stall at Times education fair May 7, 8

Region 11 Presidents meet, Colombo Jun 2

Q&A with members at AGM on Jun 17

AGM Panel discussion on Jun 17

Outgoing board member felicitation

Volunteer & faculty recognition

AGM participants

Recognition to New PMPs of 2010
Coming Up

Here are various member benefits that are Coming up from the chapter:

- Chapter to re-launch its Webinars series starting August 2011 exclusive for its members.
- Launching for the first time Igniting Success – Experiential Learning Sessions from best of the class leaders from industry as half / full day interactive workshops to be held during weekends.
- Mentorship Program where new project managers can be mentored for a specific period of time by experienced practitioners, guidelines and policies are being worked out.
- Knowledge Management initiatives to gain momentum. Mechanisms to be made for whitepapers, case studies, best practices, useful articles, presentations, audio / video clips used in various forums, conferences etc. relevant to the Project / Program / Portfolio Management (P3M) profession to be collated and shared by the members with the peer members.
- Professional development initiative to be launched within member community to provide an Opportunity seeker group mail facility to only such interested PMP’s who may be seeking a job opportunity.
- More features to be made available on the updated version of the chapter website www.pmi-pcc.org in the member login area.
- Enhancements to be made to chapter website to provide easy navigation features, useful links, latest news updates and to provide more information in the form of FAQs, PDU qualifying activities etc.
- Chapter to initiate interviews of local top leaders and seasoned practitioners of Project / Program / Portfolio Management (P3M) from different sectors who exceeded expectations in their respective professions and share it in the newsletter under Leaders Speak series to inspire members.
- Member feedback survey to be launched soon.
- New training programs in CAPM, Agile etc.

Launching new initiatives for members:

- Webinars
- Igniting Success – Experiential learning sessions
- Mentorship Program
- Professional development initiatives
- Knowledge Management
- Enhanced Website
- Leaders speak
- Member feedback survey

You should know this:

- PMP certification exam pattern is changing from 31st Aug 2011
- PMI PCC plans its 10th anniversary grand celebrations along with many connecting events and conferences during Feb 2011.
Upcoming trainings and events from PMIPCC

- Member Network meeting on 19th Aug 2011 with guest speaker Mr. Bipin Pendyala to address members on "How effectively are you able to influence and negotiate with your key Project / Program stakeholders?" and Mr. Jesse Fewell to talk on "Agile Frameworks & your career"
- Webinar for first time / new project managers during last week of Aug 2011
- Igniting Success – “Crafting high performance teams through leadership” first experiential learning half day workshop by eminent industry leader and leadership mentor Mr. Abhirama Krishna during Sep 2011
- Member Networking event / Symposium for industry during Oct 2011
- PMBOK Training Programs (4 days 35 contact hrs)
  - 20th, 21st, 27th, 28th Aug 2011
  - 17th, 18th, 24th, 25th Sep 2011
  - 22nd, 23rd, 29th, 30th Oct 2011
- PMP Exam Readiness Workshop (1 day) on 10th Sep 2011

Book Review

Each day for the next 21 days, you can make it your mission to practice one of the laws of leadership as mentioned by John Maxwell in *The 21 Irrefutable Laws of Leadership.*

Someway, somehow, any way you can do it... Extracted below is in parts from the review articles written by Shane in 2007 and by blind Caveman in 2010.

The 21 Day Leadership Challenge for people engaged in Project / Program / Portfolio Management activities:
1. The Law of the Lid:
"Leadership Ability Determines a Person’s Level of Effectiveness"

Every leader has a ceiling. Maybe you’re destined to be the supreme master of the universe or maybe you can’t even get your dog to come when you call him. Think about your leadership lid and what you can do to push it higher.

2. The Law of Influence:
"The True Measure of Leadership is Influence-Nothing More, Nothing Less"

Leadership is not about your title or position. It’s about leading. Can you lead in a situation where your title or position doesn’t matter? Practice some anonymous leading.

3. The Law of Process:
"Leadership Develops Daily, Not in a Day"

Leaders use a process whenever they build something. It makes your ventures repeatable and scalable. Build a step-by-step process for doing something.

4. The Law of Navigation:
"Any One Can Steer a Ship, but It Takes a Leader to Chart the Course"

Setting goals is important. Navigation takes it one step further because you’re plotting a course of actions that take you to the goal. Define a goal for yourself and plot a course to reach it.

5. The Law of Addition:
"Leaders Add Value by Serving Others"

This law is taken from the old commercials "When E. F. Hutton speaks, people listen". Find someone who’s a stronger leader than you are. Now just listen.

6. The Law of Solid Ground:
"Trust Is the Foundation of Leadership"

Leaders build trust. Spend some time today building or strengthening the trust that someone has in you.

7. The Law of Respect:
"People Naturally Follow Leaders Stronger Than Themselves"

Loyalty and respect take trust a step further. Think about who you would follow no matter where they wanted to go and why.

8. The Law of Intuition:
"Leaders Evaluate Everything with a Leadership Bias"

With experience, you’ll build great instincts. Leaders go with their gut many times because they need to make quick decisions. Practice making quick decisions using your intuition.

9. The Law of Magnetism:
"Who You Are Is Who You Attract"

Leaders attract people like a magnet. And good leaders always attract the right people to get the job done. What kind of people do you need to attract? Figure out how you can do that.

10. The Law of Connection:
"Leaders Touch a Heart Before They Ask for a Hand"

Remember, without people there’s nothing there. Network and really connect with someone today.

11. The Law of the Inner Circle:
"A Leader’s Potential Is Determined by Those Closest to Him"

Every leader has an inner circle of people they trust and rely on. Inner circle people have great talents and vision of their own. Better than yours in some things. Start building your inner circle.

12. The Law of Empowerment:
"Only Secure Leaders Give Power to Others"

To build a team, you have to give other people ownership of what they’re doing. You have to let them lead. Empower someone else and let them lead.
13. The Law of the Picture or reproduction:

"People Do What People See"

Leaders create followers. Great leaders create other leaders. Start being a leadership mentor to someone today.

14. The Law of Buy-In:

"People Buy into the Leader, Then the Vision"

You believe in someone’s ideas after you already believe in the person. Practice selling YOU instead of just your ideas.

15. The Law of Victory:

"Leaders Find a Way for the Team to Win"

When something doesn’t work out, you learn something new. But it’s important not to start with that idea or else you might give in to it. Strive for nothing less than total victory today.

16. The Law of the Big MO:

"Momentum Is a Leader’s Best Friend"

Momentum is capital. With every success, you build momentum that makes the next success easier. Take something small and use its success to do something bigger.

17. The Law of Priorities:

"Leaders Understand That Activity Is Not Necessarily Accomplishment"

Leaders are busy. And some things are more important than other things. Put together a list of everything you have to do and prioritize it from most important to least.

18. The Law of Sacrifice:

"A Leader Must Give Up to Go Up"

You have more responsibilities to other people and other things as a leader. Sometimes, you have to give something up to take care of those responsibilities. Sacrifice something you care about for someone else today.

19. The Law of Timing:

"When to Lead Is As Important As What to Do and Where to Go"

Opportunities are everywhere. One of the big things that makes something a good opportunity is timing. Recognize an opportunity and pounce on it right away.

20. The Law of Explosive Growth:

"To Add Growth, Lead Followers – To Multiply, Lead Leaders"

To grow, you need to lead everyone in the right direction. To create explosive growth, you need to lead other leaders in the right direction. Reach out and start leading other leaders today.

21. The Law of Legacy:

"A Leader’s lasting Value Is Measured by Succession"

Eventually, someone else will do what you’re doing right now. More than building other leaders, more than being a mentor, you have to build the leader that can take care of and do everything you can do. Start building a leader you can pass the baton to.

Maxwell professes that he is not the best “navigator”, and he shares an acrostic he has used throughout his career when planning important operations his PLAN AHEAD:

- **P**redetermine a course of action.
- **L**ay out your goals.
- **A**djust your priorities.
- **N**otify key personnel.
- **A**llow time for acceptance.
- **H**ead into action.
- **E**xpect Problems.
- **A**lways point to the success.
- **D**aily review your plan.
Ads Space

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**Newsletter Advertising:** PMIPCC currently caters to almost 1,000 members and Project Management professionals. Past issues of the newsletter are archived on our website at [www.pmi-pcc.org](http://www.pmi-pcc.org)

**Rates:** Attractive pricing options are available for full page, half page and for quarter page ads. Additional amount may be charged for back page or cover page ads. Discounts can also be offered for 12 months or more of consecutive advertising.

**Deadlines:** Newsletter deadlines are the first of the month for that quarter’s newsletter (i.e. by Oct 1st 2011 for the Oct 2011 newsletter).

**Content File Format:** The preferred input formats for ads are PDF or JPEG. High resolution images are preferred.

Please contact the chapter President at sureshchandra@pmi-pcc.org if you are interested in advertising, or for more information.

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**Words of Wisdom**

“Lead and inspire people. Don’t try to manage and manipulate people. Inventories can be managed. People must be led.” – Ross Perot

“Project leaders make extraordinary things happen by liberating the leader within every team member.” – adapted from Jim Kouzes and Barry Posner

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**Closing Note**

How did you find this newsletter? Did you find the theme article on "Project Leadership" and the featured article on "Project Management Mentoring" interesting and useful? Hope you liked the book review and will be able to work in the next 21 days taking up the Leadership Challenge! 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.

We look forward to work closely with our members to deliver an informative newsletter during every issue. Going forward we are also keen to introduce an inspiring interview of any local seasoned practitioner in Project / Program / Portfolio Management to inspire our readers and also intend to include a member’s space.

We were looking forward to release this issue in the month of July 2011, however due to our limited bandwidth it got delayed by a month. Henceforth we plan to release it every quarter and it can only happen with our members and volunteers support. We invite passionate volunteers to join our editorial team. Send in your interest and ideas to alavanya@pmi-pcc.org.

We also need contributions to make these newsletters regular and relevant time and again. If you are interested in recognizing a peer, a volunteer or a project, please submit your requests to us. Help us by sharing any valuable articles, write-ups, case studies, best practices, photos, book reviews etc. to prodev@pmi-pcc.org with a subject title ‘Contribution to PMIPCC Newsletter’ in pdf format. The editorial team will review and select the contributions accordingly. The contribution cutoff date for the quarterly newsletter will be 15 days prior to its publication i.e. for Oct 2011 issue of newsletter it would be 1st Oct 2011.

We are also in need of volunteers who can join us and contribute in technical writing and content management for any such publications that get released from the chapter. If you can volunteer in this area you may please write to phalguna@pmi-pcc.org.