Editor’s Note

Dear Friends,

I am happy to roll out this second edition of revamped Newsletter. The first edition rolled out at the end of August got a very encouraging response. But like any other project, we have had our 'lessons learnt', too, and we will continue to put them in practice as we try to continuously improve this newsletter. I am happy to see PMPC 2012, the flagship event on project management in Karnataka organized by our Chapter has, once again, been able to deliver the promised 'value' to the project management practitioners. Volunteers have been working hand in hand with Chapter's EC members and the Advisory Board right from inception to detailed planning, and then execution. This event once again highlights how volunteering is the key to any initiative we do at PMI. Risk Management was exemplified when the Chapter delivered "PM Primer", as promised, in spite of BMTC bus strike. We had a strong participation of 730+ delegates and special invitees. The towering success of PMPC 2012 has been possible, thanks to meticulous planning, relentless hard work, infectious passion and enthusiasm and great teamwork, which PMI members and volunteers have put together in action to deliver such a terrific package.

Thanks and Best Wishes
Soumen De, PMP

PMPC 2012

Dr. Prajapati Trivedi, Secretary, Government of India, Cabinet Secretariat inaugurated the PMPC 2012 by lighting the traditional lamp. His Inaugural Address, which followed, was spell binding and an eye-opener for the entire professional community participating in the conference. Listening to Dr. Trivedi, one's perceptions of the working of civil servants underwent a radical change. He effectively brought out the challenges in Governmental Projects seeking to transform the country. Sharing the details of the RFD (Result Framework Document) being introduced as a strategic driver among all the Ministries, he showed how it is possible to effect a 'DNA Change' among the civil servants. Executing a Government Project with Multiple stakeholders (with differing expectations) is indeed a challenge. With several examples and illustrative videos Dr. Prajapati demonstrated, in a way that was easily assimilated by the audience, that RFD seeks to bring about inclusive accountability, that is measurable, verifiable and reviewable in a transparent manner. This inaugural address initiated several thought triggers and created the perfect start for the conference.
PMPC 2012

The next Keynote was by Mr. Bhaskar Bhat, MD, Titan Industries, took us through his perspective of the Project Management Trends. Drawing from his experience in the Jewellery Industry, the lessons learnt were well illustrated with incidents and examples. Drawing parallels with Dr. Prajapati’s earlier session, he shared the group’s experience in having a ‘Dare to Try’ initiative to recognize failures. The Organization culture of positively recognizing failures, learning the lessons and ploughing it back for next ventures had a telling effect on the audience. He also elaborated on ‘When to pull the plug?’ and Inspiration and ‘Game-changer’ vision as necessary to steer success of ventures. The common thread through out was the ‘Spirit of Innovation’ necessary for success.

The next session was a simulating Panel discussion anchored by Ramam Atmakuri, with four distinguished Industry Leaders.

Mr. Gautam Rao emphasized that in today’s economic situation and the looming ‘double dip recession’, it is necessary to fail fast or succeed fast.

Mr. Kandasamy explained how we can calibrate ourselves to give the right data to make right decisions.

Mr. Atmakuri highlighted that project life cycles are becoming shorter and with the younger generation workforce coming into play, it is very important to keep them engaged and motivated.

Mr. Kasinathan shared his views on the 3 keywords - Faster, Better, Cheaper and how these words are pivotal in driving successful projects in today’s context.

Mr. Naresh Babu delineated the 3 core requirements as conformance to customer requirements, optimisation for better customer satisfaction and risk management for timely delivery.

The audience interacted with the panel and asked them many stimulating questions.

Ms. Aparna Ganesh shared her experience on Integrating Quality and Project Management by outlining a First Market Application framework that brings in quality rigor in managing projects through delivery to the customers.

Mr. Prasanna Banavara highlighted common challenges in Virtual Teams that have different time zones and different cultures.

Mr. Naveen Nanjundappa highlighted that Definition of Done should address three focus areas: Product quality, Business value to customer, and Software best practices.

Ms. Shukla Bose, Founder & CEO, Parikrma Humanity Foundation, gave an inspirational talk on how one can convert one’s dream into a successful social venture. She outlined how Parikrma is transforming the society by inculcating education, discipline, and values into children from underprivileged section of the society.

Mr. Noriyasu Sugimura, Director, PMI Japan Chapter; SQA/PMx Manager, Microsoft took the delegates through the Tsunami and East Japan Disaster recovery efforts. He talked at length about reconstruction and initiatives for getting over the Nuclear Power Plant accident. The audience learnt more about the PMI Japan Chapter, its services and directives, its 3075 members and 2500 PMPs.

Mr. Rajinder Kashyap, Dy. Director General and Mr. Prannoy Sharma, OSD to Secretary, Posts, initiated an eye opening discussion on the transformation of the Indian Postal Department. The 2 core objectives of Project Arrow were - Get the Core Right and Make the Look and Feel Right. The Project covered 8 silos:

Get the Core Right - Mail delivery, Savings Bank, Office Service Level, Remittances and Make the look and feel Right - HR, Infrastructure, Technology and Branding

The speakers also spoke at length on subjects like KPIs and targets, challenges faced in the Development of Monitoring tools, Data Extraction Tool (DET) and Analysis on duplicate data uploading. The External studies by NASSCOM and Deloitte’s findings on Project Arrow were also briefly discussed.
Starting New Projects

The 7Ps and 7Ds

What one should have, if one really wants to pursue an idea? If you want to start something new - you should have 7 Ps.

7Ps of starting something new

The 7 parameters can be developed if we believe in ourselves. We can become the initiators of new projects. However, we should look at each new project through the lens of these 7 parameters.

1. Passion - Long term sustainability will require passion - Passion creates a momentum in you that overcomes all possible naysayers and inertias of why something will not work.

2. Patience - Take it that there will be delays, difficulties and outright demeaning people - with smiles that mean mockery - however please also remember - each such smile also hides a fear - fear of "if you succeed..." then those smiles have to become awe... To override all these smiles - build patience in your system.

3. Perseverance - King Bruce and the spider - the story will start making complete sense to you - there is no other method than leaning from the spider - on rebuilding your net - again and again even if you keep on failing.

4. Planning - is actually an essential activity. The leaders understand it, pure idea guys do not. I suggest a minimum level of planning is essential. Prepare a key list of activities and follow up on them over a period of time.

5. Pride - is something that I learnt recently. Initially, I somehow never thought about pride in doing what you are starting. However, actually pride in doing the change is so important that it can actually lead you to build on other Ps.

Originally I had 5Ps later I added two more Ps - Purpose and Planet

6. Purpose - is the main starting point. It has to come from within, the purpose of what you want to create.

7. Planet - is the key to defining your purpose. If the purpose is not aligned with the planet Earth - the Nature - it will not lead to a sustainable venture or a successful creation of change that you want to create.

If you want to create change in the world that you want to see - build on the 7Ps!

After 7Ps, the parameters that will make you start the New, comes the actual process of doing it. I propose the 7Ds of Doing.

7Ds of how to do something new

1. Discover - Your business, your market, your social network, your project, your customers or even yourself. This springs from your purpose within the constraints of the Planet in 7Ps.

2. Define - What are the key objective and function that the project has to deliver? What are the key outputs and messages of your project and for whom? What key problem of the world you will be solving?

3. Describe - Elaborate what you defined by describing in detail the end-user value or customer value that your project/business/system is creating or will be creating.

4. Design - This is the most crucial part of the process. Design need to balance multiple extremes making your business system such that these extremes merge. Just to elaborate, let us look at Toyota's design philosophy of merging opposite extremes. They call it the 1-factor - balancing extremes and working on AND as an operating word. The Toyota (The Toyota Motors) Design Philosophy is one of merging two extremes by producing Vibrant-Clarity, Seamless-Anticipation, Intriguing-Elegance, Incisive-Simplicity, Leading-Edge Finesse, Perfect-Imbalance, Freeform-Geometrics and Integrated Component Architecture.

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DID YOU KNOW?

Q. Who developed critical chain project management (CCPM) and what is its key advantage?
It is all About Making Things Happen...

Amar Bhaskar, PMI

I am sure all of you at some point in time have experienced the joy of successful execution. Recall those celebrations when everything fell in place, and at the end everyone said Wow! That was a terrific project!

While we talk about rejoicing when things go well, we also have situations in projects where everyone is waiting for it to get over and have a sigh of relief when done. I am sure every one of us in this fascinating world of project management professionals will remember our first project when we played the role as a project manager. I remember the nervous feeling I had and the thoughts that kept coming to my mind, I will be held responsible if things don’t go well and the first time feeling of loneliness. Some of us are fortunate to have seniors by our side, who keep pushing to go ahead “be bold take the decision we are here to help you get there!”

That one sentence is a big influencing factor and creates a positive momentum in the environment good enough to pump up a whole lot of energy and enthusiasm to get you going. You can now ponder over what could make that winning difference.

The most thrilling piece in project manager as we all know: “It is all about making things happen…” if one peels this to know what goes into making things happen, in simple terms it is about meticulous planning and flawless execution. The words planning and execution processes are all known to everybody in this profession and is no big deal for anyone. The key qualifiers in front of those words ‘meticulous’ and ‘flawless’ describing how good those processes were deployed in the project make a whole lot of difference. Several great organizations have been successful not just because they had the right strategy; they also had the right level of expertise to plan meticulously and execute flawlessly and get things done way ahead of others. Meticulous planning and flawless execution have good correlation to the level of details and how sound project Information management has been deployed for decision support. Here are 3 tips that I learnt from my coach to plan and execute better:

Tip 1: “Poke your plan” to check how robust your plan is. Easier said than done! You need to know where to poke in those weak areas, many times they are left unplanned for want of details. However, mark them to subsequently work on detailing them as you progress forward.

Tip 2: “Drive with anticipation” to check on items of uncertainty. There are several things that may not happen as expected and derail your project. Often such items get buried as the project advances and remain latent, only to spring a surprise later. This is similar to applying the cautious driving techniques when you are climbing up/down winding hill roads.

Tip 3: “Measure from completion” to check on what else needs to be completed. Often we get carried away and measuring all that has been accomplished. Completion of milestones is a good motivating factor in the project environment and should be celebrated. In practice this would help control project better and avoid procrastination.

Implementing these tips in your regular practice would certainly develop your project maneuvering skills to a great extent and help in delivering a much superior project outcome and also enhance your professional excellence in making things happen...

Starting New Projects
The 7Ps and 7Ds

5. Develop - Once you have designed your idea/business/product/venture you need to develop it. Develop the messages/communications for all possible channels - print, TV, online, email, social networks, micro blog, blog of your company, SMS, and online videos and all possible channels. Also the business model/project output needs to be tested by experimenting in real markets.

6. Deploy - Start deploying with an initial design in mind for creating Tipping Point by finding Mavens/salesmen/connectors in the networks of your choice, but before that make your product/service stick. If you follow Duncan Watts of Small world fame, may be just start by telling the crowd.

7. Deduce - Whatever is happening you need to find out how it is happening. Develop and carry out a measurement metric for Word of Mouth Marketing (WOMM) potentially a combination of Net Promoter Score and Tipping Point framework can be used as a starting point.

Use 7P7D Model of starting on your idea! Believe me it is doable as I am doing it. You can start new projects besides managing the projects through the 7P7D framework.
Miss Management

An ubiquitous presence seen in almost every office is that of the lady named in the caption, and we thought it our duty to warn the readers of the sinister designs of this deceptively attractive, shy young damsel, who has the looks of an angel - but, let us warn you, dear readers, the heart of a devil. We do not know how she entered the office - possibly she used the proximity of her close relationship with Mr. Management, but the latter is sure some day to rue the moment she set her foot in the office. Though he has not realized it as yet, bowled over as he is by her seductive charms, the fact is that he has not had any happy experience ever since Miss Management stepped in. Though she was not able to do much damage with her close friend Miss Take, she and her gang of other allies consisting of Miss Lead, Miss Information, Miss Direction, Miss Quote and Miss Calculation almost succeeded in getting Mr. Management to land on the doorstep of Miss Judgement. Fortunately he was saved in time, and her five friends were banished from the office.

However, this was not to last long. Miss Management now introduced to Mr. Management even more dangerous friends Miss Behavior, Miss Conduct, and Miss Deed, who in turn caused him to indulge in Miss Rule, Miss Chance and Miss Adventure as well, with even more disastrous results he ended up courting Miss Hap instead.

We understand that she has her next plan also ready. With the help of another friend Miss Chief, she is reported to be plotting his downfall by bringing Miss Fortune to him.

We would like to save Mr. Management somehow. Any ideas as to how to make him get rid of her say, by getting her married off to someone?

(Editor’s Note: The warning, though received from a source who wanted to remain anonymous, is timely. We must confess we ourselves came very close to falling a prey to the evil designs of this wily young woman who almost succeeded in preventing this exposure of her nefarious activities from appearing in print. She tried to ensure that it was not available when we searched for it. We understand that she was aided and abetted in this plan by her first cousin and wilful partner in crime, Miss Placement.)

I MISS YOU!

Doing it the PM way...

Use Checklist. Be More Effective.
Evolution of Scheduling Methods

**CPM Technique** - The first scheduling technique is Critical Path Method. CPM calculates the completion date of the project, using one-time estimate of tasks. Critical Path is defined as the longest path made up of dependent activities.

Ex: a house will be completed by a certain date say 1-12-2012. (i.e., no tolerance)

CPM scheduling is also known as deterministic scheduling.

**PERT Technique** - PERT stands for Program Evaluation Review Technique. It is a probabilistic scheduling technique. Here we use a three time estimate, i.e. Pessimistic, Most likely, and Optimistic for each task of the project, and the longest path i.e. critical path is arrived at. This is the PERT duration of the project. According to statistics, there is only 50% confidence in completing the project in the PERT calculated duration. In the case PERT, we say, a house will be completed by a certain date (say 1 Jan 2013), with a tolerance of say one or two standard deviations. We can say the house will be built by 1 Jan 2013, within a range of +/- ONE standard deviation. We also mention a CONFIDENCE LEVEL associated with this range say, 68% confidence level. If we consider one standard deviation as 15 days, then confidence level of 68% would mean the following. If we make 100 houses using this plan, 68 houses would be built by 1 Jan 2013 within +/- 15 days (i.e. between 17 Dec 2012 & 16 Jan 2013). This sounds more realistic!

**CCPM Technique** - The latest is the Critical Chain Project Management Method (CCPM), addressing behavioral science of resources involving the following:

1. Law of Parkinson (Work expands to allotted time)
2. Student Syndrome (Team members resorting to last minute rush 'Procrastination is the name of the game')
3. Multi-tasking (Lose-lose situations)

Critical Chain is defined as the longest sequence (Time-wise) of dependent activities either of resources or of the path taking into account the availability of resources. It is a resource constrained schedule. In addition to technical dependencies, CCPM considers resource dependencies. It makes use of buffer to protect the project deadline.
4th Annual Session of PM Primer

As they say morning shows the day. The PM Primer event held a day before the conference on 13-Sep-2012, heralded the arrival of PMPC. The 4th PM Primer Program began with exhilaration and great fervor. Students arrived well in advance and grasped the chance to network with fellow college mates and friends. Registration activity at the background spun with full zest and enthusiasm. The popularity of PM Primer can be gauged by the fact that the Chapter had a record registration of 21 colleges and 462 students who flocked in large numbers in spite of the unanticipated BMTC bus strike. This year’s distinguished Chief Guest was Mr. P.R Devi Prasad, Director, Fiscal Policy Institute, Government of Karnataka, who carries with him a vast experience in leading and managing large public sector projects, in addition to other projects across various industry verticals.

Mr. Devi Prasad, in his opening remarks, referred to the challenges of the growing traffic scenario in Bangalore, and highlighted the importance of deliberating on issues like volumes of parking. He suggested that this itself could be taken up as a Project by the policy makers. Emphasizing that every ‘Project’ needs to incorporate rational thinking and innovative approaches to achieve the best optimized solutions, he highlighted the basic differences in the features of Public Sector and Private Sector projects. He laid stress on 5 critical factors (Efficiency, Equity, Security, Fairness and Ethics) that form the backbone of any project and the core economic function of a Government.

Special Program

13th September 2012 also had two interesting special sessions.

The first one was TRIZ technique for project creation, where Mr. Navneet Bhushan, Founder Director of Craftit Consulting, gave an inspiring talk on how we can follow a systematic process to create invention. He gave an interesting insight of how ‘ease of operation’ of touch screen interface has a tradeoff of with ‘unintentional activation of functions’, and how this can be treated as a contradiction problem of trying to balance a ‘reliability’ versus ‘ease of operation’ feature using TRIZ principles.

The second session, presented by Mr. Shankar Rao, showcased the effectiveness of Critical Chain Project Management (CCPM). Illustrating his points with practical examples, he demonstrated that attempts to increase the confidence level for completing a project within a specified time frame could only result in the Probability Curve getting further skewed and acquiring a ‘longer Tail’. A host of factors come into play, such as Parkinson’s Law, Murphy’s Law and the Students’ Syndrome, delaying the project further, instead of accelerating it.

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Dr. Rao Chalaasani from General Motors, talked about National Electric Mobility Mission Plan for 2020 (NEMMP). The goal of NEMMP is to study global market trends, technology challenges and current road map of Indian industry to recommend a policy framework for driving xEV market through government intervention.

The most popular session of the first day was by Dr. Mohan Sundara Rajan. He described the latest innovations in Nano Technology. Graphene, Graphene and Buckyball were scientific terms made very simple and engaging by the speaker’s vast experience and great sense of humour. He ended with a very interesting example on why we are 10 years behind China, that had the audience ponder and also applaud.
A Disclaimer

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