Dear Members

Seasons Greetings!!!

Chapter had successfully launched first Learn and Earn Session at Bhubaneswar in Aug 2017. This event was hosted by CSM Technologies at Bhubaneswar. They had been instrumental to collaborate with the larger member population at Bhubaneswar.

PMI WBC also visited XLRI at Jamshedpur and delivered awareness session within the student community.

Chapter conducted third board elections and the results shall be declared in the AGM 2017. Chapter revisited the Chapter operation Handbook and incorporated the changes aligned with the current PMI roadmap. The final notarized version of the Chapter Operation Handbook shall be published in Chapter AGM 2017.

Chapter conveys heartfelt thanks to the members who have responded to participate for the voluntary engagements for the chapter.

With the support of volunteers and members, Chapter Board shall remain committed for efficient and effective Leadership support to the PM fraternity.

Cheers,
Editor’s Desk

Cover Story: Military Leadership in Corporate World

Military officers spend their time in service leading men and women in high-stress, high-stakes situations, and they earn their titles after rigorous, specialized training. It would be a waste not to transfer these skills to the business world.

Many of the leadership traits in the military areas are applicable in the business world, while no single one could considered the best, all contribute to well-rounded person. Military personnel can often do well in civilian business because service requires discipline. Military service cultivates initiative, an understanding of how to adapt to changes, the value of teamwork, and the discipline to accomplish the mission. Enthusiasm, loyalty, and courage are often seen as military traits. Military Special Operations (Spec Ops) provides a wide range of simple, understandable, and easily translatable skill sets that make an immediate and lasting impact on business success and career advancement. Spec Ops mission planning and mission execution is based in the Understand, Plan, Execute, and Improve framework. The central driver for success in Spec Ops and business is the Operator / employee. In business, employees create products, satisfy customer needs, meet financial obligations, and make the critical decisions to guide the company to success.

Managing crises for the armed forces it’s part of their daily lives. Crisis management terms that are bandied around in corporate circles (tactics, strategy, exercising, wargaming) are well rehearsed techniques and practices deployed by the armed forces to manage life and death situations. Few of these military principles and processes can be applied to manage corporate crises.

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.
Understanding, judgement and risk taking are other qualities. Leadership in a crisis requires an understanding of the situation, its potential impacts and an awareness of when to step in to take control and responsibility. In the military this literally means making life or death decisions. It requires judgement to take the initiative early (or someone else will) even with a minimum of information, which may entail taking risks, and dominating the situation. For a Corporate leader, the idea of taking ‘calculated risks’ may seem counter-intuitive in the midst of a crisis. Crisis leaders must be comfortable with uncertainty and have the confidence to take decisions which may be imperfect, but are much better than corporate paralysis.

Positioning of the leader where they can have most effect. Military leaders must know what the bigger picture looks like, whilst also having an accurate understanding of the tactical situation on the ground. Generally, a leader should ensure they are in a place where they can gain the best understanding of the situation, project their personality and influence events. Leaders need to be seen. In a corporate crisis, one of the toughest decisions are where to deploy the corporate leaders like CEOs, Senior Managers etc., keeping them away from the front-line deprives them of an understanding of the reality on the ground, and to the contrary leaving them in the front line throughout the crisis may lose perspective and the ability to operate strategically.

Integrity is non-negotiable and essential leadership trait. It is about being honest and unafraid to stand up for what is right and to uphold moral values, even under intense pressure in a crisis. The most respected and effective military leaders understand this intuitively, being transparent, knowing when to admit mistakes, to ensure there are no cover-ups and not shifting the blame onto others. The same applies to corporate crisis leadership. History shows that the reputational impact of a crisis event is insignificant compared with a crisis cover up.

Fear, particularly in a combat environment, is inevitable. The key is to acknowledge it and as a leader, be able to deal with it. Failure to do so can result in a paralysing effect which is contagious and can result in total inactivity throughout a team unless dealt with swiftly. A military leader must therefore be able to identify, contain and overcome their own fear, which enables them to think rationally, set an example and encourage those around them. Crises are rare, extreme and traumatic events. They also carry high stakes: careers, reputations, entire businesses are on the line. Though physical threats are rare, but Senior leaders, CEOs also experience fear as they navigate a major crisis. Successful crisis leaders in business will recognise their fear, and manage it well, instil confidence in team members who will also be experiencing anxiety.

The three significant pillars of leadership has always rested on the following: -
(a) What a leader must be: the values that form character (e.g., loyalty, duty, respect) as well as the mental, physical, and emotional attributes needed to support these values.
(b) What a leader must know: areas of knowledge ranging from very general (e.g., interpersonal, conceptual) to very specific areas of expertise and skill over a range of disciplines.
(c) What a leader must do: the kinds of actions leaders must take to make their organizations accomplish their tasks and function effectively (i.e., influencing, operating, and improving the systems under their control).
Leaders who are not connected with these basics of leadership will be unsuccessful, notwithstanding their superior technical or operational skills, as their subordinates will not follow them. Beyond this, challenges posed by the new operational environment demands more emphasis on certain kinds of leadership skills and background.

The soldier's Core Values are the foundation of leadership in the Armed Forces. The core values are an account of those organizational values and principles of conduct that provide the moral structure within which military activities take place. The military ethic consists of fundamental values such as integrity, service, and excellence. Success revolves around the amalgamation of these values into the lifestyles.

Core values pervade leadership at all levels, at all times. Leaders at the lower levels must display the personal leadership qualities that are needed to create a unified section fully supportive of achieving its assignment. Mid-level leaders must use people and team leadership to progress the organisation's responsibilities within the structure of the operational assignments. As the seniority increases it becomes more essential for the leaders to influence on the institutional excellence of the organization. The ability to influence people, improve performance, and accomplish a mission is part of all levels of leadership.

Military leadership qualities are formed in a progressive and sequential series of carefully planned training, educational, and experiential events; far more time-consuming and expensive than similar training in industry or government. Secondly, military leaders tend to hold high levels of responsibility and authority at low levels of our organizations. Finally, and perhaps most importantly, military leadership is based on a concept of duty, service, and self-sacrifice. When followers have trust and confidence in a charismatic leader, they are transformed into willing, rather than merely compliant, agents. In the lingo of leadership theorists, such influence is termed Transformational leadership, and it is the dominant style of military leaders.

In many business environs it is difficult to inculcate a value set that makes leaders servants to their followers. In contrast, leaders who have operated in the crucibles common to military and other dangerous public service occupations tend to hold such values. Tie selflessness with the adaptive capacity, innovation, and flexibility demanded by dangerous contexts, and one can see the value of military leadership as a model for leaders in the private sector.

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."
Learn & Earn on “Implementation of Lean concepts in Construction Sector”- 5th Aug - Bhubaneswar

“On 5th August, 2017, PMI West Bengal Chapter made a strategic move to conduct a Learn and Earn on “Implementation of Lean concepts in Construction Sector” in Bhubaneshwar in the CSM Technologies campus. The session carried out with the help of CSM Technologies allowed the reach and spread of the PMI WBC to one of its important region i.e Orissa. The session commenced with the guest welcome statement of Mr. Prabhu Mishra and Mr. Pradyut Dash followed by the well-articulated introduction of PMI and PMI WBC by the President, Mr. Sumit Kumar Sinha. The in-depth knowledge of PMI provided by the President was a delight.

The meritorious speaker Mr. Manoranjan Misra delivered a stimulating speech on application of Lean Concepts in Construction Project and touched various aspects of it which included the benefits and it applications in construction sector, value stream mapping, root cause analysis, last planner tool and live case study of Mahanadi bridge construction at Cuttack.

After the session, vote of thanks was extended to the speaker Mr. M. Misra and the CEO of CSM Technologies Mr. P N Pani with mementoes. The session concluded with a strategic speech of Mr. Abir Biswas and talks from Mr. Pratik Kr Singh, Mr. Arabinda Bhar and Mr. Supratim Sen.
Workshop at XLRI – Jamshedpur – Aug 19, 2017

On August 19, 2017 PMI WB Chapter organized a Student’s Workshop at XLRI – Jamshedpur. The workshop was organized to develop a long-term relationship for strengthening the base of student membership. This was an initiative of the Outreach Taskforce of PMI WB Chapter. The team of delegates was led by Chapter President – Mr. Sumit Sinha, and the team comprised of Ms. Sudipa Mohanta, Mr. Abir Biswas and Mr. Chirabrata Majumder. The team had a very fruitful meeting with Prof. Dr. Rajiv Mishra – Head of Project & Operations Management. Dr. Mishra have invited Chapter to organize two Elective Sessions for Project Management students and also requested chapter to support XLRI in other collaborative engagements from PMI. The main event with the students started at 5:00 PM and President delivered the inaugural session followed by Mr. Abir Biswas explaining benefits of being a student member and how the PMI certifications helps in building a career in any industry.

Before concluding an interactive session called Quizzepedia was conducted by Ms. Sudipa Mohanta and Mr. Chirabrata Majumder which focused on 5 Process Groups and 10 Knowledge areas in the light of Dilbert Principles. The entire event was highly appreciated by the students.
Learn & Earn Session – Sep 2017
Mr. Kallol Basu, the impactful speaker for a Learn and Earn Session organized by PMI West Bengal Chapter on “Organizational Change Management for Business Transformation in Digital Era” on 9th September 2017 delivered a highly knowledgeable speech on the aforesaid topic. The relevance and insight provided by the speaker in today’s Digital Era of Change Management and its framework triggered a curious yet satisfactory response to the participants and appreciated by all. The session concluded with token of thanks to the speaker by the President.

Chapter Elections -2017
Chapter conducted elections for six positions in Sep 2017. Two positions were duly filled by elections – Secretary – Ms. Saon Sen Nandi and Communications – Ms. Rekha Unni. Chapter congratulates newly elected board members

1. Mr. Tanumay Das(@The West Bengal Power Development Corporation Limited.) - April 2017 batch – PMP on 17-Jul-2017
2. Mr Sambarta Chattopadhyay(@IBM) - April 2017 batch – PMP on 24-Jul-2017
3. Mr Subhadeep Hazra (@Wipro) - Nov 2016 batch - PMP on 08-Aug-2017
4. Ms. Supti Nayak (@IBM) - June 2017 batch - PMP on 16-Aug-2017
5. Amrita Bandyopadhyay (@ IBM) - April 2017 batch- PMP on 16-Aug-2017
6. Mr Sourajit Majumdar (@ IBM) - April 2017 batch - PMP on 21-Aug-2017
Chapter welcomes our new members
A warm welcome and hearty wishes for a successful career in project management.

Mr. Shubham Bandopadhyay
Mr. Soumik Basu
Mr. Tirthankar Chakraborty
Mr. Nirjhar Chakravorti
Mr. Subhendu Chandra
Mr. Nilesh Chapra
Mr. Ashutosh Chatterji
Mr. Somnath Chowdhury
Ms. Sheli Das
Mr. Sanjay Kumar Gangopadhyay
Mr. Santosh Gupta
Mr. Dipankar Halder

Mr. Hemantha Kumar Injarapu
Mr. Ajoy Majumdar
Mr. Palash Mukherjee
Mr. Chandranath Mukherjee
Mr. Mannem Nagaraja Sekar
Mr. Gautam Pramanick
Mr. SAHEEDUR RAHMAN
Mr. SUBHASISHA RATH
Mr. Bhabatosh Sarker
Mr. Mani Sankar Sen
Mr. Goutam Sengupta
Mr. Mrigank Prakash Sharma
Mr. Tapas Swain

Volunteer of the Quarter
“Those who can, do; those who can do more, they volunteer”

PMI West Bengal Chapter has awarded Prabhu Mishra as "Volunteer of the Quarter" for significant contribution by introducing Chapter to Govt of Orissa and arranging maiden Learn and Earn Session outside West Bengal, this has greatly appreciated by the Chapter. This will provide an edge to Chapter to attain industry eminence in future.

Congratulations Prabhu!

Etc that matters

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