Project Management Institute Bangalore India

PM Essence

August 2021
Volume - 9 - Issue 5



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PM Essence

"The mission of PM Essence is to facilitate the exchange of information among professionals in the field of project and program management, provide them with practical tools and techniques, and serve as a forum for discussion of emerging trends and issues in project management. PM Essence is YOUR Newsletter and the Bangalore Chapter welcomes story ideas and/or suggestions to make it better. More information can be found on the Chapter's website".

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"Harmonious is the blend of Architecture and Nature"
Photo shot at : Pattadakal, Bagalkot District, Karnataka, India
Photo Shot by – Suhas K C
Collected by Chankit Jain

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Editor's Note

Dear Readers,

"When there is harmony between the mind and heart and resolution then nothing is impossible" ~Rig Veda

The word 'Harmony' rings a bell to my Project Manager persona. This is what as project managers we always try to achieve between teams, between Project goals and resources, and between the famous triple constraints.

In this pandemic time, every professional deserves accolades for trying to create a harmonious symphony between work, health, up-skilling, family, and personal well-being.

This month's 'PM capture section' contributed by Suhas KC shows a harmonious blend of color and architecture that nature is crafting.

Our first Guest article is from a Project Manager who is sharing her journey of completing PMP certification with a harmonious balance of work, family, and study schedule. Our fellow readers can take some very useful inputs to plan their PMP certification from this article.

The next Guest article is from a seasoned Project Manager, sharing his experience and learning on a difficult and time-consuming process - "Estimation". In his article, he is sharing a simple seven-step Estimation process that can be utilized in Projects from various industries by minor tweaks and changes.

The next article is an excerpt from July's E&C PM Footprint session. It summarizes the insights on Program management, Practices, Challenges, and Trends in Aerospace Industry shared by our Guest Speaker Mr. Hardik Someshwar. The Aerospace Industry is quite unique for its complexity, safety, globalization, technology, and this article will give you a quick snapshot of Program management in Aerospace.

Rest are the regular popular sections - PM cartoon, PM Quiz, Chapter news, and Member benefits.

A great amount of learning comes from reading and listening to inspiring colleagues. PM Essence is thankful to numerous guest speakers and writers who share their learning and experiences. PM-Essence editorial board knits articles, excerpts from various sessions along with our regular monthly sections for our readers.

I am thankful to our readers for sharing their precious time with the PM Essence team by reading this newsletter and providing their feedback.

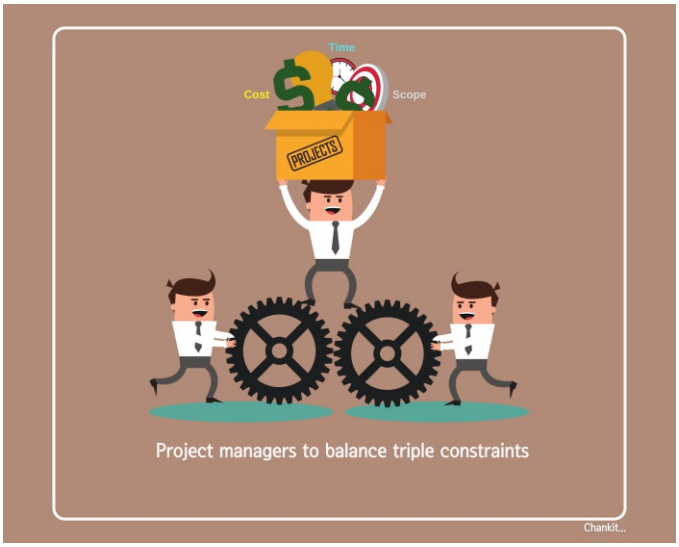
Kindest Regards,

Team Essence

Editorial Content Credit : Roona Shree

For feedback - avpmarcom@pmibangalore.org

PM Cartoon





Hands-on Stakeholder Management for PMP Exam

Indupriya Sasidharan

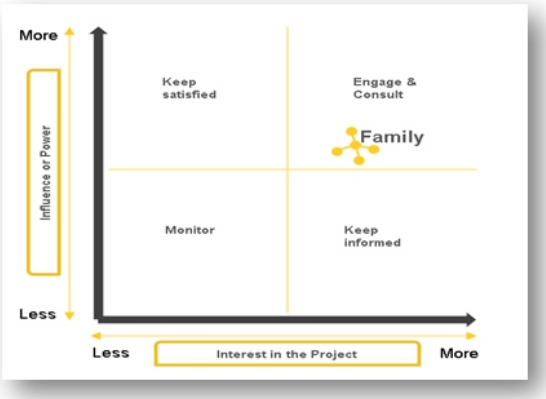
PM Guest Article

As I prepared for my PMP exam last year, little did I know that Stakeholder Management was something I was constantly working on and gaining experience.

For which Project you ask?

The project was the PMI PMP exam itself and one important stakeholder was "Family".

I knew at the start that if I need to achieve this, the "High Power, High Interest" stakeholders need to be onboard with the plan.



For a working mother of a 5 year old, whose support system includes an equally busy IT Professional spouse, parents and in-laws, it was important that these stakeholders know & understand the Project well in advance. The communication had to be adjusted as per age and knowledge. The ultimate deliverable was communicated to all and no negotiations were accepted. However, I did inform them that in uncalled for situations, the timeline can be adjusted but that would impact the budget heavily.

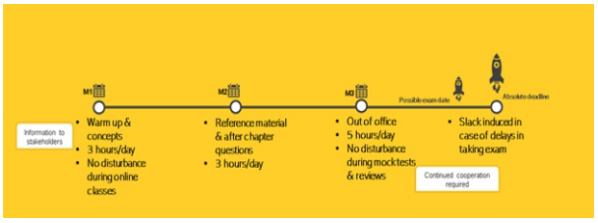
Inputs: Verbal Agreements, Project Documents, Enterprise environmental factors like no domestic help during lockdown times.

Tools & Techniques: Expert Judgement & meetings across the dining table

Outputs: Stakeholder register with encouraging & confidence building statements & Change Requests by 5-year-old

Plan Stakeholder Management:

The output of this exercise was a detailed plan for 3 months which was prepared based on inputs from external stakeholders like colleagues & friends. This was communicated to the family:



A couple of days before the exam, stakeholders needed to be aware that I will not even converse, so that I get into the zone and full cooperation is expected.

Manage & Control Stakeholder Engagement:

A comprehensive list of changes made to the plan was shared with these stakeholders regularly. Due to work related requirements, the plan had to be shifted to the right. It was important to get a sign off from the stakeholders for continued support.

Issue Log: Delay in final deliverable due to work related commitments.

Risk log: Delay in final deliverable would impact "Festival Season" (starting August every year).

Mitigation: Re-prioritize & focus on deliverable

After putting in a tight schedule, slipping from it slightly which impacted the budget, constant re-prioritizing and with 100% cooperation from my key stakeholders, the project was completed on 27th August 2020 – Indupriya Sasidharan, PMI PMP Certified !!

Indupriya Sasidharan

Indupriya Sasidharan is PMP certified Project Manager with 13 plus years of experience. She is a strong believer in the quote " words have power" and is passionate about writing & public speaking.

Guest Article



Estimation – 7 step process

N Raghavendra Prasad

"Give me your accurate estimate" is one of the common oxymorons (conjunction of contradictory terms) heard in the industry. Estimation is an important subject in both waterfall and agile forms of PM methodology.

Estimating stories is the most difficult and time-consuming process for the team. This should be done with participation from the entire team and be detailed enough to avoid rework in the end. It is hard since there will be unknowns at the start and it is difficult to comprehend the project in one go. Moreover, estimates become commits that are binding on the team to deliver. Time taken to understand requirements, conceptualize the design, write the code, unit testing, refactoring, integrated end-to-end testing, build and deploy are some of the common themes to consider when estimating software projects.

The estimation process which I am proposing here is 7 step process to estimate features or stories for any agile method of project implementation.

7 step process is summarized below



1. Identify the requirements - Normally requirements or scope can be categorized as initiative, epics, features, themes, stories, or deliverables.

One or more of the above can be used for the estimation process depending on the project requirements and future tracking and monitoring.

2. Size each item

a. Planning poker or Fibonacci series- The scrum master distributes set of cards (containing high and low estimate numbers based on Fibonacci series) to team members and for each story, requests to show card estimate. Ensure the discussion and consensus is reached in the team on the final number. Repeat this for every story for the release.

b. Affinity estimates or T-shirt sizing - This is basically sizing every story on size – Small, Medium, and Large, the team can use more options like

Extra-large, Extra small, etc., discussion and consensus is required to finalize the size estimate.

3. Assign the owner – Each feature or deliverable should be assigned an owner who will execute and complete the task. The team members and their availability for the time the estimation is carried out is a useful reference here. The skill sets, experience, and domain expertise of each team member are important items to consider.

4. Schedule/Sequence – Once we have the owner assigned to each feature then the next thing to do is to sequence the deliverables. Commonly called release planning in Scrum methodology or Project schedule chart aka GANTT chart in waterfall projects. This will identify/incorporate the bottlenecks, critical path, and constraints.

5. Capacity planning - This step is to ensure that the capacity constraints of the team is addressed and the allocation of resources as per schedule is determined. This will also result in 2 scenarios

a. Team can deliver all features required by the customer for the release - Ideal scenario

b. If the capacity of the team is short, then a decision is either to reduce scope or increase resources that need to be taken. Re assignment of resources or scope adjustment will lead to a reworked schedule.

Continued on Page 6 ...

N Raghavendra Prasad

Raghavendra Prasad is PMP & ACP certified project manager with 30 plus years' industry experience. He has experience in implementing Supply chain solutions, SAP implementations & Project management. Reading books, cricket and solving puzzles are his hobbies. He can be contacted at prasad_rags@hotmail.com

E&C PM Footprints

Aerospace Program Management Practices, Challenges and Trends

Nikita Pareek

PM Guest Article

This article is an excerpt from the 66th E&C PM Footprint session that was held on 10th July morning.

Our Guest Speaker was Mr. Hardik Someshwar. He shared insights on Program Management, Practices, challenges, and trends from his rich experience in the aviation industry.

Brief Overview of Collins Aerospace: Collins Aerospace, a Raytheon Technologies subsidiary, is one of the world's largest suppliers of aerospace and defense products, headquartered in Charlotte, North Carolina, United States. Speaker shared the journey of Collins in India. It started in 1997 when BFGoodrich Evacuation systems repair began, In 2014 the first airworthiness certified product was shipped and there was a move towards complete product ownership. From 2019 till now new sites are being opened. Roughly 4500 employees in the Bengaluru campus spread across engineering and operations functions.

Aerospace Industry uniqueness: Aerospace is one of the largest industries in the world. Its uniqueness can be highlighted through themes like Time to Market, globalization, complexity, safety, budget/cost, and technology. Quick Poll from the audience reiterated how safety is of utmost importance and of special focus for this industry.

Time to Market: It is a long cycle business, the product life cycle runs into multiple years. Challenge is in utilizing lean product development to shorten this cycle.

Globalization: In the supply chain context, aerospace involves worldwide partners. It is truly a global industry. Challenge is managing various cultures, regulations while ensuring IP protection. Collaboration is key to success in this context.

Technology: Technological advancement is pushing the boundaries. Startups with new technologies are disrupting this industry for example a German company offering flying taxis, Or with the arrival of supersonic aircrafts flying time is getting compressed. However, each technology has to go through the required testing levels and standards.

Safety: Speaker shared an interesting statistic on how flying is even safer than driving where 1 in 188364 is likely to die from an air crash as opposed to 1 in a car crash. There is a continuous and constant focus on safety in this industry.

Budget/ Cost: Capital Intensive programs are involved in this industry for e.g. it took 32 bn dollars to build the Boeing 787. On the expenses front, about 32% share is of Fuel followed by operations and maintenance.

Program Management:

Program Manager in this industry works with all functions to deliver value. Program managers are Value stream leaders with P&L accountability. The first job a program manager does is strategic planning i.e. what should we be doing in the next 5 years. The program manager is responsible for the entire gated development process starting from the bidding proposal. Field issues are also handled by the program manager. The Program Manager holds End-to-end accountability with comprehensive planning due to the amount of complexity involved. While Risk and opportunity management is integral to all program management processes, For aerospace unique is its sheer focus on standards and compliance with quality. In addition to program management skills, aerospace domain knowledge and experience in various roles are desirable.

Program Management Challenges/Trends:

Mergers & acquisitions:

This industry had M&As worth 107bn$ in 2019. There are product, capability, market, geographic expansions happening. Thus Integration management is a challenge. Collaboration with startups has to be managed efficiently as new players are coming into the market. Program Management has Lot of system-level responsibilities.

Talent Management:

This industry has a significantly aging workforce. In many cases, aerospace is not the first choice for new employees and the challenge is to attract new talent.

Continued on Page 6 ...

Mr. Hardik Someshwar is a Senior Manager Projects at Collins Aerospace. He has about two decades of experience in Project, Supply Chain, Quality, and entrepreneurship with International Clientele and Fortune 500 Companies in the Aerospace and Automotive Industries.

Chapter News

Arun Malavalli

The Chapter conducted below events successfully

PM Footprints Webinar: Chapter **conducted PM Footprints webinar on 10th July 2021. Topic was "Mental Models for Effective Project and Stakeholder Management". Speaker was Mr. Sanjeev Khosla. The event was well received with over 100 participants attending.**

E&C PM Footprints Webinar: Chapter conducted E&C PM Footprints webinar on 10th July 2021. Topic was "Aerospace program management practices, challenges and trends". Speaker was Mr. Hardik Someshvar. The event was well received with over 100 participants attending.

PM Open Space : PM Open Space was held on 23rd July 2021. Topic was "Are we ready for Artificial Intelligence?". Speaker was Mr. Fabio Moioli from Microsoft Italy. The event was well attended with over 300 participants attending.

PMP QUEST: PMP Quest was successfully conducted on 17th, 18th, 24th & 25th July 2021.

Aerospace Program Management Practices ... continued from Page 5

Pandemic:

Defense, however, has been a steady market However on the Commercial side it is evident that there has been a significant drop in passenger traffic due to the pandemic. Managing Cash Flow, margin, etc. is quite challenging, however, it is a resilient industry. Through Rightsizing, it is trying to position itself for long-term growth.

Lean Product Development System:

Due to the complex nature of the programs Hybrid Agile Models are being adopted, Scaled Agile is also being applied largely. There is also extensive adoption of six sigma for superior predictable quality.

Mobility disruption:

Lots of startups are disrupting the industry. E.g. in urban air mobility Uber has become a competitor through its air taxis.

Portfolio rebalancing:

In order to keep up with leaner agile startups, Large programs may give way to smaller programs. There is also a shift in sales contribution, with an increased share for the defense segment.

Digital Thread:

Just like other industries, Digital technologies are disrupting this industry in areas like additive mfg. Advanced robots, industry internet, simulations, cloud and cybersecurity, big data and analytics, AE/VR , horizontal and vertical integrations. Element of industry 4.0.- e.g.how to identify maintenance issues in advance . Robots are coming but as compared to the automotive industry volumes are small. E.g. cloud journey recently started due to slowness in ensuring safety concerns like data security.

Office of future:

As applicable for all companies, remote working is being adopted. However, due to specific constraints, a hybrid model would be the way to go for aerospace. There are attempts to reduce the physical office footprint though

The entire focus of program management is to ensure the customer experience. E.g. SouthwestAmazon thrived due to their constant focus on superior customer experience.

Estimation – 7 step process ... continued from Page 4

6. Identify Risk and dependency – This is the key step to close out any ambiguities in the plan, so the risks are well mitigated, and enough time is included for the dependencies to be completed.

7. Finalize plan – This plan is to be reviewed with the team and all the relevant stakeholders to get agreement and concurrence. A vote of confidence is a common method to get agreement.

Estimation and Planning is not rocket science but Plan well done helps the team to deliver quality and on-time service to customers.

The steps which are highlighted above are not standard frameworks or recommendations. It is purely based on my experience and standard agile and scrum concepts have been kept as the guiding principle. With minor tweaks and changes, you can tune this to suit your project and industry. Further, this does not need any tools except Microsoft EXCEL.

"PLANS ARE NOTHING, PLANNING IS EVERYTHING" - D Eisenhower

PM Member's Corner

We welcome all new members and thank members who have renewed their membership in July 2021.

Members completing their Anniversaries in July 2021

There are a total of ..... chapter members who have completed their anniversaries in July 2021. We from the chapter would like to thank them all for being with us through thick and thin and support us for these long years. Some of the notable long terms (10 years and above) are given below.

18 Years (Since June 2003)

- Mr.

For any queries or suggestions, please write to **Balakumar Chinnaiyan,** VP Membership, PMI Bangalore India Chapter at **membership@pmibangalorechapter.org**

PM Quiz

Questions:

1. _____Agile shows you how to effectively combine strategies from Scrum, Kanban, SAFe®, and many other approaches in a tailorable and scalable manner.
2. The Disciplined Agile (DA) mindset is captured in the form of _____, _____ and _____
3. _____ project lifecycles are characterized by an emphasis on specifications of requirements and detailed planning during the beginning phases of a project
4. _____ lifecycles for projects are characterised by progressive elaboration of requirements based on short iterative planning and execution cycles
5. Adaptive Projects are often decomposed into sequence of phases called _____

Answers:

1. Disciplined 2. Principles, Promises, Guidelines
3. Predictive 4. HighlyAdaptive/Agile
5. Iterations

Compiled by Nikita Pareek

Member Benefits:

PMI membership includes many free resources that can help you power your career and earn valuable PDUs.

- 1000+ tools, templates and webinars
- 4 virtual events each year
- Discounts up to 30% off live events, online courses and popular books in the PMI Store
- Networking with project managers around the world

Plus, PMI membership includes free access to these digital publications:

- PMBOK® Guide (available in 12 languages)
- 19 digital editions of the PMI Standards
- 57 digital editions of PMI-published books

Happy Learning and earning PDUs!!! Feel free to revert for any further clarifications.

https://www.pmi.org/membership

CHAPTER EVENTS

PMP QUEST
PMI BANGALORE CHAPTER

Important Online PMP QUEST Training Dates :
21st, 22nd, 28th & 29th August 2021

August
E & C PM Footprints Webinar
SAT 14

August
PM Footprints Webinar
SAT 14

ValueWorks; mail@valueworks.co.in