Project Management Institute Bangalore India

PM Essence

December 2021 Edition | Volume 9; Issue 9



PM Capture December 2021

"Pessimism is like an iceberg which melts down to the warmth of optimism"

Photo Shot at: Guraletschsee, Vals, Switzerland
Photo Shot by – Stephanie, Frey , Switzerland

Editor's Note – December 2021

Dear Readers,

Welcome to our December Edition of the PMI Bangalore Chapter Essence Newsletter. We have made it through last two of the strangest years in recent memory and look forward to a healthier happier 2022.

Hope you are all staying well and keeping safe.

In this month's newsletter we have an excellent article about the Pragmatic Governance in Agile Projects. It is very important to understand that the governance is meant to improve people's participation and not to create silos of responsibilities and accountabilities.

We have another article about Time. This article attempts to address the challenges one facing to manage time in this era of continuous distractions and interruptions. It is critical to spend most of the time on focus for Important, but not urgent category of tasks.

The world is your playground, if you are very good at what you do it doesn't matter if you are in Bangalore or any other place, what you need is Perseverance and Focus.

As usual, we are sure you will enjoy the regular features of the newsletter viz., PM Capture, PM Cartoon, PM Quiz along with our Chapter news and Membership corner

Thank you for your continued readership and looking forward to presenting you with more such insightful content.

Stay safe as we gear up for the winter months. Happy Holidays everyone! We look forward to reconnecting in 2022!

Kindest Regards,
Team Essence

Editorial Content Credit: Chankit Jain
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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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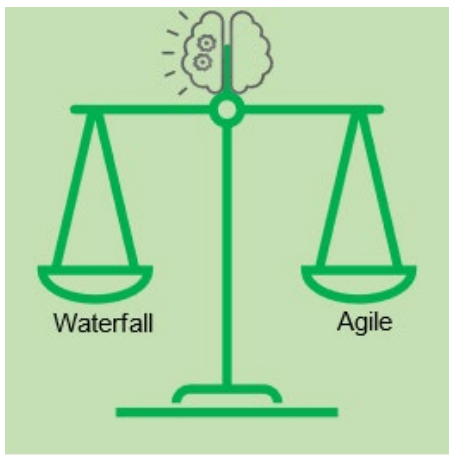
Pragmatic Governance in Agile Projects

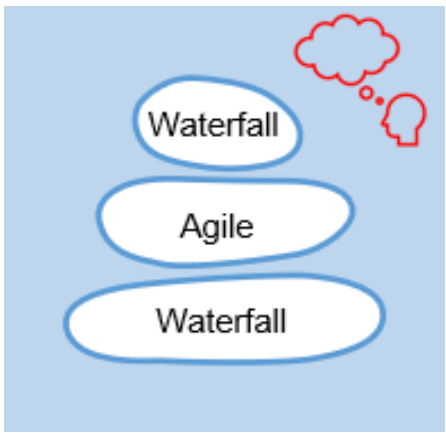
Governance is a key aspect of any project execution for bringing out clarity on roles and responsibilities, providing visibility on the progress/health and ensuring that effective decisions can be taken to build confidence amongst the stakeholders. The purpose of having a project governance structure is to improve the collaboration between various teams, make processes stronger and ensure that performance and progress are being tracked regularly.



However, the project governance becomes a daunting task (either in traditional or agile approach) when it is not contextual; but is too prescriptive without understanding the goal of setting a particular structure, process or framework around the project management practices. A common example is creating a RACI (Responsible-Accountable-Consulted-Informed) matrix for the tasks to be accomplished and the individuals who own these tasks. It is often seen that if RACI is not used effectively it becomes a barrier to smooth communication as individuals become very concerned and cautious about their tasks. The essence of RACI is lost when teams do not collaborate well and do not co-create and co-own the goals. In such cases, the performance of the team merely depends upon few specific tasks/outputs which become their evaluation criteria.

It is very important to understand that the governance is meant to improve people's participation and not to create silos of responsibilities and accountabilities. In the traditional style of project management, the governance is assumed to be enforced in a much tighter manner as compared to projects executed in Agile manner where governance is embraced for bringing better outcomes and impact through the underlying values and principles of flexibility and adaptability.

Creating the balance



In fact, the TIA pillars (Transparency, Inspection and Adaptation) popularly known as the Scrum pillars provide enough governance structure for review and improvement in Agile execution. Building additional layers of governance over it may not provide useful results unless there is a manufacturing defect in the organization and its people (pun intended :)). Teams and organizations transitioning to agile ways of working often find it hard to differentiate and create a balance between dogmatic and pragmatic thinking.

Iterative and Incremental Delivery



The crux of the governance does not lie in the tighter control and monitoring; but providing necessary tools and structure for removing impediments and delivering value iteratively and incrementally. There could be scenarios where regular monitoring may be required to closely evaluate and measure the results. For example, a patient whose current health conditions are the critical parameter for deciding the medication. If the health conditions are getting adverse the medication may require changes and, accordingly, the governance structure for improving the health, processes, and performance. The effective governance may require more of intrinsic changes as compared to extrinsic ones which are crucial for the successful delivery and benefits realization.

Hybrid Approach & Strategic alignment

The hybrid approaches to project management provide better options to manage the projects as they do not depend on a single framework for sustainability. The strategic goals of an organization need to be aligned with the strategic objectives and the projects undertaken. The relevant stakeholders must be involved in achieving these objectives. For example, a strategic goal of improving the customer satisfaction cannot alone be achieved by the producer or the vendor unless the customer provides its feedback and participates in the evolution of a product or a service.



The onion diagram (above) shows that how you can align your strategy with the initiatives at team, project, program, and portfolio levels. The flow of governance varies at each level and it is quite natural to adopt a holistic and pragmatic approach to understand the dynamics and expectation for seamless integration. The outcomes at the team level would be way different than the outcomes at the project or the program level; but the underlying organizational goal would remain the same. It is for this very reason that the governance and its impact on the outcomes require an alignment between the different layers of management and how the larger organizational goal will be achieved with the help of people, process, and the enabling technology.

The team backlog may be much smaller as compared to a project backlog; since there could be many teams involved in the accomplishment of project objectives. Despite the size of the backlog, the goal of delivering the value will not change as the initiatives have been selected based on the strategic objective.

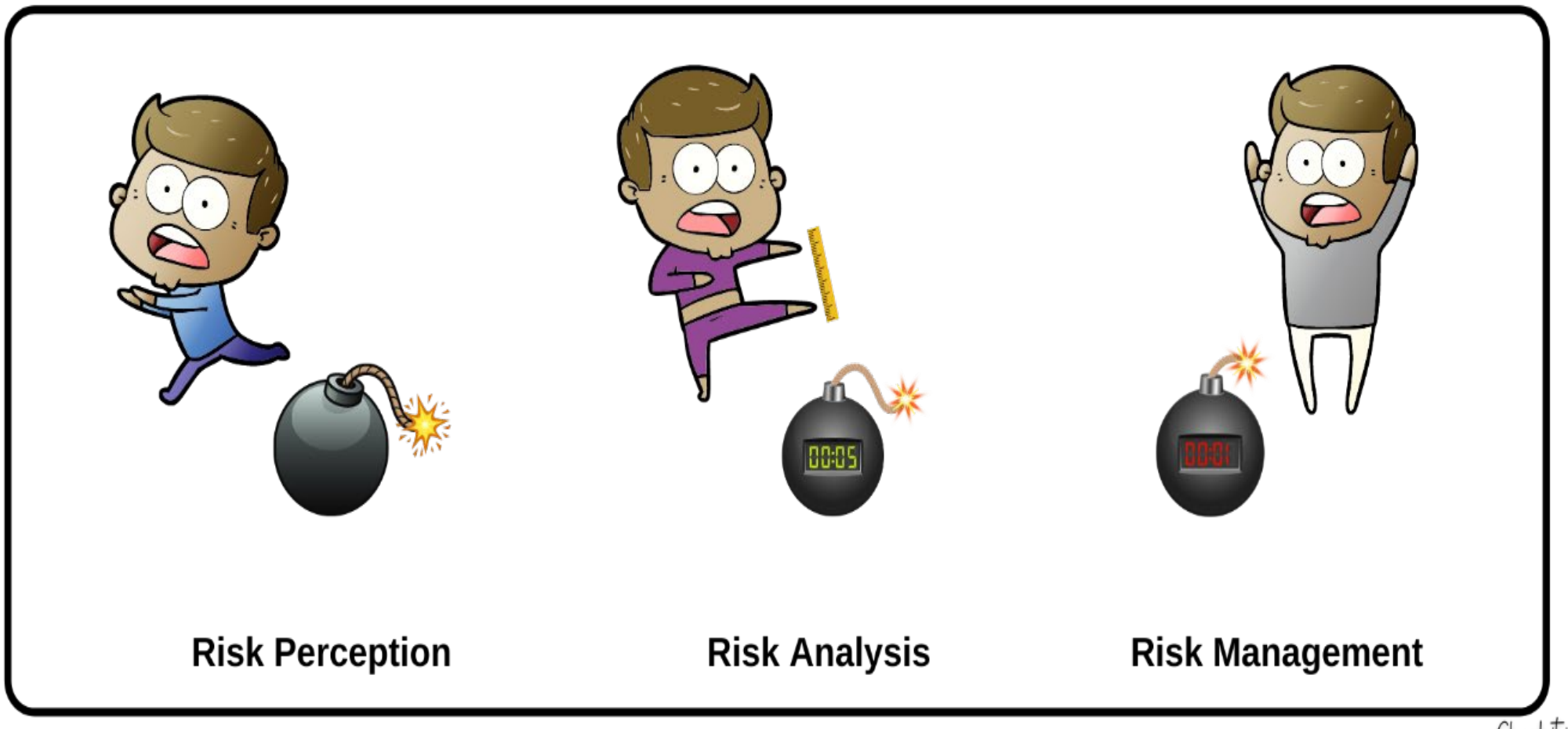
Summary: Context matters for change

Implementing pragmatic governance in the changing landscape is no more an option. Whether it is about managing agile projects or projects with typically fixed scope, cost, and time, one needs to have a pragmatic view as the internal and external forces are going to change the plan and the context. Every project is meant to implement the change that often requires learning and experimentation. The governance structure must be agile to allow for these changes to assimilate and tracked in respect of strategic objectives to ensure that right coalition is formed across the organization and team's deliverables.



ABOUT THE AUTHOR: Gaurav Dhooper is a strategic & pragmatic thinker, seasoned project/program management professional, Agile IT Delivery Leader, author, and a keynote speaker. His area of interest is Digital Transformation & Strategy. He is focused towards bringing business and process excellence by continuous improvement and building strong motivated teams to deliver customer value. Gaurav is an avid writer and has authored articles on Digital Transformation, Agile Transformation, Agile Project Management and Hybrid Project Management. He also writes articles on Robotic Process Automation, Artificial Intelligence, Machine Learning and Personal Agility in leading online publications. Gaurav has been reviewer for PMI's Standard for Earned Value Management and a book on Agile Contracts. Gaurav also holds the voluntary positions of President of PMO Global Alliance India Hub and Senior Official of International Association of Project Managers for Metropolitan area of Noida, India. He is also a volunteer and an active member at PMI. Presently, he is working with Genpact as Assistant Vice President.

PM Cartoon | December 2021



- Created by Chankit Jain



Time Management in an era of distractions and interruptions

Stephen R. Covey, in his famous book, “The 7 Habits of Highly Effective People”, presented the Eisenhower’s Time Management Matrix, which helps to manage time based on urgency and importance. As shown in figure, recommendation is to focus on quadrant 2 which deals with “Important, Not Urgent” category. This article addresses the challenges to follow this approach in an era of distractions and interruptions.

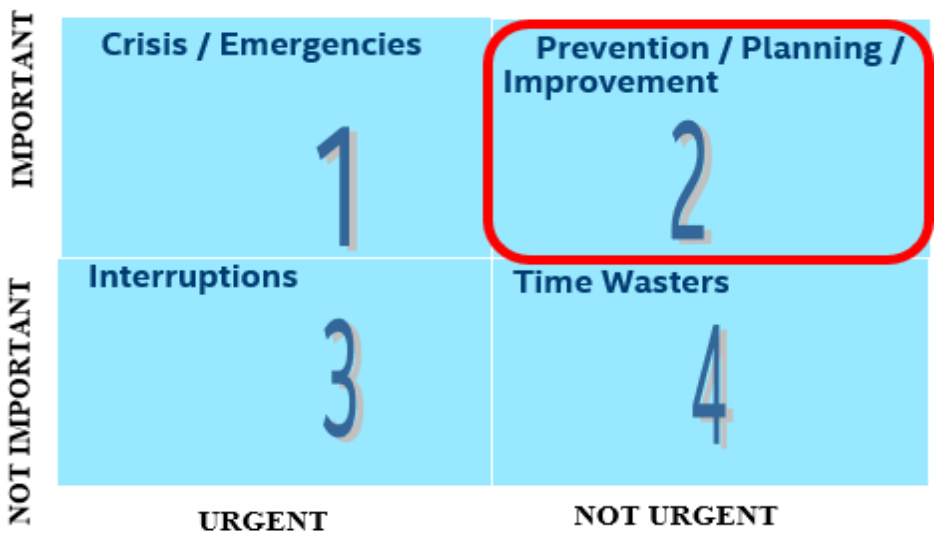


Table below shows the proposed steps to address how to focus on Important, not urgent Tasks

TIME MANAGEMENT	Matrix - Urgency Vs Importance

Major Focus - IMPORTANT, NOT URGENT

Attention	Energy Level	Distractions	Vision
• Avoid Time wasters	• Execute knowing our energy levels	• Plan Time- Mails, Calls, Meetings & Social media	• Get a Bird's eye view



Managing Attention

Time management is more about managing our attention and thereby deciding the priority. If we can focus on our planned task, it ensures a good progress. One should analyze reasons for diverting attention and can work accordingly.



Managing Energy Level

Did you ever wonder how some people achieve their goals much faster and smarter though everyone is having only 24 hours per day? It is just not hard work, but efficient way of execution.
It is an art of knowing our own energy level at different time phases of every day and channel difficult tasks to get executed utilizing maximum energy as available.



Managing Distractions

In this modern era of advanced technologies, we must utilize technology as a positive source for getting our tasks done instead of getting impacted with its presence. We tend to react immediately to any notifications in phones, mails, or any social media. Practice to disable notifications when we plan to do a few critical tasks which need to be done without any distraction and this needs to be practiced in a step-by-step manner .



Having a Vision

It is important to have a vision for everyone regarding their life as well as their career. Accordingly, one must plan to get a bird’s eye view so that it will enable to focus on goals and prioritize the tasks to achieve their goal. This helps to focus and motivate without missing any goals

Conclusion

This article attempts to address the challenges one facing to manage time in this era of continuous distractions and interruptions. It is critical to spend majority of the time on focus for Important, but not urgent category of tasks. During this phase, we need to understand the role of dealing with attention focus, energy level, avoiding distractions and to have a clear vision.



ABOUT THE AUTHOR: Jayaraj Narayana is PMP certified Technical Program Manager with 26 plus years of Industry experience. He is passionate about analyzing project management topics contributing for technical and personal success of teams and individuals.



PM OPEN SPACE ARTICLE

The world is your playground

PM Open Space had immense pleasure to host Rohit Bhat CEO 99 games, Rohith Bhat gave an entrepreneur twist to the famous lines of Shakespeare, " All the world's a stage" and delivered a wonderful talk on "The World is your playground"

While start-ups are trending now, Rohith was one of the early trendsetters when he founded Robosoft in 1996 in Mumbai and later shifted it to Udupi.

He truly dared to Think differently by offering software services on the Apple mac platform - something barely attempted by others in India because it wasn't widely adopted yet. Always the early bird to spot the future trends, he soon expanded Robosoft's reach into mobile app development, building apps for globally renowned brands and enterprises, and winning several global awards along the way. Never one to rest, then ten years running the start-up, Rohith founded two more highly successful start-ups, Global Delight in 2007 building apps and 99Games in 2008, building games. Following his vision of "Made in India, for the World", all three companies encourage local talent by hiring from Engineering colleges in Udupi and Mangalore giving the fresh minds a chance to work in integrated, cross-discipline teams using ground-breaking technologies for global clients.

Today over 1,000 people work for the companies he founded across offices in Udupi, Mumbai, Bangalore, Pune, New York, and Tokyo, but the products and services built under his leadership touch hundreds of million lives across the globe every day.

He sold Robosoft to TechnoPro of Japan for $100m in August 2021. Rohith's early stint in Japan has inspired him to create world-class products and services and also shaped his vision of entrepreneurship.

Apple was the first customer of Robosoft, and it was a proud moment and biggest endorsement for any company when Apple hosted Robosoft name on its website as Top 10 customer to work with for building products for the apple mac platform.

After that Robosoft started getting big customers like HP, Epson, Cannon and many other device manufacturers in Taiwan. That was the time Robosoft was building device drivers for most of the device manufacturers in Taiwan.

After the internet, the biggest disruption in the industry was brought by Mobile phones and in the mobile industry itself, the biggest shift came with the launch of the iPhone. Rohith gauged that and moved the company's focus to mobile apps and games.

It was a memorable moment for the entire Robosoft team when Steve Jobs launched Appstore, the 5 out of 200 apps unveiled by Steve jobs himself by built by Robosoft. Robosoft story is as inspiring as Infosys and other Indian IT giants' stories.

After helping numerous customers in creating their mobile apps and mobile story, Rohith made his next move by shifting focus from B2B to B2C. He launched two new companies and started building products for consumers. On seeing that Mobile will be used by masses, he put the design labs very early in the game and this attracted the investors' community and very soon Robosoft become a known tech company.

After sharing the success story of Robosoft, Rohith answered the audience's questions with a big smile.

Audience: Your advice to budding entrepreneurs

Rohith:
- Start with something you are very good at and do it extremely well.
- When the playground in large, make sure you find a corner of a playground where you are very comfortable and bring out your 'A' game.
- Be a little fool, to build a startup a little foolish gives courage.

Audience: What are the challenges you faced and how did you deal with them?

Rohith: Initial challenges I would quote as "BBC" problem - Book, Build and Collect. Struggling with one of these areas all the time.

Problems and challenges will always be there but you should ensure you should not be working to solve the same problems again and again

Audience: Key takeaway from entrepreneur's journey

Rohith: Key learning in my career has been building teams and talent in a small city like Udupi. We had a fair set of challenges but there are people who want to be near their home cities and less crowded places but still want to have flourishing careers.

Audience: What you would have done differently?

Rohith: I tried to run multiple companies same time before each one of them gets matured. Each one of was having growth needs and required personal attention. This was very challenging.

Audience: What key skills you have learned during your entrepreneur stint?

Rohith: People management and Business development.

Audience: How you measure success - Were your sacrifices worth it?

Rohith: Proving that geography is irrelevant, and you can be a multi-million company from a small town, create world-class solutions and generate employment. I am happy to be part of this story.



> The world is your playground, if you are very good at what you do, it doesn't matter if you are in Bangalore or Udupi or Siliguri what you need is Perseverance and Focus.

Compiled by Roona

PM Quiz | December 2021

1. A(n) _____ is a point in time that marks the beginning or end of an activity.
a. Event
b. optimistic time
c. forward time or backward time
d. slack
e. free time

2. _____ is the time an activity can be delayed without affecting the start time of any other activity.
a. Early start time
b. Latest start time
c. Most optimistic time
d. Free slack
e. Most likely time

3. The process of reducing total time that it takes to complete a project by employing additional resources is called _____.
a. crashing
b. time reduction
c. expediting
d. speeding
e. eliminating

4. PERT often assumes that the time estimates follow the _____ probability distribution.

a. Poisson
b. binomial
c. beta
d. exponential
e. normal

5. The earliest start (ES) of an activity is the _____ earliest finish (EF) of the immediate _____.
a. smallest, successors
b. largest, successors
c. smallest, predecessors
d. largest, predecessors
e. average, successors

ANSWERS

1.a
2.d
3.a
4.c
5.d

Compiled by Chankit Jain

Chapter News | December 2021



Chapter conducted **PM Footprints** webinar on 13th November 2021. Topic was "Cultural Influences in Project Management "

Speaker was Mr. Rudrojit Deb. The event was well received with over 70 participants attending.



Chapter conducted **E&C PM Footprints** webinar on 13th November 2021. Topic was "How to position yourself for post-COVID career success "

Speaker was Mr. Miles Aucoin. The event was well received with over 70 participants attending.



PM Open Space was successfully conducted on 26th November 2021. Topic was "The World is your Playground".

Topic delivered by Mr. Rohit Bhat. The event was attended by over 120 participants and was well received.

Compiled by Arun Malavalli

Members' Corner| December 2021

Membership Transactions:

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

Members completing their anniversaries in November 2021

There are a total of 85 chapter members who have completed their anniversaries in November 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 Nov 2003

Mr. Shine Vidyadharan

15 Years Since Nov 2006

Mr. Jayashankaran P V
Mr. Sumanth Padival

14 Years Since Nov 2007

Mr. Dipanjan Chaudhari

13 Years Since Nov 2008

Mr. Sathya Prasad
Mr. Venkat
Mr. Pravin Paunikar
Mr. Rakesh Jain

11 Years Since Nov 2010

Mrs. Kavitha Bangalore
Mr. Devender Kumar

10 Years Since Nov 2011

Mr. Srihari Mule
Mr. Vaidheeswaran Angamuthu
Mr. Aveek Chatterjee

Compiled by Balakumar Chinnaiyan, VP Membership Services, PMI Bangalore India Chapter

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 Calendar

PMP Quest

December intake class dates
18th, 19th, 25th and 26th of December 2021

E&C PM Footprints Webinar

Next E&C PM Footprints scheduled for
08 Jan 2022

PM Footprints Webinar

Next PM Footprints scheduled for
08 Jan 2022

PM Open Space Webinar

Next PM Open Space scheduled for
25 Feb 2022



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DECEMBER 2021

SAT	SUN	SAT	SUN
18	19	25	26

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