4 Keys To PM Success In Today's Global Scenario

A Personal Perspective

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Powerweave
Creating Value By Design

Is There A Problem?

John Donahoe, President and CEO of the US-based global online marketplace eBay Inc, says: 'If I can get three good nights' sleep in the next 12 months, I will consider the next year to be a success. I'm exaggerating, of course. But what I mean is…it's necessary to strike a balance between fighting each day to ensure your survival, while keeping a strong hand on the tiller in order to steady the ship. It's balancing the long term with the urgency of the short term and having the wisdom to discern what's what.'

PWC 12th Annual Global CEO Survey

The Challenge Is Fundamental

The last downturn was a cyclical downturn. This is
a structural downturn. When you have cyclical
events, things go up and come down. When you have a
structural event, something fundamentally changes.
Our own view is that this is going to shake up fundamentals
in a whole host of global economic areas.

Mukesh Ambani
Chairman and Managing Director of India's largest private
company,

Reliance Industries Ltd

We Are All In It Together

A problem that started in the US has now infected all the major economies across the world, emerging and advanced alike.

We are united on one major project. Survival.

The Economist summed up the situation as follows:
'The idea that emerging economies had "decoupled", and would continue to boom even as the economies of America and other rich countries grapple with recession, has been exposed as fanciful.

Looking Beyond

We need to look beyond and plan to take our companies stronger, more competitive and ready for the future.

Recession is not a minor thing but a big deal. But I look at research going on, I don't see any pull back.

Bill Gates
Chairman Microsoft.
Speaking to NAASCOM on Saturday.

New Names For Old Concepts

Key #1: The New Mindset.
Accept And Adapt.

- The new mindset that deals with extreme short term and long term pressures, starts with a different expectations about risk and return.

- A second major shift in mindset that is required is the assumption of responsibility for issues and challenges that were once considered outside the scope of your job. E.g. Finance and Business Management.

- Third. We need to adapt resources, adopt approach and tools to deal with high change, unclear road maps, less predictable payback periods, yet find ways of mitigating risks that have the potential to erase years of incremental gains.

Do You Know Your Business's Priorities?

Priority	Rank 2009	Rank 2012
Improving Business Processes	1	2
Reducing Enterprise Cost	2	7
Improving Enterprise Workforce Effectiveness	3	6
Attracting and Retaining New Customers	4	3
Increasing the use of Information and Analytics	5	8
Creating New products and Services	6	1
Targeting customers and markets more effectively	7	9
Managing Change Initiatives	8	11
Expanding Current Customer Relationships	9	10
Expanding into new markets	10	4
Consolidating Business Operations	11	12
Supporting Regulations and Compliance	12	13
Creating New Sources of Competitive Advantage	13	5

Gartner: Meeting Challenges 2009

Key #2: You Make The Case

- Foresee and crystallize requirements. Get involved in every aspect of the financial and business case for your company and your customers to invest.

- Create a focused list. Be decisive in setting priorities on actions and projects that align to business priorities .

- Say NO.

- Break it down. Define the project in terms of discreet deliverables and the measurable business deliverables of each phase.

- Adapt the resources, time and approach to each deliverable

Pay Careful Attention To…..Money

- Is the funding justified, viable and assured
    - From cash flows, not credit or reserves
    - Does it funds itself
    - Need low, minimal resources
    - Uses existing resources: internal and external
- Will it happen quickly.
- Do the first thing. Long range projects are irrelevant.
    - Produces measurable results within days/weeks

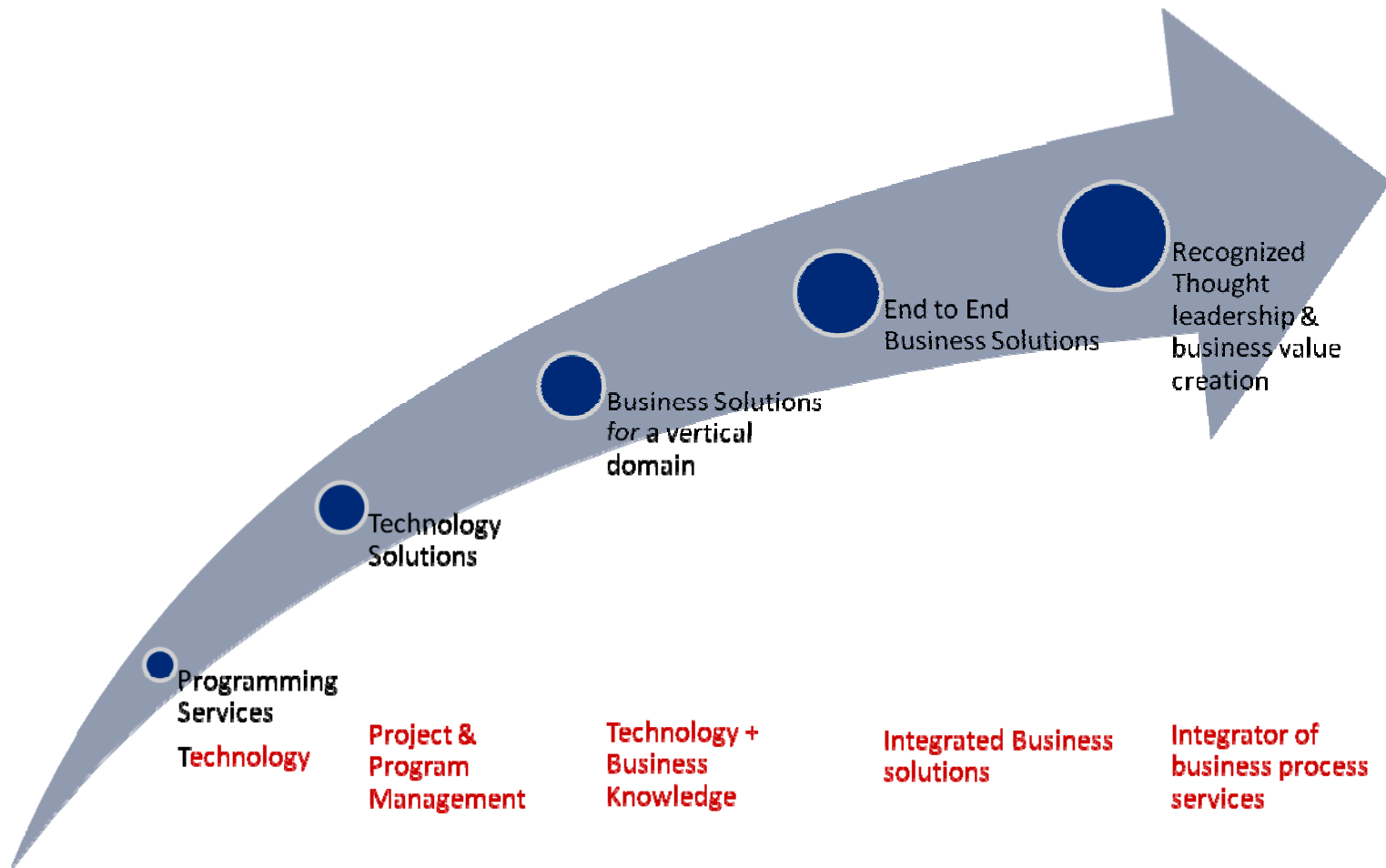# Provide Answers Not Technology

You Shape The System

Current Systems	Future Systems
Moderate connectivity	Every System is Connected
Relatively Stable requirements	Highly Volatile Requirements
Custom built solutions to match requirements	Services and components dictate feature sets
Reasonable time to stabilize systems	Rapidly decreasing cycle times
Not all failures are critical	Failures are globally critical
Complete System definitions	Complex, Agile and Adaptive systems
Repeatable Processes	Adaptive Processes

The System Shapes You

Programming Services
Technology

Technology Solutions

Business Solutions for a vertical domain

End to End Business Solutions

Recognized Thought leadership & business value creation

Technology

Project & Program Management

Technology + Business Knowledge

Integrated Business solutions

**Integrator of business process services**

Key #3: Assemble Solutions.

- Your solution is ready.
  - 'Build Applications' only if reuse; adapt and reuse; find and use; find adapt and use; find, plug in and use; don't look feasible
  - Try tomorrow.
- The web is a massive platform
  - Offers ready systems, applications, ready code, artifacts, services, tools, skills, resources. Mash them. SaaS them.
  - Think of SOA, AJAX, Rich Apps, UC as glue
  - Explore AppExchange, Amazon, Google, Zoho…
- Your teams and servers are a repository of useable assets.
- Your teams job is to understand, assess, rank and use them
- Your job is to give them the road map, skill set and framework to do so
- Your job is to reshape the whole development objective and process.

Adaptive Success:
Making Adversity An Asset

- The IPL
  - 24th March decision is made to shift, 25 days prior to scheduled start
  - 18th April tournament starts..,,ends 24th May
  - 59 matches,
  - Relocation of over 10,000 people, management of venues, logistics, coverage, finance, marketing…
- Became the 2nd largest cricket tournament in the world. Over 200M viewers in India alone.
- Hailed as an extra-ordinary success. Apart from marketing, Ali Bacher said the organisers ability to shift the tournament to a foreign country at short notice and put everything together in a few weeks was "quite extraordinary".

You Are Almost There On The Head Hunters List.
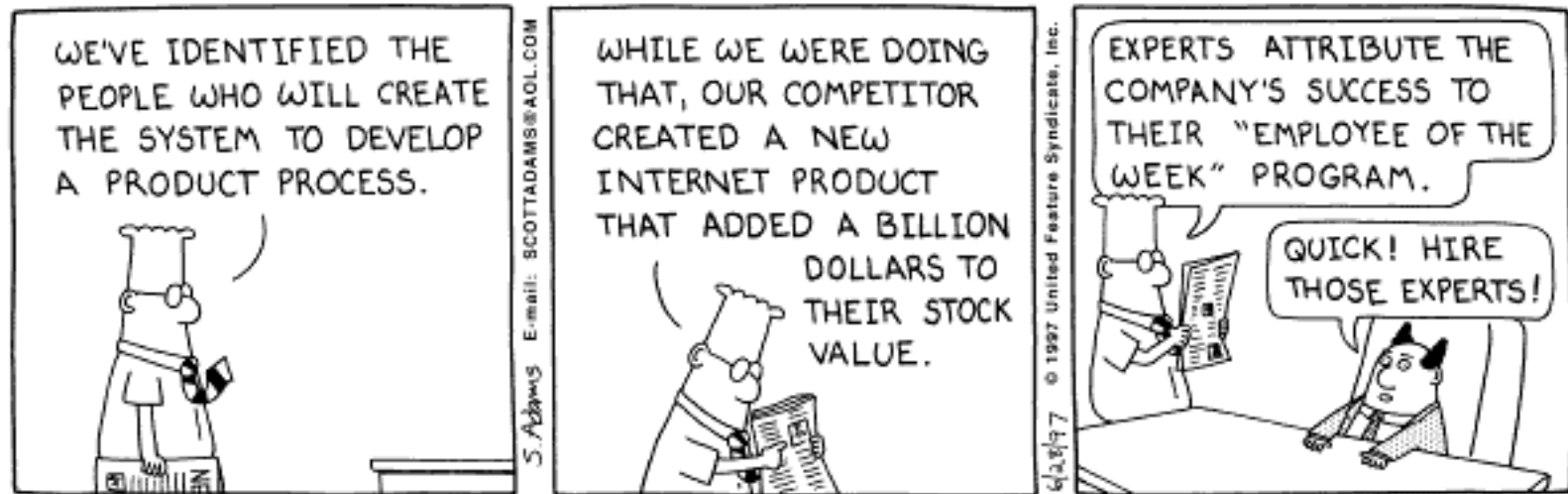
Key#4: Be Agile

- From Predictive to Adaptive
- **Agile software development** refers to a group of software development methodologies based on iterative development, where requirements and solutions evolve through collaboration between self-organizing cross-functional teams.

Agile Is An Optimised Combination.

- Of the adaptive and the predictive
- Of A set of engineering best practices that allow for rapid delivery of high-quality software,
- And a business approach that aligns development with rapidly changing conditions, customer needs and company goals.

A Primer For The Non-Agile

- Agile methods break tasks into small increments with minimal planning, and don't directly involve long-term planning. Iterations are short time frames or time boxes that typically last from one to four weeks.

- Each iteration is worked on by a team through a full software development cycle including planning, requirements analysis, design, coding, unit testing, and acceptance testing when a working product is demonstrated to stakeholders.

- This helps minimize overall risk, and lets the project adapt to changes quickly

A Primer For The Non-Agile

The Agile Manifesto

- Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

- Welcome changing requirements, even late in development. Agile processes harness change for
  the customer's competitive advantage.

- Deliver working software frequently, from a couple of weeks to a couple of months, with a
  preference to the shorter timescale.

- Business people and developers must work together daily throughout the project.

- Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

- The most efficient and effective method of conveying information to and within a development
  team is face-to-face conversation.

- Working software is the primary measure of progress.

Finale: Putting It Together

- Manage fear.
- Evangelize
  - The value of investing
  - The change needed
- Move from Predictive to Adaptive framework
  - Methodology
  - Toolset
  - Team mind set
- Develop an inclusive and collaborative network
  - Include marketing, finance, design…
  - Include external sources and partners
- Build and manage a culture of measurability
  - You are financially accountable
  - Optimize speed and return on investment
- Get going, get started, get results.

Carry More!