



# MANAGE India

NOVEMBER 2017



**Project Management**  
*Powering India's Global Leadership*

PROJECT MANAGEMENT NATIONAL CONFERENCE, INDIA, 2017

In this Issue



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# ENGAGEMENT



report of the PMI National Conference 2017  
held in Chennai, provided by the PMI India  
mobile app, enhanced with features to engage  
every participant



Reached out to over 700  
delegates to promote  
participation through pre-event  
quiz



417

Over **66%** of delegates used the  
PMI India mobile app to access  
information, provide feedback  
and network with others



4.27

**average rating** from 150 ratings  
by the delegates for various  
sessions across the two days of  
conference



180



delegates participated in two  
**one-day contests**



220

participants across two-day  
**endurance** contest for  
delegates scoring on accuracy  
and time



9

**instant live polls** within 10  
minutes to 100 delegates for  
Work Your Strengths workshop



Over 110 engagement posts  
across three days of the  
conference



Over 100 photo  
posts by delegates



Over 20 text posts in the  
form of comments and  
reviews



Dear Practitioners,  
The Project Management National Conference 2017 is a wonderful example of what careful planning, good execution, and strong teamwork can achieve. The conference had over 800 delegates; speakers who are thought leaders, champions, and celebrated names from different fields; and parallel tracks that focused on special areas of interest to project managers. The overall feedback from delegates indicates that the conference was appreciated by one and all.

We presented the PMI India project awards at the conference, the annual program that attracts nominations from organizations of different sizes, sectors, and regions of the country. I'd like to congratulate the winners on behalf of PMI India. You have set an example for others in your industry and the country to follow.

The Hindi version of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* was also unveiled at the conference. The book is the outcome of several months of hard work put together by a team of dedicated project managers from the PMI India community. It will help PMI spread the word of project management across India. Congratulations to the team!

Next year we're expecting an even bigger conference – after all, it will be the 10th edition of the national conference. Over to PMI North India Chapter which will be hosting the 2018 conference in New Delhi.

Warm regards,

**Raj Kalady**  
Managing Director, PMI India



Dear Practitioners

The national conference came to Chennai after a gap of five years. The challenge for the organizing team was to better the benchmark set by the 2012 conference we had hosted.

The organizing team did meticulous planning and worked hard to provide an unparalleled experience to the delegates. The track leads pitched in with the planning and execution of their corresponding tracks. We used WhatsApp effectively for communication between the teams.

The three-day blockbuster event had more than 800 delegates from various parts of the globe. Eminent leaders from different walks of life shared their experiences with the delegates.

We introduced novel ideas such as a session of Gallup's CliftonStrengths assessment for early bird registrations – which was the first time that it was organized for such a huge conference – and a dedicated “agile track,” which were sell-out sessions.

From the feedback we have received, it is clear that the delegates had a wonderful experience. The main reason for this success is the team of volunteers. I would like to thank each one of them for their dedication, commitment, and excellence in executing the conference. This level of dedication would not have been possible without family support. So on behalf of the PMI Chennai Chapter board, I'd like to thank the families of the volunteers too, for their support.

As someone said, organizing these conferences is like an addiction. We are already looking forward to organizing the next national conference. Magizhchi!

Warm regards,

**Prasanna S.**

**Conference chair and president, PMI Chennai Chapter**



Dear Practitioners

On behalf of the conference committee of the Project Management National Conference 2017 and PMI Trivandrum, Kerala Chapter board, it is my pleasure to thank all the delegates for their participation in the Chennai conference. It was encouraging to receive compliments from delegates and fellow chapter leaders on the quality of volunteering, value delivery, and hospitality. The project management community came together to listen to thought leaders from a variety of industries, who shared their valuable ideas on how project management can make a big difference in “Powering India's Global Leadership,” which was the conference theme.

Congratulations to all the award winners. I'm sure that the award will serve as an encouragement to repeat success in all their future projects.

The whole credit for the success of the conference goes to the volunteer leaders and PMI India staff who tirelessly put in hard work and sacrificed their family time for the preparation and execution of the conference. Finally, I thank PMI India managing director Raj Kalady for giving us this wonderful opportunity to organize the conference.

Warm regards,

**Jayakrishnan Sreekantan**

**Conference co-chair & president, PMI Trivandrum, Kerala Chapter**

# LUMINARIES ADDRESS PMI INDIA'S PROJECT MANAGEMENT NATIONAL CONFERENCE

By Panchalee Thakur



PMI and chapter leaders with S. Nambi Narayanan (center) at the inaugural event. The leaders are (from left) Raj Kalady, Cindy Anderson, Craig Killough, Mark Dickson, Prasanna S., and Koushik Srinivasan.

A microcosm of what India represents on the global stage was on display at PMI India's ninth Project Management National Conference in Chennai on 16 and 17 September. Leaders and champions from space research, IT, sports, defense forces, the social sector, and the world of spirituality spoke at the conference. The choice of speakers was a true reflection of the conference theme, "Project Management – Powering India's Global Leadership."

The keynote speakers were T.V. Mohandas Pai, chairperson, Board of Manipal Global Education Services; Mark Dickson, chair, PMI Board of Directors; Vishwanathan Anand, India's first chess Grandmaster;

Dilipkumar Khandelwal, managing director, SAP Labs India; Anu Vaidyanathan, author and triathlete; S. Nambi Narayanan, retired ISRO scientist; Commodore G. Prakash, commanding officer, INS Venduruthy, and station commander, Kochi, Indian Navy; Anshu Gupta, founder, Goonj; and Gaurgopal Das, international life coach.

PMI India released the Hindi edition of *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* and a white paper on managing Indian mega projects, at the inaugural event. The



PMI leaders with experts who worked on the Hindi version of the *PMBOK® Guide* (above) and the team behind the white paper on managing mega projects (right) at the launch event.

white paper, which lays down guidelines in the management of mega projects, is the outcome of a PMI India workshop on mega projects organized earlier in the year with leading practitioners, government officials, and academics from India and abroad.

“Organizations today are beginning to realize that success depends on having people with the right skills. They also know that strategy implementation efforts are significantly hampered by talent deficiencies. So, it is highly encouraging to see the importance executives and project managers in India are giving to project management talent development,” said Mr. Dickson.

Raj Kalady, managing director, PMI India, added, “India stands at a critical juncture where the future of economic progress will depend to a large extent on how well the country develops its human capital. When it comes to the success of projects, PMI research shows that organizations that invest in talent development experience high project performance. Through the annual conference, we have established a professional development platform for project managers that focuses on knowledge enhancement in both technical and non-technical areas as identified by the PMI Talent Triangle.”

The PMI Talent Triangle® is the ideal set of competencies that today’s project managers need — such as technical, leadership, and strategic and business management skills.

On the sidelines of the conference, PMI India co-hosted a CEO round table along with *The Economic Times*. Ten business leaders from various industries, including Mr. Dickson who represented PMI, spoke on their vision for “India@75: Opportunities and Challenges,” which was the theme for the round table. It marked the end of this year’s PMI-ET CEO round table series. The earlier two round tables were held in Mumbai and Hyderabad.

PMI leaders addressed the media at an interaction organized during the conference. Besides Mr. Dickson and Mr. Kalady, the interaction included vice president, organization markets, Craig Killough; and vice president, brand management, Cindy Anderson. The leaders spoke about the need to inculcate a strong project management culture in India that

would improve project success rates and contribute to the country’s economic progress.

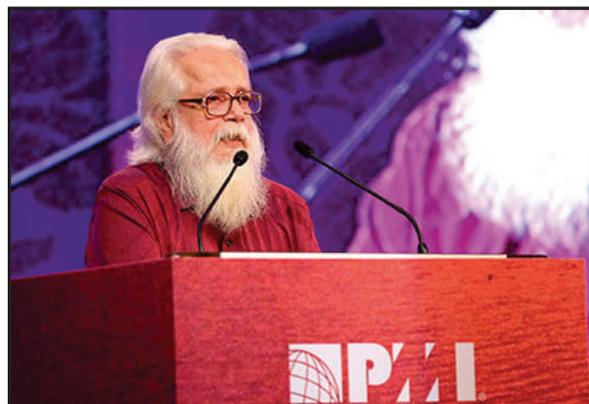
Through the two-day conference, senior project leaders and practitioners spoke on a variety of topics — from industry-specific project management issues and skill building to team culture and managing a millennial generation. Those who had registered early for the conference received an invitation to attend a workshop a day before the conference, on how to identify one’s strengths.

In the annual awards presented by PMI India, Oil and Natural Gas Corporation (ONGC) received the Project of the Year award in the medium category for its Vasai East Project. Tata Housing Development Company received the Project of the Year award in the small category for the Myst Tata Housing project in Kasauli, Himachal Pradesh. Tata Consultancy Services Ltd won the Contribution to the Community award for its “Bridge IT” project for the economically disadvantaged. And LV Prasad Eye Institute won the Project of The Year (NGO) for its community-based rehabilitation project for persons with visual impairment in Adilabad in Telangana. There was no award this year for the Project of the Year (large) category. With over 850 delegates and an average rating of 4.27 on a scale to 0-5 for the sessions, the conference received a resounding thumbs-up from the delegates. The rating was done on the conference mobile app that was downloaded by close to half the delegates.

## LEADERS WHO BUILT INDIA'S SPACE PROGRAM

India's journey into space research is reaching new heights with each launch, earning the country's scientists accolades, and positioning India as a destination for both space exploration and commercial satellite launches. However, the beginnings of the Indian Space Research Organisation (ISRO), the agency that is at the center of it all, were rather humble. S. Nambi Narayanan, retired ISRO scientist who is known for his work in the field of liquid propulsion and cryogenic fuels for satellite launch vehicles, provided delegates an intimate look at the leadership styles of some of India's pioneers in space research. Giving an account of his experiences of working with the four doyens of ISRO – Vikram Sarabhai, Satish Dhawan, A.P.J. Abdul Kalam, and U.R. Rao, Mr. Narayanan said, "These leaders showed that when a leader has an emotional connect with a project besides deep knowledge, the project is bound to succeed." He spoke about Mr. Sarabhai's ingenuity, Mr. Dhawan's can-do spirit, and Dr. Kalam's dream that became his life's mission, and how together these legends helped build ISRO in its early days.

Mr. Narayanan recalled that initially when Mr. Sarabhai invited Indian scientists from other parts of the world to come and work for ISRO, he had no job descriptions for them. Job descriptions and project definitions came to ISRO much later. When the agency couldn't acquire technology know-how from other countries, the scientists



**S. Nambi Narayanan**, retired ISRO scientist

launched a "know why" project to get around the problem. When Mr. Narayanan was told he couldn't fly a satellite launch vehicle before it was tested on the ground, he negotiated hard with his seniors to convince them that it was a calculated risk. Such unconventional working styles and deep conviction were critical factors that helped India get its space research program off the ground.

## THE STRUGGLES AND TRIUMPHS OF A CHAMPION

The Chennai boy who became the toast of the country in his youth and continues to be the foremost name in chess in India had some handy tips for project managers. Speaking from his experiences in playing at high-pressure world tournaments, Vishwanathan Anand stressed on the importance of being positive, focused, and motivated, to be a champion. In 1985 when he set his sights on the Grandmaster title, he had to fight not just battles on the chessboard but a psychological warfare – often with himself. "Back in those days, being a Grandmaster was like winning an Olympic gold today. We felt anyone with a Russian-sounding name was better than us in chess. There was a huge psychological barrier to cross," said Mr. Anand.

During that time, he kept missing the title by small margins. And then a coach advised him to not keep thinking of the half a point that he missed, and said that if he was strong enough, he would cross the barrier easily. Mr. Anand then decided to give chess a break for three months to study for his 12th grade board exams.

"When I came back to chess, there were some more disappointments. And then I became the first Asian to win the World Junior Championship – and like predicted, I became a Grandmaster by a comfortable margin," he recalled. Some lessons from his long



**Vishwanathan Anand**, Chess Grandmaster

and successful career: winning is the best feedback; no amount of motivation is good enough; once you've reached your goal, recalibrate your targets and aim for something new; self-awareness is important, but sometimes step back and don't over-think; when you lack certain strengths, build a team of people who have those strengths and work on them together; take risks; and keep learning.

## BUILDING A CULTURE OF INNOVATION



**Dilipkumar Khandelwal**, managing director, SAP Labs India and president & head - Enterprise Cloud Services, SAP SE

**D**ilipkumar Khandelwal spoke about the need in today's competitive market for a company to innovate continuously to differentiate itself from its competitors and survive. But, rather than having pockets of irregular innovation, businesses

should strive to have a continuous series of innovation, he said. Businesses should start out with incremental innovations that add value to an existing product or process, and then aim to create disruptive innovations that create new markets.

Mr. Khandelwal's advice is for companies to center innovation on the end-consumer rather than the industry. "Now we are involving the end-consumer in product development. This is an economy driven by consumers, thanks to the wealth of data available, and digital technologies," he said.

But, for this to happen, companies need to build a culture of innovation. Mr. Khandelwal, who heads SAP Lab's development center in India that is the second largest R&D center for the company globally, recommends the following measures to create that culture: start with a clear purpose; give space to people by giving them access to a platform and allow them to come together to create new ideas; deconstruct boundaries where technology and people intersect; and place the customer in the middle of the innovation agenda. On a concluding note, he said that innovation should not be the job of just the top management. Innovation takes place when employees are allowed to think, create, give suggestions, and are included in the innovation process. [MI](#)

## DEVELOPING PROJECT LEADERS



**Mark Dickson**, chairperson, PMI Board of Directors

**T**aking a cue from Charles Darwin, Mark Dickson said it is not the strongest of species that survives nor the most intelligent, but the most responsive to change. He made a fervent plea to project managers to make continuous learning a central pillar of professional development, since it is learning alone that will help them to adapt to change and advance their careers.

Every year, 2.2 million new project management

roles are opening up around the world. In India, the number is 700,000. However, organizations are struggling to find talent with the relevant skills for these jobs. "Project management is not a single skill but a system of competencies. PMI calls it the Talent Triangle – technical project management, leadership, and strategic and business management skills," said Mr. Dickson.

With projects becoming multi-phased and multi-national, project managers need more than technical skills to succeed. Leadership skills such as problem-solving, adaptability, communication, innovation, and emotional intelligence are highly ranked in this project environment. "It is equally important for project managers to understand the business benefits of a project and how it contributes to the strategy. Project managers need to speak the language of business. Project management needs to evolve from a backroom function to a mainstream, business function," added Mr. Dickson.

For project managers to develop into project leaders, they need to invest in developing these skills over time. "Follow the 70:20:10 rule for your learning – with maximum investment into workplace learning, followed by social learning such as informal coaching and mentoring, and structured learning such as resources provided by PMI," he added.

PMI research shows that practitioners with Project Management Professional (PMP)® certification in India earn 36 percent more than those without it, he added. [MI](#)

## LEADERSHIP IN THE AGE OF DISRUPTION

The disruptions the world faces are such that they have impacted countries, industries, and professions across the board. Mohandas Pai underscored the importance of leadership to manage disruptions and stay relevant. He called it “leadership by thought” where leaders re-design strategies; “leadership by action” where enterprises draw up new action plans; and “leadership by outcome” where steps taken have a positive outcome for everybody.

“The cumulative impact of disruption today will be more than what the world faced after the invention of the steam engine,” he remarked.

To illustrate, he pointed to geo-political, technology, and industry-specific changes that have had a domino effect across geographies and sectors. He spoke about the transfer of economic power from the West to Asia; demographic changes slowing down big economies and powering new ones; new exploration technology and geo-political changes impacting oil prices and the balance of economic powers; the push towards alternative energy changing dynamics in the energy market; autonomous cars impacting not just the automotive industry but also the insurance sector; 3D printing disrupting manufacturing; stem cell research and big data analytics impacting life sciences; and



**T.V. Mohandas Pai**, chairperson, Board of Manipal Global Education Services

blockchain technology giving a new flavor to finance services.

Mr. Pai made a strong case for leaders to step up to minimize the negative fallout of disruptions and make it a win-for-all situation. [MI](#)

## THE THROUGH LINE

The nature of sport is such that you can't do it for money or fame alone. “My relationship with sports is largely defined by my love for adventure and my relationship with nature,” said Anu Vaidyanathan, an entrepreneur and author of *Anywhere but Home: Adventures in Endurance*.

She was the first Asian woman to complete Canada's Ultraman Triathlon – a three-day, 515-km race consisting of an ocean swim, a cross-country bike ride and a double marathon.

Ms. Vaidyanathan attributes her positive attitude towards sport to the women in her life who inspired her to chase her dreams, and the men who encouraged her to keep going. She said, “At home, intellectual curiosity and physical exploration went hand-in-hand.”

When she started running Ironman marathons (a one-day, 207-km multisport race) in Bangalore, she was confronted with potholed roads to run on, cold pools to swim in, and unsolicited advice from coaches who believed “a 20-year-old woman had no place in a swimming pool.”

Women athlete friends taught her valuable lessons on ‘faking her cool’ even if she wasn't feeling it. “Words matter,” Ms. Vaidyanathan said. “Use them well, especially in relationships with others.”

Her decision to relocate to New Zealand for a PhD was a thorough line – a turning point – for her. Soon after, she ran her first Ultraman in Canada in 2009.



**Anu Vaidyanathan**, author, entrepreneur and triathlete

Remembering all the times she ran races in worn-out track pants and a 10-year-old pair of running shoes, Ms. Vaidyanathan calls herself a minimalist athlete. “Triathlons are not about making a fashion statement.”

She stressed that she had no secret sauce to success: “Just a little dose of optimism and a heck of a lot of training.” Thinking back, she feels that her life was like a river, with ebbs and flows of good and bad. [MI](#)

## PROJECT MANAGEMENT IN DISASTER RELIEF



**Commodore G. Prakash, commanding officer, INS Venduruthy, and station commander, Kochi, Indian Navy**

Unpredictability is one of the biggest challenges in rescue and rehabilitation projects. The success of such a project depends largely on the direction that the project leader provides the team and the ability of team members to respond to crises. The Indian Armed Forces that train its personnel to work under the most difficult and volatile situations have earned global admiration for their rescue and rehabilitation work in different parts of

the world. One such mission was undertaken by the Indian Navy in Sri Lanka after the 2004 Indian Ocean tsunami. Commodore G. Prakash, who led the mission to Galle in Sri Lanka, spoke about the highly complex circumstances under which his team worked. He had only broad guidelines for the mission: “Assume command and control of all Indian elements in the Galle region.”

Soon after INS Taragiri docked at Galle, Commodore Prakash got a request from his Sri Lankan counterpart to help restore the local naval base that was devastated by the tsunami. “Within days, our sailors, along with the Indian Army personnel who were already present there, started working as a homogenous unit and performed tasks in which they had no prior experience or training. Our men were clearing the ground, cleaning wells, setting up camps for those displaced, and building roads,” said Commodore Prakash.

In the brief period that the team was in Galle, they set up over 700 tents, provided medical aid to 2,300 people in special medical camps, cleaned over 800 wells, tested 17 bridges for safety, distributed water, dry rations and cooked food, repaired boats, helped restart a school, and more. Commodore Prakash and his team were felicitated for their contributions by the then Sri Lankan president, Chandrika Kumaratunga. Commodore Prakash spoke about the careful selection and training of officers of the Indian Armed Forces that enable them to handle the unique demands of unpredictable situations. He also highlighted the overarching military value system that teaches soldiers to work under the most challenging circumstances. [M](#)

## THE STORY OF NON-ISSUES



**Anshu Gupta, founder director, Goonj, and Ramon Magsaysay 2015 awardee**

More people die of lack of clothing than in earthquakes, but we realize that people need clothing only when a natural disaster strikes,” said Anshu Gupta, who besides organizing disaster relief drives, runs an innovative infrastructure building program in villages across India. In ‘Cloth for work’ initiatives that

his organization Goonj organizes, villagers work on projects such as digging a well or building a road in their village, and in return for that, they do not receive cash but kits as rewards. These kits include clothes and household necessities. “People are more willing to work for cloth than get it free. We focus on the receiver’s dignity rather than the donor’s pride,” he remarked.

Over the past 18 years, Mr. Gupta has taken up the issue of the lack of clothing, which is considered a “non-issue,” and showed how a piece of cloth is much more than keeping someone warm – it is about dignity, respect, and hygiene. Another initiative, ‘Not just a piece of cloth,’ has seen Goonj make and distribute four million cloth sanitary pads. In rural India, where a piece of spare cloth is hard to find, sometimes several women share the same pieces of cloth during menstruation. Washing the soiled cloth is also a problem since there are only public taps in some villages. Goonj’s initiative is aimed at breaking the culture of shame and silence around menstruation, and making women’s dignity and hygiene a priority. Mr. Gupta ended on a powerful note by comparing two photos – one of a man standing in ragged clothes and the second showing the same man in a new set of clothes. “Clothing is the first visible sign of poverty. We would not show respect to the man in ragged clothes, but when the same man comes wearing good clothes, we would,” he said, to a standing ovation. [M](#)

# MASTERSTROKES FOR A SUCCESSFUL LIFE

It was the end of two days of learning and the delegates were ready for some unwinding. Gaurgopal Das provided them exactly that – life’s lessons packed with a healthy dose of humor, puns on common life situations, and some real and imaginary stories.

He unveiled to the delegates what he called his “masterstrokes” to lead a happy and fulfilling life – have a passion, invest in people, have a purpose, and apply a process to find a spiritual connect and fulfillment.

“Create a balance between what you ‘have to do’ and what you ‘love to do’. And if your work falls in the ‘have to do’ category, start liking what you do. Hence, the first masterstroke is to discover your passion. Remember, happiness is not about getting what you want, but liking what you get,” he said.

Next, value relationships and invest in people, he advised. He stressed on keeping aggression down and paying attention to the tone of speech while communicating with someone. He told delegates that for a satisfactory life they must “have an ice factory in the head, a sugar factory in the mouth, and a love factory in the heart.”

Fulfillment also comes from living a life with a purpose. “I say money can buy happiness – but when you use money to give something to someone. Then you can be a candle in someone’s life (dispersing darkness and

negativity),” said Mr. Das.

Giving new meaning to common words, he defined “handsome” as someone who offers his/ her hand to someone and “compassion” as the coming together of passion and purpose. [MI](#)



Gaurgopal Das, international life coach



It was time for the coveted PMI India Project of the Year 2017 awards. Presented during the national conference, the awards went to organizations that demonstrated project excellence in the face of extreme challenges.



Project of the Year  
**(Medium)**  
*Winner:*  
Oil and Natural Gas Corporation Limited  
Project: Additional Development of Vasai East Project



Project of the Year  
**(Small)**  
*Winner:* Tata Housing Development Company  
Project: The Myst Tata Housing, Kasauli



Project of the Year  
**(NGO)**  
*Winner:* LV Prasad Eye Institute  
Project: Community based rehabilitation for persons with visual impairment in Adilabad District, Telangana



Project of the Year (NGO)  
*Runner-up:* Samiti for Education, Environment, Health and Social Action (SEESHA)  
Project: Making modern minimally invasive surgeries available and affordable



Project of the Year (Contribution to Community)  
*Winner:* Tata Consultancy Services Ltd.  
Project: Bridge IT



Longstanding members of PMI Chennai Chapter, who were honored during the award ceremony, along with PMI India leaders. These members have been with the chapter for more than 10 years.

# KNOW YOUR STRENGTHS



Neelakantha Balasubramaniam, Founder, OutThinc



Brig (Retd.) Satyendra Kumar, Gallup Certified Strength Coach

**F**ixing your weakness can prevent failures but strength building will lead you to success. This is a key premise on which Gallup's CliftonStrengths assessment is based. At a special workshop on "find your strengths" for early-bird conference registrants on 15 September, Neelakantha Balasubramaniam and Brig (Retd.) Satyendra Kumar took delegates through a series of exercises to understand how strengths influence career choices, actions, and behaviors.

And what better way to convince delegates of the need to play on their strengths than by bringing cricket into the conversation? Mr. Balasubramaniam used the example of Virender Sehwag using his key strength – that is to hit the ball – to get out of a sticky situation during an English county match. He advocated the use of key strengths by professionals to help navigate uncertainties arising out of digital disruption.

Delegates took part in a live poll conducted on the conference app, the results of which were displayed on a screen as the polling progressed. Some of the delegates had taken

the CliftonStrengths assessment before the workshop. The results co-related to strengths considered key for project success – such as positivity, responsibility, empathy, and learning.

"With the CliftonStrengths assessment, we can identify our greatest talents or strengths. Gallup believes each person has five signature strengths among a total of 34 strengths. These strengths fall into the four domains of executing, influencing, relationship, and strategic thinking. For instance, if your signature strength is influencing, you will do well in sales," explained Mr. Balasubramaniam.

Brig. Kumar recalled an incident during his days as an infantry officer in the Indian Army, to explain how his strengths and those of a Major in his team played out during a counter-terrorism operation. "Focus on what you have and not what you don't have. Go back and find out which strengths played a role in your life, and then own one signature theme," he said.

The coaches urged delegates to get out of their comfort zones and use their strengths, learn new skills to prepare for digital disruptions, find ways to sharpen existing skills, and use their signature strengths to amplify skills identified in the PMI Talent Triangle®. [MI](#)

## INDIA'S GLOBAL LEADERSHIP – RESTORING THE GLORIOUS DAYS

A country is a global leader when it contributes significantly to the world. Citing examples from India's past, Brajesh Kaimal made his case for India having been a global leader since the Indus Valley civilization.

He spoke about India's accomplishments in various sectors including education, architecture, space exploration, and infrastructure building. "The *Bhagavad Gita* is the best management book and the *Arthashastra* provides ample guidelines on selecting a minister. The rock-cutting precision in the Ajanta caves, building of the 60-metre-tall Brihadeeswarar Temple in Thanjavur before the invention of the wheel, and Jaipur's Jal Mahal built in the middle of a lake, that does not leak, are some of our ancient architectural mega projects," said Mr. Kaimal.

Some of the modern-day symbols of project success are India's Mars Orbiter Mission that showed India's prowess in successfully executing projects of high complexity at low costs; infrastructure projects such as the Kochi International Airport that runs on solar energy; and the child-friendly Koyambedu bus terminus in Chennai.

He emphasized on the use of project management techniques



**Brajesh Kaimal**, director, Experion Technologies

uniformly to help replicate such pockets of success across all walks of life.

He added that what had made such mega-projects a success was our workforce. Stressing on the need to turn a weakness into a strength, Mr. Kaimal said, "The growing population is seen as our country's biggest weakness, but this is actually our biggest strength." [MI](#)

## LEADERSHIP CHALLENGES IN MANUFACTURING WORLD

The manufacturing industry is ever dynamic, and companies have to constantly innovate to compete in this space. With this as the premise, S. Ganesh Mani sought to throw light on project management techniques to combat challenges that automotive companies in India face.

Some of these threats are changing customer needs, government regulations, technological advancements such as driverless cars, clean mobility, and an ambiguous business environment. "Ambiguity makes it difficult to plan, but project managers can use data to predict trends. They must keep abreast of latest advancements," said Mr. Mani.

He stressed on the need for responsible leadership, being supportive of team members, evoking passion in the team, and recruiting skilled resources. "The ordinary can be made extraordinary with the right people. Select people with different skills sets and get them to work together. Project managers should not just manage but drive a project," added Mr. Mani. [MI](#)



**S. Ganesh Mani**, senior vice president, production, Hyundai Motor India Ltd

## DIVIDE AND CONQUER PROJECTS USING THE WORK INSIGHTS FRAMEWORK



**Hari Ram Narayanan**, product marketing manager, Zoho Corp. Ltd.

**H**ari Ram Narayanan said that project managers today work in a constantly changing environment that requires them to categorize tasks in a way that it makes it easier to

manage them. He recommended the “work insights framework” that classifies all work into four fundamental types. First the project manager must answer a question – what is the problem, the set of requirements, or the desire to be fulfilled? And the answer is the way it is to be achieved – the work to be done, the plan, and its execution.

However, when a project manager undertakes a task, he or she does not always have both the question and the answer. For example, when a detective begins an investigation, the question is known, but the answer is not.

Similarly, there are the following four possibilities that form the four fundamental types of work : routine work with known question and known answer, ritual work with unknown question and known answer, investigative work with known question and unknown answer and exploration work with unknown question and unknown answer. With the work insights matrix, the project manager has a helpful tool to easily visualize the four types of work involved in a project and plan better.[M](#)

## RESPECT CULTURE OR FACE FAILURE: LEADERSHIP LESSONS FROM FOUR CONTINENTS



**Supriya V. Narayanaswamy**, director, and **Karthik Ramamurthy**, founder and principal consultant, KeyResultz, with Mark Dickson (right) at the release of their book, *Say Yes to Project Success*

**T**he reasons behind project failure are many, and can be categorized into the four buckets of scope, time, cost, and miscellaneous (risk, supplier, quality, and communication). The last bucket, which is about people and culture, tends to be

overlooked and could lead to unpleasant surprises. The husband-wife duo, Mr. Ramamurthy and Ms. Narayanaswamy, presented some common cultural issues that today’s multi-locational teams face, and recommended a six-step process to overcome them. “Culture issues could arise due to people of different ages, languages, regions, and critical value systems being part of a team,” explained Ms. Narayanaswamy. The speakers referred to a washing machine advertisement in the Middle East as an example of a cultural faux pas. In the advertisement, the first photo showed a stained shirt going into a washing machine and in the photo to the right, the same shirt coming out clean. But it sent out the opposite message in the Middle East where people read from right to left – clean shirt coming out dirty.

In the interactive session, delegates shared their experiences of working with people from different cultures. Mr. Ramamurthy stressed the need for leaders to be proactive in building trust and respect in their team members. “The six-step approach we recommend is: analyze the team mix; search and document traits; prioritize and shortlist; inculcate ethical and professional values; conduct sensitivity training; and test effectiveness and adjust as required,” he said. [M](#)

## AGILE LITE 2020: GEARING UP TOWARDS A DIGITAL REVOLUTION

Digital disruption is keeping business leaders up at night, with many looking at the emerging trends as challenges rather than opportunities. Mr. Vijayanagaram referred to a KPMG 2017 study among CEOs that showed that their confidence in the global economy, industry, and country in this environment is coming down. He said the priority areas for CEOs are greater speed to market, fostering innovation, implementing disruptive technologies, becoming more data driven, and digitizing the business. “A project manager needs to ask these questions: what am I doing to achieve these business priorities; what am I doing to add value; and what am I doing to achieve it faster, better, or at a lower cost,” he said.

He added that agile project management practices will continue to grow in this business environment. But for agile to reach its potential it must address some of the common misconceptions that lead to unrealistic expectations, micro-management of teams, and quality issues. “Project managers should focus on providing business value, facilitate lean thinking, business agility, and extreme automation. I recommend providing more guidelines for agile practices so that they



**Nana Vijayanagaram**, associate director – business excellence, KPMG

can achieve these objectives,” he added.

He also recommended people changes to bring in flexibility, a focus on performance, a matrix leadership, and work-life balance. [MI](#)

## ENTERPRISE AGILE TRANSFORMATION – INTUIT’S INCREDIBLE JOURNEY

Rathina Kumar and Rajeev Kumar took delegates through Intuit’s experience in agile transformation since 2007. They spoke about the 12 principles that form the basis for the company’s “agile vision,” such as early and continuous delivery, welcoming changing requirements during the development phase, face-to-face conversation within development teams, and self-organizing teams.

These have resulted in higher employee engagement, quality, predictability, faster time-to-market, productivity, and customer satisfaction. Intuit has featured high in prestigious rankings such as the *Fortune* World’s Most Admired Companies and *Forbes* World’s Most Innovative Companies.

It all started in 2012 with the company investing in certified scum master training and adopting scrum for its projects. The key achievements in this journey have been developing its own agile practices, agile at scale across its sites, the Intuit agile program, “state of agile” report, agile certification roadmap, “lighthouse teams” to teach other teams, innovation gamification, and agile dashboards. The speakers recommended the setting up of mission-based teams, which are groups of committed individuals from across the organization who operate according to a team charter under the



**Rathina Kumar**, enterprise agile transformation leader,



**Rajeev Kumar**, group program manager, Intuit India

guidance of sponsors. These teams provide regular progress reports, establish boundaries and timelines, manage risks, and seek agreement for action if boundaries are likely to be crossed or the situation changes radically enough to jeopardize the mission. [MI](#)

## PROJECT LEADERSHIP IN A RAPIDLY CHANGING WORLD



**Nikhil Tayade**, project manager, Woodward Inc.

For a project to be delivered on time and within the budget there needs to be a collaboration of resources and timely reviews to ensure that processes are in place.

Nikhil Tayade took the audience through the agile practices that his company follows, and the learnings from these practices.

In September 2016, Woodward Inc. had delivered a project five months later than the scheduled time and

suffered quality rejections. 500,000 parts per million (ppm) of the automobile parts that they had produced had design flaws in them, and this was identified at a late stage of the project. The process lacked control and reviews, said Mr. Tayade. There was no backup plan and departments were not taking responsibility for their work; the design team would blame the quality-check team, and vice versa.

Once the loopholes were identified, the management invited 20 stakeholders and held deep-dive meetings for 15 days. The supplier project management office was restructured, and the project was divided into phases, with regular reviews at every milestone. The company witnessed an improvement in on-time delivery from 43 percent to 100 percent.

“After agile, we had a strong collaboration between teams,” said Mr. Tayade, speaking of the benefits of agile practices.

Mr. Tayade recommended that when a project comes to the table, the teams must divide the project into parts and create robust baseline schedules for every section of process. At any point when issues arise, they should identify the issues, analyze them and create effective plans and methods to solve the problems. There should be integration between teams and they must start taking collective ownership of the project. All this, coupled with review meetings by managers after every milestone will ensure successful and smooth completion of the project. [MI](#)

## BUILDING A CITY USING AGILE SCALING FRAMEWORKS



**Rahul Sudame**, program manager and agile coach, Persistent Systems Ltd.

At a workshop conducted by Rahul Sudame, delegates got a chance to experiment with project management techniques. He started off by listing three questions a project manager needs to ask before using agile project management techniques: What is agile? How is it relevant to my project? How should I implement it?

Using agile practices, Mr. Sudame explained how a project team could be broken up into smaller teams, with each team working towards different goals. The underlying objective for each team is to achieve the common project goal and deadline by way of continuous communication and feedback.

To illustrate the difference between agile and waterfall practices, Mr. Sudame split the delegates into two teams. One team would build the model of the Eiffel Tower in Paris using waterfall techniques and the other team would build the model of the Shaniwarwada Fort in Pune using agile techniques. Both the teams were given an A2 sheet of paper, a DIY construction model, and colored pens and paper. The first goal was to define team roles and create a project plan for a one-year-long project. The second goal was to construct the two structures, as well as a road connecting the two.

By the end of the interactive session, the conclusions drawn were that the project plan must leave room for error and delay; integration and feedback between all the teams of a project must happen every couple of months to ensure that there was no last-minute work; and, even in the face of a looming deadline, the teams must always stick to the plan. [MI](#)

## PROJECT ANALYTICS

Data analytics provides project managers opportunities to manage projects better through improved visibility, reporting, progress tracking, and forecasting capabilities. Prof. Krishna Moorthy spoke about the importance of project analytics at a time when projects are becoming highly complex and a multitude of known and unknown factors influence the way projects progress.

“Data analytics can be of four types – automated analytics on the basis of standard project management statistics reports, tactical analytics on the basis of data from multiple sources including program portfolio information systems, strategic analytics on the basis of inter-organizational data, and predictive analytics on the basis of multiple sources in different formats to forecast the future,” Prof. Moorthy explained.

He spoke about tools and statistical models that can be used during various phases of a project. For example, to identify causes of cost variation, use data for historical analysis and pattern matching, or use big data analytics to create risk profiles of projects.

Dr. Kar took delegates through different techniques by which data can be extracted and actionable insights drawn from information assets in software projects such as data mining, business intelligence, and business analytics.



**Prof. Krishna Moorthy**, founding dean, Sun Pharma Academy, Baroda



**Dr. Arpan Kar**, assistant professor, School of Management – Indian Institute of Technology, Delhi

“These analyses can be used in a variety of project management applications. For example, data mining techniques and historical data can be used to forecast future events. We can estimate the likelihood of a project reaching a specific outcome or a specific risk based on historical data,” he explained. [MI](#)

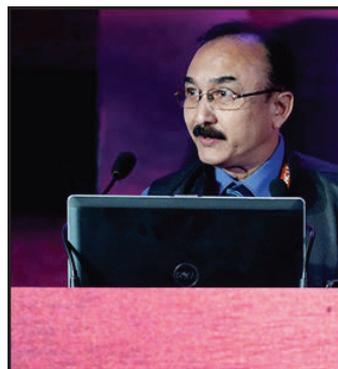
## COMPLEXITIES IN MEGA PROJECTS

Mega projects are fraught with complexities that give rise to a number of challenges, said Prof. Tapash Ganguli and Dr. Ashwin Mahalingam.

They reminded delegates of “infinite scopes” in mega projects that make it almost impossible to complete them within the pre-defined schedule and time. Government regulations and mid-year policy changes determine the direction of these projects. Conflict among stakeholders, the sequential approach applied to a process, poor quality and safety checks, inadequate risk management, and shortage of funds are other major factors that create complexities in mega projects.

The speakers recommended proper allocation of technology and funds, elimination of ambiguity, a definite scope of work, a regular quality review process, a thorough analysis of the risks involved, and strong communication between the teams and the stakeholders, for greater project success.

“The project manager should no longer be a manager but an entrepreneur and part of the team. He/she should not just be leading but driving the team to complete the project within the frameworks and combat all complexities,” said Prof. Ganguli. [MI](#)



**Prof. Tapash Ganguli**, senior professor and dean - executive education, National Institute of Construction Management and Research (NICMAR), Pune



**Dr. Ashwin Mahalingam**, assistant professor, Indian Institute of Technology (IIT Madras)

# MANAGE INDIA CAPTURES A FEW SPEAKER-DELEGATE INTERACTIONS

**Q: Computers are beating chess Grandmasters. Do you think computers are taking over?**

**Vishwanathan Anand:** A: Computers beat us in chess 13 years ago. The smartphone is capable of beating human beings now. Tomorrow your fridge or microwave will do it.

**Q: How do companies motivate employees to participate in creating an innovative culture?**

**Dilipkumar Khandelwal:** A: People like recognition. They like it when their ideas have gone into their product.

**Q: What motivates you to wake up every day and keep doing all that you're doing?**

**Anu Vaidyanathan:** A: I have always had a single focus at any given point of time – be it studying, doing my business, participating in sport or taking care of my son. Since I am doing all of them whole-heartedly, it doesn't feel like I am multi-tasking.

**Q: How do you know if you are overusing a talent?**

**Neelakantha Balasubramaniam:** A: It seldom comes through self-awareness. You will probably know it by way of feedback from somebody else.

**Q: If India has had so many successful projects in the past, why do our businesses try to imitate the West?**

**Brajesh Kaimal:** A: Perhaps someone can write a detailed guidebook for successful projects, like the *PMBOK® Guide* that was written for project managers.

**Q: While using agile methodologies, we sometimes focus on meeting deadlines rather than delivering quality. How can we prevent this?**

**Rahul Sudame:** A: The right way to use agile is by putting quality as the core matrix. Sharing feedback with the customer at periodic intervals of the progress will release project leaders of cumbersome deadlines and let them focus on quality instead. [MI](#)



## TOWARDS A PARADIGM SHIFT IN STAKEHOLDER ENGAGEMENT OF PPP PROJECTS

CATEGORY: PROJECT MANAGEMENT LEADERSHIP - TO ACCELERATE ECONOMIC GROWTH

For the success of a public-private partnership (PPP) project, the stakeholders must be engaged throughout the project's run. Anand Lokhande recommended a "4C-5P model" to facilitate a 3P project.

"Infrastructure projects are the temples of the modern world. While the number of projects in India is high, we need to focus on their quality," said Mr. Lokhande.

He presented case studies of PPP projects that faced difficulties because of issues in stakeholder engagement, i.e. the Delhi Gurgaon Expressway, the Vadodara Halol toll road, and the Hubli Dharwad water supply project.

Mr. Lokhande's model advocated investing in the 5Ps –the project management office, the project manager, government project teams, private sector project teams, the procurement and legal teams, – as well as the communication and risk management team, to get a return investment of the 4Cs: collaboration,



**Anand Lokhande**, application delivery lead, Shell

coordination, continuous communication, and consistent flow of information, for smooth execution and optimal use of resources. [MI](#)

## CONVERGING THEMES OF INNOVATION AND PROJECT MANAGEMENT

CATEGORY: PROJECT MANAGEMENT LEADERSHIP - IN A RAPIDLY CHANGING WORLD

Tanish Mathur's paper on converging the themes of innovation and project management was a study on how start-ups can regain lost glory in India. He pointed out that since 2015, as many as 1,500 start-ups had closed shop in the country.

He used the number of patents filed as a measurement of the success of a country's start-up environment. While 1,423 international patent applications were filed from India in 2016, Japan and China had 44,235 and 29,846, respectively.

"As of August this year, US \$15 billion in funding available with private equity and venture capitalists, has gone to waste because of a lack of innovation in start-up services," Mr. Mathur said.

For start-ups to have access to such capital, they needed to differentiate themselves in the market, he emphasized. "The goal is to merge Blue Ocean innovation strategies and project management techniques to make start-ups stand out from the crowd by selling something that no other company has," he said, adding that this would create a higher demand among customers for their product or service, and in turn, invite more capital investment. [MI](#)



**Tanish Mathur**, assistant vice president, HSBC Commercial Banking

## LEADING A DIVERSE MILLENNIAL GENERATION: LESSONS FROM EVEREST BASE CAMP TREK

CATEGORY: PROJECT MANAGEMENT LEADERSHIP - HARMONY IN DIVERSITY & MILLENNIAL GENERATION



**Sandeep Chatterjee**, Associate Director, KPMG

A trek to the Everest base camp is no easy task, with a treacherous terrain, unpredictable weather, and the strain it puts on the human body and mind. And if you're leading a diverse team

including millennials, the challenge grows multi-fold.

Sandeep Chatterjee, who led a team of 10 millennials from several business schools in India on a 14-day trek there earlier in the year, offered some perspectives on how to manage the aspirations and inter-personal issues of millennials. Besides having their own unique personality traits, trekkers in the group had a mix of trekking experience and came from different value systems. "We had the misfortune of facing a terrible snowstorm at a temperature of -26 degree Celsius. Two of our team mates had acute altitude sickness and had to be convinced to cut short their trek. In spite of careful planning, we had to make changes as we went," recalled Mr. Chatterjee. Inter-personal issues slowed down decision-making at times.

Listing out the lessons he learned, Mr. Chatterjee said, "As a project manager, respect youth and their ideas. Be transparent, since they are good at handling bad news. To satisfy their craving for instant gratification and recognition, encourage every small effort that builds the team's morale. Also create avenues for collaboration and empower them with more responsibilities." [M](#)

## ROLE OF PROCESS INNOVATION IN ACHIEVING PROJECT MANAGEMENT

CATEGORY: PROJECT MANAGEMENT LEADERSHIP - IN A RAPIDLY CHANGING WORLD LEADERSHIP



**Sundara Raghavan Rangarajan**,  
Founder and Principal Consultant,  
TAPAS

There are many reasons why a project would not be successful. Stressing on timely reviews and defining the scope of work, Sundara Raghavan Rangarajan dwelt upon how mental biases/ errors have plagued many of the employees and higher-level management in companies.

Overconfidence is the stone that makes many stumble. This prevents them from understanding things from another perspective. To add fuel to this burning issue is the tendency of people to hold firm to their beliefs and theory even in a crisis. Mr. Rangarajan also highlighted how anchoring and priming are main sources that mold the mind set of people. In conclusion, he said that although people work in a formal and corporate environment, they are not always open to change. And this poses a challenge to project managers. Mr. Rangarajan said that project managers need to take into account four quadrants while implementing changes: fear of change, fear of not changing, the benefit of change, the benefit of not changing. He also suggested that senior-level members should develop well-defined roles for employees and create a good and friendly working environment that will motivate people to work in spite of the challenges they face. [M](#)

# CONFERENCE VOLUNTEERS AND THEIR ROLES

**Project Chairman** - Prasanna S

**Project Co-Chairman** - Jayakrishnan P S

**Project Director** - Koushik Srinivasan

**Project Co-Director** - Raghunandan Menon

## Track Leads

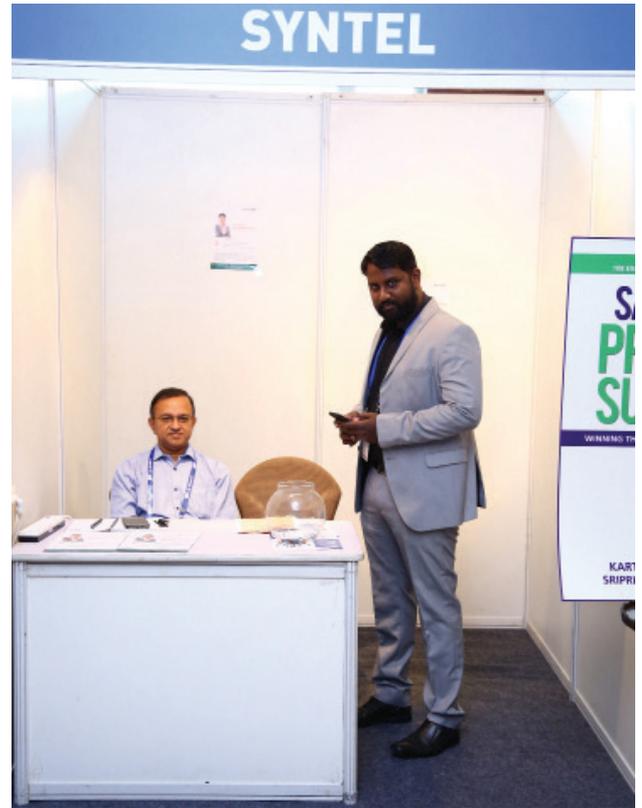
Arun Seetharaman (Volunteering), Chandrasekaran A (Sponsorship), Nandakumar S (Registration), Pradeep Kumar (Mobile App), Raghmani Udayakumar (Emcee), Sriram Raghavan (Corporate Connect), Syed Nazir Razik (Social Media), Vijayalakshmi (Speakers), Viju George (Hospitality)

## Team Members

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