Leadership Dimension in Project Execution
Greetings from IPM team & Wish you all a very happy new year ahead !!!

"Leadership is not about a title or a designation. It’s about impact, influence and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and you have to inspire team-mates and customers." - Robin S. Sharma

This edition of PRISM magazine is inspired by leadership aspects that influences project executions. Study done by Reynold Associates illustrates exactly how leadership impacts mega projects. Worth reading their analysis from both client and contractor sides. Book review of Commercial Project Management also throws light on project management aspects and looks at both sides critically.

Similarly, project executed by PT&ID team demonstrates how leadership can play a vital role during adversities and still make the project successful. We take this opportunity to thank Mr. Kasi Viswanath for sharing his learnings on leadership aspects of project execution through his personal experience.

All IPM faculties have shared their perspective on leadership dimension in project execution through their articles. All these articles show different facets of projects such as Crisis Management, Cost & Schedule Management and Stakeholder Engagement.

Every year during November, IPM organizes Knowledge Drive across L&T. Go through the glimpses of this year’s event covered in this edition. Delighted to share names of L&T experts who are the find of this event, those are ready to share their knowledge and expertise with others.

As usual, program panorama captures memories of the programs conducted in last quarter. Upcoming Webinars and Programs are listed. Kindly take advantage of these training opportunities whenever possible.

Wish you all a very happy new year and happy learning !!!
Dean’s Desk

V.T. Chandra Sekhar Rao
Dean- L&T IPM

L&T IPM has its undivided attention on its core aim of adding value to L&T Businesses in the project management domain. Last quarter has been very engaging for all of us at IPM

- We designed and delivered first module and part second module for an exclusive program DEEP – Driving Excellence in Executing Projects, preparing the Defence IC for full scope EPFI (Engineering Procurement Fabrication and Integration) projects.
- We completed design of an exclusive engineering management program for WET IC – EMEX (Engineering Management Excellence)
- On request of MMH SBG, we designed and delivered APEX (Advanced Project in Project Execution) module 1 for Vedanta group’s Hindustan Zinc.
- Launched our full month Knowvember 2019 events, with an objective of promoting knowledge sharing culture within L&T
- Successfully concluded the AC3A program (Advanced Course on Contracts, Claims and Arbitration)
- Ran a successful second batch of CPPM (Construction Project Planning and Management) for World Bank
- Started batch 5 of EICM (Excellence in Infrastructure and Construction Management) in collaboration with NICMAR, with record-breaking enrolment of 52 participants
- We also started developing Project Leadership Program – a program that takes care of creating a leadership pipe to create project directors of mega projects

Our webinars are going full blast, with greater levels of participation from various ICs. Our teaching through simulation is receiving encouraging responses from participants, we intend to add simulation based curriculum in our flagship programs. New SCDMs are also being launched.

I am delighted to see the “Can do” attitude from all team members of IPM and it inspires me to take up new initiatives, fulfilling our motto of “Stay ahead, Stay Relevant and Stay Connected”

As we enter a new year and a new decade, we are committed to put our brains and hearts towards making IPM an unbeatable leader in effective and innovative project management education. IPM has many miles to go, but the pace will be different considering the good stamina of knowledge we built in so far over the last decade.

We are working on strategies and action plans to enhance our classroom & digital delivery, our outreach to Engineering and Construction Industry and our effectiveness in building long lasting PM competencies in L&T world. We look forward to the support from our patrons and program participants to help L&T IPM take a giant leap to the future decade of pre-eminence in project management education and consulting.
Internalizing Project management concepts through experiential learning has been a well adopted pedagogy in project management education. The widely used approach for experiential learning is paper based case studies to create the project environment with various constraints and possible dilemmas. Though the Business simulations generally called serious games have been in the market for a longer period, it is only the recent times due to the software as a service (SAAS) model powered by the cloud providers like amazon web services / Microsoft Azure combined with the maturity in the gamification field has made the serious games more interesting and engaging.

Limitations of Case Study Approach
Case studies, though a very good pedagogical tool has some major limitations in establishing the complexity of the situation and also was not able to create the level of learner engagement required for an in-depth understanding. The experiential learning mandated a “skin in the game” approach, where the learner should be able to feel the heat of the situation and should be able to take decisions keeping in mind the future consequences. Also, the most learning happens when the assumptions / predictions made by the learner during the planning phase becomes totally wrong during the execution phase and the learners is left with a limited options to bring back the project to planned baseline. The case studies also lacked the potential to provide the learners with multiple problem-solving approaches and was limited to the debate of discussing the case based on the decisions made by the protagonist, the main actor around whom the case is written and so inhibiting the opportunity to the learner to analyse the situation from multi stakeholder perspective.

Digitalization of serious games for Enhanced Learning experience
The project management over the years has also grown from managing triple constraints to multiple knowledge areas that focus on soft-skills like team management, communication management and also integration management that encompasses taking decisions that involves aligning everyone with the project objective and aligning the project outcomes to the strategic objectives of the organisation. Serious games allow the learner to learn things in an exploratory format. The Simulation experience depends on simulating a Dynamic Environment with continuously evolving Team Dynamics supported with decision-making Framework and interweaving learning inputs appropriately. The educational value of this pedagogy can be greatly enhanced, if the simulation aids in the process of providing a feedback to the learners in the form of personal development plan with identified areas of improvement.

The Dynamic Environment:
Project operate in an environment which is frequently changing due to the internal and external enterprise environment factors like market place conditions (Competitors, market share,brand recognition and trademarks), Legal restriction (Country or Local laws, regulation related to security, data protection, business conduct, employment and procurement), Government or industry standards (regulatory agency regulations and standards related to products, production, environment, quality and workmanship), Financial Considerations (Currency exchange rates, interest rates, inflation rates and tariffs), Physical environmental conditions (working conditions, weather constraints).
Team Dynamics:
Project is a temporary endeavour, and it is a challenging task to create a cohesive team with the individuals, who are put together to execute the project. Most of the time, there is no adequate past performance data available about the resources capability and motivation, which needs to be assumed during the planning phase. These assumptions could go wrong during the execution phases, which will then result in schedule and cost risks.

Tools and Framework:
It is necessary to create dashboards with the right Tools and Framework like critical path method and earned value management technique, so that the learner is able to understand the current project situation clearly and also has access to the forecasted outcomes.

Learning Inputs:
Though the Simulation is a self-directed pedagogy, the effectiveness increases multi-fold when there is a facilitator intervention who starts the simulation exercise by providing an overview of the concepts and also sets the expectations on the learning outcomes that needs to be achieved by the learner at the end of the simulation game. The facilitator also helps the learner to familiarize with the menu and features of the simulation game and provides the necessary support to play the simulation without any technical issues. The highlight of the simulation is the debriefing session by the facilitator where each team reflects on their experience and share their learning with their peers, thereby creating an opportunity for peer learning.

Personal Development Plan
The facilitator concludes the session by summarising the learning and connecting them with the concepts, tools and Framework and also shares the probable blind spots for the learners at an individual level. The simulations are also have become tools that can be used to measure the learning effectiveness and are used to establish the krikpatrik level 3 outcome(impact) which is deals with whether the training changed behaviour. The simulations provide the necessary evidence to validate whether the learner is able to apply the concepts to the real-world problems that are complex, not well defined, and lack a clear solution and approach. L&T IPM has used simulation as an evaluation tool in its customized program called project management for business results for L&T Technology services. The competency of the learners were evaluated and report as shown below has been generated for each learner.

Adoption on Simulation as Pedagogy in IPM Programmes
In our quest to stay ahead in the Pedagogy, L&T IPM piloted simulations in few of its programs. Initially, the simulations were restricted to learners of less experience, but eventually the simulations have been extended to seniors as well and found very useful. Hence, as mentioned in the Dean Message, this year simulations will become an integral part of our flagship programmes and will cover around 800 learners. Within a year, we will be developing in-house simulations which have project environment highly correlated to different businesses of L&T. During the Knowvember event that happened in the month November 2019, PM Games which is project management using simulations turned out to be a special attractions, with 150+ enrolments. Employees able to play the game from their desk at the remote sites without any disruption has provided the confidence to embrace simulation as predominant pedagogy for IPM way forward.
Project Success Story

Expert Risk Navigation

60 MWp SUN EDISON T3 PROJECT, SOLAR BU, PT&D IC

Contributor: Francis Xavier, Sardhar S, Akshya S, PT&D IC | Compiler: Prof. Umesh Metar, Faculty, L&T IPM

It is said that the project which manages its risks very well and does effective risk management, can easily become a successful project eventually. This project executed by Solar BU project team also illustrates the same.

Known and Unknown risks were handled effectively and ultimately project was finished before time and payment too was collected to the tune of Rs. 150 Crore. Below are some of the facts and figures of this successful project.

- One of the largest tracker based solar power plant in India, spread across 300 acres.
- Completed within the committed time and cost.
- Awarded the Construction Times Award-2016 "Best Executed Solar Project of the Year" in Power Category
- Received client appreciation for Effective Project Management.
- Prestigious project for L&T as commissioning must by 31 Mar 2016. Spillage would result in reduction of power tariff impacting the viability of project for client.

Highlights

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### Risk Control – Escalation Matrix

Identified risks were monitored and controlled by setting up a war room. Most of the decisions were taken in the war room and risk mitigations were done. Wherever required risks were escalated to next for resolution.

<table>
<thead>
<tr>
<th>Risk Control</th>
<th>Escalation Reaction Time</th>
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<tbody>
<tr>
<td>Meticulous monitoring &amp; control in War Room</td>
<td>Timely Escalations</td>
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<td>In process monitoring during manufacturing</td>
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<td>Liquidated Damages</td>
<td>Collection of Outstanding Payment ~ INR 159 Crs</td>
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<td>Loss of revenue due to plant downtime</td>
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<td>IDT on plant downtime and generation loss</td>
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### Key Takeaways of the project:

- Timely Escalation works and is very essential.
- Payment security to be considered in contract.
- Good Documentation and Archiving process very essential
- Risk Identification and Hawk Eye monitoring is key for project success.
- Communication, escalation & responsibility matrixes very important
- Collaborative approach is EFFECTIVE
Facilitator Corner

Mega Project Leadership
A study by Russell Reynolds Associates

Prof. Umesh Metar, Faculty, L&T IPM

Megaprojects are high-profile and high-risk projects. As macroeconomic challenges persist around the globe, and especially during this particularly challenging period, companies face high stakes when it comes to appointing the right leaders for these projects.

Russell Reynolds Associates examined the demographics of 31 successful megaproject leaders, including owner side leaders in mining, oil and gas, and industrial infrastructure, as well as major engineering, procurement and construction (EPC) project leaders on the build-side. Also looked at the competencies required for a successful megaproject leader based on a customized competency model.

Findings suggest that there is an overwhelming emphasis on tenure and experience as proxies for an individual’s readiness for the mega project role but that the most crucial elements are the less quantifiable ones: the innate ability to establish excellent processes and governance, drive productivity through engaged management and ultimately lead people rather than simply managing the technicalities of the project.

In fact, as megaprojects become an increasingly central feature of engineering and construction, the leadership of such projects becomes more and more crucial.

For example, it is estimated that 9 out of 10 megaprojects exceed their budget. Rail projects exceed their budget by an average of 44.7%, bridges and tunnels by 35%, and roads by 20%. These same projects are usually approved with the expectation of a 20% return on investment.

The talent need is two fold. Megaprojects generally are managed with two project leaders at the helm:

1. On one side, the owner-side mega project leader represents the joint venture, company or government body that has commissioned the project. This leader’s primary focus is on ensuring the project is delivered to specification and answers to the project owner’s needs.
2. On the other side, the build-side mega project leader, employed by the contractor engaged to execute the project, is responsible for the successful planning and building of the project.

A different breed of leader

According to Greg Sills, an energy executive, “You may have smaller projects more complex than larger ones, and it is that complexity—not measured by size or scale—that will define the skills required of a project leader.”

To date, companies seeking mega project leaders have focused on individuals’ past project experience, but even the most optimistic estimate suggests a single individual will likely have managed, at most, 3 to 4 mega projects in his or her lifetime.
The variety of factors that make mega projects so challenging:
• The urgency and cost pressures of the project;
• Commercial, political, financial and environmental risks; and
• Project’s strategic importance to the company, country and/or other stakeholders.

Profile of today’s megaproject leaders

The prevalence of mature talent suggests that the industry views years of experience as having a direct correlation with the executive's fit for the magnitude of mega projects. The number of individuals willing to spend their entire career in project management is declining. Leading a mega project requires more than 20-25 years’ experience in project management, and, contrary to the trend of past decades, individuals running projects today show greater interest in a move to a corporate function or in other options for career development.

EPC project leaders have to be able to win business. The same does not apply to owner project leaders. Therefore, the two leaders are not the same but should be complementary. A successful project director from the owner needs to be able to recognize what ‘good’ looks like, from project delivery to systems and planning, and have the where with a to manage expectations across the board.

Process competencies relate to the structure of a project, how decisions are made (governance), how the project interacts with its environment (stakeholder management) and how it proceeds through the stages of its life cycle (project lifecycle management). These elements are so complex in a mega project context that the function of its leader approximates that of a CEO of a temporary organization rather than merely an engineering-focused supervisor.

“Experience has no substitute, but hiring for the less tangible but crucial skills outlined in the previous section is a better guarantee of the project’s quality, process and outcome. To avoid an unfavorable situation, companies engaged in mega projects need to make succession planning for existing projects and the active development of a bench of future leaders top priorities. In addition, given the strong predominance of male executives, organizations should reassess possible gender bias in their processes and include sophisticated and diverse ways to identify quality megaproject talent from all possible talent pools.

Succession planning is critical for the future

1. Strategic mindset: Ability to envision & shape the future, keeping the big picture.
2. Change leadership: Ability & willingness to consistently challenge the status quo.
3. Communication in all forms: Ability to listen, empathize, articulate ideas & vision.
4. Business acumen: Ability to understand the key business drivers.
5. Balanced decision making: Balance between consensus & room for discussion.
6. Political intelligence: Engage with & seek involvement from, every group.
In the current volatile economic environment it is essential for project leaders to strive towards developing themselves in all areas of life, and the younger they start, the better. Leadership development itself, is an essential part of personal, professional and influential development. Financial knowledge, in particular, is a strong foundation for any project leader to have and it gives confidence to the project leaders in managing projects in efficient and profitable manner.

Traditionally, the project leader’s focus was to bring a project in on time and on budget. In today’s changing environment, the job description of the project leader is becoming increasingly broader. As organizations become increasingly project based, project leaders need to be more financially savvy. It is imperative that projects should not only meet operational performance in terms of time and cost but also focus on financial performance metrics and value enhancement for shareholders. Project leaders should consider projects as “undertakings” that necessitate project leaders to better understand the company’s cash cycle and how each project fits into organisation’s strategic plan.

Features of Financial Planning
Financial planning for project leaders is the process of identifying how a project will perform to achieve organisation’s strategic goals and objectives. In this process all requirements of a financial nature are identified, requirements placed as per schedule, and necessary resources to the financial management should be considered.

Steps for ideal financial planning.
• Assess the economic and business environment.
• Align financial plans with organisation’s vision and goals.
• Selection of different types of project resources as per project scope requirements to meet committed objectives to stakeholders.
• Estimate optimum project cost and bid price.
• Compute cost base line (CBL) to understand detailed budget with work plan.
• Device suitable project monitoring & control technique like EVM (Earned Value Management) to assess project performance on schedule, cost and scope perspective Project revenue forecasting (month, quarter, year).
• Select robust project procurement plans to avail favourable trade discounts, credit terms and enabling sound inventory management.
• Outline monthly NCF (Net Cash Flow) to highlight borrowing triggers and securing project funding from lenders.
• Create multiple project accounts for monitoring receivables, payables, interest during construction (IDC), project expense etc.
• Identify applicable project risks and uncertainties along with suitable risk mitigation approach.
**Checklist of Financing Planning**

- Does the financial plan describe the projected monthly net cash flow as the basis for checking the project's financial performance?
- Does the project cash flow cycle follow sequence of financing, investing, operating, and returning?
- Does the financial plan comprises suitable allowance for risks and contingency costs?
- Does the financial plan use an appropriate rate for each type of resource (e.g., an assumed average rate, specific rates for known individuals on the project team, or a combination of the two, depending on organisation's policy)?
- For longer duration and capital intensive infrastructure projects, does the costing model include cost indices adjustment factor for estimating project cost for future years?
- Does the financial plan document all assumptions with respect to the cost rates along with the other assumptions on which the estimate is based?
- Does the financial plan include other related costs such as fixed cost, indirect cost, overhead cost, and other expenses?
- Was consideration given to include a start-up budget allocation to cover the project set-up costs and initial running expenses?
- What is the status of project working capital in terms of inventory levels, receivables, payables and asset management ratios?
- Has everything possible been done to address financial risk pertains to commodity and foreign exchange volatility in terms of hedging covers and other possible mitigation options?
- Has everything possible been done to avoid delays in milestone payments collection?
- Does project has suitable project monitoring & control system to assess project financial performance?

In conclusion, it is imperative that project leaders should have systematic financial planning which enables organisations to assess financial performance for projects and shareholders. Well created financial plan enables the business in endorsing the objectives set are achievable from a financial perspective. It also helps the project leaders to set financial targets for the organization, and reward project team members for meeting objectives within the defined budget. It is recommended to have minimum three years of financial plan: the current year, the year for which one is making decision (ideally as part of budget process), and the following year. Therefore while drafting a financial plan for the project, the project leaders should create the planning timeframe to enable organisations to understand project financial performance picture based on a short-term (1 year) or long-term (1 year) basis.

**Benefits of sound Financial Planning**

- It helps in ensuring a reasonable balance between cash outflow and cash inflow to control liquidity and maintaining financial stability of projects.
- It enables project companies in making growth projections and crafting expansion programs which help in long-run survival of the company.
- It empowers project leaders in minimising uncertainties with regards to changing market dynamics which can be potential hindrance to growth of the company.
- It helps project firms in utilising scarce financial resources in the best possible manner at least cost in order to get maximum returns for the shareholders.
CMD Mr Prasad congratulated Mr Abbey, the project Director for XYZ Hydroelectric project in north eastern part of India for his great achievement and keeping project ahead of schedule, achieving various milestone required to complete the project. It was important since before he took over, construction work was in doldrums with sluggish pace and dead momentum.

As a CMD, Mr Prasad was also extending full support to complete the project ahead of schedule, as promised to the client, even though it was not contractual. Entire team was working in full tempo when nature started putting brake on the project speed, it has gained. Area witnessed heavy downpour continuously for 10 days with all construction work in open area coming to stand still. But this was just tip of the iceberg for problem in waiting. Heavy rain had washed away almost 30 kilometre of road at various section out of 330 km road, the life line for project, construction material, food supply and medical aid all came to halt.

It’s not that state machinery was not ready. Normally public work department had deployed earth movers to take care of land slide and other maintenance activity, but this was unprecedented. For a kilometre road was not visible, even by optimistic estimate it was to take 2 months’ time after rain ceases with road closer even the food material started depleting fast with strong force of 5000 project team strength including all sub-contractor, main contractor and client office staff.

Then came bigger news. Heavy rain triggered flash floods in the area. Though cloud burst or Flash flood caused by landslide significant hazard in the high rugged mountain areas, it was unheard of in project region. Landslide dam lakes gets created as a result of a broad range of mass movements in different geomorphological settings, most frequently as a result of rock and earth slumps and slides, debris and mudflows, and rock and debris avalanches in areas where narrow river valleys are bordered by steep and rugged mountain slopes. Breach in these local temporary dam occurs as a result of further fluvial erosion of the debris or landslide material by the water pressure and piping effect of accumulated water source on upstream. This natural lake had formed around 50 km upstream of the project river, with no direct road reaching the place, even to check the situation and monitor. Mr Abbey was very nervous. Even the power supply which is basic requirement for entire project was dependent on diesel supply from same road which got washed away. Further cut in power to save diesel for any eventuality means even drinking water will be an issue. The only connection with the other part of world through satellite phone was getting questioned since collapse of local telephone line poles.

Site has family quarters with around 100 executive residing with family, some had infant and many of them had kids less than 6 years of age. TV tower in the locality had become non-functional. As if this was not all. Local tribal person who was informer for even insurgent group activity in the area came running to Mr abbey office and uttered almost unrecognizable tone, breathing heavily “Sir, Sir, Singh Saab has been kidnapped” He was referring to Senior Manager, transmission line who was camping at 60 km at one of the tower location to expedite progress, being asked to do so by project Manager. Mr Abbey was speechless as he sat on the chair putting hands on his forehead. Overall situation was grim.....

How we define above situation. Technically it’s called crisis, a project under crisis. A crisis is an unplanned change, a sudden or evolving unanticipated event that may harm the organization, its stakeholders, or the public in general. On a worksite, this may involve a medical emergency, a natural disaster, a fire, a structural failure, a terrorist act, or any situation that endangers the project or the people on site.

Indian construction sites are prone to Sub Contractor financial bankruptcy, Flood, Bomb Threats, Building Collapse/Failure, Environmental Crisis, Fatalities/Serious Injuries, Fire, Labor Disputes, Severe Weather, Terrorist Threats, and Workplace Violence.

There may also be a crisis of malevolence, misdeeds, or fraud. These, too, may present threats to the organization’s reputation, its bottom line, its people, and ultimately its ability to conduct business. No matter the kind of emergency, a crisis requires action to control and minimize the potential impact of such an event(s). Whatever its precise nature, a crisis is generally accepted to be a low probability, unexpected, high-impact event...
that is not covered by contingency plans. Crises represent an immediate and serious threat to high priority goals, placing managers under extreme time pressure to find a non-routine solution.

Like any other entity, Crisis particularly project crisis has life cycle of its own which can be depicted in the graph below.

![Figure: Life cycle of project Crisis](image)

The six stages are:

1. **Define a crisis.**
   
   The first step in managing any crisis is to define what the organization considers a crisis. A crisis primarily is an unstable situation with potential negative outcomes for the organization. To characterize a crisis event, it is helpful to have a checklist listing potential disasters. The next step is to make a determination as to the seriousness of such an event. This will determine the type of response required to effectively deal with it.

2. **Anticipating the Crisis**
   
   One way to anticipate a crisis is to question some of the basic assumptions. Consider everything that might go wrong: look for long and complex supply chains; identify partners who may fail to deliver on promises; search for weaknesses in some of the people involved and internal and external factors that might influence elements of the operational or strategic plan. A structured audit process will add a level of rigor to the process and make it more robust.

3. **Recognizing a Crisis**
   
   The starting point for recognizing a potential threat to the project or organization is to conduct an audit. The audit looks for things that are not going as planned or that have the potential for going wrong at some future date. Such an audit may include the following steps:

   1. Make crisis management a part of any operational or strategic plan.
   2. A cross-functional approach is the most effective.
   3. Perform a strengths, weaknesses, opportunities, and threats (SWOT) analysis.
   4. Group the crises into the ones that can do the most harm and the ones that are most likely to occur. Prioritize them so that you may address them in an organized fashion.
4. Managing the Crisis

To effectively manage a crisis, the organization must have a plan. The purpose of the plan is to designate individuals to participate in managing the situation, assemble modes of communication, effectively coordinate the use of the company’s resources to address such an event, and take all necessary actions to return the organization to its pre-crisis state. This basically requires taking charge quickly, making the best determination of the situation, fixing the problem, and effectively telling the story.

Communication is the linchpin of any successful handling of a critical situation. So, there needs to be a robust communication grid with multiple contacting avenues—a defined hierarchy of control with alternate individuals identified. This plan should not only address internal but external communication channels, contacts, alternates, etc. It is important to have a good grasp of the situation and to stop rumours by continually communicating.

Another important element is resources, especially if the crisis lasts for some time. The people managing the crisis have regular organizational responsibilities that will have to be carried on. There needs to be an assessment of those tasks to identify routine versus critical ones.

5. Resolving the Crisis

Once the crisis situation has arisen, the crisis management plan must be activated as soon as possible. The crisis management team must assess the situation and collect as much information as quickly as possible and activate the communication grid, evaluate potential options, identify the best approach, and proceed with implementation.

By their very nature, such situations require rapid and confident decision-making.

Most crises have an emotional aspect as well, the emotions of the people directly involved. Fear of the unknown, general confusion, rapidly changing situations, and the need to respond and react quickly all create stress.

Leadership during a crisis has a particularly important role. Since most crises develop at different rates, have differing impacts, seriousness, severity, and scope, taking charge quickly and setting the crisis management plan in motion can mean the difference between success and failure.

6. Learn from the crisis

Crises present profound learning opportunities by revealing important improvements for application to future crises. Crisis can reveal weaknesses in an organization that would otherwise not be evident.

Learning and unlearning are the most important phases of crisis management because much of the knowledge we use today to construct, manufacture, and operate engineering and built facilities has been acquired from analyses of past mistakes.

The time-pressured, temporary, fragmented, and divided Nature of construction project organizations does not encourage the far-sighted Attitudes that inspire people to learn and unlearn. A desire to learn, however difficult and painful, is the key to preventing repeated mistakes and improving performance.
Key questions for a crisis management plan

• Does the company have policies and procedures (SOP) in place to prevent a risk from turning into a crisis?
• Do plans exist for dealing with every aspect of the crisis should it occur?
• Have the plans been tested to ensure they work satisfactorily?
• Which are audiences most likely to be affected by the potential crisis?
• Do plans include procedures for communicating effectively?
• Have the communications aspects of the plan been tested as well as the company’s operational response?

... So what Mr Abbey did

Mr Abbey who had executed number of projects was not new to these issue, only in this case level was unprecedented and murphy truly worked. It could not have been worse than what it was. Showing true project managerial acumen Mr. Abbey called for senior manager meeting to discuss the scenario, considering probable if and buts, and chalk out action plan. It was followed by town hall meeting to share the project concern, communicate what’s up their mind and to take any good input from any other quarter and to gain confidence in team. A spokesperson was designated to share latest authentic news round the clock on all available channel directly by any person in project. Crisis management team got formed and flung into action, to conserve and preserve resources, look for alternative for food and drinking water supply, monitor natural lake movement, preparedness for flood.

Finally lake collapsed, flood came but had minimum damage to project due to full preparedness of site. Result was project, not only recovered from this jolt of Richter 10 but could be handed over to customer as scheduled. Popping the cork and toasting with sparkling, fizzy champagne on the turbine floor as the clock strikes midnight while “synchronization of machine to national power grid” was progressing, with green power.

It was evident on face of each stakeholder in the next day gala party where literally everyone were dancing, resonating to the tune of chhamma chhamma....
A mother’s guide to leadership in project execution

Contributor: Mr. Kasi Viswanath K, Management Development & OD, Learning & Development

“"You must focus on Project Execution". These words from my supervisor spelt out as my development area was ringing in my ears as I left the room where we had just concluded our Performance discussion. I was a bit disappointed as the feedback was getting repeated continuously second time in a row. Like all corporate professionals I looked up Mr. Google and typed “Project Execution” only to be swarmed with buzzwords that didn’t help my cause. It was then I remembered seeing a you-tube video from a modern wise-master who had said…”Leadership is all around us…” With this ray of enlightenment I left office for the day.

It was Dusherra time and my house was abuzz with activity. My mother had this annual practice of displaying dolls (A practice called Golu in South India). She would do so for the 9 days and our house was swarmed with visitors. My father & I would jokingly call her the “Project Director” and this her “Annual Project”. To me it felt like “Virat finding Anushka moment”. The wise-master’s advice that “Leadership is all around us” was ringing in my head and I decided to look at my Mother’s implementation of her pet project from a lens of developing my own “Project Execution”.

I remember my mother teaching me my first lessons in Alphabets….ABCDEF and the fact that she was now helping me understand the leadership principles in Project Execution made me title my article “The ABCDEF leadership principles in Project Execution”. Listed below are what she was practicing and I have tried to add some Management Jargon to it:

**Align:** All of us in the house had different priorities. My father was into stock markets and glued to CNBC, self & wife into our professional commitments and children into their own social media engagements and TV shows. But on these 9 days she would align all of us into her vision of her festival and we would all do nothing but activities aligned to her vision. I feel that leaders of large projects need to get their team aligned with a shared goal related to success of their project.

**Belief:** Our house would be in a mess before these 9 days and from the looks of it we would all feel that organizing for the 9 day festival would be an impossible task. Inviting guests, setting up the platform to keep the dolls, unpack all the dolls and arrange them in an order, all seemed a tall order. My mother would however have the belief that all this was possible and she would simply rub this belief amongst all of us. When the 9 days would end we would ourselves be surprised how we made it. A leader of the project needs to be personally convinced and have the belief that the project deadlines can be met and should successfully transmit this belief to his/her team.

**Cultural Sensitivity:** During these 9 days we had guests of different age, community & income strata visiting us and looking at her dolls. She ensured that the themes she chose met the requirements of all these age-groups. The return gifts were also carefully chosen so as not to hurt religious sentiments and also meeting age preferences. A good leader of projects must include cultural sensitivity as an important tool in his/her execution armory. In a country like India with myriad religious & ethnic diversity this becomes an important competency.

**Democratize—** This behavior of my mother takes the cake. The festival is usually celebrated in a very traditional way and dolls are also arranged in a very traditional way. The organizer usually exercises imagination and that’s the only flexibility that gets exercised. My mother wanted to involve the little boys & girls who come visiting us to be involved in the entire process. She keeps a section in her display as a flexible portion wherein the guests can display their own imagination and arrange the dolls. Over years I have some superb creativity being displayed here by the little guests visiting us. Leaders of execution should democratize decision making so that operation owners at all levels can use their creativity and feel involved in the entire process

**Evaluate & Follow-up—** My mother has not attended any PDCA cycle training nor is she a management graduate. She would however constantly take feedback from all the guests who came to our house including her young guests and ensure that the suggestions were incorporated in her next edition. This would also make the guests visiting us feel heard & important. Leaders who execute large projects must constantly have their ears on the ground and keep taking feedback from stake-holders. This need not be only through formal project review processes but also through informal methods. They must also ensure that these feedbacks are acted upon and the stakeholders are constantly updated about the same.

I am really proud to be part of a company that has executed India’s largest, biggest, tallest etc. A company that has leaders who can teach anyone in the country a thing or two about project execution. But I must acknowledge in all humility that when I saw Leadership Dimensions in Project Execution so close in action at home, it made me say proudly to myself the famous Bollywood film line “Mere Paas Maa Hain”
Snapshots of SCDM (Specific Competency Development Programmes)

Preparatory Program on PMP Certification Examination

Program Highlight:
This is a vital certification program for Project Managers - Internationally acceptable Project Management Professional (PMP) Certification by PMI. In order to achieve PMP® certification, each candidate must satisfy all educational & experiential requirements established by PMI. This PMP® Exam Preparatory course has been conceived for Professionals who wish to pursue for PMP® Certification and making Project Management Associates indispensable for business results. Total 21 participants attended the program.

Preparatory Program on PMP Certification Examination Held on 18th – 22nd November 2019 at IPM Chennai.

Preparatory Program on PMP Certification Examination

Program Highlight:
This is a vital certification program for Project Managers - Internationally acceptable Project Management Professional (PMP) Certification by PMI. In order to achieve PMP® certification, each candidate must satisfy all educational & experiential requirements established by PMI. This PMP® Exam Preparatory course has been conceived for Professionals who wish to pursue for PMP® Certification and making Project Management Associates indispensable for business results. Total 12 participants attended the program.

Preparatory Program on PMP Certification Examination Held on 21st -25th October 2019 at IPM Vadodara

IKons of IC – Specific Programmes

HCI IC : Basics of Project Management

Program Highlight:
This course has been designed to initiate a young engineer into the realm of Project Management. It includes various facets of project management including project planning & scheduling, cost management as well as various duties of a project engineer during the project life cycle. A typical graduate engineer with domain knowledge in mechanical, civil or electrical engineering attending this program will be benefited with knowledge in areas of project management. Program held at Four locations: Date by: 3rd – 5th Oct 2019 @ Chennai HQ ; 10th – 12th Oct 2019 @ HCI Mumbai, 20th-22nd November @ IPM, Vadodara and 14th – 16th Oct 2019 @ HCI Vishakapatnam, for Heavy Civil IC HQ and site location

WET IC : Project Cost & Finance Management

Program Highlight:
The main objective of the program is to emphasize the importance of Project Feasibility, Cash Flow, Working Capital & Cost management to the project engineering professionals. Program held on 26th & 27th November 2019 at WET Cluster office, Indore and total 28 participants attended the program.
Defence IC – Driving Execution Excellence in Projects

Program Highlight:
Missiles and Aerospace Business unit a division of L&T Defence IC is being now actively involved in the full scope project delivery of PSLV and other Missiles. The vision of L&T defence is to grow from a manufacturer into integrator for full scope delivery. L&T defence (Coimbatore division) consider project management is the one area which needs to be strengthened to become system integrators. In this context, they intend to leverage IPM’s experience in Project management training. Total 23 Participants attended the program.

LTHE IC : Level 0 Programme : Principles of Project Management

Program Highlight:
Level 0 programme was specifically for the participants from LTHE Saudi, who were recruited for ARMCO Project, Saudi Arabia. Program focus on To impart knowledge and skill across various aspects of the theory and practice of project management which included the leading knowledge areas of Project Management.

LTTS IC : Project Management for Business Results for L&T Technology Services

Program Highlight:
L&T Technology Services division Project Team members mostly work on design projects. Many of these projects are short duration unlike construction projects which sometimes run for multiple years. Challenges faced by LTTS projects are unique from the perspective of doing right estimation, managing human resource workload and working on multiple projects simultaneously. This course is designed to address these issue and combine it with internationally acceptable Project Management Professional (PMP) Certification training. Pre-Assessment and Post-Assessment tests also planned along with hands-on practice on project simulation software to evaluate training effectiveness of this program.

WET IC : Project Risk Management

Program Highlight:
The core objective of the program is to manage risk effectively to deliver successful projects that meets stakeholder needs & apply customizable risk management plan, risk register & monitor risk triggers to control uncertainties and maximize project payoff. Program held on 4th-5th December 2019 at WET Cluster office, Indore and total 28 participants attended the program.
L&T Power IC : Level 0 Programme : Principles of Project Management

Program Highlight:
Level 0 programme was specifically for the participants for L&T Power, at NPL Nabha Power Ltd at Rajpura site. Program focus on to impart knowledge and skill across various aspects of the theory and practice of project management which included the leading knowledge areas of Project Management. Program was delivered at project site and total 20+ Participants attended the program.

Tool based Programmes

Tool based SCDM – Primavera

Program Highlight:
Primavera is a popular and powerful tool for project planning and monitoring. This 3 day program provides detailed exposure to various features and aspects of Primavera that can simplify the job of project managers to handle the complexities of managing single and even multiple projects. Total 25 Participants attended the program from various ICs at Chennai and 22 participants at Vadodara from Hydrocarbon Engineering.

Flying high with Flagship Programmes

PGC – MPBPM Batch-1 Program Highlights

Postgraduate certificate of Master’s Program in Business & Project Management – Collaboration with SDA Bocconi University, Milan, Italy

Program Highlight:
This Program in Business and Project Management (PGC – MPBPM) has been developed with an intent to groom business and project management skill & competencies among the participants which mainly focusing on up-skilling project execution talent along with the latest tools and techniques to handle L&T’s complex domestic and international projects. Batch-1 of this collaborative program launched on 25th September 2017 in association with SDA Bocconi, Milan, Italy, a premier management institute, currently ranked 4th worldwide for custom programs, according to The Financial Times Rankings 2019.

The convocation ceremony of 1st batch of PGC-MPBPM was organised on 21st December 2019 at sprawling campus of SDA Bocconi Asia Centre, Mumbai. Mr. Jayant D Patil, Whole-time Director (Defence, L&T-NxT) & Member of the Board, Larsen & Toubro was the chief guest and Mr. Yogi Sriram, Senior Vice President - Corporate HR & Member of ECom was the guest of honour of the convocation ceremony.
Role based Programmes

**Batch 5: E-PGP-EICM: Executive Post Graduate Program On Essentials Of Infrastructure & Construction Management (L&T IPM & NICMAR)**

**Program Highlight:**
Project Personnel and Construction Managers need to enhance their knowledge & skills to stay ahead in the industry. This program on Essentials of Infrastructure Construction & Management will greatly help them to meet this objective. This course is with a blend of Construction technology, General management and Project management. The core objective of this program is to develop strategic and execution skills for managing major construction contracts or construction of major EPC projects. This program is spread over 22 months, 10 modules of 6 days each in collaboration with NICMAR-Pune. First module held at IPM Vadodara with total 52 participants from various ICs attended the program.

**External Program for Vedanta Group**

**Construction Project Planning And Management (CPPM)**

**Program Highlight:**
Program on “Construction Project Planning and Management” for World Bank assisted projects is organized with L&T IPM in partnership with the World Bank. The Program focuses on how to plan, manage and control construction operations and resources while building project management competencies to achieve predictable project results. This Program also addresses the skills and knowledge required at each stage of construction project execution and the critical elements within each stage. Program delivered by IPM Faculty & Subject experts in 6 days of classroom teaching including applicable case studies.

**Programme on Project management for Hindustan Zinc Ltd. (Vedanta Group)**

**Program Highlight:**
Hindustan Zinc Limited is an eco-partner of MMH, Kolkata and L&T IPM has design two modules program based on the requirement of the HZL. First module completed in November 2019. First module focus was on basics of project management in line with best practices in the world includes project framework, life cycle, project delivery & Contracts, Project finance, project planning, execution, monitoring & control. Total 22 Participants across organizational hierarchy, ranging from GET to AGM attended the programme.
L&T IPM Renewed PMI® Registered Education Provider (R.E.P.) Global Provider Membership with Quality Review of Courses

Glad to share that L&T IPM has renewed its R.E.P. – Global provider Membership with successfully completed quality review of its course by PMI® USA.

The major advantages of PMI® R.E.P. are as under:

• Demonstrated alignment with PMI, the world’s largest project management membership association
• Pre-approved by PMI to offer PDUs, certificate holder PDU claims are automatically expedited for processing
• Qualification are verified before acceptance and every three years thereafter through PMI’s quality review process
• Every project management course registered with PMI are reviewed by an appropriate and valid PMI credential holder
• Verified focus of course and learning outcomes
• Project Management Professional (PMP)® certification prep course taught by valid PMP certification holders
• Course is current and aligned to the latest PMI Global standards
Introduction

The ability to apply skills, techniques, and aptitude acquired through knowledge and experience to develop Comprehensive, Well-constructed, Credible and Controllable schedule plays a vital role in successful completion of a project. The project schedule helps the project manager to logically organize the various elements such as activities, resources, durations, dependencies, constraints, calendars, milestones, lags and etc. and integrate them for completion of the project scope on time, within the budgeted cost and with quality, safety, and sustainability requirements.

The project leaders have to take care of so many things like resources, deadlines, manage the budget, ensure proper communication, foresee potential risks and etc. Proper scheduling supports the project leaders in:

- Time phasing of required activities
- Constraints that limit the options for managing a portfolio, program, project, or process;
- Resource planning;
- Mobilization of planned resources in a most efficient manner;
- Coordination of events within the project and between other projects;
- Visual representation of these schedule issues to the stakeholders;
- Early detection of risks, problems, issues, or opportunities;
- Implementation of actions to achieve the project objectives as planned;
- What-if and variance analysis;
- Cost planning; and
- Forecasting of estimate at complete and to complete

The proper use of the scheduling components and their practices results in a schedule model usable for planning, executing, monitoring, closing, and the delivery of the project scope to stakeholders. The Create Schedule process begins with selecting a scheduling method and scheduling tool that support the desired scheduling method, followed by incorporating project-specific data within that scheduling tool, thus creating a unique schedule model.

Figure 1 explains schedule model development and use. The result is a schedule model instance used to generate various presentations and reports. This process results in a schedule model for project execution, monitoring, and control that will respond predictably to progress and changes. The schedule model is regularly updated to reflect progress and changes such as scope, durations, milestones, allocated resources, productivity rates, work methodology, or scheduling logic.

The overall process of established methods that result in high-quality schedules is presented in Figure 2. The process in Figure 2 is cyclic and described by elaboration through the rolling wave process. As the project/program proceeds, more becomes known about the detail work that needs to be done; risks are discovered, mitigated, or realized; and effort may be added or reduced.
Schedule and Project Leaders

1. **Project Schedule for Establishing Visibility:** It is a challenge for the project leaders managing team spread across different geographical boundaries to keep informed about project status among them. Every team member should get accurate information about the start and finish dates of their commitments and what is the current status of the project. Project schedule helps to communicate between the team members about their commitments and present status. The schedule helps to bring all team and client conversations about a particular task at one place and avoids going through long mail communications. It also helps to get different views or scenarios of project status, communicate among the team members who works on what part and get notified of tasks moving from one stage to another, keeping everyone together.

2. **Project Schedule for Establishing Goals and Objectives:** Project will be in danger if the goals and objectives are not defined properly. Time and resource wastage will happen if you start your project without clear objectives and a prepared plan. A well-constructed schedule avoids this wastage and gives proper direction for project leaders and team members.

3. **Project Schedule for Ensuring Realistic Targets:** One of the major reasons for project schedule overrun is the aggressive and unrealistic initial schedule. Project leaders will be able to take care of the deadlines with flawless planning, what-if scenario analysis and effective communication of the current status to project participants and other key stakeholders. Reliable project schedule will help the project leaders to plan events, manage schedule, and keep track of important dates.

4. **Project Schedule for Capturing Scope:** Avoiding scope creep will increase the chance of delivering the project on time and budget. Make a clear schedule to outline every step of the project. Project schedule will ensure that team members are on the same page about the requirements and assumptions about resource availability and deadlines to achieve the project goals (cost, schedule, quality) are realistic.

5. **Project Schedule for Ensuring Required Skill Set/Expertise:** The schedule should have the right number of resources of right skill available at the right time and achieve the productivity assumed during estimating the activity durations to make it realistic and workable. Project execution will be risky, if team members are not skilled or trained enough to meet the challenges and perform assigned tasks. When there is a demand for a certain level of knowledge and expertise, project leaders/managers should decide whether team members need to be trained or to add someone with the required skills. Properly created schedule gives the visibility of resource requirements and help to document the core set of skills needed to accomplish the workload and analyse the strengths and weaknesses of the team members and if required, train them to enhance their knowledge and end the skill gaps.

6. **Project Schedule as a Tool for Effective Communication:** Whatever may be the size and complexity of the project, there's always a challenge to provide clear and open communication to different stakeholders. Many times it is established that poor communication as an explanation to unfinished tasks, or projects missing deadlines, or project execution leading to conflicts. The greatest asset of a successful project leader/manager is the proper communication skill and the comprehensive, well-constructed schedule help them to focus on project deliverables. Project schedule helps the project manager to ensure that stakeholders are updated about the recent developments about the project.

7. **Project Schedule as a Tool for Identifying Risks and Opportunities:** It is impossible to predict and analyze each and every risk in any project, but project leader/manager can detect risks or uncertainty early in projects by developing project schedule. Managing risks is one of the major challenges the project manager has to face in successful completion of a project and creation of proper work breakdown structure and development of good quality project schedule will enhance the chance of identifying which part of the project is likely to fail or will be challenging during execution.

8. **Project Schedule for Avoiding Conflicts:** Project team members with different background and culture can cause disagreements in a team which will negatively impact the successful completion of a project. Project manager has to look constantly for ways to take everyone in a team together for the betterment of the project. Each team member adhering the project schedule will build confidence in the workplace and establish interpersonal relationships and successful completion of a project.

References
The project management industry has put a lot of focus in recent years on the importance of stakeholder relationships. Project management practitioners and leaders in the field have emphasized that a good project manager isn’t just someone who is good at keeping track of all the tasks that need to be completed. A good PM is also someone who can balance stakeholder needs and interests, and ensure that all stakeholders work together and support the project in delivering a desired outcome.

Regardless of whether you’re in a small business or a multinational organization, you shouldn’t underestimate the importance of building effective business relationships. To conduct a business and manage successful projects, you need to establish and maintain relationships with employees, your team, suppliers and various other internal and external stakeholders. If you build successful stakeholder relationships, this can enhance your business profile, create potential opportunities, additional service offerings and overall business success.

So how do you successfully build stakeholder relationships? And how do you ensure that these relationships enable you to influence in a positive way?

1. **Build Trust**
   
   Rule number one in the stakeholder game – successful and influential partnerships are ultimately built on trust. Give people a reason to trust you by always doing what you say you are going to do. Be honest and open about project progress and never over-promise or feel pressurized to say yes to unreasonable demands. Your stakeholders will respect you more for being transparent about situations and this will ultimately build trust.

2. **Think in ‘win/win’ solutions**
   
   Being able (and willing) to put yourself in another person’s shoes and understand how they feel is key to building strong stakeholder relationships. Try to view business situations from your stakeholder’s perspective and be committed to sourcing solutions that will benefit all parties. The idea of a win/win solution is not based on compromise but on the understanding that mutual benefit can actually be drawn from every project.

3. **Respond**
   
   Whether a potential supplier has been in touch (but you don’t need anything from them at the moment) or your largest and most important client – remember, always respond. You can obviously prioritize your communications in order of importance, so you don’t need to respond straight away, but simply ignoring people shows you have little or no regard for building strong relationships. You never know whether that supplier or client might actually be useful in the future so always send a quick email response or phone call to acknowledge contact. It’s vital.
4. **Ask questions**

The most effective stakeholder relationships are built on people asking purposeful questions whether it be to check understanding of a particular project or prompt discussion. Asking questions, in particular open questions, also develops rapport and encourages conversations. It also gives stakeholders a sense of ownership over particular projects. So ask a way!

5. **Continuously demonstrate your competence**

Building great stakeholder relationships is by no means a one-off exercise. You should continuously develop these relationships by demonstrating your competence and reliability, keeping updates on track and communicating key agreements and decisions. Perhaps try treating your stakeholders like you would a valued client; take time to have one-to-one conversations and engage with them regularly. Take interest in their world and you’ll earn respect, demonstrate your competence and ultimately build strong, meaningful stakeholder relationships.

This is all right from a Project manager OR Project Management perspective. What about Organization as a whole OR leaders should look at stakeholder engagement?

Leaders should build on their strengths that strengthen others. Simply put, leaders must deliver results to stakeholders.

Who are these stakeholders then and what do they want?

1. Employees want to work in a place where they can meet their personal needs and wants. Leaders who create job assignments, work environments, and visions help employees be both competent and committed to their work.

2. Customers want leaders to build compelling products and services so that they can trust and when they do, customers will give share of wallet.

3. Communities want leaders to build organizations that are socially responsible, through how they treat the environment and how they serve the larger community.

4. Investors want leaders to keep their promises, develop a compelling growth strategy, align core competencies to the strategy and then to ensure that people are committed to delivering on these premises. When they do, investors reward the organization with high levels of confidence in the future which translates into higher market value.

5. Regulators want leaders to govern themselves in accordance with high ethical principles and in a manner consistent with professional and legal standards.

So the next logical question is, how do leaders build the strengths to deliver value to others?

Effective leaders start by asking how they can add value to what each of these stakeholders needs. Once this is clear, leaders map these needs against their existing strengths, identifying shortcomings and making plans to develop personal competencies that deliver on stakeholders’ needs.

*Reference: HBR articles, Oliver James blog*
The Knowvember event was launched by Mr. Yogi Sriram, Senior Vice President – Corporate HR on 4th Nov 2019 and the valedictory was graced by Mr. Kanappan, Head of L&T Geostructure. The success of this initiative centred on 3Ps namely Plan, Pull and Product.

**THE PLAN:**

The plan was to announce multiple events and urge all L&T employees to participate in the knowledge drive and contribute knowledge in the form of best practices, guidelines, checklists, case studies, standard operating procedures etc., on IPM’s knowledge portal. The major highlight of the Knowvember is “Lessons from Execution Challenges” a Knowledge sharing session by the Project teams of PMI award winning projects namely “Statue of unity” and “Shree Singaji Thermal Power Project”. The drive included both Physical and Virtual events.

**THE PULL:**

A reward system with ramification was devised that helped employees to overcome the knowledge holding mind-set and actively participate in the knowledge sharing activities.

**THE PRODUCT:**

L&T IPM Knowledge @ work acted as the platform, which helped to accomplish the mission by connecting employees across the geographies to interact and collaborate.
A. WEBINAR ON LEVERAGING KNOWLEDGE AT WORK
Delivered by Prof. VTCS Rao, Dean L&T IPM
Coverage: To have a competitive advantage while operating in an International business environment, it becomes a strategic imperative to leverage effective Knowledge Management in any organisation. This will facilitate developing competent organisational talent and thus helps accelerate organisational learning. The webinar highlighted the payback of building a robust knowledge management system with real life case examples. These examples established how the knowledge management system has helped the project team to seek the right information from the right people at the right time with the details related to technology, customer and vendors. The webinar also emphasized the benefits of associating oneself with the Project Management communities of practice (COP) and the mind-set required to help and be helped with organisational learning.

B. WEBINAR ON EMERGING TRENDS IN KNOWLEDGE MANAGEMENT
Delivered by Neethu Mohammed, IIT Research Scholar
Coverage: In today’s business environment, organizations more than ever need to leverage their collective knowledge for competitive advantage. They need each person within the organization to know what their peers know—or to have near real-time access to their expertise. Organizations with documented KM strategies are many times more likely to leverage their enterprise knowledge for competitive advantage. The webinar discussed emerging trends in knowledge management citing examples from successful implementation of knowledge management from the fortune 500 companies. The participants to understood what other organizations have done and how they have put knowledge in action to achieve results.

C. WEBINAR ON CHALLENGES IN ORGANIZATIONAL LEARNING IN PROJECT BASED ORGANIZATION
Delivered by Dr. Rajiv Sinha, Head- Business Excellence Group
Coverage: How can institutionalization is possible, when by its very nature, projects represents a unique undertaking, one that is not long-term-process driven, but in every sense temporary?" Singularity and temporality are essential to understand the difficulty of managing knowledge in project-oriented organizations. While, it’s possible that some elements are repetitive (team members, processes, materials), but at the very core a project has a unique nature. This webinar will focus on understanding the modes of knowledge transfer for explicit & tacit knowledge, Supply & Demand of Knowledge, Key challenges faced by project-oriented organisation in managing knowledge, Framework to design KM system to overcome challenges

D. PANEL DISCUSSION ON DISPUTE FREE PROJET DELIVERY
Moderator: Prof. VTCS Rao, Panelist: S. Baskaran, Contracts, L&T Geo Structure, Mr. Selvam, Contracts, L&T Heavy Civil Infra, Mr. Balaji, Contracts, L&T Power Transmission and Distribution
Coverage: The Business environment where the contracts and the project execution have become complex, the disputes are bound to happen between owner and contractor/ contractor and sub-contractors. Secondly Changes are inevitable in any major contract. Changes often leads to claims and disputes, handling disputes puts additional strain on the project management team, so the challenge is how to streamline claims, prevent disputes and make the execution relatively dispute free. The panel will shared experience and discuss strategies for future execution. The panel will also discussed what are the warning signals and dispute prevention methods.
Prize Winners

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Glimpses of Knowvember

Welcome Speech by Prof, VTCS Rao, in the Valedictory Function

Mr. Manivannan Delivering a Keynote address on the topic Artificial Intelligence and Machine Learning in Knowledge Management
Mr. S. Kannappan addressing the audience as Chief Guest

Rewards for Knowledge Champions and Vote of Thanks by Prof. Reghunath
IPM appreciates all below mentioned experts who are ready to volunteer and provide guidance to those who have passion to learn.

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For further collaboration, kindly log on to Knowledge portal: https://kb.lntipm.org
New Arrivals @ IPM Library

IPM Library has added a total 42 new books in November/December 2019. These books are the latest editions and published by reputed publishers like CRC Press, John Wiley & Sons, Sage publication & Kogan Page etc.

The areas covered are the Project communications, Project Strategy, Construction management, Project portfolio management, Lean agile, Data analytics, Program management, Claims & contract management, etc.

CII Online Education Courses: Access Free for All L&T Employees

Brief About CII Online Education Courses: L&T IPM has been constantly exploring more ways to ensure global project management knowledge is accessible to wider cross section of our employees. One of such endeavours is getting associated with Construction Industry Institute (CII), Austin, Texas, USA. L&T IPM has subscribed CII Online Education courses for L&T Employees. As these are basic courses and useful for project professionals in EPC Execution.

**Topic covers** - Planning for Startup: Early Phases; Scope Control and Change Management; Implementing Constructability; Introduction to the Partnership Process; Design for Construction Safety; Introduction to Construction Safety; Introduction to Modularization etc.

CII based at The University of Texas at Austin, is a consortium of more than 130 leading owner, engineering-contractor, and supplier firms from both the public and private arenas.

We as an organisation have now 24/7 access to the entire CII online course catalogue till June-2020. However we recommend to go through these modules in a planned way to avoid last minute registrations and peak load on the server. Best way is to plan complete at least one course every month. After successfully completion of CII Online courses, e-certificates will be awarded by CII.

For more details of the course please visit
https://www.construction-institute.org/resources/education/online-education/learnupon-auth-fail

For more information about registration and further details you may contact:
Mr. Dharmendra Trivedi, Email: dtrivedi@lntipm.org
"Unless he does these activities project will be delayed and there will be cost overruns. Why doesn’t he understand what I am trying to say? On the other hand, my own management is pushing me to finish the project faster and not to put extra resources to reduce cost. How would I finish the project within budget and before time?"

Doesn’t this sound familiar cry by each project manager who is working on customer projects especially in service domain? Author Robin Hornby has done great efforts to elaborate this dilemma while writing this book. Though its title is "Commercial Project Management", it actually sounds like a self-help book for a project manager who is trying to search his answers everywhere.

This book is about business management of a project and not about managing customer business outcomes. There is a thin line between these 2 statements which often has confused interpretation among project managers, irrespective of their rich experience in this field. Many times, we hear organizations saying customer is a king or we do everything what customer says. By all means, he is a king and vendor or contractor working on his project, better understand it before actually bidding for the project. Author asks a question, if that’s all the time true, then how come any vendor or contractor can make profits and make his project (and not only customer’s project) successful in the eyes of his own management?

Project Management world across the globe is following 2 predominant standards when it comes to adopting and following methodical ways of steering the project from its beginning to end. These standards are PMBOK (USA) and PRINCE2 (UK). If one starts understanding it deeper, he/she realizes that both these standards do talk about Project Management methodologies, but don’t say explicitly about whose project? Author is successful in pushing reader to think in that direction and asking pertinent questions to himself such as …

- Can a project follow 2 different project management standards? One for client and one for contractor working some portion of the same project?
- Should there be one project manager for one single project irrespective of whether some portion is outsourced to other companies? Can there be synergy between multiple contractor project managers and client project manager?
- Is Project Manager really capable of understanding business acumen of the project or it’s expected that he should know PM processes only and commercial aspects to be taken care by someone higher up in other department?
- What if business owner is not aware of PM methodologies to whom certified Project Manager is reporting to? Can such project manager’s performance be effective?
In answering these questions Author takes you through different chapters each dealing with more realistic and practical challenges project manager is facing on everyday basis. Author also challenges traditional thinking of following procedures to reach desired outcome. Does Procedures that by definition are rigid, should be replaced by best practices which are more flexible in nature? This question comes from the fact that definition of success for vendor project manager is different than success for a client project manager. For contracting firm success could be...

- Winning competitive bids
- Accurately assessing resources
- Managing multiple uncertainties
- Consistently delivering what customer wants
- Remaining within budget
- Making a decent profit out of the project

Established standards thus doesn't help much in addressing these challenges effectively. Standards don't explain actual project deliverables belong to which project phase. One can then perceive, as if there are 2 simultaneous paths, one following actual project work related to product or services to be delivered and the other of project management which try to follow sequential approach prescribed by global standards.

Contractor’s firm almost every time has to handle project eventualities like...

- Change management & Issue management
- Delivery acceptance & Status /progress reporting to client
- Project sign-offs/ Decision requests to customer and so on

Author feels new framework is needed to address this and certain core practices should be followed like...

- Lifecycle mapping (Integrating actual deliverables to PM activities)
- Accountabilities (Joint Project Management by customer and contractors)
- Risk Management (for both project and business)
- Estimation (involvement of right expertise)
- Quality Management (Basic & practical QMS)
- Resource Management (Enough people with right skills)

In providing solution to this dilemma, author offers a distinct architecture which feature three concepts.

1) Project Lifecycle which describes actual project work that to be delivered.
2) Contractor Lifecycle which starts from generating leads, bidding to managing the contract &make profits. Focus on sales & delivery.
3) Functions of Project Management should actually be repetitive in nature such as Plan-Organize-Control-Lead (POCL) and must be integrated with actual work of the project.

In concluding his thought process, author suggests total collaborative procurement (TCP) could be the solution which may consider ...

1. Contractor lifecycle merged with the customer’s procurement phase
2. TCP to be administered by 3rd party to eliminate inefficiencies at both ends
3. Project as a joint endeavor & not customer delegating risks /problems to contractor.

Author Robin Hornby seems to have done enormous study of different practices across variety of projects in conjunction with standards. Through this book he tried to analyse the gap of customer project management and contractor project management.
IPM has been conducting its 3P WEBINAR series since October 2017 wherein “Problems, Principles and Practices” (3P) on various specialized topics in Project Management have been deliberated. Following webinars delivered during October to December 2019

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<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Presenter</th>
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<tbody>
<tr>
<td>16th Oct 2019</td>
<td>Project Cost Contingency Management</td>
<td>Dr. Hiren Maniar</td>
</tr>
<tr>
<td>13th Nov 2019</td>
<td>Project Cost Contingency Management</td>
<td>Dr. Hiren Maniar</td>
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<tr>
<td>19th Dec 2019</td>
<td>Integrated Project Delivery</td>
<td>Prof. VTCS Rao</td>
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<tr>
<td>24th Dec 2019</td>
<td>INTERNATIONAL PROJECT RISK ASSESSMENT AND MANAGEMENT WITH FOCUS ON MENA REGION PROJECTS</td>
<td>Prof. VTCS Rao</td>
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Webinar emphasized on concepts, process along with uncertainties and challenges in implementing cost contingency management in projects. The webinar highlighted importance of cost contingency in managing operational and Financial performance from conceiving to handover stage of the project.

Webinar focused on different aspects of financial performance improvements in EPC Projects such as improving project cash flows and liquidity, optimizing project working capital along with efficient project cost management.

Typical contracting more often resulted in unfavourable project outcomes in terms of cost and schedule. There is need for collaborative execution model and joint accountability for project results. Private Clients investing in Industrial Plants, Buildings/ Factories and Process plants are nowadays leaning towards Integrated Project Delivery Model, with new contracting models depicting “gain-share” and “pain-share”. There are also significant improvements with this form execution in Building projects and AIA (American Institute of Architects) have published several guidelines related to it. Private corporate Clients like Proctor and Gamble have implemented the IPD model in their capital projects. Engineering and Construction Contractors need to know about the IPD model and its implications.

This webinar introduced the following concepts with an overview of IPD Model:
- Current Contracting formats and Challenges
- Early Involvement of Key Stakeholders
- Shared Risk and Reward model
- BIM Implementation in IPD projects
- Multi-Party Contracting
- Legal Aspects of IPD
- Jointly Developed and Validated Project Goals (Target Value Design)

Assessing and managing risk is a complex task in international construction projects. When we are building a facility in an international location, there are several unknowns related to political, geographical, economic, environmental, regulatory, security and cultural challenges. A structured approach to risk assessment and management, right from the pre-bid stage to close-out, is essential for predictable project performance. The risk profile of international projects continually changes during project duration, which makes regular risk review mandatory for such projects. The objective of the 4 Webinar package is to familiarise the participants with risk management process for international projects and provide reasonable appreciation of the risks and their potential mitigation in such international high risk projects.

The webinar introduced the following concepts:
- Introduction to structured Risk Management process
- Enterprise Risk Management and Project Risk Management – Boundaries and overlaps
- Risk Profile of International Projects
- Specific Issues related to MENA (Middle East and North Africa region)
- Deliberation on Mitigation measures
- Collaborative Risk Mitigation process
# Program Calendar

<table>
<thead>
<tr>
<th>Program</th>
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<tr>
<td>PM Tool - M S Project</td>
<td>SCDM</td>
<td>3 days</td>
<td>20th-22nd Jan</td>
<td>Chennai</td>
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<td>Managing Financial Performance of EPC Projects</td>
<td>SCDM</td>
<td>2 days</td>
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<td>Chennai</td>
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<td>PMP Preparatory Course</td>
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<td>Open Ended Program on Infrastructure Financing: Project Finance &amp; Public Private Partnerships</td>
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<td>Strategic topic - Advanced Work Packaging for construction efficiency, Benchmarking and Metrics</td>
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<td>3rd Feb</td>
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<td>Strategic Topic - Construction Supply Chain Management for effective project delivery</td>
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<tr>
<td>IPM-NICMAR Executive Postgraduate Program on Quantity Surveying and Services (QSS) - B5 Module-1 (Total 8 Modules - 40 days)</td>
<td>Role Based</td>
<td>5 days(M1)</td>
<td>3rd-7th Feb</td>
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<td>Extension of Time (EOT) Analysis Using Primavera P6 Professional</td>
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<td>Commercial strategies for bidding</td>
<td>SCDM</td>
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<td>Advanced Primavera</td>
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GLIMPSES OF KNOWVEMBER

Inauguration Function at L&T IPM, Vadodara

Book Fair at L&T IPM, Vadodara

Participants of the Knowvember, Vadodara