Project Management Institute

'Be aware of yourself to connect better with people'

At the eighth national conference of Project Management Institute, Kevin Kelly, renowned international speaker and best-selling author, spoke on how an ordinary idea can result in a breakthrough company with the right kind of execution. Kelly said that most essential in any business is to keep one's eyes and senses open to develop a strong relationship with customers. He emphasised on the

> importance of the physiological-psychological relation, or between what one sees and how one thinks. Giving an example of Outfit 7, the company that founded the Talking Tom app which has seen over 2 billion downloads, Kelly said that it is the willingness of people involved that vields breakthrough results. "It was a team of eight people that could DO!," Kelly said, talking about the need to 'DO!' rather than just dream. Since he average attention span is just eight seconds, it is important that business leaders give good quality attention to their customers. For this to happen, Kelly suggested that a business leader must essentially e aware about h(er)imself. "Be aware of yourself to connect better with people. That is when the messenger becomes the nessage for the mob and thus. quality attention can be

Making project management holistic and truly digital

At the eighth national conference of Project Management Institute (PMI) in Mumbai, Raj Kalady, Managing Director, PMI, in his speech elaborated on the need for productive project management skills for India's growth story and the role of PMI in developing the same. PMI's primary goal is to advance the practice, science and profession of project management throughout the world. PMI in India is responsible for driving advocacy of project manag across governments, academia and organization markets. To achieve India's growth vision, it is imperative that the governments and organizations across the country embrace the culture of project management and acknowledge it as a learnable capability

MANAGING DIRECTOR, PMI INDIA

institutionalized in

order to help India

achieve her growth goals.

Market dominance, not market share dictates the new economy

In the pursuit of wow, few can rival the admixture of gravitas and panache that serial investor Mahesh Murthy has up his sleeve. In a rare revealing session at the eighth national conference of Project Management Institute in Mumbai, Murthy dished out reams of anecdotes and examples to establish what it takes to break the convention and surge ahead in the new economy. In 33 years of his work life, Murthy has seen market shares closing in on each other with heightened competition. "But 5-7 years ago, things started changing and today, Tesla has 99% market share; energy drink Red Bull has 49% market share: 7ara with \$21 billion in sales is 10 times bigger than Calvin Klein; Google has more than 90% market share whereas the number two search engine Bing has just 4%; Facebook has 80% market in social network." He could go on but the basic thrust of his argument was competition is not rising, dominance is. "Market shares are logarithmic, not linear, and traditional

ousinesses are being disrupted," he said. Additionally, Murthy held that winners with solid market shares never advertise as success spreads through word of mouth. "You should have something remarkable to say. So do not copy paste," is his advice. Taking Google's example, he mentioned how the company has diversified from search into email, maps, mobile operating systems, driverles

cars and now, even venturing into the moon. Having said that, it is interesting to note that the company has picked up 80% market share in each of those verticals. To succeed in today's world Murthy feels tha there can be no

ne extensions, only line links.

OUNDER, PINSTORM AND CO-FOUNDER, SEEDFUND

Prasanna Kamat, CTO, Local Business Services, Capgemini India; Dr. RK Mishra, Principal Advisor, Madhya Pradesh; Anand P Pattani, VP and Managing Director, India, Black & Veatch: Pooia Jain. Moderator, ET Now; Craig Killough, Vice President Aftab Ullah, COO, L&T Infotech

MAKGEMEN An imperative for India's Growth Story



important that both government and the private sector become as a strategic competency for organizations. masters at the art of how to manage this ecosystem and how to Secondly, they are committed to project management as an idendistribute the risk appropriately into that ecosystem

launched somevery interesting initiatives from a project management perspective. Couldyou elaborate, please.

pensable to achieve 'Vision India'. The august panel han- Offices at various levels of project monitoring, and also creating forming organizations. dled a range of issues related to India's position in successawareness and capacity building in the sector of project manage ment in terms of only building of infrastructure. It could be human ration between private and public sector there? What govern- of the project versus just managing a contract. ET: Is effective project management the key differentiator for capital, environmental capital, social capital, etc.

s something that is maturing quite fast and as we look at the future, sponsorship. Which means that the senior executives understand zen in time. Two to three years go into designing the RFT, and another the private sector. The government can't get the programs accom-verse. That makes a big difference. in initiatives like Smart Cities, Digital India, Make In India, it's very that a competent and capable cadre of project managers is required two-three years go in implementing it, and by that time, the world plished without the assistance of the private sector. Governments are

ET: Dr. Mishra, the government of Madhya Pradesh has see is that these organizations use consistent processes.

ment support can be received to make this rollout effective?

ment Institute in Mumbai was a star studded State Government of Madhya Pradesh: We have established a committed executives, a recognised cadre of people and a career is I hope there's more of what's happening in Madhya Pradesh across effective project management rollout? panel discussion on why project management is indis- Central Project Monitoring Group (PMG) and Project Management project mana perspective is as relevant as the service provider's maturity from a India: If a project is broken down into smaller parts and modful project implementation, from timely delivery to budget ment within the government and it is embedded now into the ET: If you were to incorporate standardised project manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is how the customer is able to change manage- in that discussion is able to change manage- in Planning Commission. Now, we don't talk about project management power house in the future, we'd have

> letting the cheapest bidder win is going to be important. The second successful initiatives are resolved out of collaborations where risk is countability in project management ily common project management methodology across all the divi- intense activity and some downtimes. So I think it is very conducive successful programs and is demonstrated every day around the world. across generations, which also brings about a sense of transparency.

project management perspective for the value to be delivered. Critical ules, wherein the smaller parts are also projects in themselves, right direction. The growth of the project management community Aftab Ullah: Coming from the L&T perspective, we do a lot of pro- ET: Mr Killough, I welcome your thoughts at this time on the happening on his project as well as what's happening on the immediate gratification is not achievable in this environment and we Aftab Ullah, COO, L&T Infotech: The key issues that we've faced Craig Killough, Vice President, Organization Markets, Project jects with the government on the IT side, to all kinds of digital composition between the private and the pubother projects. A problem today with project execution is that need project managers to understand that. We have to help our organization markets, Project is a problem today with project execution is that need project managers to understand that. We have to help our organization markets, Project is a problem today with project execution is that need project managers to understand that. We have to help our organization markets, Project is a problem today with project execution is that need project managers to understand that. as we started executing projects in India is really being able to bring Management Institute: Across the globe, we have found that plex project leaders and team members do not know what's happen-ganization understand that this is a long-term commitment to develop together not just one organization's expertise but an entire ecosys- there are three the country. Knowledge and skills are indicative of high-performing or- which is the lowest bidder wins, actually often doesn't deliver the country. Knowledge and skills are tem of organizations' expertise to prepare for what India needs. This ganizations, and it starts at the top: You have to have the executive value that the government is seeking, in the first place. It's often from top-down and redeather, competence is not. You have to have that capability of

changes in many ways. So I think moving away from the culture of the largest outsourcer of goods and services in the world. The more ET: Mr Pattani, and how do we ensure transparency and ac-

tified career path with a professional development program and thing that the government can do is to really reflect on what it is that shared appropriately, the recognition of the government that the prithey are actively engaged in retaining this talent. The third thing we is going to take the creativity strong, freelance sort of an ecosystem of vate sector has a right to earn profit and the acknowledgment on the coach our people that ethics and integrity is a must in this industry project managers, which is something that is very evident in the west-part of the private sector organization that the government has a myri-Your actions, over a period of time, show if people are to believe in you The organization is committed to a proper lexicon, not necessar- ern world. Project management is a specialised skill and it has this ad of stakeholders to serve. So that collaboration is necessary to have and ride along with you. Also, you've got to connect with your team

highlight of the eighth national conference of Project RK Mishra, Principal Advisor, State Planning Commission, sions. But they understand that the framework is consistent. So, to freelancing and we are missing that in this country. The third thing ET: Mr Kamath, how can we bring more transparency to an ET: Mr Killough, culturally, what do you view are the gaps and how can India get on the map with respect to becoming a

> nology that gives you a dashboard that you can communicate to start working now to meet the requirements of project delivery in with other ship captains, but every captain should know what's the future. And this is a marathon, not a sprint. We have to realise that experiencing the effort. Management and executives need to be taught that this is a journey and we need to do this together.



December 11- 6:00 PM

The project, located in a Mumbai



The organization provided emergency relief kits to 938 poor families in Chennai, who were not covered by the governmen pply chain management to hasten

orldVision Foundation in partnership with IDFC - 'Flood Relief Project', Chennai



There were four projects that were initiated in parallel to complete the entire program rollout within 13 months, followed by three months of post-production support with each succeeding project dependent on the preceding project. This approach helped in maintaining the schedule

Ericsson India Global Service. Telenor hone Frame Contract, BSS



The training center has helped rural youth gain access to world-class, ment. It has led to skills upgrade of rural youth, thereby ging the skills gap in rural and

Training Centre Project

L&T Construction, **Mumbai International Airport Project**

It was a highly complex and sensitive project since it had to be built around the fully functional, existing Mumbai airport. L&T intro-duced value added concepts such as dayligh harvesting, solid waste management, and rainwater harvesting. It also used several innovative construction methods INNER LARGE CATEGORY

AND THE INDIA 2016

AWARDS

GO TO...



The company trained 1,732 students in employability skills, with 582 students from socially and economically disadvantaged communities being trained in line with the Tata Affirmativ Action policy, and 78 students

EFICOR empowered 971 people in the village by helping them access land



suburb, was completed within the six project was compl fatality at the site UNNER UP - MEDIUM TATA Housing Developmen Company Ltd, AMANTRA



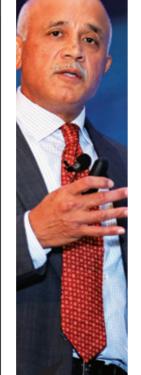
Trident built the world's largest spinning facility under a single shed, with a capacity of 189,696 spindles of compact yarn. Trident adopted critical chain project management methodology to compress the lead time to finish in stipulated 12 months Trident Ltd, Integrated Composite Textile Project at Budhni, Madhya Pradesh



Supply Side Skew In Affordable Housing

med with a B.Tech from the University of Pennsylvania, he aims to eliver 1 million affordable homes in India and so he founded the Brick Eagle group in 2011. Meet Rajesh Krishnan, MD & CEO, Brick Eagle, India's largest affordable housing aggregator, who gave a lowdown on the criticality of project management in his sector at the eighth national conference of Project Management Institute in Mumbai. Krishnan didn't mince his words when he said that though India was the biggest market for affordable housing in the world, the shortage today is close to 19 million units, and this number is increasing every year as 9 million people move to cities from the hinterland. He added that 90% of the supply in housing was geared for the higher income groups constraining the middle and the economically weaker sections and despite government intervention (read housing for all'), supply has not really taken off. He said that to realize affordable housing, three things must come together—capital, local barriers to entry and standardization.

RAJESH MD & CEO, BRICK EAGLE



Purpose, a guidepost to achieve Vision India ashant Ranade, Executive Vice Chairman,

BOD, Syntel has worn many hats and been in leadership positions at Rockwell Automation and Siemens. He gathered all his experience to home in on culture, an oft-neglected but critical facet of project management, at the eighth national conference of Project Management Institute in Mumbai. Ranade held that the trifecta of optimism, investment and growth stands India in good stead and provided a great platform for project managers to learn, unlearn and relearn—in other words. to change the status quo. "All this is necessary for connecting India's vision into reality." He further added that project management skills are vital to navigate from the known to the unknown and illustrated his point with a multitude of world-class projects from the Parthenon in Greece to the Panama Canal, rom the Hoover Dam to Peru's LNG Pipeline, from Aadhar to Shanghai's MagLev Train. Though Ranade highlighted that India has many positives on its side, its demographic advantage may prove to be a "nightmare" in the absence of learning. Also, if rural catch-up and issues of poverty are not addressed, growth could be perilous. So Ranade stressed on purpose, a guidepost to achieve Vision India, underlining that today's capital was 'idea', not 'money

PRASHANT **EXECUTIVE VICE CHAIRMAN, BOD, SYNTEL**



Management Institute in Mumbai by drawing many parallels between sports and project management. He started off by stating that very often sports witnessed champions and winning teams who did the simplest things—the"1%" right— "Doing that 1% means you have the right attitude." Raising one's game on crucial days is an art by itself, Bhogle explained, "as the crucial time of the project comes, small mistakes become bigger...the implication of the same mistake becomes much greater," underlining the need to do the fundamentals right in any project. Drawing a comparison between the Indian crick et team's loss to the West Indies in the semi-finals of the World T20 semi-finals this year due to two no-balls being bowled at a crucial juncture in the game, he explained how the smaller things have far greater implications in major projects and how important it was to get them right. Speaking on the relationships and communication between the team members in a project, he said it was important for every player in the team to understand his/her significance in the project's overall success. "To explain the role perfect ly is the role of the leader," he said. After all, suc-

oles are clearly demarcated

CRICKET COMMENTATOR AND COLUMNIST



Calling charismatic project managers to engage better with clients

ultancy Services (TCS),

ith various government initiatives in place for Vision India, it is time for project managers across sec tors to embrace this development for India's growth story, Anuj Puri, Chairman and Country Head, JLL India, said at the eighth national conference of Project Management Institute in Mumbai. Puri also talked about how project management in India is yet to exploit its full potential, especially given that the demand for project managers is going to increase multiple folds in the coming years. "This profession has ar internal learning and understanding of challenges and opportunities. We must develop Indian project management and export it to other developing markets," Puri said. "Gender and cultural diversity will enhance project management skills in India," he added. On demonetization and its impact on the real estate sector, Puri said that a part of the realty sector will be killed but yet, the move will bring about accountability which is essential to maintain costs. "The Real Estate Act will make developers accountable to deliver projects within the time limit and the budget. This will essentially bring costs down," he said. He also talked about the need of the realty sector to be consolidated from its current fragmented form. "The realty community needs project management, or else, delays in business shoot up cost." In real estate, the trend is towards consolidation, tighter regulation, and

CHAIRMAN AND COUNTRY HEAD, JLL INDIA



Making way for a ship shape Navy

Navy, discussed the challenges and the prerequisites that make ship maintenance one of the epito mes of efficient project management. "Navy has a lot of roles to play, including diplomatic, constabulary, humanitarian as well as self-defense. Taking care of these assets requires a system in place, especially to keep ships alive for more than 40 years, Singh said. The maintenance matrix in the manage ment of a ship is divided into two categories: onboard and shipyard or repair yard, and both these categories require careful consideration on resource availability, planning and risk mitigation. In June, PM Modi threw the Indian defense sector open to the world in the form of 100% FDI. In October, India bid farewell to INS Virat, the last of the British-built Indian naw ship and the world's largest aircraft carrier, and in November, it prepared to commission the indigenously designed and built INS Chennai into the Indian Navy, thus watering PM Modi's 'Make in India' seed in the defense sector. This has added a new dimension to the management of ships. "With FDI coming in defense, we need to build our own equipment to create selfsufficiency. There should also be easing of trade forms," said Singh. Other imperatives that define project management in ship maintenance include having a skilled level of human resources, careful consideration while choosing a yard for the ship and timely availability of spare parts

DIRECTOR GENERAL OF THE INDIAN NAVY

War rooms with tight outcomes

Speaking on the theme of 'Vision India: Moving from Big Ideas to Execution', Shirish Sankhe, Senior Partner and Global Head of Infrastructure and Construction, McKinsey & Co., touched upon how best practices in project management can achieve the desired results in any industry. Program management could be leveraged to transform projects undertaken by the Indian government, he said at the eighth national conference of Project Management Institute. Responsible for the setting up of three 'war-rooms' for quicker clearance of projects, he said that cost and time overruns were issues that plagued governments the world over. "The weighted average capital expenditure overrun of projects all over the globe is 67%," he pointed out. The goals that define the programs undertaker by the government are two-fold, according to him. "The two goals are breakthrough impact and the ability to change lives: The main roadblocks that stand in the way are often poor leadership, he said. In this regard, he spoke about how it was important to have a top brass that understood the process and principles of effective project management. Stressing on the importance of achieving seamless project delivery, he said, "silos between

ministries" was a challenge that needed to be overcome. Fluid communication and teamwork between the involved parties was a crucial aspect of project management, and especially so, in government-related work, he said, where clearance issues between various departments become a rea son for project cost and time overruns. To folow an approach with "tight outcomes and loose processes" would be a step in the right direction, he added. He concluded by underlining the three pillars of successful project management, which weretransforming project nanagement itself, trans forming agencies and transforming capabilities.



Ways and means to tech India forward

Amit Jadhav, founder and CEO, Modelcam Technologies, expressed great optimism for the future of Internet of Things in India as he spoke in Mumbai at the Project Management Institute's national conference recently. "Today, algorithm is the new project management and every company is a software company," Jadhav said as he spoke about the "connected billion disruption with the Internet of Things". Internet of Things is a proposed development of the internet in which everyday ob jects ranging from your everyday toothbrush, your cola bottle to plants and machinery will have network connectivity which will allow them to send and receive signals, bringing about a revolution in which households, industries as well as cities are

managed. Internet of things is also seen as a foridable phenomenon to deal with as it could nean massive unemployment, However, addressing this concern. Jadhay said. "At every ayer that goes into making an IoT, there's a business model, there's scope for innovation." Along similar lines, citing examples of MhatsApp, Über, Airbnb, Jadhav stressed on the importance of disruption in a fast digitizing world and how India needs to catch up so that it is not left behind. "India has a 19th century mind set, a 20th century infrastructure and 21st century technology We need to look at these three things and plan our wa

FOUNDER AND CEO, MODELCAM TECHNOLOGIES

People management key to project delivery

At the eighth national conference of Project Management Institute in Mumbai, Achyut Godbole, an IT veteran with 32 years of experience as the head of various conglomerates like Patni computers, Syntel, L&T Infotech, Apar and Disha, spoke on "Why Projects Fail." He said it was a very relevant and applicable theme in the current software scenario in the country. Outlining the crucial factors. Godbole said the estimation or sizing of the project had to be done correctly. It was essential to consider the work hours of an average employee and constitute project estimates based on these hours rather than taking the average time taken by an outperformer, or a low performing employee. He added that it was important to also consider recruitment for not just one project but look at recruitment in the longer time frame and how beneficial the new recruit is for the company over a period of time. Effort, budget and schedule variance could serve as a parameter to gauge project progress, he added. "How much effort was supposed to be put in and how much was actually put in – who has done what work and how much of the task has been completed," is what he pointed out in a nutshell.

ACHYUT CEO, SOFTEXCEL CONSULTANCY SERVICES