



# Women Leaders in Every Role



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“To be recognized as the organization of choice by evangelizing Project Management”.

## Mission

- ⇒ Evangelize project Management across industry, academia, community and government.
- ⇒ Provide a forum for project management professionals to promote the principles and ethical standards of PMI.
- ⇒ Promote networking among professionals, sharing project experiences and best practices, imparting training and enabling PMI certifications and ultimately enhancing quality of life.
- ⇒ Provide infrastructural facilities like library, portal & knowledge repositories

On the Cover

**Rose Mary Tyler, PMP,**  
Chair, PMI Women in Project Management Specific Interest Group Org.

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## from the desk of the **President**

Not content to sit on the sidelines of project management action, women are making their mark on the profession. PMI has had a Women in Project Management (WiPM) specific interest group running for 14 years (More details on <http://wipmsig.org>)

### **Dear Avid Reader,**

Our Chief Editor decided to bring out an issue highlighting the “Role of Women in Project Management”. Though project management is still a male-dominated area, an increasing number of women are being drawn to the discipline. As project management sprung from male-dominated

industries such as oil and gas and construction, it is not surprising that it has also suffered the same sort of gender bias.

However, in the last couple of years, things have begun to change noticeably.

We have a special contribution in this issue from Rose Mary Tyler, Chair of PMI WiPM SIG, who met Mumbai Chapter representatives at the EMEA LIM 2009.

Each year, PMI awards the PMI Component Awards to PMI components to recognize their exceptional achievements. This year, for the first time, PMI Mumbai Chapter is proud to receive the award for PMI Component of the Year. The PMI Awards ceremony will be held during PMIR Global Congress 2009-North America where the Chapter Board members will receive the award.

The chapter has joined hands with IndianNGOs.com and Mastek Foundation to conduct a two day course in Project Management for NGOs.

The chapter shall be sending out a Membership Satisfaction Survey and seeks the inputs from all the members to evaluate the services and suggest improvements for greater membership satisfaction.

**Tejas Sura**, President. - PMI Mumbai Chapter, India | [president@pmimumbaichapter.org](mailto:president@pmimumbaichapter.org)

## from the desk of the **Chief Editor**

Amitabh (playing the crook) says “Look...Today I have money, gold, bungalow, mansions, cars, servants and everything one can ever want in life! What do you have with you?” In reply Shashi (the cop brother) says “Mere paas Maa hai (I have mother with me!).”

### **Esteemed PM professionals,**

I am sure in INDIA we have all seen the blockbuster movie DEEWAAR where superstar Amitabh Bachchan and Shashi Kapoor brothers playing the crook and cop fight it out... Here in English for the benefit of my international readers...the dialogue that ripped movie theaters in standing ovation and tears...

Mother in one word symbolizes the epitome of the best one can ever have and personifies womanhood. Women are born leaders and all through the journey of life they lead and inspire as a sister, a friend, a wife, a business woman and a wise lady! Reminds me of my current boss! J

I am grateful to Rose Mary Tyler, PMP, Chair of the PMI Women in Project Management Specific Interest Group whose article inspired me to come out with this Special Edition dedicated to women leaders and achievers across the world!

**Kummar Vaalsalam**, Vice President - Publications, Chief Editor PRAKALP Journal.

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# TOP 10

## STRENGTHS OF WOMEN LEADERS THAT MEN CAN EMULATE



VASKAR ROY, PMP

In today's complex and dynamic world effective leaders with good business acumen and good traits are required so that they can steer clear the business during trouble times as well as augment their business in terms of revenue and growth.

In numerous studies it has been found that women executives have scored higher than their male counterparts on a wide variety of measures - from producing high quality work to goal-setting to mentoring employees. Some of the studies have revealed that women think through decisions better than men, are more collaborative, seek less personal glory and generate new ideas and act on them.

So, what are the distinguishing traits that women can exhibit more effectively than their male counterpart? Let us examine them one by one.

### **TRAIT NO. 1: Transformational Leadership Style**

To compare leadership skills, Meta-analysis adopted a framework introduced by leadership scholar James MacGregor Burns that distinguishes between transformational leadership and transactional leadership. Transformational leaders establish

themselves as role models by gaining followers trust and confidence. They state future goals, develop plans to achieve those goals, and innovate. By contrast, transactional leaders manage in the conventional manner of clarifying subordinates' responsibilities, rewarding them for meeting objectives, and correcting them for failing to meet objectives.

Women leaders show more transformational than male leaders, especially when it comes to giving support and encouragement to subordinates. Women leaders are also engaged in more of the rewarding behaviors that are one aspects of transactional leadership than the male leaders who are engaged in doing disciplinary actions that are either active (timely) or passive (belated) and forms the part of transactional leadership.

### **TRAIT NO. 2: Collaborative and Participative**

Women work hard to make people feel part of the organization and encourage people to contribute more in a very significant way in terms of setting and achieving the performance goal as well as determining strategy. It can be perceived by women that collaboration

can get results without seeming particularly masculine. As women navigate their way through the double bind, they seek ways to project authority without relying on the autocratic behaviors that people find so jarring in women. A viable path is to bring others into decision making and to lead as an encouraging teacher and positive role model.

### **TRAIT NO. 3: Believes in building relationship**

Women build strong relationship within and outside the organization they work, rather than creating relationship within their own firms. Not only does it protect their portability, but it has the added benefit of boosting their reputation with colleagues. By contrast, men are prone to build up greater firm and team-specific human capital, investing more in the internal networks and unique capabilities and resources of the firms where they work.

### **TRAIT NO. 4: Loyalty to Firm**

Women are more loyal to the firms they work for as they believe in stability and proper work and family life balance. Whereas, men are more likely than their female counterparts to be lured away by higher compensation and they pay the

price of diminished performance. Women like to stick to the present firm and try to build deeper and broader relationship within the organization. They think more strategically, learning how to command a position of authority that works and is accepted. As a result, they've gotten promotions, taken on bigger projects and asked for more of what they want.

#### **TRAIT NO. 5: More emotional in nature than men**

Women are more emotional than men and this helps them in understanding and making emotional connections to the people in better way. Women have a greater capacity for empathy than men and this helps in understanding other's behavior and helps in creating better team.

They have a heightened awareness to subtleties and nuances. This helps in developing better Emotional Intelligence (EQ) in understanding and developing better people relationship and getting the things done and also who to influence.

#### **TRAIT NO. 6: More giving in nature**

Women are more of giving in nature and giving is the chief activity that defines femininity – this has been confirmed by Bem Sex Role Inventory (BSRI). The test includes 60 descriptive adjectives – 20 masculine traits, 20 feminine traits and 20 neutral traits that subjects use to rate themselves. The traits chosen to define femininity in the BSRI are: yielding, loyal, cheerful, compassionate, shy, sympathetic, affectionate, sensitive to the need of others, flatterable,

understanding, eager to soothe hurt feeling, soft-spoken, warm, tender, gullible, childlike, does not use harsh language, loves children, gentle, and femininity.

**“A company is an organic, living, breathing thing, not just an income sheet and balance sheet,” says former Hewlett-Packard Chairman and CEO Carly Fiorina. The feminine style of nurturing is becoming more acceptable.**

#### **TRAIT NO. 7: Watch out for “Glass Cliff”**

Women are more likely to accept high risk opportunities that their male counterparts avoid – this is called “Glass Cliff” phenomenon. Organizations view talented women leaders as indispensable, and these firms are truly hopeful that these talented women can perform miracle. Though sounds contradictory, in fact women are more risk takers than their male counterparts.

Women are politically savvy on responding when opportunities are presented to them. They treat failure as opportunity to learn and not the end itself.

#### **TRAIT NO. 8: Getting results**

Women are very good in teamwork but getting results is one of the categories in which women have earned highest scores in most of the studies than their male counterpart.

Jackie Streeter, Apple Computer Inc.'s vice-president for engineering says she has repeatedly volunteered to shift dozens of employees out of her division

because she felt they would better fit into a different department—a move that she says “startled” her male colleagues. “It’s not the size of your organization that counts but the size of the results you get,” says Streeter, who has 350 people working for her.

#### **TRAIT NO. 9: Women ask questions**

Women have the courage to ask the seemingly ‘dumb’ questions. They know that asking questions uncovers the true feelings and perspectives around the table.

They have an ability to ask questions in a way that draws people in and builds trust. The gentle nature that many women naturally have creates an inviting environment of safety and interest. It’s easier for employees to speak their point of view when they know it is wanted and valued.

#### **TRAIT NO. 10: Women connect with women buyers**

Research tells us that 50 to 80% of buying decisions are made by women. Yet, many senior level executives are men. Women automatically understand the perspectives of other women and the motivations behind the purchases they make.

Research tells us that women’s approaches are generally more effective in today’s business environment. As we continue to support women and deliberately offer opportunities for advancement and learning, both women leaders and our organizations will reap the benefits.

## Women...



## Leaders in Every Role !

Rose Mary Tyler, PMP

Rose Mary Tyler, PMP, has over 20 years experience in IT and project management, and is employed at Electronic Data Systems (EDS) as a Senior Project Manager. Currently Rose is Chair of the PMI Women in Project Management Specific Interest Group which has approx. 3,000 members across the globe.

**Position & Organization: Chair, PMI Women in Project Management Specific Interest Group Org.**  
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*Everyone is a leader to someone. Whether that someone be an employee (or thousands of employees), your spouse, a child, or at the simplest level, oneself; you are a leader.*  
~ Tracy Brinkmann

This quote was cited in a recent weekly email from Leadership Lessons From WalkTheTalk.com. Not only did I find the quote interesting, but there was also the realization that I wasn't familiar with Tracy Brinkmann's work. The overall point of the "lesson"— "leadership" is not a concept that only applies to certain people in business, governmental, and civic organizations—rather, no matter our age, gender, occupation, education level, or station in life each of us is a leader to someone.

As part of the PMI Leadership Masters Class 2008 in which I currently am a member, we've studied a number of concepts related to leadership - what it is comprised of, and how it is different from management and how it is a very individual thing when put into action. I want to focus on a few key points - leadership vs. management, perceptions and stereotypes, self-leadership, and project leadership - that are particularly important from the female perspective as we progress through our careers.

### **Are you a Leader or a Manager ?**

Our job title may be project manager or programme manager, but we could easily substitute the word leader for manager. One manages functions and leads people—a simple phrase that says a lot. Women have the capacity to be good at both managing and leading.

### **Perceptions and Stereotypes**

"Men are from Mars, Women are from Venus", the "glass ceiling", "emotional", "attractive", "likeable", "nice girls" - the list of terms to describe how women are

perceived is endless. There are a multitude of personality tests that give credence to the general premise that women are more cooperative, nurturing, cautious & emotionally responsive, and men, on the other hand, tend to be more competitive, assertive, reckless & emotionally flat. However, as women are spending less time nurturing children & more time in jobs outside the home, these traditional distinctions become less clear.

Also factored into this arena is culture, which really transcends much of our behavior, in both our personal and business lives. In the U.S. alone, within a generation, more than half of the population will be Latinos, Africa-American, Asian, and Native American—with women comprising 51% of the population currently.

### **Self Leadership**

Consider this premise—you can't lead others if you can't lead yourself. Self Leadership and the One Minute

Manager, by Ken Blanchard, is a simplistic little story, but one that demonstrates some very powerful concepts that are critical to developing the ability to lead oneself. The story is a parable about how a magician (her name is Cayla) teaches Steve (an advertising exec) how to employ three key skills in the various situations he finds himself in:

- challenging assumed constraints—a particular challenge for women;
- celebrating one's points of power—women have power, the trick is to recognize it
- collaborating for success—something we know women are good at.

Of course there's a happy ending—Steve learns how power, freedom, and autonomy come from having the right mind-set and the skills needed to not be a victim, overcome his challenges, and ultimately take personal responsibility for his success. Not only are women faced with the traditional perceptions and stereotypes, but we have the emergence of the virtual organization, which brings along even more cultural and gender constraints.

## Leadership Characteristics

So, what is there about project management that goes above and beyond the classic constraints—scope, quality, time and budget that allows women to excel as project managers and leaders? In addition to the standard measures of success, recurring characteristics such as emotional intelligence, relationship management, and collaboration are vital.

First, let's look at emotional intelligence (EQ). On a general level, EQ encompasses those 'soft skills' such as behavior, verbal and non-verbal communication, and reaction to emotions in ourselves as well as others. Allpm.com conducted a survey in February 2008 that rated the importance of EQ to overall success as a project manager—52% ranked it as critically important; and 38% ranked it as very important. Anthony Mersino, PMP, published a book titled, *Emotional Intelligence for Project Managers*, which delves into EQ and promotes the premise that EQ + IQ = Success. The author cites three key factors: relationship management, empathetic listening vs. problem solving, and team interaction as key to emotional awareness.

*Alpha Project Managers, What the Top 2% Know That Everyone Else Does Not*, by Andy Crowe, PMP, reviews the

behaviors and skills that set successful project managers apart from the rest of the pack. His study concluded that only 2% achieved the ranking of 'alpha' project managers—the highest level of success according to their peers, management, and clients. Of the key factors that made those 2% different, the most important was their attitude & belief (in their own abilities to be successful), followed by relationship management and leadership abilities.

John C. Maxwell, in his book *The 21 Indispensable Qualities of A Leader*, talks about several characteristics of successful leaders—having a "big picture" focus referring to vision and strategic thinking; "business acumen" described as industry awareness and business operations knowledge; "organizational savvy" relative to company politics and stakeholder motivation; and "productive work environment" through collaboration.

Another book, *Leading Minds*, by Howard Gardner, reviews the leadership style and quality of several famous women in political and social history—including Margaret Thatcher and Eleanor Roosevelt. Both women had multiple roles—business and personal—in which they demonstrated their unique abilities to overcome significant challenges. To see how these concepts impact us as women in business, just look at the recurring themes in the annual Forbes Magazine surveys of most powerful women in business, and the recent studies and papers from the Center for Creative Leadership ([www.ccl.org](http://www.ccl.org)), and Catalyst ([www.catalyst.org](http://www.catalyst.org)).

## Who Am I ?

As women we have a variety of roles—while they may seem unique on the surface because of their context, they really have that common denominator of leadership. As a manager, project manager, team member, mentor, business owner, coach, wife, mother, sibling, friend, we are responsible to make a positive difference through our actions and by example and ultimately positively influence others behavior. While we have many of the same challenges as our male counterparts, we also have some that are unique to our gender. Awareness and understanding the qualities of great leadership—leadership vs. management, self-leadership, emotional intelligence, relationship management, collaboration—is the first step on the path to making ourselves into great leaders in any role we choose.



## Leading in Times of Change... Maybe Even Turmoil!



By Tresa Eaves, MHR, PMP

About five and a half years ago, I had the great pleasure of coming to work for the Internal Revenue Service. Yes, that's right, the IRS. Having seen the April 15th deadline come and go for my 5th year, I thought it appropriate for me to share with you what a pleasant place this is to work. That sounds really odd doesn't it? And to add drama, I work with the team of folks who make the very software package that gets used to audit returns should a person or small business require a "personal" audit by an IRS agent.

We deal with a lot of change in my organization. The program I work on for the IRS is called Report Generation Software or RGS and it has actually been around and useful to various groups within the IRS for over 15 years. It has gone through many changes since its inception migrating from DOS to NT and is now in transition to C#/.NET. It's been on the chopping block having been through many engineering audits and reviews to assess the viability of the program to meet the needs of the IRS.

But there are many other types of changes we face as PMs besides technological changes so let's explore how our leadership skills combined with our project management skills can help us during these trying times. The kinds of changes we are facing today include the impacts of an economic recession on our companies and our government, acquisition of our companies or our companies acquiring other companies and the waves of impacts to an organization that this causes.

What do you need to focus on in your toolbox to be an effective leader and PM through these types of changes that might bring churn, challenges and even turmoil to your teams? How can you create a positive and fun work environment with these types of changes happening around you? How do you retain control of your team's culture when the very roof may be falling on you in terms of the number of changes in your organization? How do you get your team onboard with change? What are some tools you can use to take the turmoil out of change?

Some of the types of involuntary change that we might see include market loss, human resource reductions (lay-offs), loss

of market share, or a global economic recession and the ripple-effect this has on all of us and our work environments.

Some other types of change you might face are voluntary, either as a company or an individual, and might include acting on market analysis to implement a new product line or service, shutting down a project because it is losing money, outsourcing a portion of your business to save money, or even deciding to achieve an ISO 9001 certification in hopes that it will increase your credibility with customers.

So whether the change comes from within or outside your control, it's really all about your perspective. The mere introduction of change causes us to stretch our capabilities to either meet the challenge or push to adapt the required/requested change to a better solution. Being able to recognize a needed change is always a bit easier to deal with than being caught off guard. That's why so many leaders are well read across a multitude of disciplines—so they can anticipate change or even implement change when they see it adds value to what they are doing. When our staff sees that we've anticipated changes and done our homework, planned for them and worked hard to effectively communicate with them, this increases our credibility and trust amongst our team members and higher leadership.

Why is it that people fight change? If anything has become clear over the past many millennia, about the only thing we know is sure to happen is change. There are many reasons people fight change including: they like how things are, they are pessimistic about what the change will lead to, followers don't respect or trust their leaders, the leader doesn't support the change, the change may lead to personal loss of power/title/empire, change requires work and additional commitment that some don't believe they have the energy, or finally, there could be a certain narrow-mindedness toward new ideas or a desire to stay with tradition.

Once we understand why people fight change, how do we overcome these challenges to become a change agent? We



must establish a vision, plan, or model that each member of our team can relate to in order to understand how the change will unfold. Leaders must also truly buy into the change—putting on the company line may win you an Academy Award in Hollywood, but it will rarely carry you through major changes in your company. Honesty is always the best policy. Allow your staff to challenge the ideas and give feedback so they feel they are a part of the process. You will do the same with your higher-ups if you feel certain aspects of the change are not well thought through.

What about if the biggest change that is needed is in your head? Even leaders need to change at times. How do you go about doing this? Firstly, you have to really know yourself, your strengths, and your weaknesses. You can do this by conducting a personal inventory or understanding how you react in times of calm and crisis. You should also better understand your relationship with others by using “safe” survey techniques where team members can be honest without hurting your feelings directly as through the use of a 360 review program or anonymous survey questions. You should understand your leadership maturity level—what kinds of teams, projects, programs have you led? When were you successful and when did you fail? What did you learn when you succeeded and failed and how did it mold your leadership styles? Were you too hands off or too much of a micro-manager (lacking trust)? Were you too dominant or too cozy with your teams? As you understand your leadership style and change yourself, you will be able to show others how the change in ways that will benefit them and most of all, you will involve them in the need for change. By involving others in the change discussion, they feel ownership and don't feel as if the change is being “inflicted” upon them.

When you understand your leadership style and when you involve your team in making the change, you will create a positive work environment and enable the change process to happen without as much turmoil. Part of leading through change successfully is having the right folks in the right positions. If you have to hire new staff to support a product-line shift or a new services offering, make sure you get the right person for the job. If you are keeping the staff you have, assign roles in the change process and engage in team building if there have been folks who have never worked together before.

Formal mentoring and coaching is a rare but critical skill that will

keep building trust and credibility with your team as you work through times of change. If anything, it gives you a reason to sit and talk to everyone on your team on an occasional basis to check their progress on their career plan. Help them set attainable goals for each period and celebrate their successes as much as you try to find out why they weren't able to get something done as expected.

Remember the change process as a cycle: define the problem and the need for the change, introduce it to a small “control” group to prototype reactions, use that group to create buy-in through conversations at the water cooler, roll out the change idea to the whole team with lots of communication and visuals/models, implement the change by using “buy-in agents”, empower your team to alter the path to change and give clear directions. Also, report on progress of the change to the group so they can see the benefits as soon as possible.

Virtual teams often present special challenges to leaders. You have to work harder to create a collaborative environment for your team anyway, much less help a virtual team overcome the challenges of change. Creating a collaborative relationship with a virtual team can be achieved by creating a shared website for sharing documents, ideas through blogs, wikis or discussion forums, photos of vacations or office events, and/or personal milestones—company anniversaries, etc. Set a schedule to call your virtual team members every week or two and stick to the schedule. They'll eventually open up to you and look forward to your call. It's as if you are giving them scheduled “face” time with the boss!

It's also important to understand the culture, time zones, and work schedules of your virtual employees. If they always miss your call because you are calling at 2am their time, that can be demoralizing and you want your contact to be more than 80% positive and only 20% constructive/directive.

You can also use “mind-mapping” to help employees relay their feelings about a topic. For instance, you might use the word: “acquisition” to start a mind-map exercise and see where it goes—they may list two branches: “hostile” and “friendly” as types of acquisitions and it goes from there. You'll get a sense of where they are as a team on dealing with the change. Sometimes, when there is change, people react to the idea that maybe they won't be needed further. If you can enlist those folks to see their role in the long-term strategic plan of your company, they may be more open to the change.

## Women and Leadership

By Asha Apte, PMP

Women in the workforce in India have increased significantly over the years, and they are a force to reckon with in the business world in India today. A large part of this growth has happened in the IT, ITES, BPO industry. NASSCOM data shows that women in IT have grown from 24% to 28% over the past two years, and, the growth is even more for the new entrants – 38% to 47% in the same period. So the trend is certainly very encouraging. There are many women leaders in various walks of life and women are marching in corporate boardrooms; however, we still do not see adequate representation at senior levels.

According to a recent survey by the World Economic Forum, India is ranked 98th among 115 countries in relation to gender related development with the average female to male ratio being 0.38: 1, portraying a poor contrast to other countries. Lot of work needs to be done towards empowering women; the good news is that situation is changing rapidly and business environment is leading the way.

There are challenges of managing work-life balance at times tinted with gender, cultural and social bias. The challenges increase as you move up the ladder in seniority and responsibility. The changing reality is that more women are going for higher education/professional courses and are well trained. So when there is a war for talent, how can the organizations afford to ignore and not effectively utilize and leverage this talent pool? In addition to efforts by the organizations, women need to help themselves as well.

Let me share some of the learning's from my personal experiences that helped me in my professional life:

- Be professional and be good at what you do; there is absolutely no substitute for competence and quality of the work. Have self confidence and be assertive.
- Be proactive, do not just blindly do what you are told; understand the context, be curious, make suggestions for improvements, offer new ideas etc.
- Be ambitious and aspire to move up. This means pushing yourself up out of the comfort zone and daring to take path less traveled. Reach out for the opportunities; and through actions, turn these opportunities into achievements
- Increase your visibility and market yourself. Opportunities

cannot come your way unless people know what you are capable of. Communication, influencing and negotiating skills are very important for accomplishing this.

- Do not get into stereotype trap – women nurture, men are tough etc. The reality is that same skills are required at the leadership level, whether you are a man or a woman.
- People say women are good at consensus building etc. But learn when to get out of the consensus building and make decisions for the team.
- Empower yourself not just as a woman but also as an individual. You will need to make many tough decisions in your professional life.
- Network, network and network.
- Find a mentor or a coach – within the organization, or even externally.

One question often asked is, why we do not see more women representation at the senior level? There are many reasons for this but the situation is changing for better. Only recently more women are going for higher and professional education; hopefully, now we will see more experienced women in senior roles. Many times, women have made a choice and opted out of workplace because of the family reasons and lack of support for them to continue. If the employers can provide required flexibility and infrastructure for them to continue working through various phases of life, they will be able to retain them.

Yes, we have come a long way, but still have miles to go. There is a need for collective thinking to bring about the transformation for more inclusive and equitable workplaces. Clearly, policies are at the fountainhead of this transformation. As more and more women move up to senior levels and are able to influence the policy decisions, the pace of this transformation is likely to become faster. This change is also bound have influence on the communities and status for women in other spheres as well. The next generation of women leaders are sure reap benefits from this change.

### About the Author:

**Mrs Asha Apte**, is an independent consultant focusing on Information Technology Management, Strategy, Governance and Risk Management

## Experiences of Women Achievers in IT

Nilima Prabhu.



Management positions in IT Organizations are a tough task with extended working hours and a mix of work-life balance challenges.

Nilima Prabhu spoke to two IT industry professionals Mugdha Desai and Anjali Butley whose professional journey make interesting reading. Nilima has over 15 years of industry experience career spanning Quinnox, Mphasis NSE Infotech and Tech Mahindra.

**“Balanced attitude, analytical skills, clarity of thought & ability to take people along” are the strengths that help achieve success in profession.**

**Mugdha Desai**, B.Sc. Physics, MCA has 15+ years of experience and is currently working as Group Software Manager in insurance product division of Mastek Ltd.



**“Team work and the ability to involve and engage each and every stakeholder in the project maintaining good interpersonal relationships and having a ‘Yes, Can Do Approach’ and innovation” help achieve success in profession.**

**Anjali Butley**, MCA has 16+ years of experience & is currently working as Senior Projects Manager with L&T Infotech.

Both Mugdha and Anjali owe their success to their initial upbringing, support and encouragement from their parents. “My grandfather who was awarded the prestigious ‘Jagganath Shankarshet scholarship’ and my parents believed in value-based upbringing and gave a lot of importance to overall personality development. Since childhood, our ex-Prime Minister late Indira Gandhi, the Iron lady of India, has been my role model says Mugdha. For Anjali it was her father and very specifically her mother who encouraged her to build a strong career and balanced life. Sudha Murthy and Narayan Murthy are my role model says Anjali.

Mugdha faced many career challenges including stringent timelines, ambiguous requirements, demanding customer, cost optimization pressure, managing expectations of various stakeholders. According to Anjali Ineffective Communication, lack of involvement of stakeholders and team expertise were key challenges she faced so far in her career. Anjali adds that although communication does happen, the right information is not passed on to the team members as there is information loss. Sometimes clear cut business requirement are not received from the client on time to complete the project tasks. Both Anjali and Mugdha see schedule constraint as a common factor that affects projects.

“Time management is an important facet of self management. I use various time management techniques to plan my work and ensure optimum use of time. I ensure that I dedicate quality time to with my team as well as family” says Mugdha. Anjali opines that “Effective time management on projects is the biggest challenge. I prioritize work in categories such as with client, internal with the team and in combination with the team. Based on these categories I plan for meetings and communications to be done with the team and with the client. There are always last moment work/meetings arising, based on the priorities I spend time on them. If required I put in extra hours to complete the task.”

People Management is another area in which Mugdha developed skills over the period of time. “Initially ad-hoc style of working of colleagues and subordinates used to irritate me. However, I have realized the importance of individual differences, have started appreciating various working styles and getting the best out of my team to execute the project successfully.” says Mugdha.

This includes mentorship and competency development for resources as Anjali describes the lack of proficiency in specific technology skills among team members that poses as a challenge to meet the project deadline. As we are working on SAP ERP package, we have to upgrade our knowledge as per the latest version of the SAP ERP software in terms of new SAP products, new version/releases of the SAP products and customers feedback. Anjali adds that to overcome this challenge she identifies the skill gap, talks one to one with the team member who does not have required skill as per the project requirement. Understand their way forward plan. Provide as much as possible support to them to gain the required skills.

Mugdha says that in Syntel, employees with consistent outstanding performance are awarded the prestigious ‘President Award’ which is an all expense paid Caribbean cruise with one family member. She was obliged to be conferred upon this award in 2002. For Anjali handling new clients, mentoring fresher’s for the project, managing SAP’s SAP ECC, Supply Chain Management’s Advanced Planning and Optimization (APO) area are some of her achievements. She also worked as coach for the “Personal Total Quality” program which was based on Stephan Covey’s ‘The 7 Habits of Highly Effective People’.

Anjali advises that applying common sense rather than theoretical knowledge is essential. In case you are in doubt get advice from your experienced project managers who have handled similar projects and situations. Please remember that every project is unique as it involves people, technology and processes. Mugdha’s proven tips to new project managers is that with right attitude, readiness to learn, out of box thinking, ability to take people along and willingness to go the extra mile can make every project a great success.



## Women Redefining the Workplace



Preeti Sharma

Today we find many women having important roles in the work place and are in the process of redefining their workplace. Women provide the necessary 'soft skills' in the harsh jungle of the corporate world.

Men are from Mars and Women from Venus' so there are major differences in their working styles. Men are intellectual whereas women are emotional. Men are more data driven whereas women are more intuitive. Ask a woman why she is doing something and she will probably say 'I don't know, but I just feel this to be right.' Whereas ask a man and he would have a detailed flowchart explaining his decision. Men generally like to be individualistic in their work and don't work well in teams. For men there is a clear need to be in a commanding position whereas women being participative do not necessarily feel the need to be in control at all times. Hence women are able to work better in teams. Men are not able to balance home and workplace, whereas for women this comes naturally. Men concentrate on achieving perfection in their workplace. On the other hand, women try to achieve perfection at both office and family front, probably burning both sides of the candle in the process. Women are constantly balancing both the roles,



teaching them important lessons in multi tasking. Many men have reached a level of CEO whereas we find very few women at the CEO level. Women really have a long way to go in the corporate world.

Women have distinctive qualities to be good leaders. Women tend to be more sensitive and caring especially after motherhood. Women are more intuitive and can judge people well. An average woman is harder working as she has multiple roles to perform. Women tend to be more spiritually aware and trusting in God. Women are good multi takers and tend to handle crisis better.

Women are adaptable and ready to accept the views of others. Also women are known to be ethical.

The key strengths that women have as

managers are greater sensitivity in handling relationships. Have you noticed that women judge the moods of their bosses well! If the boss is in a bad mood, stay off him is what a female colleague will sense quickly enough. Women have the ability to connect well to their various stakeholders, mainly bosses, colleagues, customers, suppliers, etc. Women hence have the ability to 'network' better. At crisis management situations, women have better skills. Women also are not gender biased and have the ability to behave in a more gender-neutral manner.

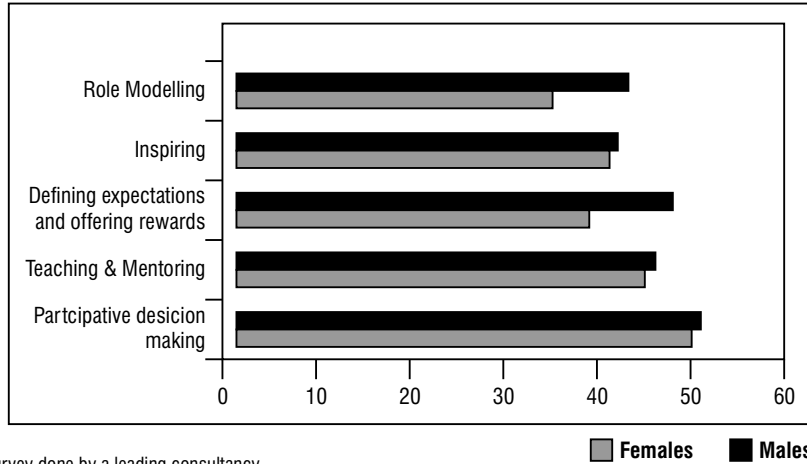
Women managers have a number of unique qualities. They delegate authority quickly and willingly, are more successful in dealing with clients, are better customer services providers (due to have patience levels), they are high on integrity and honesty and better human relationships.

Women are also able to promote emphatic leadership by enabling the empowerment of their subordinates. Women leaders are of course more effective listeners, more interested in learning, effective planners and executors and have a team oriented approach.

Women leaders bring different

## Wome Leaders Bring Different Leadership Styles

### Women Leaders Score High on:



Source - Survey done by a leading consultancy

leadership styles. Women leaders score higher on role modelling, inspiring others, defining expectations and offering rewards, teaching and mentoring & participative management. Moving ahead, women can help themselves in a couple of ways. Women need to assert themselves more. In a male dominated corporate world, being assertive is a significant plus. Women should negotiate hard and well for power more aggressively. For leadership

is taken not given. Women need to understand that playing tough is not being aggressive, it's just being firm. Women need to be more effective mentors to other women. Sometimes women face more opposition from other women.

Women who want to move to managerial positions need to learn additional skills. Firstly women need to learn how to handling organizational issues by themselves rather than

frequently running to their male counterparts. Women should be willing to achieve equality and not expect gender allowances for themselves. After all today at many positions women command the same salaries as men. Women should learn to see themselves as a 'person' rather than a 'woman'. Women need to break cultural and religious traditions to work in senior managerial positions. Many times it's the women themselves who have created this barrier to achieving heights. Due to their social conditioning women have created a web of deception for themselves from which they find no escape. Women are not career minded and shirk roles which have higher responsibilities and long hours.

So to sum it up women can move mountains with their grit and determination and more power to women.

### About the Author - Preeti Sharma

Author is Director, Pragati Software Pvt Ltd; She is Woman Entrepreneur of the Year 2007 award holder from FICCI.

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## PMI Mumbai Chapter Member Statistics

Total Members	: 838
PMP Count	: 446
CAPM Count	: 3
PgMP Count	: 1
Risk Count	: 0
Scheduling Count	: 0

### Articles for Next Edition

Dear Readers,

The Next Edition of PRAKALP (Special Annual Edition) would be released in January 2010.

All the readers are requested to send in their articles at the earliest at [publications@pmimumbaichapter.org](mailto:publications@pmimumbaichapter.org) Please remember to send a Passport size photograph in good resolution and your short introduction that would go alongside your article. In case you need any assistance with the format please feel free to get back to the Chief Editor Kummar Vaalsalam

### Feedback

In our constant endeavor to improve PRAKALP we seek your feedback / suggestions on this edition. Feel free to drop in your feedback at [publications@pmimumbaichapter.org](mailto:publications@pmimumbaichapter.org)



## The Top Characteristic of Women Leaders

Patricia Garofano, PMP

As a project manager, leader, trainer and volunteer leader, I've worked with women who display exemplary leadership skills that clearly contribute to their success in life and work. I've included stories in this article about my own leadership experiences and my interaction with women who are worthy of emulation. These experiences have had a strong influence on my development as a leader.



### Characteristic #1: Humility.

When I was President of PMI South Florida Chapter I was approached by an online education institution with project management courses to form a partnership where the Chapter would promote their services in exchange for a course discount for our members. During the board meeting the majority of the board disagreed with the idea. It allowed the opinion of the majority to rule for the good of the Chapter. I never regretted making that decision and being humble we still have them as a sponsor. In Jim Collin's book *Good to Great*, humility is mentioned as one of the characteristics of a Level 5 Leader.

### Characteristic #2 Attentive Listener

When I worked at the Canadian Imperial Bank of Commerce (CIBC) in Toronto, Canada, I reported to Daryle Hunt, Director of MIS. She asked lots of questions and spend lots of time listening to her team. She took the time to learn what motivated each individual on her team including my desire to develop my leadership skills. When the opportunity arose to nominate a member to attend a week-long off-site

Leadership Training course, she chose me. I gained facilitation skills, team building and motivational expertise from the role playing. Eventually, I also started adopting Daryle's talent for attentive listening. Kouzes and Posner, in *The Leadership Challenge*, mention the importance of good listening skills to observe and obtain feedback.

### Characteristic #3 Inspiring and Motivating

My first volunteer role with the PMI South Florida Chapter was as manager of promotion for the second annual Job Fair in 2004. Kim Caruthers, PMP who was the President-Elect and Job Fair sponsor at the time, led the weekly conference calls with the managers of each deliverable. Kim described in detail the success factors of our promotions team who signed up 600 job seekers for the event and the wonderful feedback we got from their experience. She elaborated on the various media used for promotions (radio, newspaper, internet sites, flyers distributed by hand). Her description of the facility, the placement firms, hiring companies and job seekers were so graphic I had no

trouble envisioning the event even though I did not attend. Kim inspired a shared vision with every member of the job fair committee and the results were another very successful job fair! Inspiring a shared vision is one of the 5 Exemplary Practices of a Leader in Jim Collin's *The Leadership Challenge*.

### Characteristic #4 Self Sacrificing

You might not expect a director to review every line a 100 page printout to find a problem when the task could be delegated to someone else. However, that's exactly what I observed Daryle Hunt, Director of MIS at CIBC, doing at least once a month back in the 1980s when we didn't have a lot of sophisticated computer software tools to work with. After everyone else had left for the day, Daryle could be found at least once a month, combing through reams of paper reports ensuring accuracy and helping find discrepancies for the stakeholders of the MIS Department. This had a very positive effect on her team. Because she set such a stellar example of self-sacrifice, her team was motivated to give that extra effort in all their tasks.



## Characteristic #5 Helping Others to Succeed by Sharing

Kathy Ericsson, PMP is leader who shared and helps many professionals to succeed. I remember she conducted a training program which resulted in the PMP Certification of the entire senior management staff in her division. She currently serves as VP of Marketing on the South Florida Chapter board and is always willing to share her experiences by participating in panel discussions at professional organizations and educational institutions. She freely admits that she is passionate about project management and enjoys helping others by sharing lessons learned about how to build a successful PMO.

## Characteristic #6 Fostering Collaboration

While I was President-Elect of the PMI South Florida Chapter, I quickly realized the benefit of collaboration with other Chapters and other professional organizations. I helped plan many joint events during that year, I served on the Region 14 Conference planning committee (The conference was in Miami that year) consisting of representatives from other Chapter in the Region and I participated on the Region 14 Fund committee. When I became President, I sought program opportunities for collaboration with organizations and continued serving on the Region 14 Conference Planning and Region 14 Fund committees. The joint events for my year as President included meetings with Women in Technology International (WITI), Information

Systems Audit and Control Association (ISACA), International Institute of Business Analysts (IIBA), ITWomen, and Construction Specification Institute (CSI). The crowning event for that year was a special joint dinner meeting with CSI where Greg Balestrero, CEO of PMI spoke on 'The Battle for Talent' dealing with the global shortage of project managers.

## Characteristic #7 Nurturing – To Bring Out the Best In People

When I worked at Hudson's Bay Company in Toronto as Manager of Financial Systems Development, my team was responsible for several high profile Oracle ERP projects. Adina Saposnik, the GM for Network Infrastructure and Telecom was always at that meeting and went out of her way to spend time with me after the meeting. She always said "You are fantastic". She praised me for the work I was doing and for the presentations I gave. Several months later I noticed she was out of the office for several weeks. When she returned she told me she was not on vacation, but rather studying for and taking the PMP Certification exam! When I asked her why a GM would desire the PMP Certification she replied more and more companies will require their managers to be PMP Certified in the future and she wanted to stay competitive. That was the motivation I needed to finally take the exam which I had contemplated for several years. Adina was great at nurturing and bringing out the best in people.

# Did You Know ?

**you can now connect**  
to other PMI MC Members on **Linked In.**

Please join the PMI Mumbai Chapter group and stay connected!!

Make yourself visible to the larger **PMI MC** membership base.

Remember the three steps of networking

**VISIBILITY**



**CREDIBILITY**



**PROFITABILITY**

You can now connect to other **PMI MC Members** through **YahooGroups !!**

Please join the **pmpclub yahoogroups** and stay connected, share your views and keep yourself updated with the happenings!

# Good things happen when you stay involved with PMI!

PMI commends all 2009 PMI Component Award nominees for their service and contributions to PMI and the project management profession.

PMI Mumbai Chapter is happy to receive the 2009 PMI Component Award - Component of the Year (Chapter Category II) at PMI Awards Ceremony on Saturday, 10 October 2009, PMI® Global Congress 2009—North America.

The PMI Mumbai Chapter Board of Directors (BOD) would like to thank Mumbai Chapter members for making this possible!



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