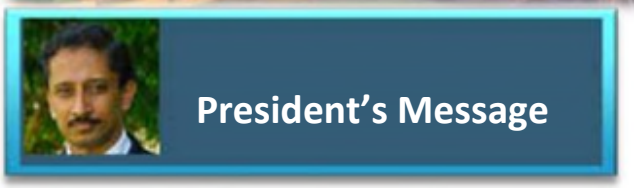
Pearl City Chapter

NEWSLETTER

Spandana – October 2017



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Dear Chapter Members,

I want to take an opportunity to thank you all for the interest shown in being part of the PMI family. Hope you have put this to the maximum use by accessing the content made available by PMI using various platforms which include webinars, Newsletters, magazines (such as Manage India, PM Network), Projectmanagement.com website offerings. At the chapter level we have been doing our part in organizing various events which include regular networking meetings (the recent one was conducted on 1st Sept which was an AGM along with an opportunity hear from Industry leaders) and annual events like Gyanlahari PM Conference which was conducted on 15th July 2017. As a chapter we continue to host multiple learning opportunities which includes PMP workshops, Agile ACP workshops and various other management related workshops. We partner with organizations such as National Academy for Construction to further the cause of Project management in various industry segments. We have plans to take this understanding to the society at large with various other programs. Will surely need support from volunteers to make this journey more holistic. At the same time every volunteer looks to be appreciated for his effort to use that as a feedback about the work that he/ she is involved in. Request you to also take time to appreciate the volunteer work and strengthen this journey.

The year 2017 has been eventful for the chapter with multiple awards received due to the success we had in increasing the member count, retention rates in the complete Asia pacific region. The chapter has had tremendous increase in the member count where the member count has increased from 1077 to 1266 which is an increase of 17.5%. This does increase our role in engaging larger membership base and serve them for the responsibility bestowed on us.

Please take an opportunity to call to talk to us in case you have any suggestions in relation to the programs that have been mentioned above.

Regards,

Ravi Vurakaranam
President – PMI Pearl City Chapter
+91 9959666418

E-mail: ravi.pmipcc@gmail.com

Gyan Lahari
Project Management Conference
14-15 July 2017

The theme of this conference was

"Project Management – Reinventing Project Management in an Era of Disruptive Change."

This 1.5-day professional event was designed to provide an opportunity for Project Management Practitioners across industries, government, academia, NGOs etc., to exchange ideas on the emerging trends in Project Management.

The Conference explored how necessary it is to reinvent Project Management to ensure business success, how it can help organizations increase customer advocacy and retention in today's disruptive era, manage business uncertainty, foster innovation through disruption leading to future growth and change.

Project Management skills and methodologies can be leveraged by organizations to stay relevant and more responsive to the fast-changing business environment. The Conference presented a great opportunity for all practioners to learn from subject matter experts, specialists and peers.

More details available at
http://www.pmi-pcc.org/gyan-lahari-2017.html

Membership Updates

Total Members count as of Sep '17stands at **1228.**

378 Members renewed members while the Sep '17 Rolling 12 Months Retention Rate: is **54.45%**

PMP Certification Workshops

PMP Public workshop was conducted in July and October months. Next Workshop is planned from 11th November '17. Corporate Workshops were conducted in July and August.

PMIPCC is seamlessly working with NAC Engg & Construction Forum towards development of Project Management Capabilities. It started of with a grand success of the 1.5 day conference. PMIPCC also successfully conducted two workshops, one in May and second in June 2017 specifically for NAC

Upcoming

PROJECT MANAGEMENT IN THE DIGITAL AGE

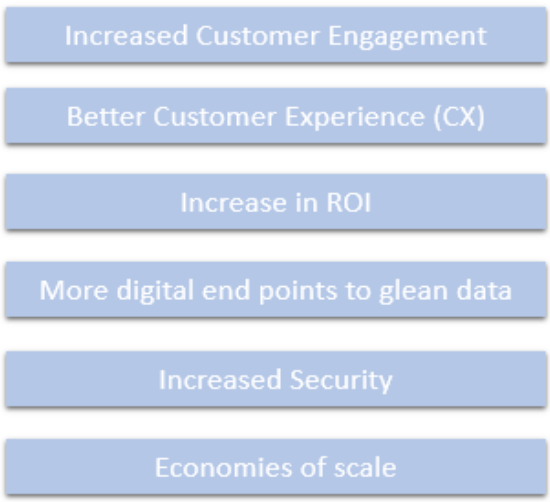
by Sriharsha Makkuva

Digital is the buzzword. Digital is the way forward. And as succinctly put in one of the INSEAD articles, *Digital is business, business is digital*. There is not a single technological conference on this planet that goes without addressing the digital implications on various industrial verticals. The manufacturing industry is being disrupted in never before imagined ways with the advent of digital at its door step. Dubbed *Industrialization 4.0*, the manufacturing industry has been facing digital headwinds and is fast embracing the various digital solutions.

In their recent book, Leading Digital, Didier Bonnet, Andrew MacAfee and George Westerman write about how the digital masters are conquering the world by disrupting the incumbent market leaders in never before imagined ways. And there is one important thing that that separates the digital leaders from the digital laggards which is the leadership. Most of the organizations although have great visionary CXOs who lay out a well-defined strategy on what they have to do to be more digital, they are lacking leaders who can actually fructify this vision into actionable items and hit the ground running.
This is where the role of the project manager fits in. The role of the project manager has to be pivoted to that of the new-age digital leader. These digital leaders have a ground-level view and have the nous to change the vision into executable goals and communicate it to the actual delivery team which will be responsible to do the actual work. By positioning the project manager as the de facto digital leader we are re-defining the role to fit the new digital age.

How is the role of the digital leader different from that of the traditional project manager? For starters, the digital leaders need to realize that they would be catering to a very volatile stakeholders. And they have to get acquainted with the various facets of digital technologies be it, cloud, big data analytics or any other emerging technological trend. Most of the incumbent organizations are on the cusp of embarking on huge transformation programs. And if these transformation programs are to bear fruit these have to be seen within the lens of the enterprise architecture.

And it's the digital leaders along with the enterprise architects who need to take a call on which are the elements that need to be included under the transformation bracket and do a thorough feasibility analysis. A comprehensive transformation plan has to be drawn up with all the stakeholders getting a buy-in on what needs to be prioritized. Things like what are the objectives that are to be met with the transformation and on what basis prioritization needs to be done needs to be determined.



Listed above are few of the factors that determine which direction the digital transformation needed to be taken in. Based on the above listed factors the project manager along with the stakeholders needs to decide which of the enterprise elements need to be out through the transformation juggernaut to yield faster results.
In all, it's the project manager aka the new age digital leader who has his work cut out in leading their respective organizations into the digital future. According to the book, Leading Digital, the organizations which have found this fiery combination of great vision compounded with good leadership capabilities have unlocked a CAGR (compound annual growth rate) of 9% which is more than that of most of the industry verticals.
The role of the project manager need to be pivoted to be positioned to that of the digital leader so that the organizations can reap in more benefits in this digital age.

ESTABLISHING HIGH PERFORMANCE TEAMS SENIOR MANAGEMENT LOVES OUTCOMES

by Puneet Gupta

What is common between project teams and project success? Is one successful delivery enough to label a team as high performing? Or is it consistent successes on different parameters that bring such recognition to a team? One of the foremost value-add a Project Manager can bring to a project team is to establish a high performance team so as to achieve the company's and clients' business results and outperform expectations in the long run. Isn't it said that a team should be a cohesive unit where "whole is greater than the sum".

Empowering Leadership

Project Managers can't single-handedly boost team performance, but they can guide the tone and tempo of the process in which the project team operates, that eventually creates the opportunity for high performance. The leader of a high performing team imparts a clear vision and inspires the team members to make it a reality. For example, on a testing project, developers can mentor automation test engineers on building the testing framework and in case there is a change in project workflow, the team themselves decides on the changes that would be required in automation framework without making client to lose focus on business deliverables. Such are the advantages of having an empowering team.

Transparent Decision-making

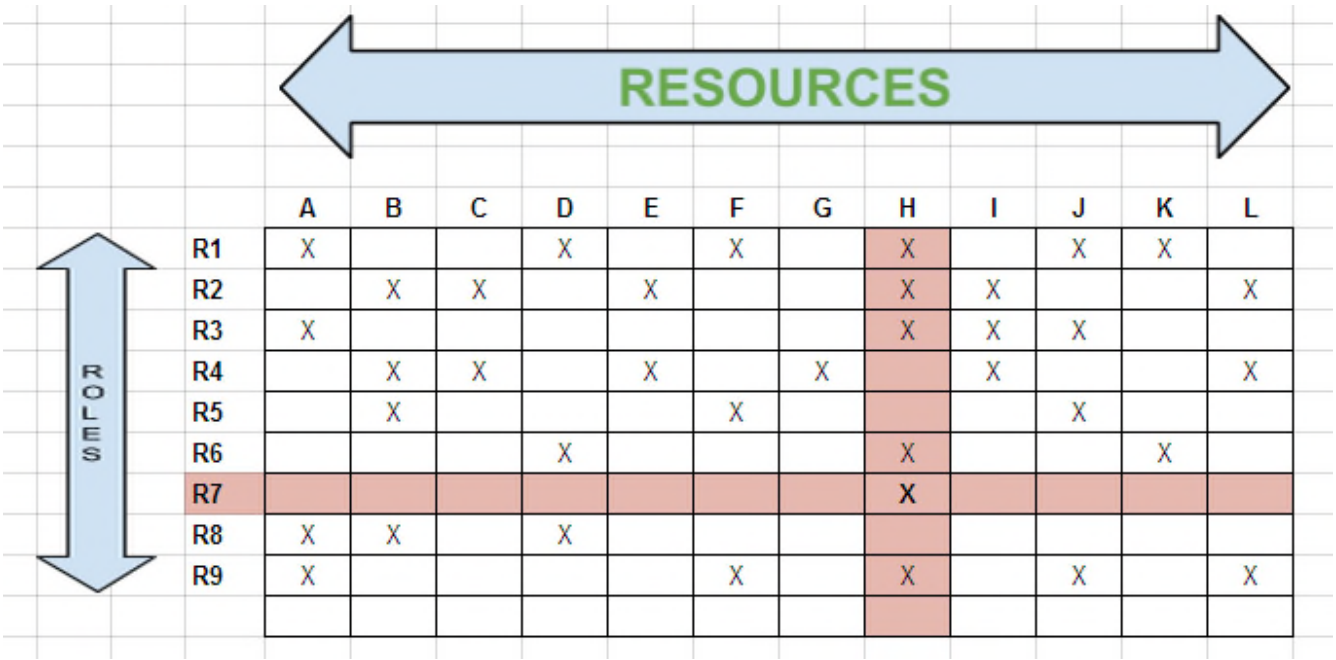
A Project Manager empowers the team to take the right decisions at the right time and he himself never hesitates to make hard decisions. But on what basis are these decisions taken? The differentiating factor in high performance teams and other teams is that in high performance teams, the decisions are taken on observable, quantifiable and measurable facts and not on the basis of perception or gut feeling. Imagine situations where some team members take leave on critical delivery days – how can such a team be expected to reach a stage of high performance? It is this rule of 'no one is left out' from the decision making process that makes team members feel valued and such members will give their all for the project, even at the cost of their personal work.

Effective Communication

Communication plays an important role in any team's performance. More so in today's world where teams are located at geographically different locations and resources work in 'virtual offices'. Project Managers should communicate distinctively using technology to its optimum. Face-to-face meetings using tools like Skype, Google hangout etc can improve the team's productivity and team members can recall and relate to the messages more effectively. For example, whenever my team member comes to discuss something with me, I take care to speak only after he/she has mentioned all the issues and always start with "Can I ask you some questions or do you want to add anything more"? A good Project Manager does not punish bad news but rewards team members who point out to gaps or short-comings. Today when nearly 70% of project fails to deliver their desired business objective, it becomes equally important for such leaders to reiterate the big picture, project objectives at frequent intervals to the team members.

Roles and Responsibilities

A clear demarcation of each team member's role and responsibility ensures that team members are aware of whom to approach in case of an issue. Time is not spent on discussing "who" will take ownership of an issue, rather the time is spent on "how" aspect of problem solving. In this example, Resource H is critical to the project as he is only one who can perform role "R7" within the team? Shouldn't Project Manager train someone else for performing such role? Can it be Resource "G"? Should he/she get "cross-functional" training in skills needed for role "R7"? Such analysis of project team can be done by using a simple matrix as shown below.



	A	B	C	D	E	F	G	H	I	J	K	L
R1	X			X		X		X		X	X	
R2		X	X		X			X	X			X
R3	X							X	X	X		
R4		X	X		X		X		X			X
R5		X				X				X		
R6				X				X			X	
R7								X				
R8	X	X		X								
R9	X					X		X		X		X

Customer Centric Teams

One of the most important aspects that are ignored is the involvement of external stakeholders in deciding the outcome of the project. A team that focus on outcome delivered to client rather than conventional cost/resource – schedule/time – scope/quality knows that in order to continuously outperform peer teams, they need to involve stakeholders and continuously seek feedback very early in the project. Customer centric teams are considered to optimize the triple triangle of a project inherently rather than having a manager to keep an eye superficially. In one of my project, during the kick-off meeting, the client was surprised to see a slide mentioning the tasks that were expected from them for successful completion of the project. This established trust and confidence from the client, not just as the development team but as a collaborative partner in delivering the final product.

Does it make sense to stop such a high performance team? Sometimes! Rather, at frequent intervals! The leader of a high performance team ensures that at proper intervals, the team is introduced to new processes, meeting techniques, attitudes, behavior and agreement handling techniques. With such stoppages, conflicts may arise as team members try to improve individual working styles but such conflicts are an important characteristic of high performance teams.

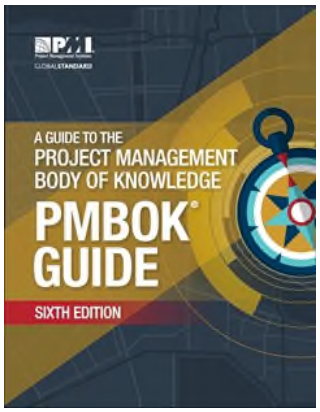
Beware!!

A high performance team is where every team member compliments each other's talents and skills and is aligned with common business goals. But on the flip side, if the Project Manager is only concerned with exceptionally high results without building the team as a cohesive unit, the team will not sustain in the long run and will lead to either attrition or low morale, which will eventually affect productivity. Hence, exercise caution while converting your average performing team into a high performing team to ensure project success.

From my experience, I can say that most Project Managers use some of the above practices, so it should not be difficult in adopting others – may be 3-5 months can be a good duration to implement and see the transformation in team's behavior. Can they be the game changer in your organization leading to a higher percentage of project success? Share your feedback on pgindia@gmail.com.

References: -

http://www.techrepublic.com/blog/tech-decision-maker/study-68-percent-of-it-projects-fail/661/



A Guide to the Project Management Body of Knowledge (PMBOK® Guide) **– Sixth Edition**

- PMI members will be able to download from 6th October, 2017
- About 10% increase in content
- Includes not only commonly accepted best practices and emerging practices in few domains
- PMP exam changes to be effective from first quarter of 2018.
- Rewritten chapters 1-3 into 1-2 chapters, emphasizing projects are drivers of organization change. Tying projects to the strategic objectives of the organization
- Added a new section on the **Role of the Project Manager,**
  - Advice to PM on how to lead the projects effectively
- Added the ***PMI Talent Triangle®***
  - technical project management (domain specific),
  - leadership (competency in guiding and motivating),
  - strategic and business management (business oriented skills)
- Greater emphasis on strategic and business knowledge, with a discussion of project management business documents
  - Business Case
  - Benefit Management Plan

- ***Project Integration Management***
  - Added a new process ***Manage Project Knowledge*** to Executing process group
    - Managing all the knowledge including lessons learned to benefit other projects of the organization
    - Added a new document **Lessons Learned Register** which is updated throughout the project especially at the end of the phase.

- ***Project Scope Management***
  - Enhanced emphasis on interaction between the business analyst and PM
  - Enhanced emphasis on project scope and product scope

- ***Project Schedule Management***
  - Re-named knowledge area from Project Time Management
  - Moved Estimate Activity Resource process

- ***Project Cost Management***
  - No ***major changes***

- ***Project Quality Management***
  - Re-named process from Perform Quality Assurance to **Manage Quality.**

- ***Project Resource Management***
  - Re-named knowledge area from Project Human Resource Management
  - Re-named process Plan Human Resource Management to **Plan Resource Management** (man, equipment, material)
  - Moved **Estimate** Activity Resource process from Project Time Management knowledge area
  - Re-named process Acquire Project Team to **Acquire Resources**
  - Added new process **Control Resources to Monitoring & Controlling process group**

- ***Project Communications Management***
  - Re-named process Control Communications to **Monitor Communications**

- ***Project Risk Management***
  - In the process Plan Risk Responses, Added new strategy **Escalate Risks**
  - Added new process **Implement Risk Responses to the Executing process group**
  - Re-named process Control Risks to **Monitor Risks**

- ***Project Procurement Management***
  - Changed focus from North America practices to international practices.
  - Deleted process **Close Procurements.**
    - Recognizing that most times PMs are not authorized to close contracts, the content of this process added **to Control Procurements**

- ***Project Stakeholder Management***
  - Re-named process Plan Stakeholder Management to **Plan Stakeholder Engagement**
  - Re-named process Control Stakeholder Engagements to **Monitor Stakeholder Engagement**

- Total processes increased from 47 to 49
- Project Management Plan with a list of potential documents as input and Project management Plan updates as output
- Every knowledge area begins with description of
  - Key concepts
  - Trends and emerging practices
  - Tailoring considerations
  - Considerations for agile/adaptive environments
- Added an appendix on agile practices

Thank you

Puneet Gupta is an Assistant Vice President with Development Bank of Singapore(DAH2), Hyderabad. For nearly 16 years, Puneet has passionately collaborated with global clients in building complex / greenfield systems and applications in Microsoft.NET, JAVA, iOS, and Android technical stack. He is proficient with Project Management and Agile practices and is a Certified PMP practitioner. Puneet had worked for various product and service based software companies including 3Pillar Global, HCL Technologies, Nucleus Software and Capgemini Consulting.

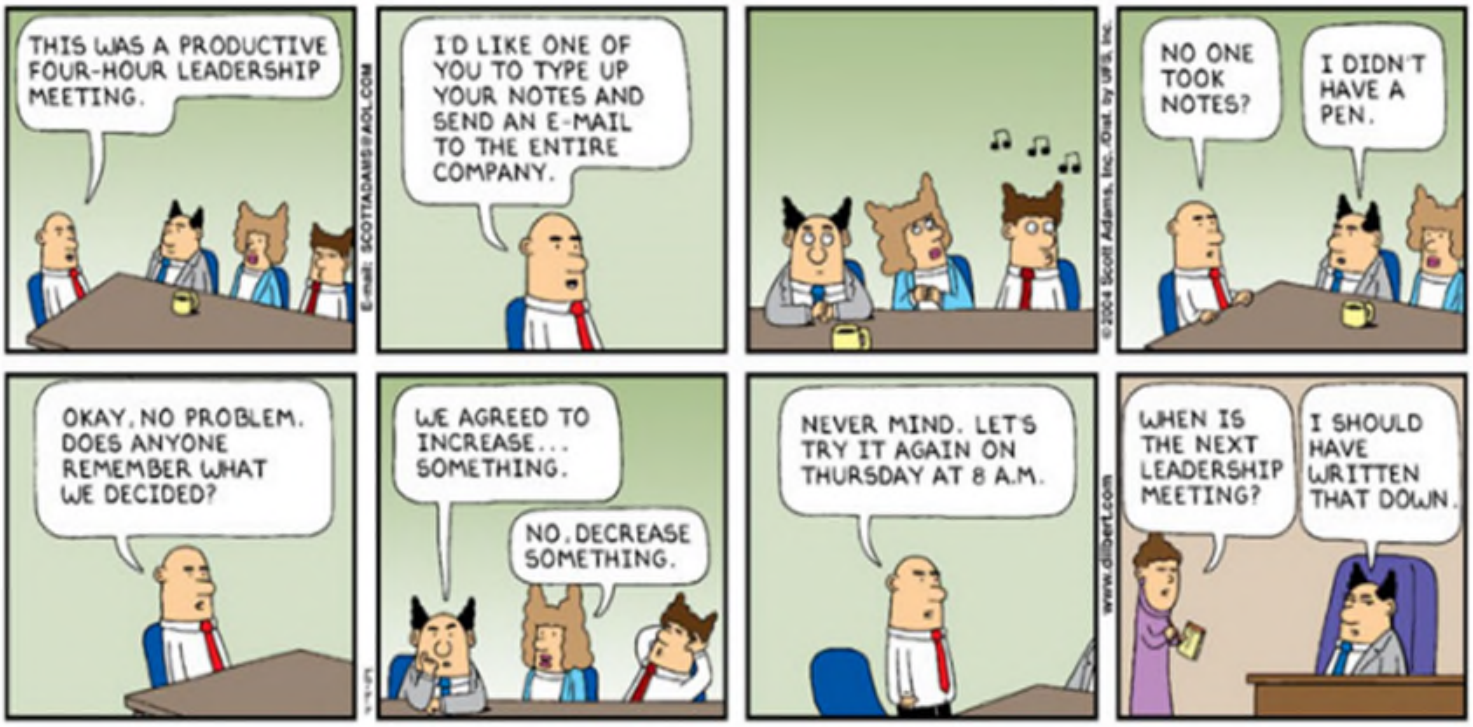
Sriharsha has more than 7 years of experience having worked for clients spread across various geos in UK, US, LATAM, Singapore and Japan. Implemented solutions for the biggest bank in the world and successfully delivered one of the first large scale digital transformation projects for a retail giant based out of UK. In his spare time, you can find him all cobbled up in books on physics and literary fiction.

Mohit Mathur is an experienced facilitator in two of the most globally recognized project management standards, the **PMBOK Guide** (**P**roject **M**anagement **B**ody **o**f **K**nowledge) from PMI, USA (Project Management Institute) and **PRINCE**2 (**Pr**oject **in C**ontrolled **E**nvironment) from OGC, UK (Office of Government Commerce) and has successfully delivered several seminars/workshops on best practices in project management and related disciplines across the globe. He is an alumnus of Indian Institute of Management, Bangalore and has a Degree in Engineering from Osmania University, Hyderabad. He is associated with our PMI Pearl City Chapter for more than a decade.

Interested in contributing articles to the Newsletter?

Write to
Komalm2014@gmail.com

On a Lighter Note



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Pearl City Chapter

Making Project Management Indispensable for Business Results

OFFICE ADDRESS

PMIPCC, 1 R; Block A,
Kanthi Shikhara Apartments,
Panjagutta - 500082, Hyderabad

EDITORIAL TEAM

- **Ravi Vurakaranam**
- **Komal Mathur**

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