Project Management Institute Bangalore India

PM Essence

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- Indupriya Sasidharan, PMP

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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"Bring birds to your balcony - a real treat to the eye!'
Birds drinking from a sugar water feeder.
Photo shot at : My balcony-Shanti Nagar, Hubli
Photo Shot by : Ahmedkhan Jahagirdar, Manager Maintenance at B T C
Collected by : Chankit Jain

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Editor's Note

Dear Readers,

"The meaning of life is to find your gift & the purpose of life is to give it away" - William Shakespeare

For many of us , our day jobs may or may not be the place where we are utilizing all of our talents to the best. Is your passion your profession ? A question that makes little sense these days as most of us find ways and opportunities to show, share and grow our talents and find a purpose for them through Volunteering.

This PM Essence newsletter itself is one such effort. A group of like minded individuals (and PMs of course) who are passionate to express themselves through writing have come together and bring you a newsletter every month. For all of us this is a side hustle, as they say.

Managing a volunteering unit/organization itself is a very different ball game. The folks here are in it "Voluntarily" and that changes the whole authority dynamic that a Project Manager usually has.

In this edition, we bring you an article on "Managing without Authority" which includes short interviews from people on the ground to give you an insight into the world of Volunteering Management.

We also have a unique take by an accomplished guest on how an introvert's EQ can impact a project positively.

From the September PM Footprints session, we have a gist on Hybrid Working and how we have adapted to newer ways of working and communicating during the Pandemic.

For the very first time, we have a little surprise for you all in the form of a quarterly "Academic Newsletter" within our newsletter to give you a peek into PMI Bangalore's academic relations.

The constants are still there in the form of the PM cartoon, PM Quiz, Chapter News & Member Benefits.

I am thankful to all our contributors who enable us to reach your mail boxes every month with new & refreshing views and of course to our readers without whom we would have little motivation to perform. Your feedback is fuel, so keep them coming.

Happy Reading!!

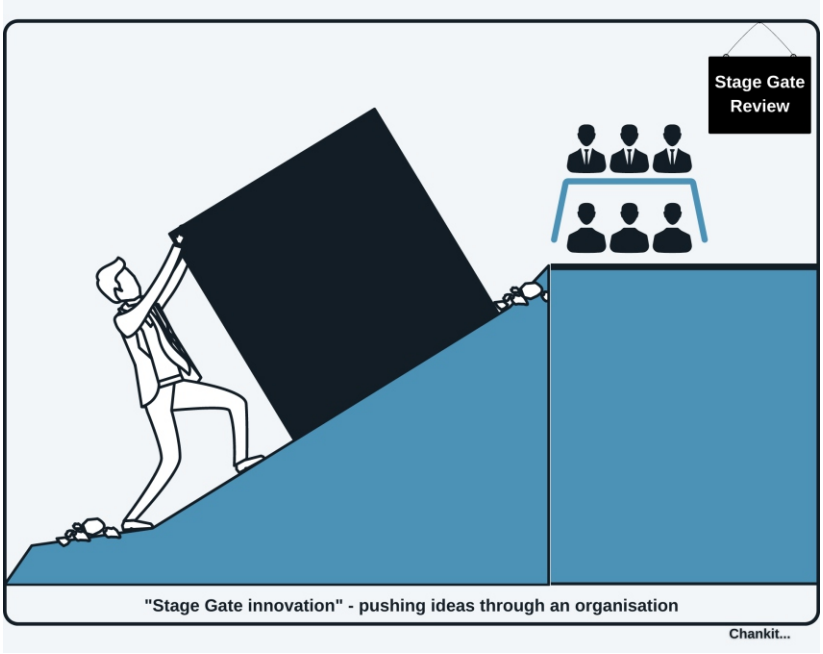
Thanks and Best Wishes,

Team Essence

Editorial Content Credit : Indupriya Sasidharan

For feedback - avpmarcom@pmibangalore.org

PM Cartoon





The Voluntary PM

Indupriya Sasidharan

PM Guest Article

Countless people are giving their time & energy to different causes & voluntary organizations. Though this has been going on for a while, we saw a surge in such initiatives during the Pandemic. There is a huge drive-in place to attempt to work with various partners / communities to develop some resources to assist charities, community & voluntary. Within large organizations, we saw people come together to set up immediate response squads, vaccination drives, mental health support squads etc.

It is important to understand that each such initiative has a narrow budget (mostly contributed by donors), minimum human resources and sometimes must be put in action within just a few days or even hours. **There go the triple constraints!**

To lead such an initiative and most importantly lead without "real authority" demands a skilful "Voluntary PM".

Let's answer the why?

Though these initiatives are low on resources, what is the need for Project Management?

- Projects are about people. In such cases, there are people coming together. They need to be managed in teams effectively and engage with the management to produce results.
- Communication is key specifically when you are working with small teams and in a highly constrained environment and in minimum time
- Planning, monitoring & control are at the core of all voluntary projects. Project governance, reviewing plans, managing risks and issues, and most importantly dealing with external factors.

We asked a couple of people who have volunteered on a regular basis to understand, what is it that works:

Michaela Santa Barbara, Director of Engineering at kyndryl

Volunteering profile: Volunteered for multiple non-profits. One of which was building websites within 48 hours (48in48) with people whom she has never worked with before.

The biggest challenge faced: 48in48 - the time limitation, uncertain time commitment and skill / quality of product, no time to get to know people personally, learning on the job.

Single line of advice to the PM of a voluntary project: Quickly figure out what strengths team members have – who has many and is the glue to pitch in everywhere.

Somashekar N T, Projects Portfolio Manager – Process Methods Tools Lead , Diageo

Volunteering profile: Volunteering as – AVP Essence – PMI Bangalore Chapter. The opportunity was to be accountable for creating a monthly newsletter for PMI Bangalore Chapter and publish it on the PMI Bangalore site.

The biggest challenge faced: There was no clear documentation. Volunteers who worked before left due to personal reasons.

Single line of advice to the PM of a voluntary project: You gain a lot of knowledge and experience by giving back to the PM community. It is a learning and enriching experience. Do not wait go ahead and volunteer.

Indupriya Sasidharan

Indupriya works as a Program Manager with kyndryl and has discovered the joy of volunteering by actively taking up leadership roles in the PM Essence Magazine and Toastmaster's International.

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Guest Article



Tapping into the Introverts' Potential in Project Management

Johncey George

In today's world, project and program management goes much beyond the triple constraints of schedule/cost/scope.

The emotional management of the team, customers and other stakeholders is one of the biggest challenges faced by project and program managers.

Being inclusive and getting the best out of the generally quiet introverts in the team and stakeholders is a major aspect of this challenge.

Introverts are individuals who gain their energy when they spend time in solitude. Their natural tendency is to be quiet and conserve their energy. There is a general and common misconception that introverts are shy, unsociable and lacking in confidence. The introverts' quiet nature foster these misconceptions even more.

Introverts have amazing strengths which program and project directors and managers can tap into.

- Introverts are deep thinkers and are creative. Their unique style of thinking enables them to look at the various challenges in a project from different angles to come up with innovative solutions. But it is not easy for them to volunteer to contribute to the discussions. PMs should be aware of this natural tendency and invite them to participate.
- Introverts do well in planning and preparation. They have the ability to go into the various dependencies of a project and consider them in the execution. PMs can tap into this strength of theirs.
- Introverts are generally seen with few people in their friend circle; but they usually have great relationships with whoever is in their circle. So building relationships is another of their strengths. This comes in very handy when they are put into customer relationship management roles.
- Introverts are great listeners. If given management roles, they are adept at listening to customer problems. They can then incorporate the feedback into the solutions being devised.
- Introverts are observant in nature. They can spot errors/omissions/flaws easily, but their introverted nature holds them back from voicing them. PMs should make an effort to involve them in design reviews or quality reviews and they will provide invaluable contribution when analysing drawbacks or point out the missing factor.

Over 30% of the world population are introverts and typically, a project team composition could also be similar. Project leaders should understand and recognise their teams' strengths and potential to utilize them to the maximum.



Johncey George

Johncey George (Coach Johncey, www.coachjohncey.com) is an Executive Leadership Coach and also a Life Coach with Professional Certified Coach (PCC) credential from ICF. He is based in Bengaluru, India and coaches senior leaders, business owners and project leaders globally. He had a PMP certification from PMI. He used to manage teams handling multi-million dollar programs during his corporate stint. He also coaches introverts to express more, as required, and create a leadership space for themselves. Coach Johncey is India's first Leadership Coach for Introverts

E&C PM Footprints
Enabling Digital Workplace to Facilitate Hybrid Working

Speaker - Dr. Randhir Pushpa, Scribed by Ronashree

PM Guest Article

Over the past couple of years with the pandemic there has been a paradigm shift in not only the way we work, but also the way we live. We have adapted newer ways of working and communicating.

Definition of organization has changed in today's world: From a physical space that constituted meeting rooms, cafeterias and parking spaces it is abstract in nature and has become more about people, values and culture. This also means the way people interact has changed.

Some surveys have indicated that 83% people felt working from home is productive, but 50% faced difficulty in collaboration and feeling of isolation are the key challenges associated with it.

People have been missing office banters or the so-called informal networks. More time is being spent on the same information, so work hours have become longer.

With the administration of COVID 19 vaccines, more and more organizations are preparing to return to the workplace. At the same time more employees now prefer to work from home, than the pre-pandemic time. This contract between the employer and employee mindset will further enhance the need for a hybrid work model.

What is a hybrid model?

A model where people spend their time working partly in the office, and partly elsewhere. An interesting trend to note is the preference to hybrid working model has changed from 30% to 52% in the post pandemic era.

One of the key elements to adopting a hybrid model is to understand the nature of work.

Dr. Randhir shared a crisp way of classifying work into 4 broad categories:

- **Individual – Simple:** Tasks such as driving, which have to be done by an individual in a defined way.
- **Team - Simple:** Tasks such as building, which have to be done by a team in a defined way.
- **Individual - Complex:** Tasks such as architecture, law, which have to be done by an individual, and are more complex in nature.
- **Team – Complex:** Tasks, which have to be done by a team, involve brainstorming, discussions and are more complex in nature.

Regardless of the nature of work, there are technical elements which remain key to effective hybrid working, such as Effective work coordination using tools such as Teams, slack; Information and knowledge flow: Repositories such as SharePoint, confluence and social networking platforms such as Facebook workplace, and finally Informal Bantering which has remained an area not so thought about, but is a key element in any organisation.

With hybrid working, there will be hidden elements, which otherwise may not be seen. Some of them being:

- It can enable people to work multiple jobs.
- People will be able to take up jobs across geographies, as they will no longer be constrained by location.
- Diverse workforce, who were constrained due to responsibility at home will now be enabled. Thus, more people will be able to work
- People will be able to work across time zones based on preference and work needs.
- Learning will be more individual driven

With all points mentioned above, there is going to be an ever-increasing need for organizations to embrace the hybrid working model.

He also shared some of the key step's organizations can take to enable hybrid working.

- Lay the ground: Organizations will have set up Communicate tools, processes and working norms clearly at team level based on dynamics.
- Match the tasks as per team member's location and times.

Continued on Page 6 ...

Dr. Randhir Pushpa

Dr. Randhir Pushpa is Co-founder and chief consultant Acies Innovations. He has 20 years of experience in helping organizations in areas such as employee productivity, efficiency, effectiveness and continuous improvement. Dr. Randhir is also an IISc Alumni.

Chapter News

Arun Malavalli

The Chapter conducted below events successfully

PM Footprints Webinar: Chapter conducted PM Footprints webinar on 11th September 2021. Topic was "Enabling Digital workplace to facilitate Hybrid working". Speaker was Dr. Randhir Pushpa. The event was well received with over 70 participants attending.

E&C PM Footprints Webinar: Chapter conducted E&C PM Footprints webinar on 11th September 2021. Topic was "Challenges and Opportunities for Technology Adoption in Construction". Speaker was Mr. Kalyan Vaidyanathan. The event was well received with over 70 participants attending.

PMP QUEST: 4 Days PMP QUEST training was completed on 26th September 2021.

The Voluntary PM ... continued from Page 3

In summary....



Even though we may not need a full-fledged Project Management engine to be put in place, there is no denying that **practical Project Management is required for voluntary projects.**

It is key to set a vision and align the team, community, sponsors & stakeholders to that vision. Everyone needs to be onboard with the start & end point point, the final deliverable and be able to define success.

Enabling digital workplace to facilitate hybrid working ... continued from Page 5

- Focus on outcomes and output rather than facetime in the office or online.
- Redesign workspaces to have more smart spaces for collaboration and open seating.
- Use tech to collaborate effectively.
- Consider how communication happens: aspects such as regular interactions, feedback, over virtual mediums.
- Embrace asynchronous working: Typically for activities such as brainstorming which were done synchronously in the past, will now need to be done asynchronously.
- Rethink meetings: Ensure everyone is able to participate whether offline or online.

Dr. Randhir also highlighted that managers have an important role to play in enabling a hybrid workplace. Not just process, they also need to take care of culture and technology aspects.

They would need to plan tasks not just based on skill set, but also on where it can be done. That also means managers need to have a deeper understanding of tasks at hand.

In a nutshell, managers will also need to upskill to a drive team effectively.

With interesting poll results and insights around the upcoming revolution with hybrid working, got the audience curious and some of the questions discussed were: Why should it be an issue if an employee works for 2 organizations during a pandemic? How will the role of people managers change in this new model? How to build trust in teams who have never met face to face, especially interns? Which industries can move to a hybrid working model?

Dr. Randhir shared great insights addressing challenges associated with the new hybrid which will soon evolve. He also touched upon some of the tools and techniques that can help organizations in adoption of the hybrid work model.

He concluded with an interesting excerpt:

With development of vaccines, in 2021 Return to the workplace presents a chance to create a new effective model for organizations and employees. However, employers must confront the widening disconnect between companies and employees on hybrid working. It is going to be an era where employees are going to be more demanding than employers.

PM Member's Corner

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

Members completing their Anniversaries in September 2021

There are a total of 114 chapter members who have completed their anniversaries in September 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.

21 Years (Since Sep 2000)
- Mr. Ravindranath S. Palahalli

17 Years (Since Sep 2004)
- Mr. John W Amose
- Mr. Vijay K Paul

15 Years (Since Sep 2006)
- Mr. Naval Gupta
- Mr. Piyush Agrawal
- Mr. Rajesh Deogiri
- Mr. Anil Kumar T Balasanjivamurthy

14 Years (Since Sep 2007)
- Mr. Saurabh Anand

13 Years (Since Sep 2008)
- Mr. Devi Kiran Kumar
- Mr. Sudhanshu Malot

12 Years (Since Sep 2009)
- Mr. Dwaipayan Das
- Mr. Aditya Jain
- Mr. Raghu K.N Kumar

10 Years (Since Sep 2011)
- Mr. Manjunath
- Mr. Ravindra Ramchandra
- Mr. Subrahmanya K
- Mr. Aditya Singh
- Mr. Rajeew Kumar

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

PM Quiz

Questions:

1. As the number of people involved in a project ____, the complexity of communications ____.
2. ____ involves making needed information available to project stakeholders in a timely manner.
3. ____ are often more effective than ____, particularly for sensitive information.
4. The project's ____ is a starting point for identifying internal stakeholders
5. The _____ is the difference between the additional money spent on prevention and the corresponding reduction in the cost of failure.

Answers:

1. Increases, increases 2. Information distribution
3. Short face-to-face meetings, electronic communications
4. Organizational chart 5. Cost of quality

Compiled by Chankit Jain

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 :
..... October 2021

E & C PM Footprints Webinar — Oct. SAT 09

PM Footprints Webinar — Oct. SAT 09

ValueWorks; mail@valueworks.co.in