COVER STORY

Knowledge Conclave: A Coming Together of Ideas

Inspiring, thought-provoking presentations drive one message: project managers can lead transformation

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A section of the audience at the packed conference hall at the Grand Hyatt, Mumbai

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Letter from the Managing Director, PMI India

Mr. Gregory Balestrero being honored with a traditional Indian pagri by Mr. Raj Kalady

Dear Practitioners,

I'm delighted to present to you a special issue of *Manage India* with detailed coverage of the PMI India Project Management Conference 2010. The three-day conference in Mumbai on 19-21 November was a grand success that was attended by over 700 delegates from India and abroad. We had close to 40 speakers, a CXO panel discussion, four parallel tracks with technical paper presentations, and an award presentation ceremony for PMI India project awards.

The most splendid aspect of the mega event has been the passion and dedication displayed by our volunteers. The credit for the success of the PMI India Project Management Conference 2010 goes largely to our volunteers and PMI chapters who put the entire event together. Volunteering is close to our heart, and organizing an event of this scale with such finesse shows the level of volunteering that is present in the project management community in India. My heartfelt thanks to all the volunteers for this stupendous exercise.

I'd like to congratulate all the award winners. I hope to see even more nominations for the conference in 2011.

The presence of our out-going CEO Gregory Balestrero during the conference encouraged us greatly. He has been a source of inspiration to many of us, and it was an honor and privilege to have hosted him in India.

The positive feedback that I have received on the conference from so many delegates has been highly encouraging. The wide variety of topics that the conference covered through keynote addresses and technical paper presentations made it a fulfilling experience for delegates. We witnessed the organized adrenaline rush during the unique 'drum circle' at the inaugural session. The large audience turned into a percussionists' band for the evening, creating waves and ripples with drum beats!

I thank all the speakers, sponsors, chapter presidents, particularly conference co-hosts Mumbai and Pune-Deccan Chapters, the organizing committee and PMI India staff for the great show.

The 2011 PMI India conference will be held in Bangalore and I invite you to check our website, pmi.org.in, for more details.

Wishing you and your family Merry Christmas and a fantastic New Year!

Best regards,

Raj Kalady
Managing Director, PMI India

(Please write to editor.manageindia@pmi-india.org with your feedback and articles.)

Letters from Chapter Presidents of Conference Co-Hosts

PMI Mumbai Chapter has been celebrating the International Project Management Day with a conference in November every year, and it had a vision to host a national conference in the city. With the backing of the chapter management and committed volunteers, we decided to make this vision a reality.

Managing a conference of this magnitude with volunteers is challenging and we decided to approach it in a structured manner – the way prescribed by *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. Half the battle was won with the selection of the Project Management Office head, who is qualified and highly experienced in event management.

A lot of time was devoted in fortnightly meetings to start with, and subsequently, weekly physical and teleconference meetings. Challenges included communicating and collaborating between various stakeholders—PMI India, Mumbai and Pune host chapters, Team India and core team members. Balancing views of various individuals and coming out with appropriate decisions in the interest of the conference were crucial to the success of the conference. All efforts were well-rewarded by the near perfect execution of the plans leading to a successful conference.

I would like to put on record the efforts put in by volunteers and appreciate their commitment towards the profession. I'm confident they will continue the good work. I'm sure that this conference has shared knowledge and wisdom in project management with attendees, and the project management community will be able to apply the knowledge for the betterment and growth of the nation.

Best regards,
Tejas Sura
President, PMI Mumbai Chapter

The PMI India Project Management Conference in Mumbai in November was attended by more than 750 professionals and has indeed been a great success. The presence of PMI CEO, Mr. Gregory Balestrero, was very encouraging for all the participants and volunteers.

Our country is at a high point of growth and the next few years will see India become a major economic and technology power. Growth comes with many challenges, and with good management one can ensure 'no surprises or fewer surprises'. The country needs real contributions from project management professionals for overall growth.

The theme for the conference was appropriate for the current situation in India. It addressed many issues concerning the transformation of mindsets and preparing professionals to understand and improve competencies. I'm sure the participants have benefited immensely from the discussions. Experts from a wide variety of industries shared their view points. The conference also addressed a range of subjects like personal development, organizational development, and social awareness. The conference also generated awareness among professionals regarding social commitment and relevance of project management for a better India.

I have personal feedback from many participants who have enjoyed and benefited from the proceedings. They have especially appreciated the innovative topics and methods of presentation used by many speakers. The response has been truly overwhelming. We're also grateful to the volunteers who made this a success.

I'm sure that the next year more professionals from India and other

countries will participate and ensure similar success in the coming year.

Girish Kelkar
Chair, PMI India Project Management Conference 2010
President, PMI Pune Deccan India Chapter

ARTICLE OF THE MONTH

If you have a flair for writing and a desire to share your ideas with the project management community, here is an opportunity. E-mail us your article and our editorial team will select the best article among the entries for publication in *Manage India*. Each issue of *Manage India* will carry a winning entry and the writer will earn Professional Development Units (PDUs).

Who is eligible for the contest?

- Chapter members
- PMI members
- PMI credential holders

What guidelines should you follow?

- The article should be relevant to project management.
- The article should be an original piece of writing.
- If the writer uses information already published, he/she should give such references.
- An article will be rated on its topicality, high interest/usefulness for the project management community, and writing style.
- It should not exceed 600 words.
- The last date for submission for the January issue is on/before 31 December 2010. For subsequent issues, the last date is the 15th of each month.
- The right for selection is the sole discretion of the editorial team.

Send us your article with your photograph to editor.manageindia@pmi-india.org

Why should you take part in the contest?

- Share your knowledge with the community
- Get visibility
- Earn PDUs

PMI
Project Management Institute

Raj Kalady giving a hand in the traditional lamp lighting ceremony that marks the beginning of the conference

Percussionists Rohan and Oscar drumming up some excitement in the audience at the inaugural session ▼

Knowledge Conclave: A Coming Together of Ideas

Inspiring, thought-provoking presentations drive one message: project managers can lead transformation

India is a country with phenomenal potential, a strong economy, a huge talent pool, and a can-do spirit. The journey so far has been slow and steady but to win the race, India has to quicken its pace. Speakers at the PMI India Project Management Conference in Mumbai delved into the country's need to transform to triumph. The conference theme, Leveraging project management for excellence, growth and transformation, formed the backdrop for discussions on how project management could provide India the answers.

Over 700 delegates attended the second, annual conference by PMI India on 19-21 November. The conference had over 40 speakers, a CXO panel discussion, four parallel tracks of technical paper presentations over two days, and an award presentation ceremony. This year PMI received 33 percent more submissions for technical papers than last year. Engineers India Limited (EIL) received

the PMI India Best Project of the Year Award 2010 for the Bina Refinery project for Bharat Petroleum Corporation Limited in Madhya Pradesh. Synergy Telecommunications won the runner-up award for its turnkey rollout of telecom cell sites project. The PMI India Award for Contribution to Community went to the International Centre for Entrepreneurship and Career Development for a widow rehabilitation project in Gujarat. The runner-up was Helptolive for Saivite School, a project for socially disadvantaged children. HSBC won the Jury's Award for its 'Collections transformation project'.

The inaugural session also saw the release of the PMI-FICCI report on 'Project management in India: insights from six key sectors'.

The significance of project management for organizations in India is higher now than ever before. Mr. Girish

PMI India volunteers managing the registration counters at the conference venue

Kelkar, president, PMI Pune-Deccan Chapter said in his welcome address, "We've seen some growth and now we need transformation. All of us as project managers need to contribute to the country's growth and development. When I take a flight to Mumbai, I'm sure there are no surprises in store and that I will land in Mumbai. Similarly, we as project managers are in the cockpit and must ensure that our projects safe-land."

Mr. Gregory Balestrero, CEO Emeritus, PMI reinforced the need for ordinary people to rise to the occasion, and confront and alleviate the pains that the world faces today. He made an inspiring presentation on how sustainable projects around the world bring hope for a cleaner and safer tomorrow. He said there were hope stories all around us—whether it's the rescue operation of Chilean miners, cleaning the oil spill in the Gulf of Mexico, or the local community in Rajasthan urging Coca Cola to reduce the amount of water they use in making Coke. "These are ordinary people like us performing extraordinary tasks; they give us hope. India has a promising future. India has brought more people out of poverty than any other country. Project managers can contribute (to the growth story) by delivering projects on time, within budget, within the scope," he said.

The other speakers at the inaugural session included chief guest K. Venkataramanan, president-Engineering and Construction Projects, and whole-time director, Larsen & Toubro Ltd.; Vijay Prasad, member, Board of Directors, PMI; Sanjay Manchanda, director, Microsoft-Business Division, India; and Tejas Sura, conference vice-chair and president, PMI Mumbai Chapter.

The conference was organized by volunteers from PMI chapters, with assistance from the conference committee. The committee comprised presidents of the seven PMI chapters, V.Srinivasa Rao, chair, PMI Team India and Raj Kalady, managing director, PMI India. There were seven teams of volunteers that worked with the conference Project Management Office team.

The conference was co-hosted by PMI Mumbai Chapter and PMI Pune-Deccan Chapter. The event was sponsored by Microsoft (Platinum Sponsor), Oracle Primavera (Gold Sponsor), Sabcons, and ESI. *Business India* and CNBC-TV 18 were the media partners.

Safety, Knowledge Management the Key to Success

K. VENKATARAMANAN
President, Engineering & Construction Projects and Whole-time Director, Larsen & Toubro Ltd.

Organizations in today's environment need to create value beyond the usual cost, time and quality management. The pressure is now on the leadership of Indian companies as they brace for stiff competition from global companies. Mr. K. Venkataramanan outlined the challenges that lie ahead for organizations and ways to mitigate risks in his presentation, 'Sustainable value creation through project management excellence'.

"Companies today need to institutionalize project management by integrating it through the value chain—from licencees, external engineering, procurement and construction contractors and customers. Companies need to follow an integrated execution approach by creating standard operating procedures and templates across its divisions," Mr. Venkataramanan said. He believes enterprise-wide project management will be a reality only with the commitment of the management.

What should today's project environment consist of? "The project manager has to be financially savvy: cash flow is like oxygen for a project. Periodical risk assessment and management is a must. We have to harness the captive knowledge in organizations through knowledge management. One way is to initiate communities of practices. We need to inculcate a culture of safety. The approach should be from chairman down to the site level, and not the other way round. Safety practices will be a key differentiator for companies in the days ahead," he said.

Treat People as Individuals, not Human Resources

DEVDUTT PATTANAIK
Chief Belief Officer, Future Group

Is there any place for mythology in business? You may think not. But Mr. Devdutt Pattanaik would like you to believe it does. Discordant strains of thoughts find harmony half-way through a skillful story-telling session. After all, it's a story woven by the Chief Belief Officer!

Mr. Pattanaik drew analogies from Greek and Indian mythology to decode the Indian psyche. He argued through his presentation, 'East vs West', that even in the global village, there exist pockets of local cultures and influences.

Mr. Pattanaik said, "Organizations must look at people as individuals and not human resources. We all belong to a belief system that acts as an invisible cultural lever through our life. What we call a project today is what the Bible calls the Promised Land. It promises moving from an undesired state to a state of milk and honey. But how we propose to reach the Promised Land, or in other words, complete the project, depends a lot on our belief system."

The western world believes in one life, whereas in India death is a comma in the larger karmic cycle of life, death and rebirth. "They believe in one life, and they want to live it right. But if death is just a comma, what's the hurry? The project will happen…one day. In the west, there is a sense of climax; for us, it's all about eternity!" said Mr. Pattanaik. He traced the propensity of Indians to customize in the way they are brought up. "Indian food is known for customization. No Indian raga is sung or played the same way each time. Compare that with the west, where the table is laid out in a perfect structure and the food eaten in a particular sequence. Their music is orchestrated by a conductor in perfect harmony, where the notes follow a set pattern," he pointed out.

Belief systems cannot be wished away or prejudices taken away by a corporate agenda. "Culture is a local truth. We have to understand people's behavior and not treat all human beings as a single corporate entity of human resources," said Mr. Pattanaik.

Go Agile to Keep Customers Happy

JESSE FEWELL
Founder, PMI Agile Community of Practice

A light-hearted approach for some lightweight management thinking! Mr. Jesse Fewell knew that many in the audience were Agile skeptics. In 30 minutes, Mr. Fewell established a strong case for Agile in modern-day business, and explained how Indians would understand Agile like nobody else. Here is how:

He said the Agile methodology in project management attaches higher value to "people over processes, deliverables over documentation, collaboration over contracts, responding to change over performing to plan, value generators over management controls, and paid-to-do over trained-to-do". In the traditional approach, execution strictly follows the project plan but in Agile, there is a series of plan-release-iteration cycles. It means slicing a project in such a way that you deliver early and deliver often.

At a superficial level, the core principles that emerge from these values sometimes appear to be in conflict with the ideas outlined in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*. "The popular perception that there are process conflicts between Agile and the *PMBOK® Guide* is incorrect. Agile fits into the framework prescribed by the *PMBOK® Guide*. At a basic level, Agile says apply lessons learnt today rather than later. Agile does not ask you to throw away contracts and tools; it only says teams must collaborate to focus on the bottomline (rather than paperwork and tools alone) in order to keep customers happy. In fact, the *PMBOK® Guide*— Fourth Edition mentions 'iterative' 17 times!" said Mr. Fewell.

Agile helps empower teams, cut the wait time for customers, and inspect and adapt as you go. "If you have an idea, make an experiment, observe the results, and if you're satisfied, repeat the experiment. Agile is about process improvement, even if it means breaking the conventional rules of business. It is what we call *jugaad* in India! Tata Nano is an example of how the Tatas adapted the business plan to get a car for under Rs 1 lakh. The question to ask is: 'Am I a *jugaadi*?' If I am, I am following the Indian way of adapting to business needs and making my customer happy!" remarked Mr. Fewell.

Let's have an Execution Index for Companies

VIJAY PRASAD
Member, Board of Directors, PMI

Project management brings strategic value to organizations. Mr. Vijay Prasad, in his talk on 'Leveraging project management for excellence, growth and transformation,' said, "Execution is the key to success, and project management is the key to execution. Projects are the catalysts for the excellence, growth and transformation of an organization. What differentiates a successful company is its ability to implement strategic change."

Mr. Prasad quoted from a recent PMI survey which interviewed 600 executives on the skill-set of project managers. A majority of them said project execution is the most important skill that a project manager possesses, and the ability to implement strategic change is the most crucial capability of an organization. He also quoted a study by PricewaterhouseCoopers which found that 50 percent of projects fail because of the lack of project management or poor application of project management, and 80 percent of high performance projects have used a certified project manager.

"An effective project management ecosystem must institutionalize the following key elements: It must have a strong people focus that aims at creating qualities like competence and motivation. It must have processes like standards, methodologies and a Project Management Office. It must have tools and techniques. And it must have a promotional program through which the management champions project management through effective communication," explained Mr. Prasad. He called for an 'execution index' along with financial index to track the performance of companies.

Have a Big Idea? Announce it, Don't Put it in Your Drawer

SUNIL SINHA
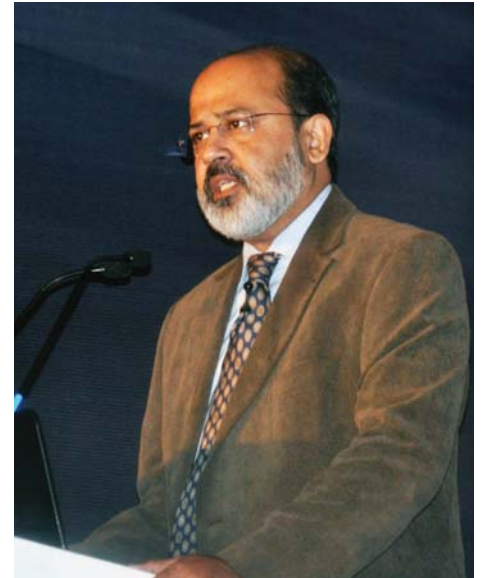CEO, Tata Quality Management Services

J.N. Tata wanted a cotton mill in Nagpur, much against the advice of experts who felt a cotton mill would not survive in a hot and dry place. Tata responded, "I'll import conducive weather (read humidifiers!)." A bold step, a great innovation. The Tata Group today is keeping the spirit of innovation alive across its various companies. Mr. Sunil Sinha is a promoter and custodian of many programs aimed at fostering a culture of innovation among its employees.

Speaking on 'The innovation equation at Tata', Mr. Sinha said, "We believe in promoting innovation in a holistic manner that covers products, business models and social applications. It is more important to have a culture for innovation rather than mere processes. We set up the Tata Group Innovation Forum to give our push for innovation a focused approach." Mr. Sinha and his team visited leading innovative companies around the world to understand their success stories. "A key learning was that what gets measured gets done," he said.

The company adopted a product called InnoMeter to gain insights into the level of innovativeness that existed in its culture and processes. It also adopted a product called InnoVista to invite innovative ideas. These innovative ideas set out to achieve something audacious and involved risk-taking. "We wanted to promote a culture of dare-to-try and encouraged people to share their failure stories with us. Mr. Ratan Tata awarded them for these failure stories that were great experiments," he said.

Mr. Sinha presented case studies of a few innovative products and services within the organization, the most well chronicled one among them being the Tata Nano story. "Mr. Tata says, take a big goal and make a public announcement. Innovation will happen. If you have a big idea and keep it in your drawer, it will not materialize," he added.

We Can Now Deliver More With Fewer Resources

V. SRINIVASA RAO
Chairman, PMI Team India
Vice-President & Global Head, Oracle Practice, Satyam

Technology (IT), the vehicle for computing power, has the capability to bring about transformation in the country," said Mr. V. Srinivasa Rao.

However, not all is well with the way society is harnessing IT. "The government and industry have been investing in large data centers. But it has come at a price. Carbon emissions at data centers are set to increase four-fold by 2020. Of the total electricity consumption in the world, 45 million servers account for 0.5 percent whereas data centers alone take up 25 percent. The amount of power consumed in data centers equals what 14 power plants generate. Commercially viable computing power is the need of the hour," said Mr. Rao.

Electricity was invented in 1878 but it took decades for electric power to get commercialized. The same cannot be allowed in the case of computing power. "We need to make computing power reach people fast. Information

Building a smart data centers calls for low energy consumption for high computing power, low carbon emissions, effective utilization of hardware, and low cost of application maintenance. In terms of cloud computing, compared to owning a private cloud, renting a public cloud is a commercially viable alternative today.

"Anytime-anywhere commercially viable computing power enables rapid economic growth by bridging the IT divide, creating new jobs and businesses, and providing opportunities to emerging economies. It enables better healthcare services and educational growth through interactive and collaborative learning. We can now deliver more with fewer resources," he explained.

Ethics Helps Distinguish the Profession

SAJI MADAPAT
Member, PMI Code Implementation Advisory Committee

Ethics forms the foundation of modern society and economy. Ethical conduct inspires trust, and that gets reflected in the way an organization grows or the economy develops. Mr. Saji Madapat, who serves on the ethics board of PMI, suggested that the erosion of ethics in modern society would have an impact on the credit-worthiness of the economy.

Outlining the working of the PMI Ethics Advisory Board Committee, Mr. Madapat said it facilitates implementation of the PMI Code of Ethics and Professional Conduct. Hearing or resolving complaints, or advising individuals on ethics do not come within the ambit of the committee. "Our focus on ethics helps us distinguish the project management profession. We have also established a common understanding of professional obligations for the sake of stakeholders, which has helped establish a trust relationship between practitioners and stakeholders," Mr. Madapat explained. The PMI Code of Ethics and Professional Conduct is based on four values—responsibility, respect, fairness, and honesty. The committee has derived a set of standards from these values. All PMI certified practitioners are expected to follow certain mandatory and aspirational behaviors that are, in turn, derived from these standards.

Create Knowledge Banks, Share Lessons Learnt

SANJAY MANCHANDA
Director, Microsoft Business Division, India

Getting the cost, time and scope right for a project sounds like an easy job to achieve, but not many seem to get it right. Mr. Sanjay Manchanda explored one more dimension that could hold the key to a project manager's common woes—collaboration. "Collaboration is emerging as a crucial element in managing projects efficiently. Organizations must invest effort in creating repositories of knowledge, and in applying lessons learnt that can be derived from this bank of knowledge to improve performance," he said. Projects suffer due to lack of resources and time.

Some projects succeed because of efficient execution and planning. "Mere process improvement will not help. Innovation is an effective trade-off between the three dimensions of cost, time and scope. In India, project managers face even more challenges on resources and time. They need to spend considerable time in planning and prioritizing to make good use of what is available to them," added Mr. Manchanda.

Move from Standalone to Enterprise Wide Project Management

GAURAV HAZRA
Country Manager, Primavera Global Business Unit

Enterprises today need to respond quickly to changing conditions, deal effectively with increased complexities in operations, and deliver the promised return on investment. Organizations are faced with newer challenges and need to adopt strategies, and techniques and tools that enable to make fast course correction and replicate success stories. Mr. Gaurav Hazra spoke about the need to implement project management in the entire organization, and not just in the Project Management Office. "There has been a strategic shift in the way organizations need to implement project management. They need to move from project management and project portfolio management to enterprise project portfolio management. It means taking a big step forward from standalone management of projects to enterprise wide management of projects," he explained. A strategic move towards enterprise project portfolio management translates to managing risks, improving efficiency, amplifying talent, and enhancing competitiveness.

Ordinary People: Extraordinary Creation

KALPESH BHATT
Akshardham project

It was a mega project that was completed within five years with minimal resources and no cost overruns. The success story of Akshardham, the 100-acre religious complex built with 300,000 hand-carved stones in New Delhi, is one of human commitment and grit.

Mr. Kalpesh Bhatt, a volunteer for the Akshardham project, saw how project management helped ordinary people create an extraordinary masterpiece. "Even ordinary people with limited resources and myriad problems can succeed," said Mr. Bhatt. In the case of Akshardham, funds and labor were the biggest constraints.

The team decided to do reverse planning. The project required 7,000 artisans while there were only 1,000. The team set up stone-carving institutes in 26 places across Rajasthan to train hundreds of artisans who were later used for the project. Mr. Bhatt spoke about following Kaizen methodologies to reduce wastage of raw material. The project was planned and managed with the help of volunteers, sadhus (holy men) and ordinary workers.

Interpersonal Skills Key to Resolving Conflicts

MONICA SEMENIUK, PMP
Semcon (Asia Pacific)

Ms. Monica Semeniuk spoke about project conflicts and successes, causes of conflicts, techniques to manage expectations, and how communication can be used to manage conflicts. She explained the co-relation between resolving conflicts and increasing project success, and how interpersonal skills and communication are the key to resolving conflicts.

"Be attentive, look beyond the surface and recognize the complexities of human behavior. Use your interpersonal skills to resolve conflicts, overcome resistance to change, build trust, and bring cultural relevance," she advised project managers.

She mentioned the following seven rules in managing projects: address conflicts early, uncover motivations, look for relationships between issues, involve senior management as a rescue squad or as preventive care, try to resolve issues amicably, use multiple routes and forms of communication, and stay calm and keep your head above water. And above all, preparation is important for achieving your goals and expectations.

Balance Routine With Innovation

PROF. S.D. KSHIRSAGAR
S.P. Jain Institute of Management

Prof. S.D. Kshirsagar spoke about managing innovations in project management. Project routines are repetitive, and embody previous experience, learnings, and tacit knowledge. While this is important as project experience can bring efficiency into new projects, innovation is a change in routines and a creative response to a challenge. He pointed out that mega projects with vast investments require innovative treatment.

"You need to balance routine and innovation. In any project, if there is more scope for innovation, it does not mean there is less scope for routine.

Emotional Intelligence: Leadership Skill

PHIL BRISTOL
Arbinger Institute, US

A project manager could have two kinds of competencies: technical competency and leadership competency. If you've mastered both, you're not just a manager but a leader. Mr. Phil Bristol spoke about the various attributes that go into converting a manager into a leader. For example, a manager uses authority or relies on controls to get results, whereas a leader influences, motivates, and inspires trust relationships which form the basis of the team's performance. Of the skills that a leader possesses, emotional intelligence is crucial. "As a project manager, it is crucial to know how to manage emotions of different people differently," said Mr. Bristol. He illustrated how the use of Neuro-Linguistic Programming; Dominance, Influencing, Steadiness, Compliance (DISC); and Arbinger frameworks can help leaders develop influence skills that they require to manage teams and projects better.

What Indian Project Managers Need to Know

PROF. PRADEEP PENDSE
Welingkar Institute of Management

The project leader is the CEO of the project who has to use his/her soft skills to perform in today's multi-cultural setting. Prof. Pradeep Pendse presented some of the findings from his doctoral study of 200 projects on project leadership in India. He mentioned the following as the most important leadership competencies: team management, influence/negotiation capability, customer satisfaction, domain knowledge, transparency, and ability to effect change. "Interestingly, Indian project managers rated themselves high on transparency but their counterparts in other countries felt they needed to improve on it. The study also showed that Indian project managers put process rigor, review skills, cultural sensitivity, and innovation low on priority," he explained.

Prof. Pendse, who had conducted self-assessment among 2,000 project leaders, said that they rated themselves high on traits like openness, ownership, and being proactive. However, they rated themselves low on traits like team leadership, the ability to influence and plan, solution orientation, vision, and emotional quotient.

A Little Conflict May be Good

SRINIVAS IYENGAR
Aegon Religare Life Insurance

Conflicts take place in projects, and according to Mr. Srinivas Iyengar, some amount of conflict is good for a project. Conflicts take place because of the organizational culture, putting too familiar or too diverse people together in a team, coercing teams into agreeing to project schedules and priorities, lack of communication, requirements not matching resources, lack of role clarity, and lack of in-depth knowledge at the leadership level. But what is most important is how the project manager addresses these pain points. Mr. Iyengar recommended a strong governance model, good listening skills, a thorough assessment of the conflict, transparency, documenting resolution of the conflict, and the right set of project tools to manage conflicts effectively.

Measure Training to Get Real Value

KEDAR KULKARNI
ESI

Corporations have been providing training to employees for years but it is only recently that they have started to pay attention to assessment of the impact of training. "Earlier, companies would conduct assessment of training internally. Now as they realize the importance of measuring the efficacy of training programs, they have started employing external agencies or consultants for this job," said Mr. Kedar Kulkarni. There are different elements in measuring training—assessing immediate reaction (feedback forms), learning, learning transfer, and results. It involves different stages, like assessing whether an employee requires training, by conducting pre-course preparations, learning at the training program, and reinforcing or validating the learning at work. He added that companies are today looking at a new paradigm in training. There is a shift from asking for mere Return on Investment to Value on Investment.

Creating Value Through Sustainable Policies

KAUSTUBH PHADKE AND CHINTAN RAJ
L&T

Large corporations like Larsen & Toubro (L&T) are today embedding sustainable practices in their core business operations or projects. Mr. Kaustubh Phadke and Mr. Chintan Raj, young project managers at L&T, outlined the company's environmental and health standards for all projects. At any given time, the infrastructure company has 250 to 300 projects on hand. The management felt the need to establish a set of guidelines to ensure that all projects fulfill certain environmental and health standards. "Being green and ethical is about building a company's reputation and creating shareholder value in the long run. L&T conducts risk assessment in terms of a project's impact on its immediate society, the environment, and cultural heritage. A project is then categorized according to the perceived risks and closely monitored against those risks. There is also a corporate audit service that reviews a project against health and environmental impact at the project site," they explained. Mr. Phadke and Mr. Raj also explained how the sustainability practices came into play in several key projects, both in India and abroad.

Technical Paper Presentations

The conference had 24 technical paper presentations on 20-21 November. We would like to acknowledge the following presenters for their technical papers:

A.J. GILBERT SILVIUS	LT. COL (RETD.) L. SHRI HARSHA	RUKMINI IYER
ANITA DHIR	NEELAM PANDEY	SANDEEP SHOUCHE
ASHISH SADEKAR	NILOOFER DARBARY	SATYAJEET PATTNAIK
DEEPALI GOYAL	PRADEEP TONPE	SHIVMANI TRIPATHI
DIVI KHANNA	PRAVEEN GUPTA	SUBRAMANYAM CHINTA
KARTHIKEYAN GOPALAN	RAJEEV ANDHARIA	SUNIL KUMAR SHARMA
KEDAR KULKARNI	RANJAN KOLTE	VIMAL KUMAR KHANNA
KRISHNA MOORTHY	RAJNEESH KUMAR SRIVASTAVA	VINEET MAHESHWARI
KRISHNAKUMAR KANIAPPAN, PMP	RATNESHWAR JHA	VINEET SHRIVASTAVA

India Infrastructure on Growth Trajectory: Unspoken Challenges and Emerging Opportunities

The panelists discuss India's infrastructure growth on Day 2 of the conference. Speakers are (from left) Kapur, Modi, Jain, Batra and Giri

Moderator:
Upendra Giri, chief executive officer, AstroWix Corporation
Panelists:
Pankaj Jain, IAS, additional secretary, Ministry of Statistics and Program Implementation, Government of India
Rohit Modi, deputy managing director, Gammon India
Gopal Kapur, founder and president, Center for Project Management
Raajeev Batra, executive director and head, Project Advisory Services, KPMG

Giri: Even as India marches ahead, there are a lot of gaps (between the current state and what it should be). Cost and time over-runs are a serious issue in infrastructure projects. We have with us today a panel of speakers who have a wealth of knowledge and experience, and will share with us some of their thoughts and ideas.

Jain: My ministry monitors central government projects that are Rs 150 crore and above, and presently of the 606 projects underway only 18 are on or before schedule. Most of the delays have been due to hurdles in land acquisition, environmental clearance, and forest/wildlife clearance. The loss due to project cost over-runs has been pegged at Rs 40,000 crore a year. But more stringent clearance, stricter monitoring of projects and the move to fix responsibility for delays have brought the cost over-run in central government public sector units down from 62 percent in 1991 to 20.7 percent in 2010. The loss to the economy due to time over-runs in projects is Rs. 88,000 crore a year. Here comes the importance of project management to control time and cost over-runs and make projects more successful.

Modi: How close are we to reality? Execution doesn't happen in boardrooms, but at project sites. Between 2000 and 2005, the government annual budget for highway projects was Rs 5000 crore. Now the government is spending Rs 1 lakh crore a year. This has created opportunities across the value chain. Today I consider 30 percent annual growth in my company low. To tap into the opportunities, companies should shift the focus from reducing attrition to increasing employee engagement, and thereby increasing productivity. Companies should communicate, listen and reach out to its employees. The motto should be to provoke thought and inspire action. We need human genius as much as we need technology. I believe in 9 Ps for project success: pride & passion, perseverance, patience, planning, preparedness, pragmatism, profits, principles and prayers.

Kapur: When we get low returns on a project, why don't we cancel the project? The idea is to not repeat mistakes, catch the mistakes early and prevent failure. At Harvard, we did a study on 'no failure' professions, where failure is absolutely unacceptable. These professions were identified as those of a combat pilot, civil pilot, anesthetist, restaurateur and magician. The elements that are high in professionals in these 'no failure' jobs are a process-oriented approach, passion for the job, techniques, tools and a strong instinct. Equally important is discipline. Do good things when nobody is watching!

Batra: India's infrastructure story is at its pinnacle now and will help in further economic growth. More than one percent of the GDP is getting lost due to lack of infrastructure. India still lives in a village. There are large gaps in the current and desired state in rural infrastructure. There has been progress, for example in electricity generation, the growth has been 60-65 percent of late. Project progress dropped in 2008-2009. But the biggest constraint is talent management. 60-70 percent of projects are slipping. We need a good risk management and quality project monitoring and reporting which will lead to successful project management.

(This is an excerpt of the panel discussion highlighting some of the key points discussed.)

And the Award Goes to...

PMI India Awards are a means to recognize, honor, and publicize excellence in project management in organizations in India. The awards, presented at the inaugural ceremony on 19 November, are as follows:

PMI India Best Project of the Year Award:
Engineers India Limited (EIL) won the award for the Bina Refinery Project for Bharat Petroleum Corporation Limited in Madhya Pradesh. The runner up was Synergy Telecommunications for its turnkey rollout of telecom cell sites projects.

▶ *Engineers India Limited officials receiving the PMI India Best Project of the Year Award from Mr. K. Venkataramanan (second from right). Mr Raj Kalady is at the extreme right.*

Speaking to *Manage India* after receiving the Best Project of the Year Award, Mr. R.K. Grover, director (projects), EIL, said, "We have been able to achieve successful execution in our projects with no significant cost- and time-overrun. This has been possible because we have institutionalized project management in our organization. Our systems and procedures are well-defined. There are strong interfaces between groups across the enterprise so that information flows smoothly. We have implemented project management seamlessly to manage over 1,000 suppliers and contractors who work with us."

PMI India Award for Contribution to Community:
International Centre for Entrepreneurship and Career Development (ICECD) won the award for a widow rehabilitation project in Gujarat. The runner up was Helptolive for Saivite School, a project for socially disadvantaged children.

▶ *The team from ICECD receives the PMI India Award for Contribution to Community from Mr. Gregory Balestrero (extreme left).*

An elated Hinaa Shah, director, ICECD said the credit for the success of the widow rehabilitation project goes largely to project management. "Project management is not well developed among non-governmental organizations. The greatest challenge for us has been in getting volunteers. People these days are interested in pursuing professional courses and do not come forward for voluntary work. We'll nevertheless continue to work towards helping women in our society attain financial independence," she said. The project has provided entrepreneurial skills to over 45,000 women in the country.

PMI India Jury Awards:
HSBC for its 'Collections transformation project'

▶ *The HSBC team receives the PMI India Jury Award from Mr. Vijay Prasad (extreme left).*

The HSBC team that received the Jury Award said the biggest challenge for implementing the project was the nature of the team. "We have teams in different parts of the world. The winning element in our project was our ability to bring out the strengths of these teams and deploy them effectively. With project management, we were ahead of the targets by 40 percent," said one of the team members.

Volunteers Perfect the Balancing Act

The PMI volunteers and officials that put the entire event together

An interview with the Conference PMO Team on what went behind the scenes

What were the biggest challenges in putting the conference together?

The conference needed continuous involvement and coordination among many stakeholders, like PMI Organization Centre, the PMI chapters and volunteers. The key was to keep the stakeholders updated on the status of the various aspects and making the most of the support they provided.

Organizing a conference of this scale with volunteers (essentially selected without a formal interview process) who have other work priorities was a major challenge. Volunteers had to do a balancing act between conference activities, and professional and personal commitments. Raising funds for the conference through sponsorship and member acquisition in tough economic times and executing the conference within the available budget was another challenge.

How did you overcome those challenges?

PMI Organization Centre, PMI Mumbai Chapter and PMI Pune-Deccan India Chapter accepted this challenge as an opportunity to extend PMI's mission and applied all of their resources, volunteers and experience to make the conference successful. The funding and coordination with some external vendors was taken up by PMI Organization Centre.

The core team embarked on the journey with a lot of groundwork, assimilating lessons learnt from last year's conference teams, planning and visualizing each activity. We selected active chapter volunteers, besides student volunteers from Narsee Monjee Institute of Management Studies to help during the event. We conducted weekly telephonic conference calls with the conference committee, team leads and key members from last year's conference to keep the updates flowing.

Why did you have a much smaller team as compared to last year?

An event of this scale can be executed successfully only with passionate volunteers. The size of the team did not matter; the focus was on getting the

right number based upon the total span of activities to be carried out. The core team had 4-5 members, who in turn had a team of volunteers. This made the coordination easy.

The Project Management Book of Knowledge (PMBOK) Guide—Fourth Edition states two important rules for project managers. All projects are progressively elaborated throughout the project lifecycle, and the total number of potential communication channels is n(n-1)/2 where 'n' represents the number of stakeholders. Hence, a team of 50 would mean 1,225 communication channels. Hence, the model adopted in this conference was to have a core PMO team with track leaders and those track leads worked with other volunteers and PMI chapters to complete the activities related with their respective tracks. The numbers were based on the estimates of the core members. Also we added members gradually at every phase, and the same members were used for multiple activities.

What were the milestones and were there any delays?
Each track had a set of major and minor milestones. The key activity milestones were selection and closing of venue and dates, technical papers, award, registrations, and gathering sponsors. Each of these had several minor milestones.

As a part of risk management, mitigation and contingency plans were in place with buffers and backups for each aspect. For example, in spite of marketing the conference through mailers, hoardings and SMS campaigns, the number of registrations was low. Then we started a phone campaign wherein each team member spoke to his/her contacts to generate registrations. This gave the required boost to registrations. Constant review of milestones achieved by the Project Management Office (PMO) team was a great help.

What were the predictable and unpredictable changes you encountered?
The only predictable element was the conference theme and venue. Even the date of the conference was advanced by a week. Most of the people involved were not employed with the organizing committee, thus the actual control was limited. This meant continuous monitoring and follow-up with external agencies.

We employed the technique, 'Influencing without authority', where the organizing committee worked with several external stakeholders for their support for the conference. Strong and unambiguous policies (e.g. speaker selection policy, offline and group registration policy) also helped mitigate risks/unpredictable changes. Besides, the team had chalked out a Plan B for each of the activities planned.

AMITANAND D'SILVA, head, PMO

"A PMP who does not tap into the knowledge of the *PMBOK Guide* is like a bird who does not want to learn how to fly. Looking back, I think the 600+ project managers relished the experience and the knowledge shared. A small thought brings a smile—we did it!"

RAJESH RUPANI, head, Technical Papers and member, PMO

"Experience is the best teacher and that was exemplified by the learning that each volunteer would have garnered. The bonds of friendship that were built during the conference would pave the way for never-ending relationships and memories. This wouldn't have been possible without the unconditional support extended by my family members and colleagues at office."

RAHUL SUDAME, lead, Pre-Conference Events and member, PMO

"Being a part of the PMO was a fulfilling experience. I feel proud that I was associated with this mega conference and I learned many things which I can apply in my professional life as well as in my chapter activities. The conference provided a great opportunity to interact with and learn from industry leaders."

ANJANA RAO, Lead Venue

"A can-do attitude and excellent synergy within the core team was the mantra. It has been a fantastic experience. Many more members should come forward and participate in it to make it a grander event in the future."

Mr. K. Venkataramanan (second from right) presenting the Best Project of the Year in the runner-up category to Synergy Telecommunications.

Mr. Gregory Balestrero (second from right) presenting the Best Contribution to Community Award in the runner-up category to the Helptolive team.

Mr. Jesse Fewell (left) presenting the prize to the contest winner.

President, Bangalore chapter, Mr. PS Ravindranath (right) receives the baton for the PMI India Project Management Conference 2011 from Mr. Raj Kalady

TAKASHI NOGAMI
Mumbai branch manager
NTT Communications India

"I'm the first PMP member from Japan in Mumbai, and I've learnt a lot about project management at the conference. I was interested in knowing about Indian projects and the role of government. Japan and India have similar issues and I was keen on understanding how Indian project managers resolve project-related problems."

SWATI BAPAT
ITIL Manager
Samvardhan Management
Consulting

"I really enjoyed the networking opportunities. Some of the speakers were really good. The way the keynote speakers connected with the audience was amazing. This was also a good platform for me to collaborate with peers. Moreover, this was a good way to learn new aspects of this business. Some of the sessions have added value that I can apply in my life and work."

BRENDA ARRINGTON
vice-president and director
Africa Education Programs, Washington D.C

"The organizers had done a very good job by putting up some really good presentations by exceptional speakers whose sessions were based on real experiences. The conference provided the platform for resolving any obstacles in a project at work or life otherwise. It also provided a forum for new project managers to understand different aspects of project management. I wanted to gather information on setting up a program manager's office and I found the session by Nilofer Darabary very informative."

RAJEEV SINGHAL
deputy general manager
Oil and Natural Gas
Commission (ONGC)

"The sessions were highly informative. We gathered a lot from the experiences of the speakers and the case studies they highlighted. It was inspiring to hear about ways to develop individual personalities, and how that could help in project execution. The session on how L&T plans and executes its projects was insightful since ONGC is an L&T client."

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