Dear Members,

Season Greetings to all members, patrons and volunteers of the Chapter. While the festive mania is engulfing the region, your continuous support helped us to sustain the membership base and also grow our volunteer base. The sustaining volunteerism is the best outcome witnessed in the last quarter. We would certainly look forward for steady renewal and new members joining the Chapter at a higher number.

The chapter continued with regular trainings and network events. To the outreach event of student's paper contest was complete this quarter.1st September 2012, the Chapter conducted its 1st Annual General body meeting with all members , patrons and execution partners.

18th August 2012, the chapter's annual strategic meeting was conducted. To accomplish the chapter's mission execution handbook 2013 for the governing community is drafted. With annual conference launched, we hope to have very energetic quarter planned ahead. Volunteer to make a difference.

Wishing you a happy festive season!

Cheers
Editor's Desk

COVER STORY   ## Calm in the Eye Of Storm

Storm chasers are professionals (or should be) who watch for tornados and hurricanes during the summer months in the southern and Midwestern United States. Their goal is to get close enough to a storm to photograph and video it without incurring any harm to themselves. Some do it for the thrill, while others chase storms for legitimate research purposes. Though most are trained and experienced in what they do, they can in no way control the direction the storm will take (without warning, storms can often veer off in a new direction). One way to view the situation is as a high-stakes 'cat and mouse' game, with the participants risking injury or even death if they get caught in the path of the storm. To mitigate the risks, storm chasers rely on inputs (such as seismic data and weather predictions), using modern technology and expert judgment for the planning and execution of their work.

What does this have to do with program and project management? Well, aside from the obvious dangers that storm chasers face, one could say that these professionals deal with a high degree of complexity and ambiguity, much like many project and program managers. There is another similarity to which we will draw a comparison, having to do with the internal structure of the storm. Inside the tornados/hurricanes storm chasers are chasing, there is a calm environment known as 'the eye of the storm'. As the program or project manager, you must hypothetically keep yourself and your team positioned in a calm environment, even if and when serious issues arise and various chaotic events are 'swirling' around you. What steps and actions can you take in order to shield your team from the chaos, and ensure they stay in the calm eye of the storm when times are difficult?

Although every situation on a program or a project is different, below are our principle suggestions for dealing with the difficult situations on projects and programs, garnered from our combined experience:

Follow the plans -At the start of the program or project, under your guidance, your team will have developed several project plans (Risk, Communication, Schedule, Success, Cost, Implementation, Iteration, Quality, Training, perhaps Safety, etc.) that, at the time they were created, were your team's best assessment of the work to be done and how it should be performed. We also assume that your customers and stakeholders approved your plans so that you could begin to execute them. It is important to continually refer to those plans as your baseline for documenting gaps or deviations. Even simple things such as tracking Milestone dates and showing missed or updated milestones are important to managing the plans. For example, if a milestone is missed, keep it in the document but mark it as 'crossed out' and insert the new date beneath the original milestone, or rebaseline in the schedule to reflect both the previous agreed date, and the new. This approach will keep all parties aware of and in tune with the plan versus reality.

Communicate Non-emotively - It is widely agreed that communication comprises 90% of project management. We believe how communications are delivered (both the medium, tone, and expression) is just as, if not more, crucial as what is being communicated. When focusing your team and stakeholders, to remain within the eye of the storm, we believe it's best to follow some key principles which we summarize below:

Deal with facts, not opinions.

Summarize the detail for appropriate levels of management.

Keep it timely, accurate and of a high quality.

Follow a pattern – get people accustomed to your updates.

Present Program/Project impacts and alternatives to Key stakeholders. (Not just, "here are the issues.")

Don't focus on blame if things go wrong – focus on solutions (i.e., options analyzed and the recommendation).

Others Will Follow Your Example - At all times, 'Remain Calm'. If you as the leader of the team begin to waver or fall apart, it will have a ripple effect throughout your team. Further, your stakeholders and customers will continue to believe in the team's success if confidence permeates team communications. Let people vent their emotions when necessary (when appropriate and in the right environment – negativity should be controlled). Allowing time for venting may serve no other purpose but to reduce the pressure or stress proportionally, but it will be appreciated later.

Focus On the Key Milestone Dates - 'Keep the eye on the prize' (remember that the agreed benefits are the reasons your program or project exists) and continue to drive to the next milestone date. Getting there will increase everyone's confidence and you can then do an impact analysis on the changes from baseline.

80/20 Decision Making - Don't wait on all facts to make an informed decision. When you have sufficient information – act upon it. Yes, it's a bit of a gamble but delaying action can also have the same negative impact. This is where experience, instinct, and 'gut' feel come into play. However things turn out in the end, it was the right action to do at the time. Sometimes mistakes may occur as a result, but you will learn from any mistakes made. By keeping focused on what you need to do, you will get there.

Clearly Define Success vs. Time - If the benefits change during program/project execution, advise the appropriate stakeholder and customers accordingly so they adjust their expectations. Ensure that they want to continue the effort. Accept discontinuation of the project if it gets to the point at which the costs (not just financial) outweigh the benefits. Always capture and record lessons learned, and agree on how to share them so that new programs and projects take them on board.
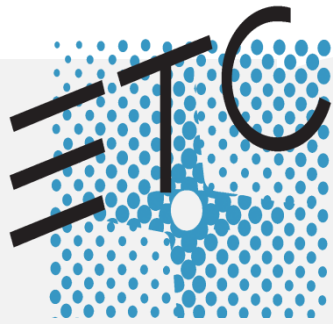
In conclusion, remember that, as the program/project manager, you are the leader and your team will tend to mimic your actions – particularly in a crisis or in times of stress. Follow the basics of keeping cool under pressure and maintain the 'calm eye of the storm' for your team. Remember, your program or project is a temporary endeavor and 'it too shall pass'.

Gareth Byatt has 16+ years of experience in project, program and PMO management in IT and construction for Lend Lease. Gareth is a past Director of the PMI Sydney Chapter, he is currently the APAC Region Director for the PMI's PMO Community of Practice and he chairs several peer networking groups. He has presented on PMOs, portfolio and program and project management at international conferences in the UK, Australia, & Asia including PMI APAC in 2010.

Gary Hamilton has 17+ years of project and program management experience in IT, finance, and human resources and volunteers as the VP of Programs for the PMI East Tennessee chapter. Gary is a 2009, 2010, and 2011 Presidents' Volunteer Award recipient for his charitable work with local fire services and professional groups. He has won several internal awards for results achieved from projects and programs he managed as well as being named one of the Business Journal's Top 40 Professionals in 2007.

Jeff Hodgkinson is a 33+ year veteran of Intel Corporation, where he continues on a progressive career as a senior program/project manager. He is also the Intel IT PMO PMI Credential Mentor supporting colleagues in pursuit of a new credential. In 2012, he earned an IAA (Intel Achievement Award), Intel's highest recognition, with the team for work in implementing an industry-leading private cloud solution. Jeff received the 2010 PMI (Project Management Institute) Distinguished Contribution Award for his support of the Project Management profession from the Project Management Institute. Jeff was the 2nd place finalist for the 2011 Kerzner Award and was also the 2nd place finalist for the 2009 Kerzner International Project Manager of the Year Award TM. Jeff is currently focusing on gaining expertise in energy efficiency and home energy alternatives.

Gareth Byatt, Gary Hamilton, and Jeff Hodgkinson are experienced PMO, program, and project managers who developed a mutual friendship by realising they shared a common passion to help others and share knowledge about PMO, portfolio, program and project management. In February 2010 they decided to collaborate on a three (3) year goal to write 50 PM subject articles for publication in any/all PM subject websites, newsletters, and professional magazines / journals. **This edition of Konnect chooses** one of their recent post for publication. Each of them can be contacted for advice, coaching, collaboration, and speaking individually as noted in their bios or as a team at: Contactus@pmoracles.com

Etc that matters

The Wizard of Oz is a 1939 American musical fantasy film produced by Metro-Goldwyn-Mayer. Based on the 1900 children's novel, The Wonderful Wizard of Oz is fairytale with leadership theorms laid wonderfully. The best of it is there is no motivator like **clarity of purpose**.

Does your organization have that clarity of purpose and vision? How, as a leader, do you keep yourself, and your followers, focused on that purpose?

Watch Dorothy in Wizard of Oz and gather insights.

PMI West Bengal Chapter announces its 2nd Annual conference "Aviskar 2012" to be hosted on 24th November 2012 at Kolkata. The theme for the event is going to be *Connect, Collaborate & Integrate.*

The participants will be eligible to get 8 PDUs. The chapter also invites nominations to Appreciate Social Projects of the year in the conference.

The conference details would follow soon.

PMI India Leaders Meet

PMI India organized a meeting with All India Chapter Presidents along with PMI India staff at Hyderabad in the Golkonda resort on June 30th and 1st July. The forum provided an opportunity for PMI staff to present the various PMI and PMI India initiatives and programs and at the same time the Chapter representatives could showcase and share the best practices and thought leadership among the various Indian Chapters. Initiatives like the PMI Champions program, PMIEF, PMI SPOC program, upcoming National Conference, PMI Marketing Tools etc.

PMI India Leader's meet in Hyderabad

A few common challenges across chapters related to membership, volunteering, academic outreach initiatives were exchanged and proposed solutions were discussed in the breakout sessions. Overall the benefit of having such a forum was well appreciated by all and found a common consensus to organize the meet twice a year in future.

Volunteer of the Quarter

Chapter appreciates all its volunteers driving the chapter regular and special drives.

Special Appreciation as "Volunteer of Quarter , Autumn 2012" goes to Shankar for taking responsibility of Program Management for our PMP Training Initiative from May 2012.

SHANKAR GANGULY

"PMI Agile Certified Practitioner Excel with ease" with ISBN: 9788131773192 is a self study guide which is an essential for all PMI ACP® aspirants to clear the certification exam. This book is priced at INR 575. It follows an easy step-by-step learning approach supported by more than 1000 practice questions following the PMI ACP® Exam Pattern. This book not only presents the basic agile concepts but also the latest developments in the field, based entirely on the guidelines from the Project Management Institute (PMI). Click Here for details.

The book is co- authored by:

S Chandramouli   Saikat Dutt

Youth Connect

PMI West Bengal Chapter recently held its first annual paper presentation contest (ASPIRE 2012) for the student community. Final and pre-final year students from engineering and management colleges were invited to author business case studies on student-friendly topics. This gave them an opportunity to hone their presentation skills while instilling in them the fundamentals of project execution, displaying their ability to be creative, acquiring knowledge on tools and techniques, and getting them acquainted with project execution.

Mr. Nikunj Mall, 3rd Year Under Graduate Student, Dept. of Biotechnology, Indian Institute of Technology Kharagpur was selected by the judges as the winner of ASPIRE 2012 for the originality of the concepts presented demonstrating practical application in the field of Project Management.

PMI West Bengal Chapter would like to congratulate Nikunj on his achievement and wishes him a great success in his future endeavors.

Learn and Earn

Tea Seminar of "Changing Times & Resourcing", the 6th edition of Learn & Earn series of events happened on 28th July @ Gurukul in Cognizant Technology Solutions, Kolkata. It was well attended by 30 enthusiastic participants from different corporate houses such as IBM, CTS, TCS, Idea Cellular, LabVantage Solutions, Lafarge India and BNRI.

The speaker for the event was Mr. Prakash Nahata, who is a well known personality in conceptualizing and implementing business processes, acquiring clients, delivery and team building. Prakash shared changing trends of resourcing and key attributes looked for by potential employers in today's project manager. Global statistics of work force induction process and key challenges were discussed. The session was very informative and helped the community to gather know-how of varied industry their patterns of resourcing. It was a thoroughly interactive session, which was well participated by the PM fraternity of Kolkata.

PMI Education Foundation liaison with Region

PMIEF (PMI Educational Foundation) is a non-profit charitable arm of PMI that champion's project management for educational and social good. It's prime focus areas -

Training school students and teachers on the skills of PM so that they are enabled with 21st century readiness.

Guiding college students realize their dreams through academic scholarships, internships.

Helping NGO use their limited resources more efficiently and effectively, by increasing their PM capacity.

Mr. Arindam Basu is the Chapter nominated PMIEF liaison for PMI West Bengal Chapter. He is collaborating with the Chapter to connect relevant needs in the region and bring back value. He an active member on chapter's social forums.

Arindam Basu

"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

Chapter welcomes our new members

The chapter welcomes and wishes good luck to all the chapter members. Over the last quarter, the chapter has grown bigger with association of 40 new with the chapter.

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

Samya mukherjee, PMP
Shyam Kumar Patel
Naresh kumar chellani, PMP
Bruce Watts
Ashok Das
Faisal afsar
Mrinmoy Nath
Arup Kumar Roy
Samarjit Saha, PMP
Kausik Ganguly, PMP
Harsh Jain
Anirban Mukherjee, PMP
Sushil Kotwal
Soumya Bhattacharya, PMP
Santanu Goswami
Soumen Banerjee
Avinash Kr Thakur
Pallab Dutta
Subhasish Roy, PMP
Jaykumar Amrutiya

Nigam Baboo
Bishweshwar Dutta
Satyajit Barik
Ranjoy Kr Ghosh
Surojit Roy
Mrinmoy Das
Barun Kumar Nandi, PMP
Uttam Manna
Arijit Ghose
Awadhesh Kumar
Arun K Mohapatra, PMP
Mannem Nagaraja Sekar, Eng.D.
Aniruddha Basu
Rekha Unni
Debjani Das, PMP
Koushik Das
Siddharth Dutta
Subhamoy Chakraborti
Alim Abdul
Amit Kumar Sarkar

Welcome