**COVER STORY**

# Women of Today & Organizations of Tomorrow

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**AUG - OCT 2011**

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# From
# EDITOR'S DESK

Dear Readers

Eid Mubarak!

Hope you and your families had a blessed Ramadan and a joyous Eid.

In the past month, we have seen a heavy rainfall in Pakistan, especially in the southern province of Sindh. The people of these areas were still recovering from the floods of 2010 when they were inundated by another flood. Our heartfelt prayers are with the flood affectees. This is yet another reminder to all of us about the growing incidence of natural disasters worldwide, and the need for better preparedness. The need for project management professionals, having formal training in disaster and post-disaster management, has become even more critical in the current scenario.

In the absence or shortage of trained human resources at the organizations working on post-disaster relief and reconstruction, the importance of time and knowledge donations from the professional project managers becomes crucial to ensure the success of ongoing efforts. This is why we have included an overview of the *International Development Community of Practice (ID CoP)* in this issue. The ID CoP is working on a *Knowledge Donation* program with the aim to link skilled project managers with the organizations working in the human development sector.

In this issue of PM-WIRE, you will read submissions from new writers. We welcome them to our team and thank our regular contributors. If you are interested in joining our team, send us an email at editor@pmikarachi.org You can also earn PDUs for your voluntary contributions to PM-WIRE.

Do share your views about the magazine. What did you like? What could we have done better? Are we missing something?

Happy Reading!

Zahara Khan, PMP
Editor-in-Chief

# LEADERSHIP

By M. Aslam Mirza, CEngr, MBA, PMP, LMG

## Leadership Skills for Managing Projects (Part 1)

*(This is the first of a series of articles on Leadership Skills. Do not forget to check the future issues of PM-WIRE for a detaied discussion on key leadership skills.)*

Project Leadership skills are mandatory for change management and advancement on a project. Growing complexity in business environment creates challenges for project implementation that needs to satisfy the requirements of stakeholders. A leader steers change through complexity and helps focus on efficient, effective and economical deliverables. These skills matter for knowing how to balance the humane aspects with management processes and help effective relationship for increased productivity.

The importance of leadership in project management has long been acknowledged as one of the key ingredients for project success. Recent years have seen a tremendous resurgence of interest in this vital topic in ever increasing detail. These studies all point to the vital role that leadership plays in enhancing innovation, creativity, new product development, and competitiveness in increased globalization.

### 21st Century Skills for Business Advancement

The skills challenges for progression in 21st Century are recognized as:



*21st Century Skills for Business Advancement*

Leadership is vital within the Project Management realm. Project Managers play a key role in an organization, serving as the link between various stakeholders and working to create a strong and cohesive team atmosphere, all while maintaining budget and schedule constraints. Good news is that creating **"leadership culture"** and the **"leadership skills"** are learnable.

### Managing Projects

Project implementation is a leader-intensive undertaking. The central role of leadership in project management is often misunderstood;

the reality is that leadership encompasses numerous roles and activities and the leaders at every level assert in coordinated manner to have desired impact. The best scheduling, risk management, scope development, project control and resource provisions will not ensure project success in the face of poor project leadership. It requires creating Leadership Culture, where everyone demonstrates leadership behavior. Projects invariably have the common challenges in implementation and leaders are required to deal with them in most effective and efficient manner. These challenges are noted as:

1. Team Building & Development for High Performance
2. Resource Availability & Inadequate Supply
3. Leadership 360-Degree & Creating a Leadership Culture
4. Managing Stakeholders' Competing Needs & Expectations
5. Managing Constraints and Overcoming Unrealistic Deadlines
6. Result-Driven Management for Achieving Desired Outcomes
7. Conflict Management, Problem Solving & Negotiation
8. Learning the Project's Requirement
9. Learning the Team Members' Needs
10. Creating an Environment of Functional Accountability
11. Understanding a Broader Perspective for Project

These challenges primarily touch upon the human-aspects and require "leadership skills" noted below to achieve the desired outcomes:
1. Articulate Vision
2. Creativity & Innovation
3. Satisfy the Leader's Role
4. Meet the Ledership Tenets
5. Team Building
6. Developing High Performing Teams
7. Resulti-Driven Management
8. Interpersonal Communication
9. The Art of Influence
10. Personal Leadership
11. Leadership Styles
12. Creating Leadership Culture
13. Problem-Solving & Decision-Making
14. Establish Accountability for Result
15. Leadership Growth

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**Note:** *See page 8 for Author's Introduction*

# COVER STORY

By Maliha Elahi & Dr Shazia Nauman



Source: http://www.prlog.org

## WOMEN OF TODAY
## & Organizations of Tomorow

*(This article is based on the research paper: Women of Today and Organizations of Tomorrow (Proc. CICM – 1, Lahore, Pakistan January 02-03, 2008). For details of this research and areas identified for future research, please contact the authors at shaznaum@yahoo.com or malihaelahi@yahoo.com)*

There is a large gap of research relating to issues surrounding working women in Pakistan's cultural context. Our research is an effort to bridge this gap and focuses on Pakistani working women's leadership skills; this is then analyzed in the light of international research and specific requirements of 'Globalization Age' and the context of Pakistani society and culture within which women live and work. Our research further attempts to carry forward existing research, international findings and national surveys in addition to data collected as part of our research to identify if Pakistani women leaders of today are ready and equipped to play effective roles in organizations of tomorrow.

**International Research**

Dr. Eagly has conducted extensive research on women leadership and management issues, with sample size and data taken from USA surveys. The meta-analysis conducted by Eagly brings forward the finding that '…*female leaders were more transformational than male leaders and also more engaged in more of the contingent reward behaviors that are a component of transactional leadership*….' In the concluding remarks, Dr. Eagly notes that transformational leadership may be especially advantageous for women because it is consistent with the female gender role.

The book **"Leadership Skills for Women"** builds on the fact that to be a successful leader, one must focus on self-improvement. Leadership books, such as **"Confidence"** by Harvard Professor Rosabeth Moss Kanter and **"KNOW-HOW – The 8 Skills that Separate People Who Perform from Those Who Don't"** by Professor Ram Charan, also give insights on women leadership energizing forces

such as: *Enhancing Self Mastery, Building Interpersonal Relationships, Facilitating Empowered Teams, Collaborating across Functions, Integrating Organizational Outcomes and Creating Strategic Positioning.*

We can thus infer that a key factor for success for women leaders in Pakistan would be adaptability and self-improvement. Women leaders in Pakistan need to continuously improve. Globalization and Information and Communication Technology (ICT), in conjunction with each other, have considerably heightened the *concentration* of power and decision-making authority within the organization. This establishes the fact that women leaders of tomorrow must have decision-making power, be able to use new technology and be ready for change.

**Future Organizations**

Organizations of today are moving towards a **'Flat Organization'** setup, which is defined as *an organization where hierarchy and authority is distributed horizontally*. It is anticipated that this trend will be widespread and will be more pronounced in the years to come. In the article **"A look into the future: The 2020 organization"**, the panel discussion suggests that the organization of the future would:

• *place a premium on timely information*
• *have multi-directional information flow, using state of the art technologies*
• *have strong emphasis on flexibility in organizational and job design, and on performance*
• *require quality, continuous learning, competence and customer emphasis as key valuest*

*• be capable of anticipating and reacting to change*
*• have its people shaping their future through team activity and learning*
*• have change facilitators who will influence its functioning by coaching its leaders to enroll people in actualizing vision through active participation in decision-making, problem-solving, action-planning and change*
*• not be engaging in long-term planning and having enlightened reward systems*

From the aforementioned discussion, we establish that women leaders for future organizations must possess the following skills:
• Time management
• Communication skills
• Continuous learning
• Customer focus
• Team players
• Adaptability & change agent
• Quick & short-term result-oriented planning
• Forecasting & proactive

**Findings about Women Leaders of Pakistan**
It was noted that most of the answers received from women were not assertive, with few choosing to reply with "strongly agree/disagree" which is an indication that they fit well within a participative organization culture.

***Pakistani working women can handle change at their work place.***

9% of the sample didn't feel they could handle changing scenarios at their workplace, none disagreed and none were undecided, which shows a vast majority showing adaptability (36% somewhat agree, 32% agree and 23% strongly agree, collectively 91%).

***Pakistani working women can work independently and without supervision.***

Regarding the question about autonomy at work, 5% were undecided while collectively 95% liked autonomy at work. This supports that women working in Pakistan have the skill and are confident to work independently.

***Pakistani working women are good in working with people from diverse background.***

With only 5% somewhat disagreed, all women showed comfort in working with people of diverse background. This finding supports and reflects the fact that Pakistan itself is multi-cultural and multi-ethnic, therefore working with more culturally, ethnically and religiously diverse people would not be an issue. These women not only showed a great comfort level in working with diverse cultures but also reflected an equally proportionate level of trust and respect

for diverse cultures, which is the building block for success especially within a virtual work environment and organization of the globalization age.

***Pakistani working women practice participative decision making.***

Based on the survey findings, we may conclude that the working women of Pakistan encourage authentic powerful conversations and engage customers and other partners on design, development and decision making (somewhat agree, agree and strongly agree 23%, 50% and 23% respectively, collectively 96%).

***Pakistani working women do not (and at times do) deal amicably with complexity in work.***

14% women were not decided about their level of communication skills, while all other were confident of their communication skills to varying degrees (somewhat agree, agree and strongly agree 24%, 33% and 29%, collectively 86%) thereby demonstrating ease of dealing with complexity in work. Pakistani women are not confident of their skills (especially communication skills) which hamper dealing with complex tasks. On the other hand, they had no doubt that they were skilled at collaboration and inclined to work in complex collaborative environment. A very small minority of women (somewhat disagree 9% and undecided 5%) reflected the lack of confidence and skill.

Considering the research findings, we propose the following model based on key skills identified for working women in Pakistan to cope with the challenges of future organizations.
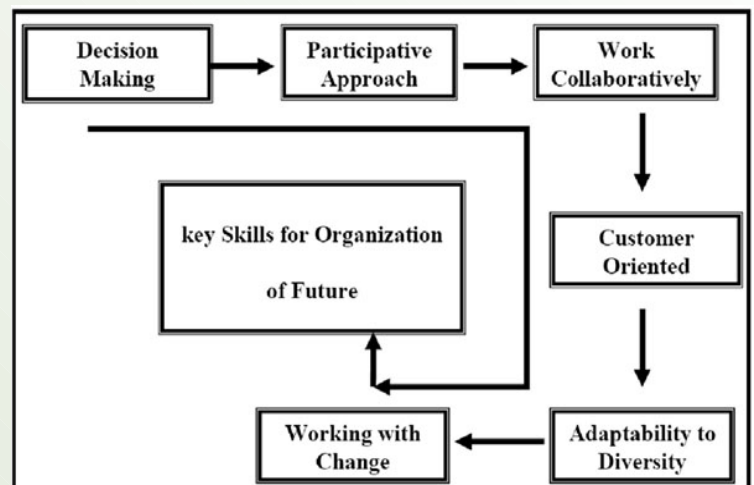


**Figure 1: Key Skills For Organizations of Future**

# FEATURED ARTICLE

By Camper R. Bull, PMP



# Are You Present?

Presence is a vital part of leadership.

This is a really interesting question that you can ask regularly. It is not asking if you are physically there; or if you are there and engaged with the people you are around at the time. Presence is a vital part of leadership. Individuals who are with you should feel like you are 110% focused on what they are saying and on the tasks and actions that you are engaged in at that moment.

I had the honor of meeting a gentleman by the name of Brendan Bechard, who I believe is one of the masters of presence. Brendan has the unique ability to make you feel like you are the only person in the room when he is talking to you. I met him as he was getting ready to speak to 300 entrepreneurs. Understand that this was a huge organization in a huge room. There were people wandering around laughing and chatting before the presentation started. I went over to Brendan to introduce myself. He shook my hand and looked me in the eye which was quite unnerving, I must admit. On the other hand, it felt like I was the only person in the room and he and I were having the only conversation that mattered, while hundreds of others revolved around and spoke because they too were trying to get his attention.

Developing a habit of presence is a powerful tool for a leader. Being fully present and listening to someone makes him or her feel more energized, more interested, and more creative in the process. They feel like not only are you concerned with them, you are willing to help and willing to listen not distracted by anything else. Some people call it *charisma* but it truly is the ability to connect and fully focus on the task, individual and conversation at hand without being distracted by other internal or external things.

Imagine, if you will, being able to be so present with each one of your team members that they look forward to talking to you and giving you updates. They so look forward to it that they actually clamor to do the process and always want to give you good news because you are so focused on them. At this point they can really feel like they are the only ones in the room. We all like to feel special – and the ability to develop presence not only allows people to feel special but also allows us to focus on the importance of each individual and let them know how important they are to the team and/or the project.

Presence is not something that we do easily or readily. We are so used to multitasking or thinking about what our next answer to the question is going to be that we lose presence. It is rare to find someone who can create that kind of presence on regular basis, to the point that they become the superstars. Presence is cultivated every minute of every day. Every time you sit and talk to someone you should be practicing being very present with them by focusing on exactly what they are saying, what they are doing, and how they are interacting.

Presence is something that needs to be routinely practiced. One must make sure that they become present every time they sit down; and as their mind wanders, they re-focus on the individual. Interestingly

enough when you are that focused, new things will come into your mind.  You will become more creative or innovative and more interested. The person(s) you are talking to will also feel that energy and become more interested, more dynamic and more boisterous.  It is interesting to know that the more you practice this skill, the easier it becomes. The more people that want to talk to you and interact with you, the more people that will want to be on your team because they feel listened to – they feel cared about and important.

Cultivating this technique can change the way your team works together. In the beginning, your team will not understand what you are doing.  They may actually feel uncomfortable the first time you start creating that presence. During my few moments with Brendan, I must admit that the first time it was incredibly disconcerting.  His being so present with me in this massive room actually made me feel uncomfortable.  Once I recognized that it was not a challenge or a competition, but that it was him actually trying to make a moment and recognize how important I was to him, I became comfortable and recognized just what a gift it was.

The best place to practice presence is in our home with the people that we love and spend the most time with because these are the people who need our presence the most.  They may not get it because they are always around. When my daughter and wife are talking to me, I try to be completely present with them.  If you can do that for just one minute a day, it will change your relationship drastically and help teach you the power and the pleasure of presence. So, I would encourage you to pick one person to start being completely present with and listen to absolutely every word they say – hanging onto every word, and being completely with them. While you are talking, and once you get comfortable with the process, start expanding. You'll be amazed at how easy it becomes.  It will become effortless for you to deliver that kind of presence to your team or organization.

Lead the Way.

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**About the Author**
*Camper R. Bull has held leadership and management positions in commercial and non-profit organizations. He is a sought-after speaker and trainer, and was also on the development team for PMBOK Version 4. He is the author of the book "Moving from Project Management to Project Leadership", and also hosts the free Project Leadership Podcast.*
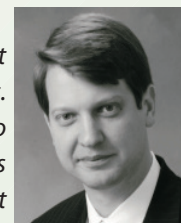
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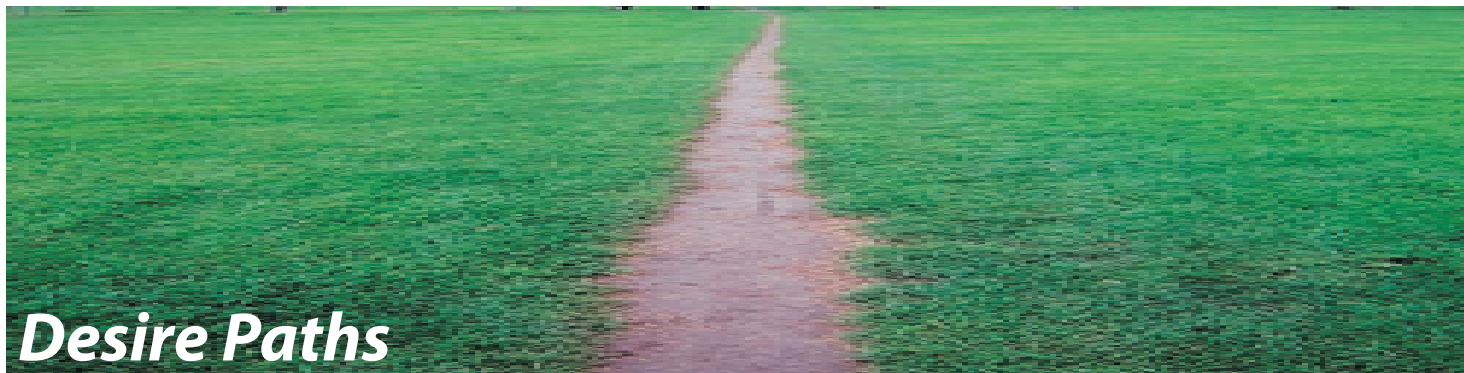


## Desire Paths

It is said that shortly after Disney World opened in Florida, Walt Disney called a meeting of all senior personnel to get an idea of how the opening of the park was going. All members gave their report, some good news, some bad news, including many challenges that had been anticipated during the planning of the park but could not be affirmed until the park was in full operation. The conversation then moved to maintenance and operations. The senior official in charge was very upset because the public was not always walking on the paved sidewalks, sometimes they would cut across his manicured lawns in an attempt to get to a certain location quicker. After a while, and many people taking the same shortcut, an unsightly brown swatch formed like a scar across the deep green, finely cut grass. This particular official asked if chains, fences or signs asking visitors to stay on the designated paths could be erected. Disney's response was simple, but brilliant: *"No. They're telling you where to put the paths."* Such paths are quite common and are called "*desire paths*".

*"The key to the desire path is not just that it's a path which one person or a group has made but that it's done against the will of some authority which would have us go another, rather less convenient, way." (George R., administrator of a flickr group dedicated to Desire Path photos)*
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*Source: http://transleadership.wordpress.com/2009/08/13/desire-paths/*

# From the FRONTLINE

# Case Study: The Fear of Unknown
By Humayun Qureshi

A corporate social responsibility project is started in the North of Pakistan by a multinational company working in the high technology sector. It is a joint project between a multinational company - MNC (Partner A) and a semi-govt. organisation (Partner B). Partner B is responsible for providing health and social services to the general public. The partnership agreement between the two parties specifies that:

**Partner A** will provide the lab equipment, training tools, capacity building and domain consultants, plus project management services.

**Partner B** will provide the physical facilities (renovated building, furniture, etc.) and the team of domain specialists who will take over when Partner A leaves after one year.

**Project Sponsor for Partner A:** County Manager of MNC
**Project Sponsor for Partner B:** Director General (DG) of Semi-Govt Organisation

A three-member **Project Steering Committee** is set up which consists of the Project Sponsors and the Project Manager. The Project Manager (PM) is a senior level technology specialist at the MNC. He is assigned to work on the project full time. His work location is the temporary site office set up at Partner B premises.

Refer to Table 1 for the *One-Year Project Plan* prepared by the PM. The project starts with the first meeting of Steering Committee in which Project Plan is approved. Sponsor A does not attend subsequent monthly meetings of the steering committee due to lack of time.

**We are now in month 4.**
Activities 1 and 2 have been completed ahead of schedule – the domain specialists of Partner B are selected and ready, and the Lab Equipment and Tools have arrived on site.

**Activity 3 started well but is now stuck.**
For Activity 3 the Building Renovation contactor has been appointed after a detailed evaluation and selection process. Mobilization advance has been given to the contractor and part of the renovation work has been completed.

Sponsor B (DG) is not willing to give more money to contractor because, in his opinion, there is danger that someone may say improper procedures were followed in awarding renovation contract. PM has explained to him repeatedly that his procurement department has followed all procurement rules and govt. regulations, tenders were called, transparent evaluation was done, etc. However, the DG insists that he cannot make any more payments to the contractor.

**Fast forward to month 6.**
All attempts by the PM to persuade the DG have failed. The DG appears to have a fear of the unknown. Building renovation contactor has stopped work and is threatening to walk out of the contract as his scheduled milestone payment has not been made. The project is in a critical situation. Equipment has arrived and awaiting installation but lab space is not ready. Foreign consultants are ready to fly in to train Partner B's domain specialists but training rooms are not ready.

**What should the PM do? Some options are:**
1. Escalate to Sponsor A - Arrange a meeting of the two Sponsors.
2. Persuade the Building Renovation Contractor to complete the work with promise of full payment later.
3. Cancel Building Renovation Contract and re-tender as desired by the DG.
4. Expand the Steering Committee to include external members who can persuade the DG. Or get 3rd party involved who can convince the DG.

Try solving this one yourself. Then, see page 10 for what actually happened.

## Table 1: One-Year Project Plan

| Activity | Responsibility | Start Month | End Month | Prec. Activity |
|---|---|---|---|---|
| Selection of Domain Specialists for Project Team | Partner B | 1 | 3 | - |
| Procurement of Lab Equipment and Tools | Partner A | 1 | 3 | - |
| Building Renovation for Lab and Training Centre | Partner B | 1 | 5 | - |
| Equipment and Tools Installation | Partner A | 6 | 6 | 3 |
| Foreign Consultants' Visits to Partner B | Partner A | 7 | 12 | 4 |
| Training Classes for Partner B Domain Specialists | Partner A | 8 | 12 | 4 |

# REFLECTIONS

## Show Some Appreciation

By Margaret Meloni, MBA, PMP

Everything was fine, or so you thought. Out of the blue one of your team members just snapped. This was really surprising since this person is generally easy going, friendly, people-oriented and very accommodating. You watched in horror as this person sat in your team meeting and went from active participation to silence to contributing sarcastic barbs. Wow, what happened? This team member just completed a significant deliverable. Shouldn't she feel relaxed and happy? The very first item on today's meeting agenda was to discuss her status.

Oh, wait just a minute. Did you simply note her deliverable as completed or did you take a minute to thank her? Some people are not just motivated by salary, advancement and challenging opportunities. Some people receive more value from positive reinforcement and recognition than they do from a monetary reward. Money comes and goes and has no meaning in itself but is valued only for what it can buy. Praise, on the other hand, stays in a person's memory and continues to bring pride & pleasure for years.

At their best, a person who is motivated by appreciation can be creative, warm and charismatic. They can be very clear communicators. Other people will be drawn to them and they frequently play the role of team peacekeeper. They like to help people, not only for the thanks they get but because it fulfills them to make someone happy or help someone meet a deadline.

If a person who needs to feel appreciated believes that appreciation is not forthcoming, they will become disgruntled. The first time they feel unappreciated they may shrug it off, thinking they'll be complimented or thanked in the future or when they finish the next deliverable. When that appreciation still isn't expressed, they begin to feel hurt and that hurt turns into resentment. They may internalize hard feelings until they burst forth in big dramatic ways, usually much to their horror. The embarrassment of an outburst just feeds their resentment. They may allocate their time and attention to areas where their need for appreciation is fulfilled. They will not be motivated to do their best on your project because you apparently don't value their work.

Some people will let you know that they need appreciation. These are the people who complete something, tell you about it and then when you do not say 'Thank you' they say 'And by the way you are welcome!' Not everyone will be so obvious. Most people feel that if they have to solicit appreciation, it is not sincere and therefore invalid. If you are in the habit of expressing thanks to your team, you may never have an issue; if you are not in the habit of expressing thanks to your team, you may have a problem. People don't get fulfillment merely from doing a job well, but from the recognition of their efforts and praise for their skills.

Maybe you're not good at expressing your appreciation to your employees / team members. Do you get flustered or feel shy when you start to thank someone for a job well done? Verbal appreciation is always appreciated, especially when it's given in public where everyone can hear it, but if you're not comfortable with that you can be inventive. A *written memo of thanks* is a powerful motivator; something the recipient can proudly show their co-workers or family. A *letter of commendation* in their personnel file is another excellent way of showing appreciation. Appreciation of this type is also something that they can use to complement their resume. Another way to show appreciation for a job well done is a small gift if your budget allows. A gift certificate for a car wash or a free dinner is always welcome.

Even if you personally do not crave appreciation, remember that others do, it never hurts to say '*Thank you*'.

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**About the Author**

*Margaret Meloni, MBA, PMP, is an executive coaching consultant for IT professionals. She helps project managers and teams work together better by improving their soft skills. Learn how to successfully combine your technical and soft skills in her webinars from The PDU Podcast (www.pducast.com) and from her website at www.margaretmeloni.com*

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**About the Author**

*Aslam Mirza practices project management for organizational competence enhancement & capabilities building with support Consulting Services & Corporate Training. His insights are based on a mix of exposure to business, knowledge & credentials earned. He can be contacted at maslammirza99@yahoo.com*

# THE HIDDEN FRONTIERS

## The Emerging Role of Planners and Schedulers

By Suhail Iqbal, PE, PgMP, PMP, PMI-RMP, PMI-SP, PME, MCT, PRINCE2 Practitioner

With the evolution of project management, there is an increased pressure on project managers, not only to manage, monitor and control the project, but also to abide by very high standards of planning and scheduling. With every coming day, element of approximation and guesswork are slowly being eradicated and we are all leading to zero defect/error syndrome. Though idealistic, but not impossible to achieve, this challenging new horizon taxes project managers to go in minutest details of planning, sometimes beyond their capacity to handle work. This, anyway, is no justification for not going into this detail and further gives rise to the need of assistance for doing these detailed jobs. Construction industry is already accustomed to the roles of planners and schedulers, and has had them for ages with different names and nomenclatures. Now, project management, in general, has recognized the need for having planners and schedulers. This fact is evident by PMI's new series of standards on Scheduling, Estimating, Earned Value, Risk Management and Configuration Management. If you have ever worked on large or complex projects, you would be aware of this emerging need, which we sometimes fulfill by temporary role assignments or delegation of duties. It is now time to introduce formal roles with a pre-defined charter of duties.

Anyone who has had an opportunity to go through the *Practice Standard for Project Scheduling*, or has attempted to appear in *PMI's Scheduling Professional (PMI-SP)* credential exam, would know that it is not only about scheduling, but also encompasses a larger canvas covering detailed planning, estimation, earned value and configuration management. Similarly, UK's *Office of Government Commerce (OGC)*, of PRINCE2 fame, has also come up with a number of standards indicating progress in the same direction. Although OGC is not focused on planning and scheduling and is more control-oriented than the technical or soft skills, still certain areas affecting control have been thoroughly developed into standards, especially *Management of Risk (MoR)* and *Project/Program/Portfolio Management Office (P3O).* From the construction industry, where more emphasis is put on scheduling and estimation, we have another body by the name of *AACE International - The Authority for Total Cost Management*. AACE offers several certifications in the area of planning, scheduling and estimation but the one of interest here is *Planning and Scheduling Professional (PSP)*. It is more engineering focused and is tougher than PMI-SP.

It is very likely that other professional bodies worldwide will wake up to this emerging trend and more standards and certifications will become popular in the areas of project planning and scheduling. PMI's Practice Standard for Project Scheduling focuses more on scheduling aspect and leaves out the planning after brief introduction to various planning processes. This is an area which PMI assumes is covered in *Project Management Body of Knowledge (PMBOK), 4th Edition*. There are several books on the subject of project planning, by authors such as Kerzner, Pinto, and Cleland. PMBOK can be treated as a standard but is not enough to describe in detail all intricacies of project planning, and, therefore, students of project management have to consult latest publications available in the market. The dilemma is that all the authors are not in sync with each other, since these books are not as regularly updated as the PMI standards. Some of the authors are still using some of the obsolete terms and concepts in their books and sometimes even in the latest editions of their books. This may cause problem for readers as they would misconstrue certain elements due to the conflict it causes. Even PMI standards sometimes leave out certain important aspects, not because of ignorance, but intentionally excluding certain concepts marking them from operations domain. PMI considers anything to deal with Corporate Strategy to be outside the domain of project management and thus does not venture in the area of strategic management. One such example is the concept of *Work Authorization System (WAS)*, which has been pushed into *Enterprise Environmental Factors (EEFs)* since the release of PMBOK, 4th Edition.

We are witnessing a very fast evolution period for the discipline of Project Management, and it would not be strange if after a couple of years, there would be specific vacancies in projects for *Project Schedulers, Project Planners, Project Estimators, Project Risk Managers, Project Change Control Managers* and *Project Configuration Managers/Librarians*, working under the traditional *Project Manager*.

Project Planner, Project Scheduler and Project Estimator could initially be a single role which could later on be bifurcated depending upon the size and complexity of project under question. These are the people who would handle the PMBOK processes from WBS creation to Schedule and Cost baselines. Once all the duration and cost estimates are complete and it is the matter of putting it all together in form of a schedule, the role of Project Scheduler would come into play. Project Estimator could be the one estimating the cost only or, in some cases, may be responsible for estimation of resources,

durations and costs. Because all these jobs are continuous and would have to be repeated throughout the life of the project, they may be a great burden on one single person, especially in a large or complex project.

When it comes to making changes to the plans during the implementation, while monitoring and controlling the project, two additional roles come into play - **Project Change Control Manager** and the **Project Configuration Manager or Librarian**. Classically, this could be one single role but, if things are complex, you may have to separate these roles. In case these are separate roles, **Project Change Control Manager** would be responsible to ensure that all respective Management Plans contain **Change Control Mechanism or System** and that system is implemented during the Monitoring and Control process group. Normally, this change control system should be a part of the Project Configuration Management. If that is not the case, **Project Configuration Manager** would act like a Librarian for all deliverables, documents and artifacts, and will ensure proper version control for all such **Configuration Items (CIs)**.

Risk Management is yet another role for which project managers may need to hire an expert to dedicatedly look after the continuous identification, analysis and response planning for all risks throughout the project life cycle.

These roles may become pronounced when we are dealing with Program Management, where some roles will become more important while others would be relegated to the project managers. Similarly, in Portfolio Management, the same may happen at further abstraction level. It is time now for all project management professionals to understand that they have to prepare for the future and develop expertise in all these emerging areas, especially planning and scheduling. I strongly recommend all newly certified PMPs to opt for PMI-SP certification, if they can afford it. They just have to add a little more scheduling related preparation to their already fresh knowledge of PMBOK. Similarly, I recommend the natural next step to be PMI-RMP, which I intend discussing in detail in one of my future articles.

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### About the Author

*Suhail Iqbal is a Project Management Trainer, Consultant and Researcher with an experience of over 28 years, last 10 years specifically dedicated to the discipline of project management. He can be contacted at suhail@syscompk.com*

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## Case Study: Contd. from page 7

### What actually happened.

1. Escalate to Sponsor A - Arrange meetings between the two Sponsors to resolve. Many meetings were arranged between the two Sponsors but the Country GM of the MNC was unable to convince the DG. The DG is the head of his own organisation so escalation upwards within his organisation was not possible.

2. Persuade the Building Renovation Contractor to complete the work with promise of full payment later. The Contractor was already working on low margins as his was the lowest bid. He flatly refused any cooperation in this regard.

3. Cancel Building Renovation Contract and re-tender as desired by the DG. The long tender process took almost 3 months. Only after the completion of the tender process did the building renovation work start. This would be a long delay for the project. Moreover, cancelling an awarded running contract without giving valid reasons is not the best way to deal with contractors. Most importantly, what if the DG has the same concern again with the new contractor?

4. Expand the Steering Committee to include external members who can persuade the DG. Or get third party involved who can convince the DG. The Steering Committee was set up with mutual agreement. Changing it would be difficult and new members may not be able to convince the DG. A third party was tried but the DG had this strange, unfounded fear of the unknown and could not be persuaded.

### So what did the PM do?

The PM told the DG that he has learnt that the contractor is preparing to file a lawsuit in the court against the DG for violation of contract along with going to the press with his complaint. It worked like magic! The delayed payment was released to the contractor within one week.

**Moral of the story:** When all else fails, try instilling fear in the hearts of men! For some people driven by illogical fears, a bigger fear persuades them to reconsider their opinion. This is also the core message of the book: 'Fear is the Key' by Alistair Maclean.

### Have Your Say!

*Do you agree with this approach? Were there any other alternatives? What factors may affect the right approach in such a situation? Let us know, at editor@pmikarachi.org, what you think the PM should or could have done differently to avoid and/or to resolve this situation.*

# IN FOCUS
## PMI's Communities of Practice (CoP)

### PMO Community of Practice (PMO CoP)

The PMO Community of Practice aims to be a leading professional community of practice that develops insights and opportunities to advance the Portfolio, Program and Project Management Office through innovation and thought leadership. The CoP provides value to PMI Chapters by providing information and forums for networking about PMOs.

The CoP provides value to its members by:
• enabling the sharing of knowledge and experience in managing PMOs
• creating professional development opportunities for individuals and teams
• leveraging relationships to access additional resources and innovative thinking
• facilitating community through active participation and contribution
• fostering innovation and competency through collaboration

### Benefits of joining the PMO CoP Forum Network Program

• Knowledge and experience improvement and sharing – virtually and face-to-face
• Professional development opportunities for individuals and teams
• Leveraging relationships to access other PMO Forum Networks worldwide
• To have an active participation and contribution to the PMO Forum Network community
• Access to Webinar Series (PDUs are granted for participation)
• Access to PMO Accord (a good-practices guide)
• Access to PMO CoP website and newsletter

### Asia-Pacific Region

• 450 members across the APAC region
• PMO Roundtables are held in several countries
• PMO Study Groups are also in operation in several countries
• Monthly phone calls for all Forum Coordinators discuss aspects of running a PMO

### How to Join PMO CoP

• PMI Members can join the PMO CoP
• Visit the PMO CoP website (http://pmo.vc.pmi.org/default.aspx) for details
• To join the PMO CoP in Karachi, contact Mr. Asad Ullah Chaudhry at *asadullah.chaudhry@yahoo.com*

### International Development Community of Practice (ID CoP)

The purpose of the International Development (ID) Community is to build the capacity of project managers so that they could contribute effectively to the implementation of programs aimed at generating a positive cycle of improvement in emerging countries and raising the standard of living experienced by each country's population. This improvement will be achieved by developing specific knowledge for both green and experienced project managers, so that they contribute to increasing the impact of international development projects and programs and by sharing PMI best practices for international development project management activities.

The ID CoP aims to promote and facilitate high quality project management best practices for:
• International Development
• Sustainable Development
• Capacity Building & Measurements by Sector
• Disaster Preparedness/Response/Recovery/Reconstruction

### Target Audience

The target industries for ID CoP are international development projects run by non-governmental organizations, governments and international organizations such as the United Nations and the World Bank. These projects are all aimed at alleviating poverty and its associated problems, targeted to health, education, food and water, and the environment. The ID Community has completed transition from the International Development Specific Interest Group (IDSIG). The IDSIG was formed in 2,000 and now has almost 4,700 members. This membership is only a small part of the anticipated audience.

### How to Join ID CoP

• PMI Members can join the ID CoP
• Visit the ID CoP website (http://id.vc.pmi.org/default.aspx) for details
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### Editor's Note

PMI's communities of practice are new and growing places for PMI members to meet online, discuss ideas and build the body of knowledge. Collaborate with peers worldwide to find solutions that meet your needs. Interact through wikis, webinars, discussions and blogs. Use shared documents, surveys, announcements, and member directories. For a limited time, PMI members can participate in as many communities as they would like, at no extra charge.
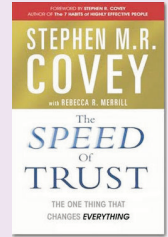
# Featured Book

## The SPEED of Trust: The One Thing That Changes Everything

Authors: Stephen M.R. Covey with Rebecca R. Merrill
ISBN: 978-1-84739-271-8

**About the Book**
Stephen M.R. Covey uncovers the overlooked and underestimated power of trust in a page-turning look into what he calls 'the one thing that changes everything'. This book challenges our age-old assumption that trust is merely a soft, social virtue and instead demonstrates that trust is a hard-edged, economic driver - a learnable and measurable skill that makes organizations more profitable, people more promotable and relationships more energizing. Covey presents a road map to establish trust on every level, build character and competence, enhance credibility, and create leadership that inspires confidence.

**About the Authors**
Stephen M. R. Covey is co-founder and CEO of CoveyLink Worldwide. Rebecca R. Merrill is an accomplished writer.

# Spotlight
## Aamir Thanawala, PMP

Aamir Thanawala is an IT & Management Executive with cross-functional and diversified experience of 10+ years in program & project management, implementation of large scale banking & financial solutions, ERP and MIS applications, business analysis & relationship management, risk & change management, and IT strategy & governance.

Aamir holds an MBA in Banking and Finance, an MS in Computer Science and Project Management, and a BS in Computer Science. He holds Project Management Professional (PMP), Prince2 Practitioner and ITIL Foundation certifications in addition to Technical certifications like Microsoft BizTalk Server 2006 Certified Professional, Sun Certified Java Professional (SCJP), and OCP.
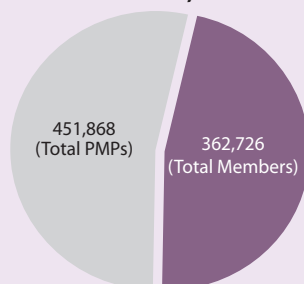
Aamir is currently working as Vice President / Sr. Manager Core Banking Projects at United Bank Limited (UBL). He also serves the PMI KPC as the *Director Programs*.
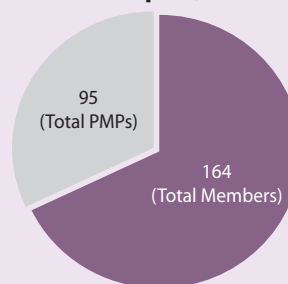
# Statistics

### PMI Global Stats
**As on Jul 31, 2011**

451,868
(Total PMPs)

362,726
(Total Members)

### PMI KPC Stats
**As on Sep 15, 2011**

95
(Total PMPs)

164
(Total Members)

# NEWS BUZZ

**PMI Global Congress 2011 – North America: Registration Open!**
PMI Global Congress 2011 – North America offers many exciting learning and networking opportunities. At this three–day event attendees will gather the know–how and inspiration needed to succeed. Educational sessions and networking opportunities will connect peers to discuss common issues, innovative solutions and best practices, and to learn about the latest trends, tools and techniques from project management experts. This year's global congress is being held on Oct 22-25, 2011 at the Gaylord Texan Resort & Convention Center in Dallas/Fort Worth, Texas, USA. For registration and details, please visit: http://congresses.pmi.org/NorthAmerica2011/

**PMI Agile Certified Practitioner (PMI-ACP) Credential**
In the third quarter of 2011, PMI will introduce a new agile certification, the PMI Agile Certified Practitioner (PMI-ACP). If you are using agile practices in your projects, or your organization is adopting agile approaches to project management, PMI's PMI-ACP certification may be right for you. By becoming a PMI-ACP you can:

- Demonstrate to employers your level of professionalism in agile practices of project management.
- Increase your professional versatility.

For details, visit: *http://www.pmi.org/Certification/New-PMI-Agile-Certification.aspx?WT.mc_id=Cert2011CenterRotationSeptAgileExam Open*

**PMI Promotes CAPM Certification and Student Membership Packages**
PMI has launched a Smart Start student initiative that seeks to make faculty who teach project management courses at academic institutions aware of an outstanding opportunity for their students to get a "Smart Start" in project management. "Smart Start" refers to an opportunity for students to apply for the Certified Associate in Project Management (CAPM)® certification and become PMI student members in one easy step.

Students are eligible to sit for the CAPM certification if they are taking a project management course. PMI membership will not only supply students with the digital copy of A Guide to the Project Management Body of Knowledge (PMBOK® Guide), globally recognized standard and the book they will need to study for the CAPM certification, but will also award them unique networking and learning opportunities through the PMI chapters. For details, please contact the PMI Academic Relations Department at *AcademicRelations@pmi.org*

**PMI Karachi Pakistan Chapter Achieves Its 5-Year Milestone!**
PMI KPC has completed its five years and is one of the two recepients of the *2011 Milestone Award* in the *5th Year Milestone* category. PMI's *Chapter Milestone Recognition Program* celebrates a chapter's five year milestones.

The PMI KPC Board of Directors congratulates and thanks all the members, patrons, volunteers, supporters and well-wishers of PMI KPC on this collective achievement.

# PMP Exam Prep Aid
*Source: http://www.pmexam.com*

**1. A problem occurs in the design of a grocery cart. In this case it is determined that the wheels will wear out much quicker in areas of heavy snow and ice because the salt will corrode the wheel bearings. Using sealed bearing wheels will significantly increase cost, and it is determined that the carts themselves will be rusty and damaged at about the same time the wheel bearings begin to fail. By injecting the wheel bearings with a high temperature grease the life of the wheel bearings is increased considerably. The project recommends using the high temperature grease. This is called:**
A. Risk acceptance.
B. Risk avoidance.
C. Risk mitigation.
D. Risk deflection.

**2. A project of $1.5 million has an adverse event that has a probability of 0.07 of occurring and a potential loss of $15,000. This represents an expected negative monetary value of how much?**
A. $105.00
B. $1,050.00
C. $15,000.00
D. $100,500.00

**Quality Inspection**
An inspection carried out to determine whether or not a deliverable or product, whether intermediate or end product, meets the specified quality criteria.

Answers:
1 - C
2 - B

# HIGHLIGHTS
## Monthly Seminars





## PMP Prep Workshops





## Board of Directors' Activities



PMI KPC Board Members with
Mr. Muhammed Rasheed Jung, MD, PARCO (front row, in the middle) &
Mr. Tariq Rizavi, CEO, PAPCO (front row, first from right) at the
Iftar Party hosted by Mr. Asghar Ali Syed (VP Administration, PMI KPC)



PMI KPC BOD Monthly Meeting
held on July 31, 2011

# HIGHLIGHTS

## New Members of Karachi Chapter

| ID | Full Name | Company | Joining Date |
|---|---|---|---|
| 1826046 | Mr. Kamran Abdul Razzaq | Pakistan Petroleum Ltd. | 24-Aug-2011 |
| 888905 | Mr. Muhammad Umais Mulki | THK Solutions (Pvt.) Ltd. | 16-Aug-2011 |
| 2161701 | Mr. Rizwan Hussain | Artistic Milliners (Pvt.) Ltd. | 10-Aug-2011 |
| 2160316 | Mr. Muhammad Adeel | Iqra University | 07-Aug-2011 |
| 2159014 | Mr. Zafir Khan | Relacom Pakistan Pvt Ltd | 06-Aug-2011 |
| 742738 | Mr. Saqib Shamim | Daedalus Software Inc. | 31-Jul-2011 |
| 942256 | Mr. Syed M Anwar, P.E. | Dewan Mushtaq Group | 20-Jul-2011 |
| 2138883 | Mr. Mughies Ahmed | Zelten Oil Services | 19-Jul-2011 |
| 880307 | Mr. Zia Salahuddin | THK Technology Group | 16-Jul-2011 |
| 2139504 | Mr. Muhammad Ali Muneeb | BOC Pakistan Limited | 15-Jul-2011 |
| 2139231 | Mr. Syed Abdul Qadir | Pakistan Refinery Limited | 15-Jul-2011 |
| 2125724 | Mr. Haroon Jafar | Barqensons | 13-Jul-2011 |
| 2106776 | Mr. Muhammad Habibullah | Pak-Arab Refinery Limited (PARCO) | 11-Jul-2011 |
| 2120971 | Mr. Danish Syed | Shaksy Engineering Services | 04-Jul-2011 |
| 2127523 | Mr. Muhammad Aamir Khan | A5 Solutions | 03-Jul-2011 |
| 2127522 | Mr. Muhammad Mudassir Al Khan | Relacom Pakistan (Pvt) Ltd. | 03-Jul-2011 |
| 2121496 | Ms. Salima Ali Mohammad | United Bank Limited Pakistan | 26-Jun-2011 |
| 2121582 | Mr. Shahid Kamal Ahsan | BP Pakistan Exploration & Production Inc. | 26-Jun-2011 |

## Congratulations New PMPs of Karachi Chapter

| PMI ID | Full Name | Company | PMP Date |
|---|---|---|---|
| 1826046 | Mr. Kamran Abdul Razzaq | Pakistan Petroleum Ltd. | 30-Aug-2011 |
| 2121496 | Ms. Salima Ali Mohammad | United Bank Ltd. Pakistan | 25-Aug-2011 |
| 1701315 | Mr. Syed Ahmad Mursil | Precept Global Access | 25-Aug-2011 |
| 1685942 | Mr. Bilal Tasneem | Allied VMS Technologies | 24-Aug-2011 |
| 880307 | Mr. Zia Salahuddin | THK Technology Group | 22-Aug-2011 |
| 1153225 | Mr. John Peter Braganza | Standard Chartered Bank Pakistan Ltd. | 22-Aug-2011 |
| 742738 | Mr. Saqib Shamim | Daedalus Software Inc. | 16-Aug-2011 |
| 701147 | Mr. Abdul Imran | MATRIX System | 15-Aug-2011 |
| 1977463 | Mr. Sohail Afzal | Byco Oil Pakistan Ltd. | 01-Aug-2011 |
| 2098240 | Mr. Umer M. Masood | Sybrid Pvt. Ltd. | 26-Jul-2011 |
| 1862001 | Mr. Sheikh Muhammad Abid | Data Steel Pipe Industries Pvt. Ltd. | 25-Jul-2011 |
| 1839421 | Mr. Yasir Baig | Hospital Supply Corporation | 25-Jul-2011 |
| 1820630 | Mr. Muhammad Bilal Khan | IBM Pakistan | 18-Jul-2011 |
| 2052414 | Mr. Arsalan Khan | Unilever Pakistan Ltd. | 06-Jul-2011 |
| 655611 | Mr. Amir Arif | Micro Innovations & Technologies | 30-Jun-2011 |
| 1929404 | Mr. Wiqar Ahmad Khan | ABB | 27-Jun-2011 |

# PMI KPC Monthly Seminars

| Session # | Date | Seminar Title | Speaker |
|---|---|---|---|
| 80 | Sep 2011 | Rescheduled due to heavy rains | |
| 79 | Jul 5, 2011 | Product Development: From the Voice of the Customer to Product Features & Pricing | Jawwad Farid |

# Words of Wisdom

*"Trying to manage a project without project management is like trying to play a football game without a game plan."* (Karen Tate)

*"Running a project without a WBS is like going to a strange land without a roadmap."* (J. Phillips)

*"Operations keeps the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward."* (Joy Gumz)

*"Project managers function as bandleaders who pull together their players, each a specialist with individual score and internal rhythm. Under the leader's direction, they all respond to the same beat."* (L.R. Sayles)