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JULY 2021

PRAKALP



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President's Message

Dear Fellow Project Management Professionals,

Another issue of Prakalp and the pandemic continues! But for how long? When are we going to see the end of the tunnel? Will it be business as usual come 2022? Surely, all of us have collectively written off the balance of 2021 (using an analogy of rains washing out play for the remainder of the day in a cricket match)!

All the articles in this issue July 2021 points to crisis handling. Sayali Pradhan talks about handling crisis at the emotional level. She puts forth the opinion that life is more than just salary and job titles.

Baiju Mehta article is about an historical perspective of what happened in 1970 (Apollo 13) or Capt. Sully landing the aircraft on the Hudson River in 2009. He speaks about the crisis which was handled by ordinary men who suddenly became supermen.

Chirag Warty emphasizes the fact that we are in a crisis- no ifs and buts about that. He speaks about strategic decision making in a crisis and what determines the quality of the decision that is made.

On a slightly different note, Sharad Harale's article is on the PMI Certifications – a journey towards standardization. Please do read it, especially since in the coming months PMI is expected to release the 7th edition of Project Management Body of Knowledge (PMBOK) for PMP.

We have started a new page - Letters to the editor. This is a step to make the magazine interactive. Please do send your feedback- both Bouquets and Brickbats. It will only make the future issues of Prakalp more readable.

Jacob Zachariah

President, PMI Mumbai Chapter



Editor Pens

Dear Team,

It is always a pleasure to introduce the Prakalp every quarter and we are appreciative of your ongoing support. We have a stellar line-up of contributors – providing tips and advice on various topics of project management.



In today's methodologies of the project management attention is increasingly paid to crisis-related issues. Today's economy and the tempestuous environment cause that an emerging crisis can pose a serious threat to the implementation of any undertaking. This Prakalp issue provides great insight into crisis situations and their effective management.

Thinking of doing Project Management certification from PMI but confused and not able to decide the right certification for you? Sharad Harale (your favorite trainer from Mumbai Chapter) gives you a quick walkthrough of all major PMI certifications so you can take a step forward. And PMI is releasing PMBOK 7 in August this year, so stay tuned.

And don't forget to revisit the success of the Chapter Exchange event.

Thanks and Best Wishes.

Sachin Korgaonkar, PMP, ITIL, PRINCE2
Vice President – Marketing, PMI Mumbai Chapter

1 Managing the Crisis within!

Sayali Pradhan



Crisis management has been a crucial aspect in Project Management. A crisis arises without any notice. A Project Manager is unprepared. Unprepared doesn't mean the Project Manager cannot handle the crisis. Yes, each crisis is different but a Project Manager has to have the qualities to manage the crisis, come what may. Crisis, be it technical, people related, product related, etc. can be taken care of.

The critical crisis what I observe today everywhere is the crisis within one's own self. This crisis within is hard to handle, manage or get over with.

An individual goes through so many emotions in a lifetime. Each individual struggles throughout to find his or her own path in this world.

We as humans are well equipped to handle technical crisis. This is because of the basics taught in educational institutes and also over the years of experience we learn few techniques. However, we find ourselves completely lost when it comes to emotions, dealing with personal desires, expectations, wants, trauma, failures, loss, hurt.

The crisis that arises within us is so far difficult to handle. We avoid sharing our loss and grief with someone. We construct a wall within our mind which doesn't let anyone see the vulnerable us. We all fake it to appear happy, doing well and let others believe we are doing perfectly fine. It is very important to resolve any kind of stress, thoughts, emotions that trouble us for long time. The idea is to manage and resolve any conflicts within our mind before they take control completely. It is of utmost importance to seek help to resolve an internal crisis.

The **first step** would be to identify the internal crisis ourselves. No one but you yourself can know what is troubling you, bothering you and worrying you. One has to connect with own self each day, identify the emotions causing stress. Identify the thoughts conflicting each other and causing that internal crisis. Once you are able to

identify the cause, the resolution is very easy. After waking up each day, sit in silence in your own company for at least 15 mins. Listen to your thoughts. Understand your emotions and say to yourself you will overcome any adversities. Express gratitude for all the good things in your life.

The **second step** would be to seek help from our near or dear ones. If one is not able to identify the crisis within one self and not able to manage it, it is better to seek help from near and dear ones. One should have a close circle of family, friends and well wishers with whom we can express our thoughts, feelings, happiness and sadness. It is very easy to share happiness with others but the challenge is to share our downfalls, our grief with someone. Someone who would not judge us, someone who would lend a listening ear to our problems and thoughts.

Always have time for your family and friends. Speak and listen to each other, avoid being judgmental. Share loving relationship with your closed ones. Be there for each other. When one is too bogged down with negative thoughts or any emotional distress, it is better if we share this with our closed circle of family or friends.

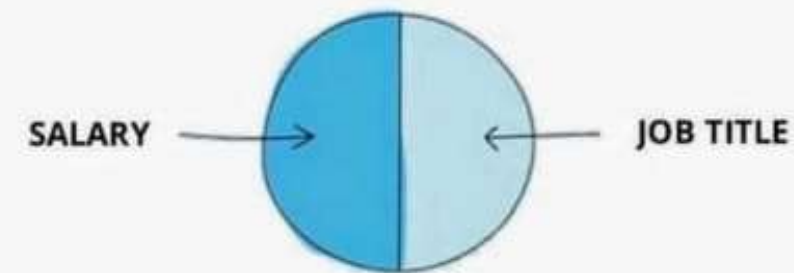
Managing the Crisis within! continued...

In case someone doesn't have any near and dear ones to share our stress or negative emotions, one can always seek professional help, the **third step**.

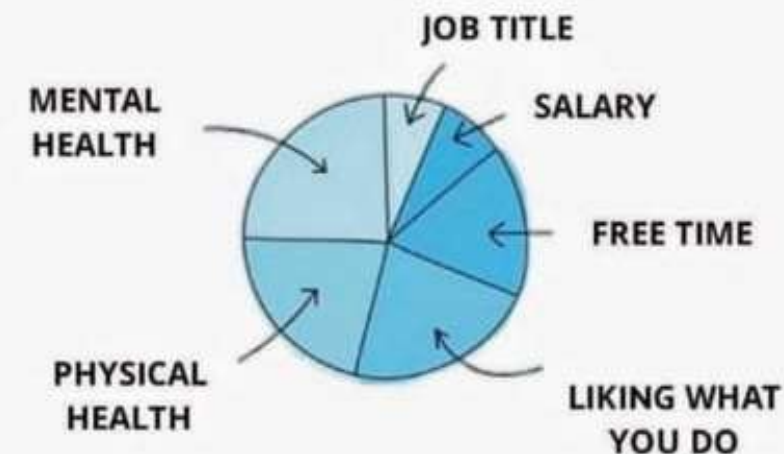
There are many professionals who provide a systematic approach towards helping individuals fight with their struggles of emotions within. The advantage of professional help is we are able to share our thoughts freely with an unknown person. One can get an un-judgemental view of their feelings, thoughts and emotions. Nowadays, we have coaches, counsellors, practitioners, healers whom one can approach to seek help. If one is not comfortable discussing with near and dear ones, it is better to seek guidance from experts. The internal crisis within one's own self can damage an individual's well being if not attended in time with the right support. Managing the crisis within one self is very important.

If we are able to manage this, then we are better equipped to manage any external crisis. Only then would we be empowered to offer support to others to overcome their own crisis. An individual who is aware and in control of his or her emotions is able to help other individuals in need. An individual who is in a happy and comfortable space can lead and show the path of happiness to others. Remember, only when our cup is full we can offer to fill someone else's empty cup.

HOW WE'RE TAUGHT TO MEASURE SUCCESS



A BETTER MEASURE



2 | Houston, we have a problem

Baiju Mehta

Crisis vs Change - Crisis (noun) means; turning point for better or worse OR radical change of status - it is sudden and it just hits you. Whereas, **Change** when used as a noun means transformation, alteration, and it's a gradual process over a period of time. Both, Crisis & Change, transforms and alters thereby bringing in a **new normal**. The event, Covid-19, caught all of us unaware. It created an existential crisis for all – Individuals, and Institutions. Best laid plans, strategies and visions have been derailed leading to unprecedented challenges for leaders. No business school ever teaches you how to handle a situation like Covid-19. And no one is ever ready or has a plan to handle the arrows that start flying thick and fast from all directions. To top it all, the leader must search for insights and guidance on how to keep the flock together and safe from the negativity that starts building up - both on the inside and out.

History is peppered with stories where leaders have faced life-and-death situations and yet have managed it with aplomb coming out as a winner. Be it

President Roosevelt when he led US out of the great depression, Churchill's leadership of UK in WWII, arctic explorer Ernest Shackleton, Apollo 13 Commander James Lovell, Capt. Sully Sullenberger etc... the list is quite long. Each leader led the team out of crisis without getting consumed by negativity.

Common traits - On reading the stories of leaders that have defied life and death situations, one can find few core common attributes and behaviour. Let's call them traits.

Trait One: Observed in a leader that leads a team during crisis – he/she has what Simon Sinek [says](#) an infinite mindset. An infinite mindset provides a leader with “Calm Confidence”. Confidence in one's ability in finding solution to the present crisis. When you read the stories of the leaders that have successfully taken their team, company, family or country out of woods – you'll observe that this leader had a calm confidence in the face of deep chaos.

Second Trait: Emotional stability or Emotional equanimity. Do watch [Sully](#) or [Shackleton's Antarctic Adventure](#). Crisis creates massive turbulence and can be compared to being caught in the midst of raging storm. The immediate focus of the leader is to steer his ship to calmer waters. A mind caught up in emotional frenzy will not be able to think clearly or focus on how to use the available resources in the best possible manner. Capt. Sully had few minutes to take the decision to steer his ship to La Guardia or Land it in the River Hudson. In the movie, Sully very calmly informs the passengers “Brace for impact”. And on landing, the first thing that he asks is “Need to know who is hurt, how badly and need the count”. An emotionally stable mind will help a leader to remain in focus to the task at hand.

Third Trait: Flexibility and Agility in response. Crisis calls for change. Change from the original goal or objective of the project. A leader has to be quick in his/her response to the crisis. Being quick or agile should not be compared with “speed of decision making”. Quick and Agile means using all your intellect to process the available information, adapting to change and acting decisively. Speed by itself is

reckless and can be impulsive. Once again Capt. Sully immediately takes charge of the plane when the engines fail. He does not go by the book - he processes the information coming to him, analyses it quickly and takes a decisive action. Flexibility is the ability to respond to constantly changing circumstances. When his ship “Endurance” is frozen in solid ice, Shackleton immediately reframed the goal of the expedition – from being the first man to walk across the Antarctic to South Pole to saving [all](#) lives. In Simon Sinek, words Shackleton was “willing to make a profound strategic shift, and [take a] short-term loss, to stay in the game.” The same goes for the [Apollo 13 mission](#).

Trait Four: Innovate/improvise. Imagine that you are 300,000 KM away from earth in a spacecraft that is en route to the Moon. You've reached 20,000 KM away from your destination and the spacecraft suffers an explosion that badly disables the oxygen supply. The situation calls the leader to innovate and improvise within the available resources. Crisis demands innovation on a smaller scale.

Houston, we have a problem continued...

Watch [Apollo 13](#) or read the book. Team, under the leadership of Mission Director Gene Kranz, improvise and innovate by the hour to rejig and fit a round pipe in a square hole that will absorb carbon dioxide. And the space crew, under the leadership of Capt. Lovell, use their spacecraft window to navigate.

And the last most important trait of a Leader in crisis – Take full responsibility and accountability. When US Airways Flight 1549 was hit by birds and lost both engines, Capt. Sully decided to land in the River Hudson. Similarly, Shackleton orders his crew to abandon the ship and only collect essentials required to survive. When Apollo 13 transmitted “[Houston](#), we have a problem”, mission director Gene Kranz called a team meeting.

Some other traits that can be found in leadership during crisis is managing the anxiety of the team. Do not let the mind of the team stray. Focus on the immediate next moment rather than

allowing the the mind to drift too far. Capt. Sully did exactly this to his co-pilot. Similarly, Gene Kranz. Watch it [here](#) and [here](#).

In a crisis, stating that the leader needs to be strong, and courageous would be an understatement. Besides that, a leader needs be aware about the environment. This will help him/her to innovate and improvise towards navigating the team. The most important aspect is for the leader to have clear and empathetic messaging. No loud, romantic or self-serving messages. Communication is at a premium in crisis. Tone, content and frequency at which leader communicates with his team is of prime importance.



Footnote: “Houston, we have a problem” is a popular but erroneous quotation from the radio communications between the Apollo 13 astronaut John (“Jack”) Swigert and the NASA Mission Control Center (“Houston”) during the Apollo 13 spaceflight in 1970,[2] as the astronauts communicated their discovery of the explosion that crippled their spacecraft. The words actually

spoken, initially by Jack Swigert, were “Okay, Houston, we’ve had a problem here”. After being prompted to repeat the transmission by CAPCOM Jack R. Lousma, Jim Lovell responded, “Ah, Houston, we’ve had a problem.” [Source](#)

3 PMI Certifications - Journey towards Standardization

Sharad Harale



Since last one year and a half, there has been lot of movements seen at PMI regarding the standards updating, Role Delineation Study (RDS) and certifications changes for PMP and CAPM, re-structuring business models for training providers through ATP (Authorized Training Partner) program and introduction of new Disciplined Agile certifications.

PMBOK Guide 7 and Project Management Certifications As we

all know, PMBOK Guide is one of the core references and is basis for all the project management related certifications. Very lately, everyone is curious about the date when PMBOK Guide 7 and the revised standard for project management is going to be released. It is more than awaited by the professionals who have already done training courses for PMP, CAPM and other certifications and are planning to take exam.

Also, large chunk of professionals wants to be in wait-and-watch mode to decide when to start the process to get certification.

It is now revealed that the Standard for Project Management is being moved from process-based framework to principle based and focus is shifting from only delivering project outputs to also project outcomes i.e., value-based delivery. This shift to principle-based approach is being justified to create standard which is generic in nature and can be used as basis to accommodate all types of projects like predictive, agile or hybrid.

The new PBOK guide version 7 which will accompany the revised Standard for Project Management is also shifting from Knowledge Area concept to Performance Domains. Ten Knowledge Areas have been documented now in form of 8 performance domains highlighting the outcomes expected from each domain including information on how to assess and check them. As we appreciate, the context matters and each project requires unique management, and for the first time, an interesting chapter guiding on detailed understanding of tailoring exercise is being incorporated. The tools and techniques, inputs and outputs are accommodated in chapter titled Models, Methods and

Artifacts and are only listed as items, details of which, is expected to be referred from PMI digital platform called Standards Plus. The platform is expected to have short videos, articles and case studies about use of various project management artifacts and tools and techniques in real world scenarios.

PMI has already announced change in PMP and CAPM exam in January this year 2021 which is based on recent RDS (conducted in late 2019) and which resulted in new Examination Content Outline (ECO). An attempt is made to align the new ECO with PMI Talent Triangle and thus the candidate now will be evaluated for 3 high level domain knowledge which are People, Process and Business Environment. Major change from the earlier understanding of PMP and CAPM certifications is about the focus of examination which is wholly based on ECO domains and tasks as defined and around fifty or more percent questions will evaluate candidate on agile and hybrid methodologies other than predictive. PMI has listed 10 references for current version of PMP certification exam that includes PMBOK Guide 6, Agile Practice Guide and Project Management books of well-known authors.

PMI Certifications - Journey towards Standardization continued...

Professionals who have already done course for PMP / CAPM certifications before January 2021 are expected to do additional study from the references and get understanding of agile and hybrid concepts for the exam. In view of PMBOK Guide 7 release in August 2021, apprehension is rife about changes in exam once again due to new orientation and concepts being brought in the Guide and Revised Standard. Question remains unanswered about the fate of PMBOK Guide 6 having elaborated content on various tools and techniques for project management which are still in use and being followed in majority of industries. It is understood that the mention of process models described in PMBOK Guide 6 is being made in PMBOK Guide 7 to keep it relevant even after release of new guide.

Choosing Way of Working and DA Certifications

PMI had taken over Disciplined Agile (DA) in August 2019 and subsequently has re-structured certifications in Agile domain also. The professionals who

were certified with old titled disciplined agile certifications (through discipline agile consortium) were grandfathered with new certification titles. Currently PMI has announced 5 Agile certifications seen at three levels of proficiency:

Level 1: DASM: covers foundation understanding of DA toolkit

Level 2: ACP and DASSM: ACP covers evaluation of candidate for their experience and application of agile practices. DASSM evaluates understanding of use of DA Toolkit to lead multi-team complex projects

Level 3: DAC and DAVSC: DAC is meant for professional having experience as coach helping organizational teams to understand and apply DA to achieve business agility

DAVSC is meant for professionals who will lead entire organizations in implementing enterprise-wide business agility

Many professionals are not able to appreciate PMI's move in promoting Disciplined Agile and its related certifications and also the fate of ACP certification in context of DA. Considering thousands of ACP certified professionals around, the new entrants to agile certification are in dilemma whether to choose ACP or go for newly announced DA certifications which is yet to pick up in industry like other certifications from PMI.

Looking at longer horizon, acquiring DA, PMI now has strong foot in Agile arena and also to be respected as authority for agile domain. It would not be surprise to see DA toolkit being taken to level of Body of Knowledge for Agile Practitioners and possibly get it included in PMBOK Guide collectively to make it a complete reference for all types of projects. Seeing this, it will be always suggested to consider a Disciplined Agile path for new entrants and shift for existing ACP to DA.

ATP and Certification Standardization

The training providers earlier working with PMI in royalty sharing model

referred as "Registered Education Provider (REP)" are now expected to get re-branded under new program called Authorized Training Partner (ATP). It's not only a name change for the provider but whole lot of program benefits. Currently PMP and DA certifications have been brought under ATP umbrella.

An introduction of ATP is changing the face of certification related trainings where PMI is getting into backward integration of certifications value chain by offering:

- PMI developed standardized Content for students and instructors which needs to be purchased from PMI
- PMI Certified Trainers to conduct trainings; an additional cost for getting instructors certified from PMI
- Annual charges to PMI for using ATP logo and program benefits
- Auto claim of PDU's acquired by participants in training

PMI Certifications - Journey towards Standardization continued...

PMI has put efforts which is great in standardizing the contents and material to be used in certification trainings in form of presentations, spotlight videos, training activity content, etc. Considering the training duration as constraint, this is seen useful by instructors to deliver the required content touching all topics for the exam but as an instructor I feel, from exam point of view, it is also limiting from covering important topics in detail as expected by participants. Thus, professionals looking for certifications like PMP and DA obviously are expected to do lot of additional reading from the references mentioned by PMI. It is possible that an individual will now find it difficult to understand the scope of study from mentioned references to get confidence about the preparation

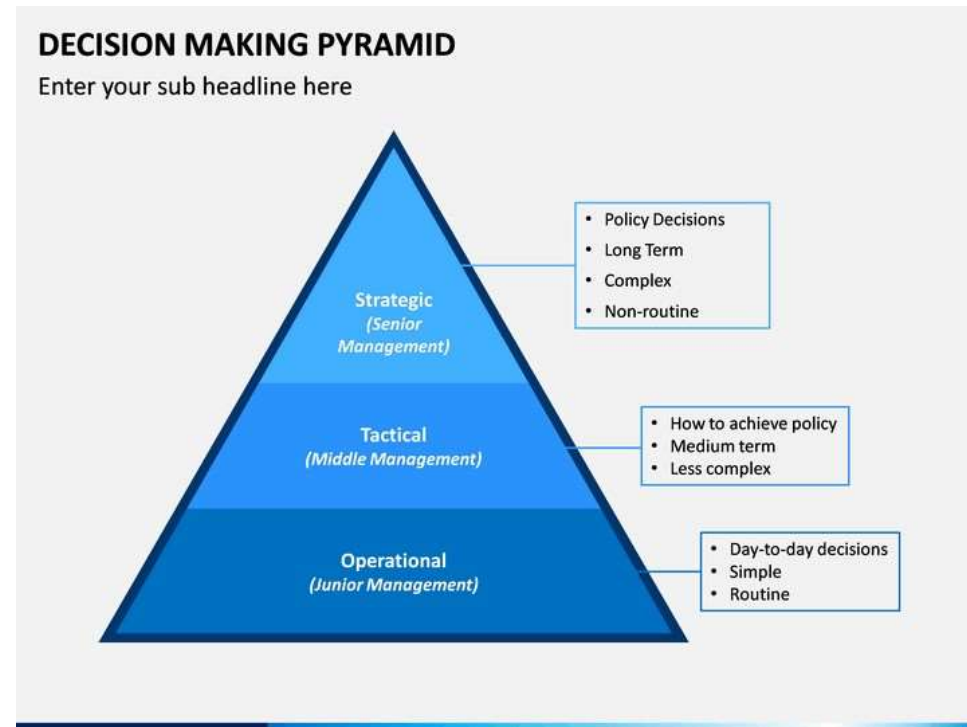
level required for the certification exams. Possibly after the release of PMBOK Guide 7 and revised Standard for Project Management in August 2021, PMI may like to withdraw current references about project management books being mentioned for PMP exam to avoid unnecessary publicity of the books not related to PMI.

Way Ahead - One has to wait and see, but one thing is clear: After August 2021, PMP certification preparation is expected to be get easier and be limited to few 'PMI only' references than general project management books. ACP's fate is unknown as on date but it is very much sure that PMI is on Disciplined Agile way.



4 Strategic decision making during crisis

Chirag Warty



Businesses rely on leaders for their most challenging strategic decisions -- where to invest, what to divest, when to place big bets. Leaders know that making good, fast decisions is challenging under best of circumstances. But the trickiest are those we call “Big Bets” - unfamiliar, High stakes, once in a life time, life changing decisions. When you are in crisis, which arrive at overwhelming speed and enormous scale, organizations face a potentially paralyzing volume of these Big Bet decisions.

Not to forget all leaders are human beings and like all of us they suffer from decision

bias that might lead to them making catastrophic decisions. The typical approach of many companies, big and small, will be far too slow to keep up in such turbulence. Postponing decisions to wait for more information might make sense during business as usual. But when the environment is uncertain and defined by urgency and imperfect information waiting to decide is a decision in itself. For instance, delaying the decision to cancel noncritical surgeries can mean not freeing up physician and hospital capacity now and potentially exposing or infecting more people.

Strategic decisions are those decisions that have an influence over years, decades, and even beyond the lifetime of the project. Once a strategic decision is made, it is very unlikely to be altered in the short term. These decisions are difficult to make and even more difficult to rectify if they go wrong.

We all suffer from Three types of bias that can be distinguished: Confirmation bias, Selection bias, and Confounding.

Confirmation Bias: It happens when you look for information that supports your existing beliefs, and reject data that go against what you believe. This can lead you to make biased decisions, because you don't factor in all of the relevant information.

Selection bias : Selection bias is an experimental error that occurs when the participant pool, or the subsequent data, is not representative of the target population.

Confounding bias: A systematic distortion in the measure of association between exposure and the health outcome caused by mixing the effect of the exposure of primary interest with extraneous risk factors.

Pay attention to Decision Quality (DQ)

The way in which they decide among options can determine the outcome as much as the decision itself. DQ is an approach to analytic, fact-based decision making that emphasizes insight over intuition, and analytics over conjecture. This approach crafts strategy and makes the decisions that drive superior performance and yield significant returns on investment. And, because the decision-making process is fact-based and transparent, there is greater chance of alignment and success.

All high-quality decisions meet six requirements:

- Setting the right frame
- Considering alternatives
- Gathering meaningful data
- Clarifying values and tradeoffs
- Using logical reasoning
- Committing to action

Focusing on each element of this rational decision-making model and involving the right people at the right time in the right way make it possible to create significant value and avoid mistakes that erode value. On the other hand, a lack of DQ leads to decision failures: Failed strategies, wasted capital in investment decisions, recycling of decisions, blaming, and witch hunts.

Ask yourself and your team these questions: What is most important right now? What might we be missing? How might things unfold from here, and what could we influence now that could pay off later?



5 Outreach at PMI Mumbai

Priya Patra

We make a living with what we get, but we have a life with what we give

That is what we Outreach team at the PMI Mumbai chapter genuinely believes. Why do I say so? Let me take you back to April 2020.

As the entire world went into lockdown, by imposing restrictions on borders, a group of chapter leaders came together to build a community, a community without borders across continents, cultures, and countries. PMI Chapter Xchange was incepted. PMI chapter Xchange initiative is about Collaboration - A virtual collaboration platform for chapter leaders and members to connect, collaborate and co-create. Co-creating events to bring diverse perspectives to our chapter members, spurring networking and collaboration opportunities. Every event is a four-week project strategy to:

- Select topics that resonate with our members
- Identify SMEs from diverse domains.
- Drive participation
- Provide a unique experience to our members
- Retrospection for continuous improvements



The event is just an outcome of this amazing journey of four weeks of connecting, collaborating, and co-creating. It is the journey that made it so special. Today we are 19 chapters, spanning across Asia, Africa, Europe, Latin America, and North America on this platform. We meet every month to discuss, deliberate on one topic, with thought leaders across the globe. Yes, it is one topic but the diverse views across continents make it so unique. So far we have conducted 11

events with thousands of attendees across 40+ countries.

Our last event on Artificial intelligence and Project management saw 1017 registrations across 56 countries. Missed the event? watch the recording [here](#)

Want to know more about PMI chapter Xchange. Visit our outreach corner [here](#)

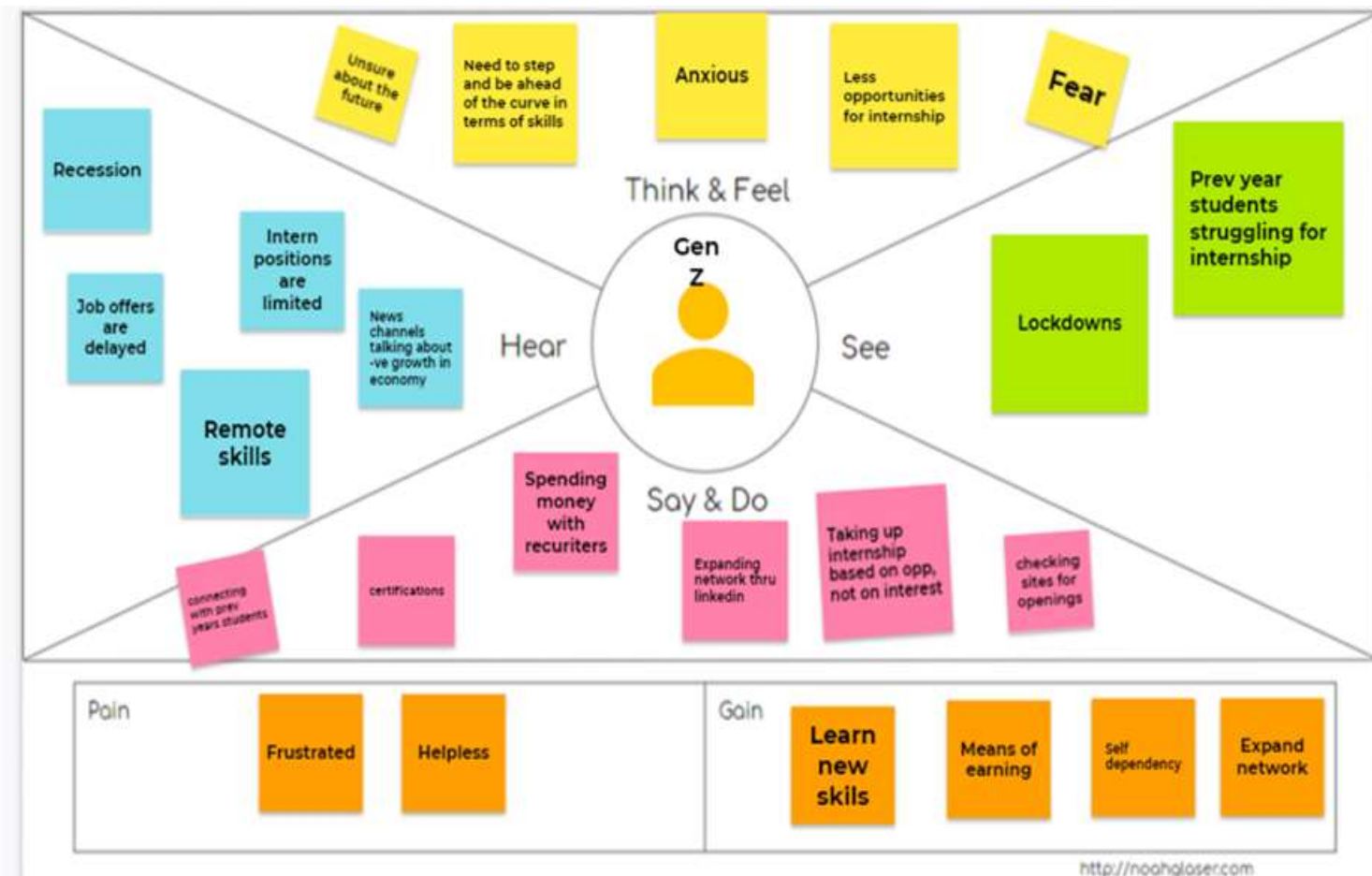


Outreach at PMI Mumbai continued...

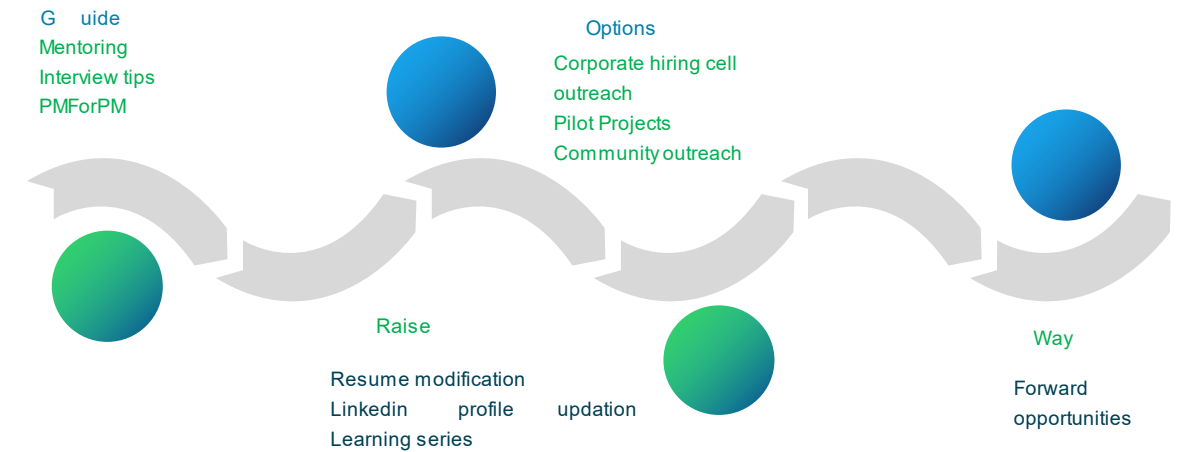
2020 has not been easy on GEN Z'ers. Many have had to deal with colleges/courses going online, disappearing job prospects, and uncertain financial situations.

We embarked on a journey. We created a space that we could access from our living rooms, to build the leaders of tomorrow. We designed a program just for the GEN Z leveraging "Design Thinking". To help the youth thereby making a social impact, the outreach team

Our Empathy Map



G.R.O.W



And voila there you go our **G.R.O.W** program was right in front of us.

Guide and mentoring by industry experts.

Raise visibility

provides **O**ptions – Connecting our GENZ's to corporate hiring cell, hiring communities to provide opportunities for pilot

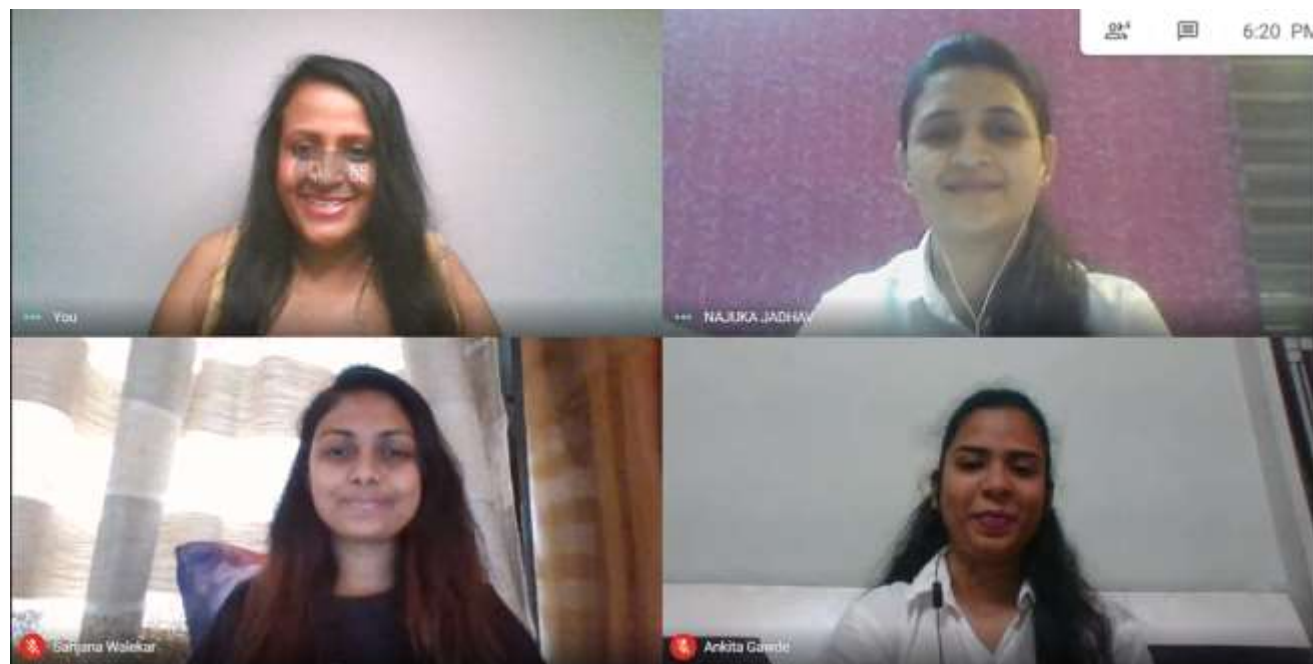
projects in the chapter for **W**ay forward opportunities

G.R.O.W outreach team has been able to mentor 3 batches across the country so far. We mentored, connected them to industry experts to transform their educational skills into workforce skills

Outreach at PMI Mumbai continued...

Mentee speaks: Really, one of the great initiatives for Aspirants like us and for those who are truly interested in the field. I would like to thank the PMI Mumbai chapter for the G.R.O.W Program - **Saifuddin Bhatia**

Mentor speaks: Thank you PMI MC for this amazing platform to connect with GENZ. It was a great learning experience for me- **Prameet Ghosh**



Want to be part of G.R.O.W or the PMI Chapter Xchange or our upcoming initiatives in the social arena? Express your interest [here!](#)



Project Management and Public Governance by R. Jayaprakash as an article is an ideal wish list of what is possible in the public domain of Indian governance. Alas the reality is very brutal and jarring. Every public project is grossly over time and over budget. What is the reason? Corruption. Officials know that every project delayed means more illicit money. It needed a Sreedharan to show that a broken-down Bridge can be rebuilt with lesser finances than budgeted and in a time that shaved off 2 months from the deadline! It happened in Kochi, to the Pallarivatom bridge. The flyover bridge over a busy junction was originally built 6 years back, but virtually came down in 2 years due to corruption in the PWD and among the politicians/ministers. Since the Kochi Metro was passing above the road, Sreedharan and Kochi Metro offered to rebuild the flyover. The Budget was decided. However, Sreedharan observed that since Kochi Metro was to return around 18 crores back to the Government, they could use that amount to rebuild the bridge. He also set June 2021 for the reconstruction completion. Surprise, surprise! The flyover was ready and thrown open to public in April 2021, 2 months before the scheduled date. So how was this achieved? Integrity, Efficiency and Honesty. Sreedharan has it and that is a given. But how many more public officials can claim it? Once we have a modicum of public scrutiny, then it does not matter much whether we are capitalists or socialists, whether we are adherents of Pandit Deendayal or Shri Thengadi, as propounded by R. Jayaprakash.

Dear Mr. Trivedi - Your views on current state public governance noted. Shri Sreedharan epitomizes the ideal person suited for public governance responsibilities. The interesting extension of this observation is the apparent dearth of such people in public governance despite a pool of 80 crores plus working age Indians. You have again rightly articulated - integrity, efficiency and honesty - as bedrock values of good public governance which can be inculcated with a reasonable dose of "public scrutiny". This brings me to the core message of the article I would like to re-emphasize: Do we, as educated people with experience, only observe caustically the lack of values and scrutiny, or, do we engage in public governance to convert our "angst into actions" by participating in the process. The article was my attempt to share how well intentioned people like yourself (and other members with project management experience) could engage through some existing public forums and that would go a long way in improving the situation. In my past personal experience, I have found most of my energies being directed towards observing the issues and commenting the need to change, but no constructive action in making the change happen. An apathetic person would deserve an apathetic public governance machinery and apathetic society at large. Gandhiji had articulated – Be the change you want to see in the world.

Following this principle, I currently look out for various avenues through which actions can be taken to bring about incremental change in the society. Knowing our Civic rights, understanding the process of local public governance, engaging constructively with local public authorities and contributing action time towards civic responsibilities are well within our realm of possibilities. I would like to again emphasize here on the term – "local". Given the nature of media attention, everyone has opinion on marquee figures (PM Modi, Shri Rahul G, etc.) and issues (national budgets, foreign relations, international trade rules). We need to recognize that these matters have less consequence than those in our immediate neighborhood. Example of Shri Sreedharan is apt here. He used local funds available at his disposal rather than seeking state level intervention. Additionally, we need to recognize that capitalist / communist / socialist are economic ideologies which are largely driving public policy discourse. If public policy initiatives are driven from the power of ideology, then the outcome orientation starts blurring. We have to drive out ideology from public policy initiatives and bring focus back to desirable social outcomes irrespective of ideology. In closing, as professionals, should we choose to engage with public governance (local, state or union) machinery, it would be ideal to direct attention on the outcomes away from ideology.

Inviting article submissions

Calling all PMI/Chapter Members and credentials holders to submit their original writings on the topic of project management. Earn PDUs for your published article.

Submission deadline for the next issue
– 30th September, 2021

Email your article along with your recent photograph & your LinkedIn profile and/or short profile to marketing@pmimumbaichapter.org

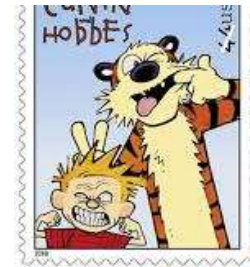
About the Contributors'



Ms. Sayali Pradhan is an IT project management professional with 17+years of work experience. Her work experience spans across the ITES,IT and Oil and Gas industries. She is also a coach. Her expressions are available on her You Tube Channel [Svasti](#). “Miles to go and Smiles to spread” is her motto.



Mr. Sharad Harale PMP, ACP, DASSM, et. al. an engineer who is passionate about Project Management discipline and also believes is the only way forward for any organization to sustain and survive. Wants to be learner and has 28 years of industry experience specializing in the field of project management. Always ready to share the experience among community and thus has association with Mumbai Chapter for last 15 years helping to deliver PMP, ACP, CAPM and now DASSM certification preparation workshops. Has long association with PMI USA primarily for standard content development since PMBOK guide version 3 onwards till recent project management standard being released in August 2021.



Mr. Baiju Mehta is a techno-commercial and marketing professional having 17 years of experience in managing, delivering diverse IT and BPR projects across verticals and across geographies from Hospitality, Shipping, US Taxations, Auto-Insurance, to Automation. A Post-Graduate in Information Technology and Marketing while holding professional certifications of PMP, Prince 2, ITIL-Foundation, CSM, CISA and Six Sigma Green Belt. Visiting faculty for Project Risk Management at SIOM (Nashik) and for Project Management at Thadomal Shahani Center for Management, Mumbai. Connect on mail mehtabaiju@gmail.com



Ms. Priya Patra is a mother of two, Author, Blogger, Women Empower believer, Dreamer, Creator and a Futurist. An Agile Evangelist and a Program Manager spearheading digital transformation, digital quality assurance and quality engineering program for a large conglomerate in Lifesciences domain. She leads Agile Community of Practice within the organization of 546 members, across 40 countries evangelizing Agile practices across all levels in the organization. She is speaker for national and International conferences on Digital, Agile and Project Management. Since Jan 2020, she has been building a women community Women PowerUp Network – a virtual community of around 550 women across the globe. #BeingGoodEnoughIsAmazing #WePowerUP. She is also a faculty member of [The PM Circle](#), an unique community of project leaders, agilists, coaches and consultants. A circle of competence, knowledge and unique global perspectives. When she is not working, she dreams about the future of work, and its impact on projects. Her views are expressed through [blogs](#) on projectmanagement.com.

About the Contributors'



Mr. Chirag Warty received his Bachelors of Science in Electrical Engineering from University of Mississippi, Masters of Engineering from University of Illinois Chicago and MBA from Cornell University. His other alma mater includes MIT, Stanford, Cornell, UCLA, UC Berkeley, UC San Diego. He is a Adjunct faculty for Univ of California Los Angeles, Univ of Mumbai, VJTI and IIT Bombay. Chirag is a core member of Quanical – an organization that has consulted for conglomerates like Aditya Birla Group, Tata Sons, Reliance, Wockhardt & Danube Group for building their Employer Brand, Digital strategy, New market penetration & revenue growth.



Mr. Raphael David is a Certified Project Management Professional. Has over 34 years of industry experience in the IT field and Telecomm. Has rich cross functional experience in IT Services, primarily in Networking and Data Center services. Worked across multiple leadership roles in Service Delivery. Has taken up global assignments successfully. Have rich experience working in India, USA, Europe, and Middle East. Currently working in the Global Division of PMO & Account Management.



Ms. Martina Pinto is a Marketing Communication Manager with a profound passion for photography, painting and writing. Prior to joining the corporate world, she used to freelance as a photographer. While she has undertaken several photo shoots, nothing inspires her more than travel photography. She believes travel photography is one such genre that connects you with nature and the human spirit. The vibrancy and positivity in her photographs have been featured in several corporate calendars and posters.



It took **Ms. Heena Thadani** four schools across three continents till graduation. Thanks to her entrepreneurial family, she now craves stability and discipline. Heena has worked a major portion of her life in the management consulting domain. After her move to technology services, she's had the benefit of guiding senior management teams in global organizations to achieve their change management initiatives. Heena can be reached at heena.thadani@gmail.com or you can follow her on LinkedIn [here](#)

Just for laughs...

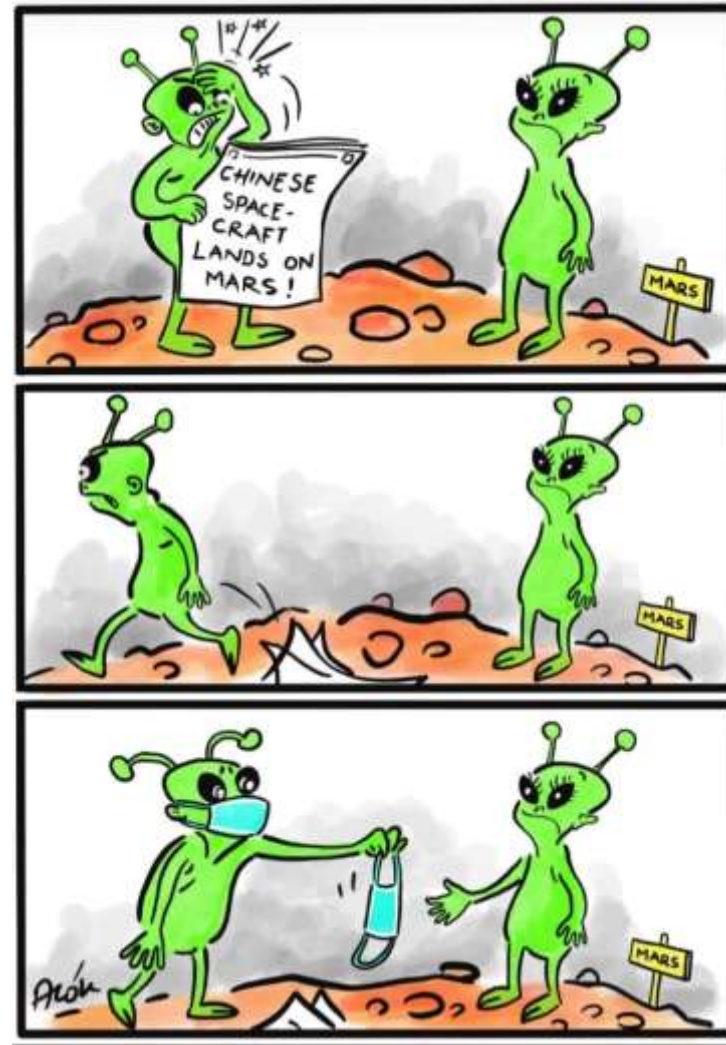
MY COWORKERS WATCHING ME DEPLOY A "SMALL FIX" ON A FRIDAY



Front-end

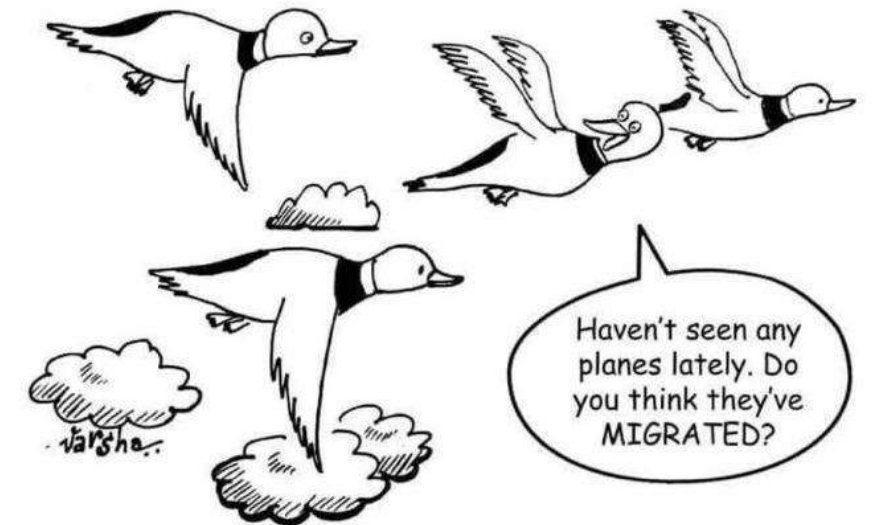


Back-end



LOCKDOWN LAUGHS

by Varsha Sheth





About Prakalp

Prakalp is the in-house magazine of PMI Mumbai Chapter and is being published since the early days of the Chapter – either in the physical or electronic form. Prakalp aims at enhancing the knowledge of our readers by publishing articles from thought leaders from varied industries and sectors. The authors share their unique perspectives on best practices, trends, new developments and news that have an implicit as well as explicit impact in the world of project management.