Dear Members

Seasons Greetings!!!

We would like to highlight that this quarter we successfully conducted webinar on Power of Diversity. Chapter had the honor of delivering 2 key sessions- "Managing Skills and Competencies in the Era of Digital Transformation" for RCC IT and "IoT Sensors , Devices and Terminals" for TRAI.

Save the Children, NGO received "Project of the year" award from PMI. It was undeniably a major honor for both the Chapter and NGO. Chapter had been always actively involved in various Project Management aspects with Save the Children NGO and the award was indeed highly appreciated

With the support of volunteers and members, Chapter Board shall remain committed for efficient and effective Leadership support to the PM fraternity. The Chapter is also eager to hear from members and volunteers for any suggestions and ways to perform better. The chapter encourages each of you to connect the project management community you are associated with, both professionally and personally in the region to raise the awareness about the chapter.

Cheers,
Editor's Desk

Cover Story: Plan The Transition vs The Transition Plan

"People don't resist change. They resist being changed!" - Peter Senge

Organizations today grapple with multitude of challenges across the spectrum – aligning corporate strategy to the rapidly changing business needs, driving innovation, domain capability building, technology incubation, reinvention and adoption of value-based business models, continual employee reskilling to nurture a digital workforce and employee retention – to name a few. It is therefore obvious that the Project Management and Program Management communities, with effective change management abilities, problem-solving skills and behavioural competencies, remain at the very core of the success criteria for organizations. The principles/methodologies adopted, and the work ethics demonstrated by these managers deeply influence the delivery experience for both the customers and the team members there by contributing to the "culture" the organization is associated with over time.

Courage is a fundamental of leadership and is at the heart of earning respect and trust. Whilst physical courage is most often identified with the Armed Forces, moral courage is equally important. Moral courage is about having the ability to do the right thing (not necessarily the easiest thing). In the corporate world, a crisis is the acid test of leadership, truly great crisis leaders in business have the ability to see beyond short term expediency and make decisions which are right, even if they are not easy.

Most managers would, at some point in their careers, need to take over a project from an incumbent or handover to an incoming counterpart to move on to other engagements. Transition Management is one vital component of Project Management and the ability of the managers to effectively transition "in" and "out" seamlessly determines the level of comfort and experience for the team members during the transition

Transition Management doesn't necessarily get circumscribed by a set of principles alone but encompasses the more important softer aspects as well – trust, engagement with and within the team from grounds up and sustaining the customer connect – among others. The reasons for change could be manifold but the acceptance of the need for change and the willingness of the incumbent to execute a clean transition and the readiness of the incoming manager to take up new challenges are of paramount importance. Most managers struggle in these aspects because of the natural resistance to change, a tendency to retain control and the fear of unknown. The Next-Gen managers need to be habituated to "big-picture thinking", to acknowledge the business realities in an extremely agile work environment, to take-in as well as to let-go to sustain business as usual. These behaviours help manage the team dynamic effectively and in turn groom the budding managers with the right attitude.

Managing Change in an Organization

Ending
Let go of what you are losing

This direct path is NOT an option

Denial
Anxiety
Shock
Resistance
Fear
Anger
Frustration
Confusion
Stress

Transition…
is the psychological reorientation that people go through as they come to terms with events of a new situation.

Transition

Enthusiasm
Energy
Hope
Impatience
Acceptance
Skepticism
Creativity

Manage fear - Begin to explore - Try out future possibilities - Productivity impacted

Adapted from William Bridges' *Managing Transitions*

Following are a few critical considerations managers should be mindful of in the process of transitioning (beyond the religious execution of a well-defined transition plan as the beginning and the end of a transition) –

- Communication – This is by far the most important consideration and is a joint responsibility of both the incumbent and the incoming managers. The team, at all levels, needs to be made aware of the rationale behind the change, the business impact and the priorities going forward. This prevents unnecessary speculation and helps the team embrace the change. At the same time, there needs to be a productive dialogue with the account leadership seeking their guidance on how to manage this change with the customer and provide assurances on the delivery.

- Goals and Objectives – Clear goal-setting needs to be done to align with any changing priorities and the objectives are to be articulated to provide clear sense of purpose and direction to the team. This applies to the managers themselves too who in turn need to discuss with their managers and align with the goals of the organization.

- Networking – Incoming managers need to leverage on the wealth of professional networks already built and explore opportunities to enhance upon the same to aid project delivery. Establishing regular connect with different stakeholders and meeting in person (agreed, it is a digital world) greatly help in sustaining healthy relationships. Communication once again becomes the key to get a buy in on the change. Social networking where possible is a great idea to strengthen the relationships.

- Emotional Intelligence – Managers need to be develop their Emotional Quotient (EQ) to perceive (the unspoken), predict (the unseen) and prepare to deal with the challenges arising because of the change. Despite all the measures taken, there are bound to be disgruntlements and different points of view. The level of engagement with the team, the nature of the interactions and the ability to read between the lines provide key pointers towards what is coming. Situational Leadership is an essential skill in this case as the manager needs to demonstrate the ability to change his/her behaviour and workstyle to address different situations. A good understanding of his/her own strengths and weaknesses is extremely important.

- People – End of the day, managing any change is mostly about managing people and the expectations – be it the customer, the team or the supervisors. Information dissemination at all stages of the transition is a must to be able to manage the feeling of uncertainty and arrest any unrest the latter may lead to. Managers must be capable of "listening" and be patient enough to answer any questions to provide comfort to the stakeholder(s) concerned. Feedback must be sought proactively and acted upon to enable a better work environment.

- Ability to let go – This is more applicable for the incumbent managers; he/she must be willing to transfer full control to the incoming manager and ensure the team too provides support without allowing any misplaced loyalties interfere with objectivity. This is tough especially when it is a forced change, the manager needs to remain objective and complete the transition in the same manner he/she would expect to receive. The general tendency to get judgemental too soon based on early opinions and feedback should be curbed.

Project Management is no longer just a skill but an art and a discipline by itself. Managing transitions effectively (looking beyond the transition plan) is a competency for all Project Managers to acquire in addition to the regular repertoire of Project Management skills. After all, change is the only constant thing!

Article was contributed by Sai Vutukuri (MSP Practitioner, PMP and CSM), Delivery Head in Wipro Technologies

Learn & Earn on Power of Diversity

A highly informative session on the topic of "Power of diversity " was shared by Mr. Nabhanil Mondal, Senior Manager, Ericssion Global Service on 4th of August, 2018. Webex platform was used for this particular Learn and Earn session which allowed participants to join from across the region of East India to which PMI West Bengal caters. The speaker Mr. Mondal splendidly covered the topic with details on type of diversity, its insight and diversity steps as PMI Process Groups. Furthermore, the practical cases studies touched during the session with diverse views and past learnings sharing made the session interactive and enriching . The session concluded with speech of thanks to the esteemed speaker and summary from Mr. Tamal Banerjee, Vice President and Mr. Pratik Kr Singh, Director of Events, PMI West Bengal Chapter. "

Save the Children receives the "PMI Project of the Year award"

It was a moment of pride for Save the Children family to receive the "PMI Project of the Year award' under NGO category on 12th October 2018 for our New Horizons project. The intervention aims to break the vicious cycle of inter-generational cycle of poverty through skill development of marginalized young adults (18-24 years) in rural and urban areas. It follows a twin approach of job linkages as well as group business through careful selection of trades, appropriate for the target group and specific geographic locations. Save the Children NGO highly appreciated the initiative of PMI to encourage project management efficiency in different sectors

Session on "Managing Skills and Competencies in the Era of Digital Transformation" for RCC IT

PMI West Bengal Chapter had the honor of delivering session on "Managing Skills and Competencies in the Era of Digital Transformation" to RCC IT students at their campus at Beliaghata. This session was delivered by Chapter President Mr. Sumit Sinha which specifically catered for the students

The session highlighted key aspects on changes in Workplace , present Industrial scenario, scope and opportunities, Digital Transformation , Business Transformation. It also focussed on Disruptive times influencers, how Organization Embrace Digital Transformation, impact of digitization and technology along with the Social behavioural patterns of the Millennials and Career-Skill Relationship The session was indeed well received by the students and proved to be quite informative.

Session on "IoT Sensors , Devices and Terminals" for TRAI

PMI West Bengal Chapter had the privilege of delivering session on IoT Sensors , Devices and Terminals for TRAI for better tomorrow on 14 Sep 2018. This session was delivered by Chapter President Mr. Sumit Sinha. The session focused on IoT ,Drivers for IoT, its applications in Today's World, Benefits, Reference Model , overall, E2E Overview Architecture, its Integration With Other Application, IoT Accelerator as a Service, Advanced IoT and PMI Talent Triangle. The overall session was quite informative and well received by TRAI Management

Chapter welcomes our new members

A warm welcome and hearty wishes for a successful career in project management.

Mr. Kumar Ashish
Mr. Debasish Bagchi
Mr. Shambo Banerjee
Ms. Aparajita Chakraborty
Ms. Bipasha Chakraborty
Mr. Tirtha Chakravorty
Mr. Soumendra K Das
Mr. Tanmay Dasmohapatra
Mr. Raj Shekhar Bidika
Mr. Chiranjit Sonowal

Mr. Indranil Ghosh
Mr. Subir Ghosh
Mr. Bipin Jha
Mr. Sumit Kumar
Mr. Madan Chandra Mula
Mr. Nihar Padhi
Mr. Sourav Sarkar
Mr. Sumeet Sharma
Mr. Vijayan

Etc that matters

India at 75: Opportunities & Challenges
Discover how the strategic and committed use of project, program and portfolio management supports greater success for organizations.

https://www.pmi.org.in/reports.aspx?id=White-Papers
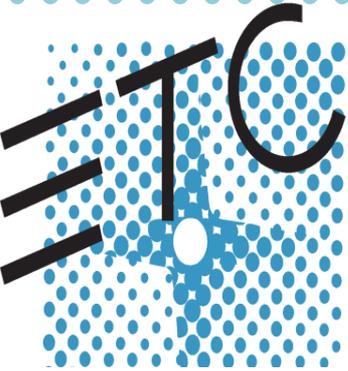
Project Management Job Growth and Talent Gap 2017-2027
Demand over the next 10 years for project managers is growing faster than demand for workers in other occupations.
Read More: **https://www.pmi.org/learning/careers/job-growth**

Volunteer of the Quarter

"*Those who can, do; those who can do more, they volunteer"*

Special Appreciation as "Volunteer of Quarter , Autumn 2018" goes to Soumya Roy

PMI West Bengal Chapter leadership would like to thank Mr. Soumya Roy for his continuous contribution to the chapter initiatives for Communication portfolio.

Congratulations Soumya!

Chapter Congratulates PMP pass outs
Well done! Your good results will open new doors of opportunities. Congratulations once again !!!

Mr Tirtha Sankar Mitra (TCS) from June 2018 PMP training batch cleared his certification on Oct 1, 2018

Share your thoughts and suggestions to pmiwbc.communication@pmiwbc.org

Visit Chapter Website **http://www.pmiwbc.org/**

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We Want Your FEEDBACK!