

DECEMBER 2025

PMI MUMBAI CHAPTER'S QUARTERLY MAGAZINE

# Prakalp

**EXCLUSIVE  
COVER STORY  
PG. 28**

**MANTHAN 2026  
SILVER JUBILEE PM  
CONCLAVE**

**HOW MUMBAI'S  
PROJECT  
MANAGEMENT  
COMMUNITY IS  
REWRITING THE  
RULES**

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# PRAKALP

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# Editor Notes



**Dear Readers and PMI Mumbai Chapter fellow members,**

Welcome to yet another edition of Prakalp – a flagship quarterly magazine of PMI Mumbai Chapter. This member contributed initiative provides a platform to PMI MC Members to showcase their stories and share insights to help Project Management fraternity.

As we approach the close of another eventful year, December offers us a valuable moment to pause, reflect, and reconnect with what truly matters—our community. At PMI Mumbai Chapter, the strength of our chapter has always come from the collective energy of our members, volunteers, and partners who continuously strive to elevate the practice of project management.

This year has been a powerful reminder that project management is not just about frameworks, tools, or certifications - it is about **people, purpose, and shared learning**. Through a diverse range of initiatives, **the chapter has continued to create platforms where professionals can exchange ideas, challenge perspectives, and grow together.**

One such flagship initiative is the upcoming **PM Conclave – Manthan**, a forum designed to provoke thought, encourage dialogue, and inspire action. True to its name, Manthan represents churning of ideas—bringing together leaders, practitioners, and emerging professionals to reflect on evolving project realities, leadership challenges, and future-ready capabilities. It promises to be a meaningful convergence of experience and insight for the project management community.

Inclusivity and representation have remained central to our journey. The **Empower Women in Project Management** initiative continues to create safe, supportive, and aspirational spaces for women professionals to learn, lead, and inspire. These engagements are not only about professional development but also about building confidence, visibility, and long-term leadership pathways within the profession.

Our **PM Forum** and **PM Pitstop** events have further enriched the learning ecosystem by welcoming experts from diverse domains—industry leaders, academicians, authors, and practitioners—who bring fresh perspectives beyond traditional project management boundaries. These conversations help members broaden their horizons and connect project management principles with real-world complexity.

As we publish this December edition of **Prakalp**, we extend our heartfelt gratitude to every volunteer, speaker, partner, and member who has contributed time and passion to strengthen the chapter. Your involvement is what keeps PMI Mumbai Chapter vibrant, relevant, and forward-looking.

Looking ahead, **we remain committed to nurturing a dynamic, inclusive, and value-driven project management community.** We invite you to stay engaged, participate actively, and continue this journey of learning and leadership with us.

Wishing you a reflective year-end and a purposeful beginning to the year ahead.

**Vaibhav Ganpule** - on behalf of Prakalp Team

# Meet and Greet

## PMI - MUMBAI

### PMI - THANE MEET AND GREET



### PMI - POWAI MEET AND GREET



From conversations to connections, PMI Mumbai's cluster meet-and-greets in Thane and Powai celebrated community and collaboration.

Similar meets are held across locations like Borivali, Kharghar and many more; reach out to [info@pmimumbaichapter.org](mailto:info@pmimumbaichapter.org) to join and be part of the community.

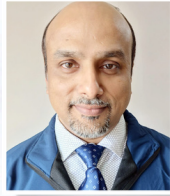
# Prakalp Magazine

## CREATIVE TEAM

### OVERALL PLANNING & COORDINATION



Vaibhav Ganpule



Sandip De



Piyush Hote



Ashish Kale



### CONTENT & OUTREACH



Amit Kambli



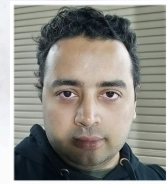
Rashmi Amanna



Nandini Das



Piya Raut



Vinod Namboothiri



### LITERATURE REVIEW



Aparna Kulkarni



Shipra Joshi



M. K. Ramesh



### ARTWORK & DESIGN



Niket Phuria



C. Kartik



# Scaling PMOs for Semiconductor Plant Projects like FAB and OSAT: Strategies and Lessons Learned

by Sandip De



## Executive Summary



Through our collective experience scaling Project Management Offices (PMOs) for semiconductor projects—including Fabrication (FAB) and Outsourced Semiconductor Assembly and Test (OSAT); we have encountered a range of challenges that set these projects apart from conventional sectors.

Managing such facilities requires robust PMO structures tailored for unique technical, regulatory, and operational demands.

Clean rooms, advanced HVAC systems, and highly specialized fire protection routines become mission-critical components that influence every phase, from planning to commissioning.

Successful PMOs in this domain must go beyond generic strategies, embracing hands-on governance, deep stakeholder engagement, and unrivalled attention to risk management.

Our journey has featured phased implementation, iterative alignment mechanisms, and real-time communication—each enabling us to meet exacting quality standards and delivery timelines.

These lessons resonate far beyond a single enterprise or industry, serving as practical guidance for anyone involved in high-tech manufacturing or large-scale capital projects.

Our objective is to bridge the gap for readers from various backgrounds, including executives and those new to project management, offering actionable insights and relatable, human-driven stories built from real-world collective experience.

**Disclaimer:** The entire article represents a collective assembly of stories and experiences from professionals across multiple organizations and levels of staff involvement. It is not attributable to any one company, team, or individual, but reflects a composite of shared learnings and real-world observations.

## **1.0 Introduction**

Semiconductor projects represent some of the world's most complex and valuable undertakings. As we took on the challenge of managing FAB and OSAT plant builds, it became clear that the typical PMO playbook needed substantial adaptation.

Every stage—design, construction, validation—involved coordination across multifunctional teams, stakeholders and demanded precision, compliance, and risk mitigation at an exceptional level. The ability of a PMO to operate flexibly and anticipate challenges proved decisive in project outcomes in such complex scenarios.

## **2.0 Problem Statement and Rationale**

Transitioning PMOs from conventional industries into the world of semiconductor manufacturing brought unexpected complications.

The manufacturing process for semiconductor facilities demands the meticulous creation of clean rooms, precise climate control through advanced HVAC systems, and fire protection mechanisms that strictly adhere to established protocols and industry standards.

Any deviation from these protocols—such as insufficient contamination controls, HVAC instability, or gaps in fire safety—can result in project delays or operational failures. Addressing such issues often requires immediate redesign, obtaining additional regulatory approvals, closely managing supply chain dependencies, and implementing targeted technology upgrades.

Because of these stringent requirements and their impact on project success, the standard PMO model requires significant upskilling and enhancement to effectively oversee, coordinate, and deliver on all technical and compliance dimensions of the project.

## **3.0 Factors Necessitating PMO Scaling**

### **3.1 Technical Complexity**

The technical complexity faced by our PMO teams are that the building and qualifying clean rooms, where airborne particles must be meticulously controlled to maintain in clean state. As per comprehensive protocols, our team has to monitor air quality management and contamination prevention from day one. The sophistication of HVAC design and customized fire safety measures were added layers to technical and operational complexity; the adherence to the already demanding schedules. Notably, even the fire suppression systems require specialized design and engineering—unlike those in conventional facilities—to ensure the plant remains operational and protected after any incident.

### **3.2 Stakeholder Diversity:**

Stakeholders' engagement was critical element. Our PMO team coordinated with a broad array of stakeholders: regulators, engineers, suppliers, end-users, and project owners—all with distinct interests and imperatives. Regular communication forums and cross-functional workshops became indispensable in aligning objectives and expectations, building trust, and enabling timely intervention when risks surfaced. Specialized learning sessions were organized to bridge the gaps.

### **3.3 Capital Intensity and Risk:**

High investment levels and stringent deadlines characterized every phase of these projects. We found proactive risk management systems—encompassing regulatory, safety, and supply chain risks and mitigating at every stage the risks were crucial in controlling the cost time over run as well as safeguarding the organisation's reputation.



Image Source : [www.freepik.com](http://www.freepik.com)

## **4.0 Defined Framework and Action Initiatives for Scaling PMOs.**

### **4.1 Governance Adaptation**

In semiconductor projects, we adapted governance by including experts across engineering, safety, and quality functions in decision-making bodies. For example, early-stage joint reviews of clean room design milestones helped us identify and fix issues before they escalated, avoiding costly rework and delays.

### **4.2 Enhanced Risk Management**

Risk management was embedded throughout the project lifecycle using real-time dashboards and predictive analytics. In an OSAT facility project, this approach allowed us to quickly identify supplier delays and potential contamination risks, enabling timely mitigations like alternative sourcing and tighter contamination controls.

### **4.3 Stakeholder Engagement**

Continuous communication with all stakeholders was essential. On one project, cross-functional workshops involving regulators, vendors, and clients facilitated smooth handling of a major fire protection system upgrade—from a conventional spray system to a specialized fine mist system tailored for clean room needs.

This proactive collaboration ensured faster regulatory approvals and kept the project on track.

### **4.4 Resource and Competency Building**

We prioritized skills development through workshops and on-the-job training. For a recent FAB expansion, PMO staff underwent clean room certification training, which improved their understanding of contamination risks and regulations, empowering them to make informed decisions and accelerate project progress. These initiatives show how customizing PMO frameworks helps manage semiconductor projects successfully, ensuring quality, compliance, and timely delivery.

## **5.0 Methods and Applications**

Phased rollouts and pilot implementations proved invaluable in helping our teams not only learn rapidly but also adapt our processes in real time as challenges emerged. By adopting agile project charters, we set flexible yet focused project objectives, while digital dashboards provided up-to-date visibility into progress, fostering higher levels of control and participant engagement.

Our commitment to iterative improvement cycles ensured that feedback from staff on the ground—operators, supervisors, and engineers alike—was consistently incorporated into decision-making at every organizational layer, thereby strengthening overall project outcomes.

Additionally, we placed significant emphasis on modular planning techniques. Approaches such as Functional Unit Mapping (FUM), the Construction Specifications Institute (CSI) format, and detailed Room Books were utilized to break down complex project scopes.

These tools enabled us to develop comprehensive Work Breakdown Structures (WBS), facilitating clear deliverable definition and streamlined workflow management. By integrating these modular tools, we dramatically improved our ability to track progress, identify bottlenecks early, and deliver actionable insights for both managers and team members.



Image Source : [www.freepik.com](http://www.freepik.com)

## 6.0 Project Examples from the Broader Ecosystem:

Within various organizations engaged in semiconductor projects, the commissioning of clean rooms demanded that airborne contamination controls be fully integrated into every aspect of the PMO's processes which included adopting at each stage of project rigorous standards for particle monitoring and air filtration and ensuring compliance with the high purity levels required for semiconductor manufacturing. Also, the design and installation of HVAC systems were not generic but specifically engineered to meet each facility's unique requirements for temperature, humidity, and pressure control, all critical to maintaining the proper environment for advanced production lines.

When it came to fire protection, we implemented strategies that adhered to internationally recognized standards, ensuring not only compliance but also drawing on collective wisdom from past projects for best practices. This collaborative approach, combined with a commitment to ongoing improvement, was reinforced through comprehensive on-site reviews, regular team interactions, and the effective resolution of operational issues as they arose throughout the project lifecycle.

Importantly, we leveraged our lessons learned experience from pharmaceutical projects, particularly in clean room commissioning, recalibrating and applying those high-stringency standards to the semiconductor context. The expertise and protocols developed for pharmaceutical-grade clean rooms served as an invaluable foundation, enabling us to achieve and validate the precise grade of clean room required in semiconductor manufacturing. This cross-industry knowledge transfer not only streamlined our processes but also enhanced the reliability and robustness of our contamination control measures.

## 7.0 Discussion and Impact

Scaling PMOs for semiconductor facilities profoundly influenced delivery reliability, safety, and stakeholder confidence. By integrating governance, risk management, and communication, our teams fostered a culture of adaptability and continuous improvement. These strategies show how PMO frameworks, built from shared real-world experience, deliver measurable progress and resilience, shaping outcomes for organizations both large and small.



Image Source : [www.freepik.com](http://www.freepik.com)

### References

- PMI Project Management Journal, 2025
- Public project reports from leading semiconductor organizations, 2020–2024
- International Society of Automation (ISA) semiconductor standards

### Author Biography

**Sandip De**, aka James N Anderson (BE-Mech, MBA-Fin, PMP, PRINCE2 Pract., OMP, LSSYB, LRQA Internal Auditor, Industrial Safety Engineer, and TBEM - Business and Data Excellence Assessor) is a seasoned Project Management Professional with over 23 years of diversified experience delivering large-scale projects across Oil & Gas, Chemicals, Fertilizers, IT, and Infrastructure sectors, both in CapEx and OpEx. He is renowned for his expertise in project governance, risk management, and analytics-driven control frameworks.

Currently serving as Discipline Lead—Project Controls at Tata Consulting Engineers, Sandip focuses on enhancing governance, automating reporting, and optimising processes to achieve greater efficiency and effectiveness. His role as a Business and Data Excellence Assessor for the TATA Group underscores his commitment to operational excellence and strategic project execution, where he has been recognised as an award-winning assessor.

He is also a passionate thought leader and contributor to the project management community. He has written several insightful articles under the LinkedIn newsletter #LeadershipCoaching, #OperationsLeadership and has been published in earlier editions of the PMI Mumbai Chapter's Prakalp magazine, sharing practical strategies and leadership insights. He actively engages with professionals to promote continuous learning and innovation in project management.

## 8.0 Conclusion

Scaling PMOs for semiconductor projects has been shaped by practical experience, ongoing learning, and effective stakeholder engagement throughout each stage, supported by human-centred governance. Key takeaways for project management professionals include: Understanding that each project is unique, requiring clear alignment of scope and requirements from the start.

Establishing and maintaining a comprehensive requirement matrix to track evolving needs.  
Adhering to a stakeholder engagement matrix to ensure transparent communication and decision-making.  
Building and utilizing a lessons-learned archive to facilitate continuous improvement and cross-industry applications.

These insights equip executives, project managers, and newcomers to confidently navigate the complex semiconductor manufacturing landscape while driving project success and operational excellence.

**PM CONCLAVE**  
THE SILVER JUBILEE EDITION

*Manthan 2026*

**Future-Ready PM:**  
*Navigating AI • Agility • Sustainability*

 **21 February 2026, Saturday**  
 **The Lalit, Mumbai**



**Future-Ready PM: Navigating AI • Agility • Sustainability**

PMI Mumbai Chapter proudly marks a landmark moment—25 years of building a vibrant community of project professionals, leaders, and volunteers who have shaped the way Mumbai learns, practices, and grows with project management. To celebrate this incredible journey, we present the Silver Jubilee Edition of PM Conclave - Manthan 2026, the Chapter's flagship annual gathering and one of the most anticipated events for project leaders across industries.

**ORGANIZING  
TEAM**

Meet the leaders shaping an experience  
you do not want to miss!



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Chapter President  
Conclave Chair



**Cdr. Ashish Saxena**  
VP - Finance  
Conclave Director



**Raveen Chugani**  
VP - Marketing  
Conclave Director





Can you solve these project management riddles?

Riddle 1:

I'm the person who pays the bills and calls the shots, but rarely does the actual work. Without me, your project stops. Who am I?

Riddle 2:

I start optimistic and end realistic. At first I'm big, by the end I'm small. Teams celebrate when I shrink. What am I?

Riddle 3:

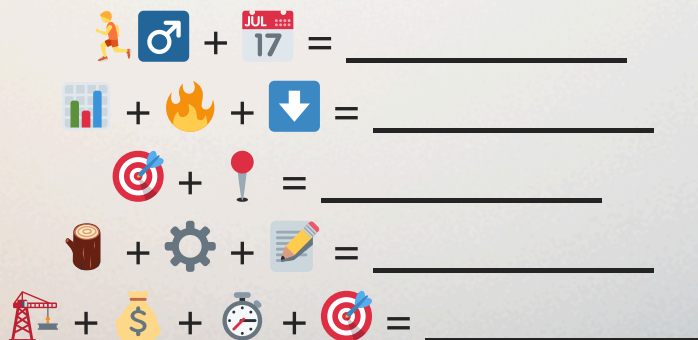
I happen at the end but inform the beginning. I look back to move forward. I'm honest, sometimes uncomfortable, but always valuable. What am I?

Riddle 4:

I'm invisible until needed, documented but hoped to stay dormant. I have triggers, impacts, and responses. Ignoring me makes me stronger. What am I?

### 😊 EMOJI DECODER

Decode these project management terms represented by emojis!



send your answers to: [prakalp@pmimumbaichapter.org](mailto:prakalp@pmimumbaichapter.org)

⚡ **AGILE OR WATERFALL?**

Can you identify which methodology these statements describe?

Statement	Answer
Requirements are gathered entirely upfront before development begins	_____
Working software is delivered in short iterations	_____
Testing happens after all development is complete	_____
Customer feedback is continuously incorporated	_____
Changes to scope are difficult and expensive to implement	_____
Daily stand-ups keep the team synchronized	_____



send your answers to: [prakalp@pmimumbaichapter.org](mailto:prakalp@pmimumbaichapter.org)

## PM Word Search:

F	A	N	T	A	G	J	T	W	Q	D	H	Y	W	U	J	K	S
B	S	D	L	S	T	A	K	E	H	O	L	D	E	R	S	P	S
A	D	Y	O	K	C	D	D	J	D	E	L	I	V	C	O	S	R
S	C	N	J	E	Y	L	R	A	G	F	Y	S	O	W	H	D	E
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L	W	E	F	V	G	Y	T	I	M	M	Y	I	R	S	A	P	I
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N	F	S	S	D	V	S	O	V	P	P	U	S	T	E	E	N	T
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C	O	S	T	T	I	R	E	G	I	S	T	E	R	O	P	S	R
N	W	B	X	H	T	I	M	Y	M	O	C	O	T	S	O	M	O
W	N	A	S	W	N	C	O	T	E	V	E	L	O	C	I	T	I

Find these project management terms hidden in the grid below!

SPRINT • VELOCITY • BASELINE • DELIVERABLE • RETROSPECTIVE •  
DEPENDENCY • RISK • REGISTER • STAKEHOLDER • BURNDOWN •  
WBS • COST • BACKLOG • KPI • TIME • SOW • ROI

send your answers to: [prakalp@pmimumbaichapter.org](mailto:prakalp@pmimumbaichapter.org)

# What a Digital Transformation Really Taught Me



**Piyush P Hote**

## Executive Summary:

Digital transformations fail because leaders fix systems, not trust. When a production disruption threatened the program, radical honesty strengthened rather than destroyed stakeholder trust. The result wasn't upgraded technology, it was transformed behaviour: teams reporting issues fearlessly, managers thinking proactively, champions coaching peers unprompted.

### **Core lesson:**

Cultural change drives sustainable transformation; technology merely enables it. Trust precedes execution. Influence trumps authority. Distributed ownership beats command-and-control.



Image Source : [www.freepik.com](http://www.freepik.com)

### ***The Question That Changed Everything***

I still remember that day far too clearly—the conference room felt colder than usual, and someone had left a half-finished cup of chai on the table that had gone completely cold. And then the COO asked the question I had been secretly bracing for:

## ***“Why should we trust you to lead this transformation?”***

I felt my stomach drop—not dramatically, just that tiny sink you get when someone says something you can’t dodge with a clean, professional answer.

It was 2016.

A manufacturing org.

Systems older than some of the employees.

A team tired of promises that didn’t turn into results.

Everyone kept calling it a “digital transformation,” but honestly, the digital part was the simplest. The real mess—the real work—was rebuilding trust in a place where every change felt like a gamble.

And I didn’t realise it that sharply until much later that’s the storyline which became reality and it forced me to grow up as a leader in ways no certification, no textbook, no framework ever could teach you.

### ***Where It Really Started: Listening (Even When I Thought I Already Knew)***

My first instinct—because that’s how I was wired back then—was to show up with the polished roadmap. The diagrams, the phases, the mitigations, the whole predictable song and dance.

But the first stakeholder meeting made something painfully obvious:

**no one cared. Not yet.**

The production manager wasn’t worried about downtime; he was worried about being scapegoated.

The warehouse supervisor—who always smelled faintly like packing material and machine oil—felt ignored in earlier projects.

And one QC lead simply wanted someone who would listen instead of “note it down for later.”

Funny how the real fears never show up in the initial brief.

So, I dropped the slides (not literally, though I wish I had) and spent a week doing one-on-ones. Real conversations, not those stiff “stakeholder alignment sessions” we pretend are meaningful.

And that’s when I realised, I had misjudged the whole thing.

This wasn’t a tech program.

It was a reconciliation process that just happened to involve firewalls and identity access systems.

Once we co-created the governance structure—messy scribbles on a whiteboard, laughter at things that obviously wouldn’t work—they stopped being resisters. They became contributors. Owners. That’s where the inter personnel relationship matters rather than typical, I know better than you.

### ***The Strategy Shift: Less Tech, More Why-Does-This-Matter***

When the executive team kept saying “We need stronger security,” I initially took it at face value.

But after a few conversations, it became clear security wasn’t the goal at all.

They wanted:

- continuity
- compliance
- competitive edge

Security was just the wrapper.

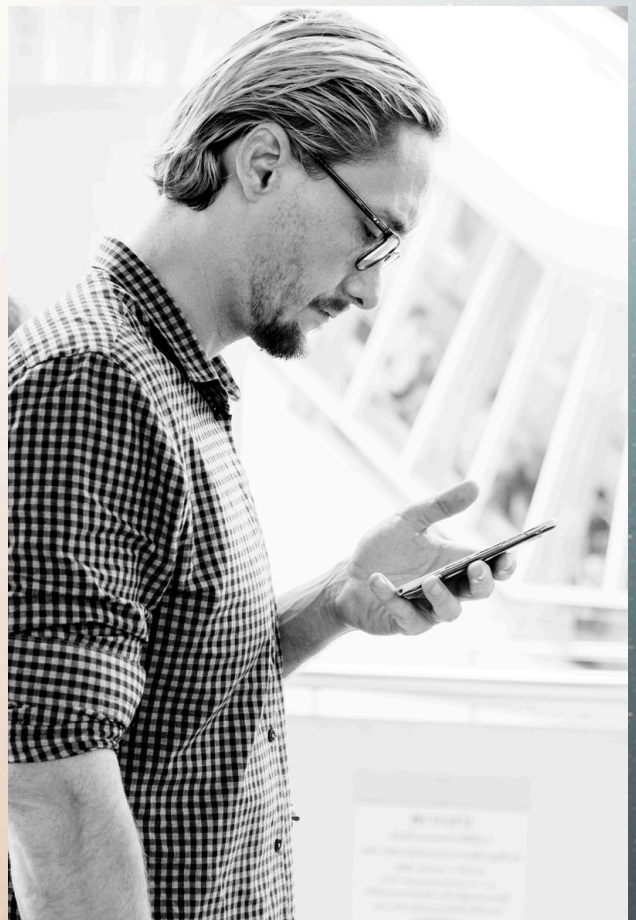


Image Source : [www.freepik.com](http://www.freepik.com)



## ***The Setback That Should've Killed the Program***

Around month six, a configuration change caused a production line disruption. Four hours.

Not catastrophic technically, but politically?

A grenade.

I didn't sleep that night.

Part fear, part annoyance at myself, part frustration because we did follow the process.

But defensiveness would've destroyed everything.

So I owned it.

Fully.

Openly.

No sugarcoating.

We did a proper review, we tightened processes, and for a weird reason I still don't fully understand, that moment strengthened the trust instead of breaking it.

People trust leaders who admit mistakes faster than leaders who pretend not to make them.

I wish I'd learned that earlier in my career. Learn to own the mistake rather than passing on to team.

## ***What Actually Changed (Beyond Systems and Controls)***

If someone asked me what the real success metric was, it wasn't the tech at all.

It was the behaviour shift:

- People reporting issues without fear
- Managers asking about security implications before decisions
- Champions coaching others—unprompted
- Teams planning ahead instead of reacting

The governance model we built ended up being reused in later initiatives.

The culture started shifting toward openness instead of defensiveness.

Some of the champions moved into bigger roles.

And the IT director—who'd walked into the project looking defeated—became one of the biggest drivers of future transformation.

And I changed too.

For the first time, I stopped equating "leading" with "controlling."

I learned influence > authority.

Dialogue > direction.

Humility > expertise.

## ***The Principles I Carried Forward***

If I had to sum it all up:

- Team members are partners do not subordinate. Cultivate this habit as leader
- Trust first. Everything else later.
- Business value is the true compass.
- Distributed leadership beats top-down pressure every single time.
- Plans matter, but adaptability saves you.
- Culture is the real transformation—tech is just the vehicle.

That 2016 project looked like a technical uplift on paper, but in reality?.

It helped an organisation learn how to adapt without panicking.

And it forced me to grow up as a leader in ways no certification, no textbook, no framework ever could.

Technology changes.

Tools get replaced.

People and leadership—that's the stuff that leaves a mark.

Always has.

Always will.

## ***Author's Biography***



Piyush serves as APAC Lead – Network Global IT Infrastructure at Hafele's Global IT Competence Center, where he drives digital transformation across global operations. With 15+ years of leadership in IT and Project Management, Piyush brings a unique combination of technical mastery and strategic execution.

He specializes in SD-WAN architecture, Aruba Wireless solutions, enterprise security, and cloud platforms across GCP and AWS. His portfolio spans successful digital transformation initiatives, large-scale cloud migrations, and security enhancement projects that have delivered significant operational efficiency and cost savings for global enterprises.

An enthusiast and expert in Artificial Intelligence, Agentic AI, and AI Agents, Piyush is at the forefront of leveraging cutting-edge AI technologies to drive business transformation.

Having completed his AI ML for Business program at IIM Ahmedabad, he actively implements AI solutions that reshape enterprise operations and create measurable value.

# Bridging Strategy to Execution: Lessons from High-Rise Residential Projects

By Sai Kiran Kolluru



## Executive Summary

Most high-rise projects do not slip because teams fail to execute — they slip because early assumptions go unchallenged. What looks solid on paper begins to crumble once real-world conditions enter the picture. The strategy remains confident, but the ground reality moves faster, leaving teams reacting instead of leading.

This article draws on firsthand experience from high-rise residential projects to explore how plans drift and, more importantly, how they can be recovered. It explains how early variance detection, selective re-baselining, and practical enablers such as War Rooms and Integrated Change Control help rebuild momentum without tearing the plan apart.

The real takeaway for successful delivery depends less on software or complexity, and more on the simple discipline of clear governance, transparent communication, and an adaptive mindset.



Image Source : [www.freepik.com](http://www.freepik.com)

### 1.0 *The Moment the Blueprint Fails: Why High-Rise Assumptions Collapse*

Real estate projects, like any ambitious product launch, often begin with excitement and ceremony — backed by weeks of market research, design iterations, and sales projections.

Everyone expects the strategy to glide from drawing board to delivery. But all it takes is one aggressive assumption, one overconfident decision, or one flawed survey to turn optimism into chaos.

That's usually where things start to slip. The team still works hard, but the plan no longer reflects the ground reality.

### ***Case Example – The Regulatory Hold-Up:***

Lesson: Never assume that past approval timelines will repeat.

In one high-rise project, a mid-cycle change to fire-safety norms delayed podium approvals. The baseline plan assumed a 30-day turnaround; the actual process took three months. With approvals stuck, façade works, mock-ups, and building services coordination froze in place.

That single assumption — expecting past timelines to repeat — created a measurable gap between planned effort and actual work completion. Within two months, the Schedule Performance Index (SPI) had fallen to 0.82. It was not poor execution that broke the plan; it was misplaced confidence in untested assumptions.



Image Source : [www.freepik.com](http://www.freepik.com)

### ***2.0 Re-Establishing Control: Isolating the Problem and Saving the Strategy***

When plans collapse, the instinct is to start over. But smart planners resist that urge. They apply Integrated Change Control carefully — fixing what's failing, not rewriting what still works.

### ***Case Example – Phasing the Delivery:***

Lesson: Cash flow recovery often depends on sequencing, not speed.

In a large mixed-use development project in Mumbai, the original strategy called for completing all towers, podiums, and the retail promenade together. Then disruptions hit. Supply issues and labour shortages tightened cash flow and threatened continuity.

A focused group — the Project Manager along with leads from Planning, Costing, Sales, and Business Development — was pulled together to re-examine the Project Execution Plan (PEP). After reviewing dependencies and projected inflows, the team decided to prioritize the retail promenade, ensuring rental income began early to ease cash strain.

The change was formalized through Integrated Change Control, and the schedule baseline was revised. That single decision helped recover 42 days on the critical path and saved roughly ₹2.8 crore in financing costs by enabling early occupancy.

### ***3.0 Driving Alignment Through Agile Mindset: The War Room Protocol***

Re-baselining restores order; maintaining it requires rhythm. The War Room becomes the project's nerve center — a small, high-energy space where planning meets execution every day.

### **The War Room Protocol — Three Non-Negotiable Rules:**

1. **No Status Updates:** Time isn't spent on reports. Only blockers and decisions are discussed.
2. **Named Decision Owner:** Each issue has one accountable owner with a resolution timeline.
3. **Visible Metrics:** Progress boards and variance charts are displayed so everyone sees the same truth.

These short, 20-minute sessions cut approval delays from 10 days to under 3. They replaced endless reporting loops with decisive action.

This daily rhythm builds an agile mindset within a traditionally predictive framework. Teams stop waiting for monthly reviews and start solving problems in real time — a subtle cultural shift that makes a huge operational difference.

Without a War Room, teams drift into fragmented reporting, delayed decisions, and a reactive culture that magnifies small delays into major overruns.

### **4.0 The Real Bridge: Outcome Orientation and Simplicity**

Project recovery does not depend on complex dashboards or fancy governance frameworks. It rests on simplicity — the KISS principle (Keep It Simple, Stupid) still wins.

Over time, it is found that three indicators were enough to steer meaningful conversations: Schedule Variance, Cost Variance, and Critical Path Health. Too many numbers dilute focus; the right few drive clarity.

This simplicity connects people back to purpose. It makes teams accountable, not anxious. Planners must act as translators — converting performance data into site-level action.

In the end, bridging strategy and execution isn't about perfection. It's about persistence — spotting deviations early, communicating them clearly, and adjusting course before issues grow too big to manage.



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### **Critical Actions for Execution Control**

- **Validate assumptions early:** A single overlooked dependency can hurt timelines more than poor productivity.
- **Apply Integrated Change Control selectively:** Fix what is broken; preserve what still adds value.
- **Use focused decision forums:** Brief, structured War Room meetings cut approval delays dramatically.
- **Keep governance simple:** A few well-chosen metrics can guide complex projects.
- **Transparency builds trust:** Alignment happens when everyone sees the same information.

### **Author Biography**



Sai Kiran Kolluru (B.Tech. Civil, PGD in Advanced Construction Management) is a Project Planning and Controls professional with over 12 years of experience in real estate and construction. He serves as Senior Manager – Planning at Oberoi Realty Ltd, overseeing scheduling, cost control, and delivery of high-rise residential projects.

Sai's expertise lies in connecting strategy to execution — simplifying governance, improving predictability, and driving practical, databased decisions. His work spans planning systems, design coordination, and project controls, with a strong focus on execution efficiency.

# Leading with Empathy in High-Stakes Maritime Projects

*By Ranadeb Ray*



## Executive Summary

In the world of Project Management (PM), Leadership is often tested not during smooth sailing but in turbulent waters. For those of us in Technical and Compliance-driven Industries, the pressures of deadlines, regulatory complexities and high financial stakes are always there and can be overwhelming at some point. Yet, the true edge of Leadership comes not only from technical competence but from the Human qualities of Empathy, Trust and Resilience.

As a Technical Assistant having over a decade of experience, I have led Projects involving Regulatory Compliance, Class / Flag Coordination and Technical problem-solving across multiple Bulk Carrier and Tanker vessels in Shipping.

It has been during my journey in the Shipping Industry, it is often felt that bringing out the best in teams requires leading with both Empathy and Execution throughout the Project Lifecycle in the projects. Through this article, my learning experience of how to balance People and Process in the toughest moments in the Projects is shared to benefit the readers.

## ***Leading with Empathy Across Diverse Stakeholders***

When handling one of the challenges pertaining to Escape arrangements in the Engine Room Emergency, an objection was raised on one of our vessels. While the arrangement complied with SOLAS Chapter II-2, Regulation 13.4.2, the Port State Control (PSC) authority interpreted the requirement differently.

### ***SOLAS Chapter II-2, Regulation 13.4.2 – Means of Escape (Machinery Spaces):***

This rule covers emergency escape arrangements in engine rooms and other machinery spaces and requires at least two escape routes from each main machinery space and each fire-rated control station. Escape routes should be independent and located as far apart as possible to ensure that if one is blocked by fire or smoke, the other remains usable.

Escape paths may include stairways, ladders leading to a safe space like the open deck.

On the surface, this could have easily escalated into a conflict between technical compliance and regulatory interpretation. The Ship-owner and technical team believed the vessel was fully compliant, while the PSC officer insisted on corrective action. A rigid, defensive approach from either side could have delayed operations, resulted in detentions and strained relationships.

Instead, we approached the matter with empathy. Rather than treating the PSC's objection as an adversarial challenge, we sought to understand the safety concerns behind their interpretation. From their perspective, the escape path might not have appeared sufficiently accessible in an actual emergency.

The empathetic action was to openly engage with the PSC, while also consulting with the Flag State. We carefully presented Revised drawings and provided an Attestation letter from the Flag, confirming that the arrangement met SOLAS requirements. At the same time, we assured the PSC that their concerns were valid and would be documented for future design considerations.



This combination of technical rigor and empathetic communication prevented the situation from escalating into a regulatory dispute. By acknowledging the regulator’s concerns rather than dismissing them, we reinforced trust and maintained operational continuity while still upholding compliance.

Take-away: In this case, as a Project Team, one has to listen carefully to the requirements from both sides and resolve the situation emphatically through proper communication and effective actions.

### ***Building Trust and Handling Conflict***

Trust is fragile when multiple Stakeholders are involved such as Shipyards, Class Societies, Ship Owners and Crew of the particular vessel. In one of our projects during the one of the system plan approvals to be accorded for our vessel, there was a discrepancy between requirements from different Stakeholders / Regulatory Authorities. This Class-related delays threatened compliance timelines and resulted into difference of opinions raised among Stakeholders and pushing for different interpretations.

As a Project Team Lead, the responsibility was to cut through the noise by ensuring transparent communication: explaining the technical reasoning, documenting justifications and suggesting a practical solution — converting the requirements by modifying the type of the required item. By keeping all parties informed and respected, we converted potential conflict into collaboration. The plan was Approved, Compliance was achieved and Relationships remained strong.

Take-away: Trust among Stakeholders is not to be forced, but to be earned through continuous engagement through consistent approach, clarity and fairness.



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## ***Coaching and Mentoring as a Leadership Superpower***

Leadership is not just about solving today's problems, but enabling tomorrow's solutions. As a Team Lead, I have interacted with different service providers for Maritime solutions, Inspections, etc. The team members involved in this process are Younger Engineers and Technicians eager to learn and as a Lead, it was the primary responsibility to explain them why such decisions are taken and rationale behind such decisions to groom them as future leaders to lead the project instead. I say it to them as I would explain it myself.

In one of the projects, a change request was raised to alter the Safe Working Load (SWL) of a functional element. Instead of simply explaining why the change was required, I engaged the Service Team Engineers in a coaching conversation.

I asked them to review the regulatory requirements and consider the operational implications of keeping the old SWL versus adopting the new value. By encouraging them to research, compare and discuss, they were able to identify the long-term benefits themselves.

Once they arrived at the conclusion, I guided the discussion further by sharing additional insights from my own experience. This approach not only resolved the immediate issue but also helped the engineers build critical thinking and decision-making skills for future projects.

Take-away: Lead from front and mentor your Team as a True leader.

## ***Decision-Making When the Pressure is On***

Some of the Project situations demand decisions instantly with limited timeline maintaining the balance in Safety, Compliance and Operational continuity. In one of the cases, there was Alarm Fault which required immediate attention to avoid any impact on Commercial operations which is at stake.

Without panic and timely action by coordinating with the Equipment manufacturer with remote diagnostic approach from Manufacturer end, the problem was solved by involving the Original Equipment Maker (OEM). The quick action instead of prolonged troubleshooting onboard, minimized downtime and reinforced crew confidence.

In another instance, we faced a situation where we had to decide between an immediate shutdown of the equipment or attempting controlled troubleshooting while keeping operations running. An abrupt shutdown would have ensured maximum safety, but at the cost of disrupting commercial operations, whereas troubleshooting without structure carried operational risks.



To reach the right balance, I immediately brought the ship staff and service engineers together to evaluate the Risk profile:

- Could troubleshooting be carried out safely under supervision?
- What safeguards could we put in place in case the situation escalated?
- What would be the financial and operational impact of an unscheduled shutdown?

After weighing these factors, we decided on a Phased troubleshooting approach with predefined checkpoints. This meant that if the fault indicators worsened, we were prepared to initiate a controlled shutdown immediately.

This structured decision preserved safety as the top priority while avoiding unnecessary downtime. The crew gained confidence because they saw that the decision was neither reckless troubleshooting nor a panic-driven shutdown, but a carefully evaluated course of action supported by all stakeholders.

These episodes taught me that under pressure; Leadership is not about heroic solo decisions but about Structured Calmness and Inclusive Problem-solving.

### ***Conclusion: Empathy and Execution Together***

Project Leadership in Engineering and Shipping is often perceived as a purely technical challenge. But as an experienced Project Lead in Shipping Industry, it tells a different story: The Human Side of Leadership that creates Lasting Impact.

Empathy helps us bridge divides. Trust sustains collaboration. Mentoring grows the next generation. Calm decision-making inspires confidence.

As Project Leaders, we are judged not only by Regulatory project requirements matrix and Project Milestones, but also how we dealt with team by way of Uplift People, Protect Relationships and keep Teams United during not only the face of uncertainty, but throughout Project Lifecycle.

It reflects what leading with Empathy and Execution truly means.



### ***Author Biography***

Ranadeb Ray is a Technical Assistant at Lloyd's Register Marine & Offshore India LLP with extensive experience in shipping, mechanical engineering, and technical compliance.

A Member of IMechE, IMarEST, and PMI, he is passionate about Project execution, Leadership development and applying Engineering expertise to solve complex challenges in the Maritime Industry.

# The Churning Begins : Inside Manthan 2026

by Piyush Prashant Hote.

***Mumbai's project management community is about to experience something it hasn't seen in 25 years: a complete reimagining of its most important annual gathering.***

On February 21, 2026, The Lalit Mumbai will host Manthan 2026. If you're wondering why PMI Mumbai Chapter chose to rebrand their flagship PM Conclave after a quarter-century, the answer lies in what's happening right now in boardrooms, construction sites, and IT departments across the city.

The world of project management is being fundamentally rewritten by artificial intelligence, sustainability pressures, and the demand for genuine agility that extends beyond traditional frameworks. And PMI Mumbai Chapter, celebrating its Silver Jubilee, decided its biggest event of the year needed a name that captured this moment of transformation.

***"Manthan"***: a Sanskrit word that means churning. ***Manthan*** comes from Hindu mythology's ***Samudra Manthan***, where gods and demons united to churn the cosmic ocean and draw forth the nectar of immortality.

It symbolises collaboration, struggle, and transformation—progress born when opposing forces converge for a higher purpose. That act of collective churning, of pushing through complexity and chaos to uncover something worthwhile, is exactly the mindset project professionals need today. And it's what you'll find at The Lalit on that Friday in February



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## ***What makes this year different***

Let's be honest about conferences that feel repetitive. Another keynote about disruption. Another panel where everyone agrees innovation matters. Another networking session where you collect business cards you'll never look at again.

Jacob Zachariah, the Chapter President who's also chairing this year's conclave, along with Conclave Directors - Cdr. Ashish Saxena and Raveen Chugani seem acutely aware of this fatigue. Which is probably why Manthan 2026 carries the theme "Future-Ready PM: Navigating AI • Agility • Sustainability" and structures the entire day around practical application rather than theoretical discussion.

The main auditorium will run panel discussions, case studies, and presentations, but here's where it gets interesting. Between the big sessions, they're mixing in quick lightning talks and fun quizzes to keep everyone energised and focused.



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## ***The AI reality nobody's talking about***

Here's something most conferences won't tell you: by 2030, roughly 80% of routine project management tasks will be automated. Gartner says so, and if you're working in the field, you're probably already seeing it happen. Gantt charts that update themselves. Risk registers that flag issues before you notice them. Status reports that write themselves from actual data. Two-thirds of project managers' skills and roles will need to be redesigned by next year to keep pace with these changes. Not 2030. Not "someday." Next year!

Manthan 2026 tackles this head-on with sessions designed around one simple question: What do project managers do when AI handles all the routine stuff? The answer seems to involve the messy, complicated, deeply human parts of projects, for instance, the stakeholder who keeps changing requirements, the team member going through something difficult, the executive who needs to understand trade-offs in language they actually speak.

The first confirmed speaker is **Sabyasachi Sengupta**, who just won the 2025 Toastmasters World Championship of Public Speaking in Philadelphia this past August, beating out thousands of competitors from over 100 countries with a speech called "Just Nod."

What makes Sengupta interesting for a project management audience isn't just his speaking credentials (though getting 30 laughs in a 7.5-minute championship speech suggests he knows something about holding attention). It's his actual background:

## ***Why sustainability stopped being optional***

There's this statistic from PMI's 2025 Pulse research that should wake people up: projects with integrated sustainability practices are 2.6 times more likely to succeed than those without. Not 10% more likely. Not marginally better. Nearly three times as successful.

That's not a feel-good metric about saving the planet (though that matters too). That's cold, hard project performance data suggesting that ignoring environmental and social impact is now a significant project risk.

Manthan 2026 dedicates serious agenda time to sustainability, not as a separate track for the "conscious" crowd, but as a core lens for project success.

How do you measure impact beyond cost and schedule? How do you fold ESG priorities into a project without tacking on an extra six months? And when a client says, "make it sustainable," what does that really mean for procurement, delivery, and managing stakeholders?

The construction industry panel, "Building the Future: AI in Construction," is almost certain to tackle these questions head-on. Construction is both a major source of global emissions and a sector facing intense pressure to transform. Project managers in this space aren't wondering if they should consider sustainability; instead, they're trying to navigate how to do it in the real world.

### ***Agility without the buzzwords.***

How many times have you heard "we need to be more agile" from an executive who then insists on a detailed 18-month project plan with no room for iteration?

The discourse on agility has become so cluttered with jargon that its essence—responding intelligently to change—often gets lost. Manthan is positioning agility as a leadership advantage rather than a methodology choice. You can follow Scrum by the book and still be fundamentally inflexible if your mindset doesn't shift.

The event promises exploration of "what true agility looks like beyond frameworks." That phrasing suggests we are moving past the Scrum vs. Kanban vs. SAFe debates toward something more fundamental about organisational responsiveness. In a country where 22 million project management-oriented professionals will be needed by 2027 and only about 100,000 are currently certified, this is far from an academic concern. The people who understand adaptive leadership will write their own tickets.



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### ***Who's actually in the room?***

One thing PMI Mumbai Chapter has always done well is pull a genuinely diverse crowd. Their past conclaves have attracted participants from IT, construction, pharmaceuticals, government departments, NGOs, retail, automotive, and telecom. That mix creates conversations you won't get at an industry-specific conference.

Picture this: you're a software project manager struggling with stakeholder communication. You end up chatting with someone running infrastructure projects who's solved the same problem in a completely different context. Such cross-pollination moments are what make this conference valuable beyond the formal sessions.

This year expects 400+ delegates, which is large enough to offer variety but small enough that you won't spend the whole day lost in crowds. The organisers have built in multiple networking breaks, and registration includes breakfast and lunch. Translation: plenty of time to actually meet people.

And here's something worth noting for the credential-minded among us: attending Manthan 2026 earns you 8 Professional Development Units across PMI's Talent Triangle. That's not a small number for a single-day event.

The full speaker list hasn't dropped yet, but based on past editions, expect a mix of academics, industry practitioners, and people who've actually done the hard work of transforming how projects get delivered. The agenda shows the day running from 8:00 AM registration through about 6:00 PM closing remarks, which means this isn't a half-hearted morning workshop. This is a full-day immersion.

### ***The bigger picture nobody mentions***

Here's what often gets missed in these event previews: PMI Mumbai Chapter isn't just throwing a conference. They're maintaining a community of 3,800+ project professionals in a city where that community actively matters.

They've run 283+ PMP certification prep batches. They connect with 34 other PMI chapters across 45 countries through their Chapter Xchange program. They contribute to 12 of 17 UN Sustainable Development Goals through initiatives like Saksham Samarth (which digitises educational resources for visually impaired individuals) and Dnyansarita (which has collected over 1,400 notebooks for charity distribution).

### ***Why this actually matters***

The project management profession faces a legitimacy crisis wrapped in a growth crisis. While the organisations desperately need skilled project managers, India alone will need 700,000 new ones annually for the next decade. On the other hand, automation threatens to hollow out the role's traditional core. The project managers who thrive in the next five years won't be the ones who plan the best Gantt charts or memorise the most PMBOK definitions. They'll be the ones who understand how to lead when the machines handle the mechanics. They'll know how to make decisions that account for environmental impact, not just schedule impact. They'll build teams that adapt rather than just execute.

Manthan 2026 is framing itself as the space where Mumbai's project professionals can navigate that shift together. Not with yet another generic talk on change management, but through practical workshops, candid panel discussions, and those unfiltered hallway conversations where genuine learning actually happens. The word "manthan" itself appears throughout Indian philosophy and literature, always symbolising the act of drawing out value through collective effort and focused, sustained engagement. The metaphor works because project management, at its best, is exactly that: churning through complexity with colleagues until something valuable emerges.

On February 21st at The Lalit, PMI Mumbai Chapter invites you to join that churning. Whether you're a seasoned program manager or someone just starting to understand what project management really means, there's room in that cosmic ocean.

Just come ready to work. The nectar doesn't extract itself.

#### ***Getting there***

***Date: February 21, 2026***

***Venue: The Lalit, Mumbai***

***Registration: [pmimumbaichapter.org/manthan2026](https://pmimumbaichapter.org/manthan2026)***

***Contact: [conclave@pmimumbaichapter.org](mailto:conclave@pmimumbaichapter.org)***

***PDUs: 8 Professional Development Units***

***Chapter President & Conclave Chair: Jacob Zachariah***

***Conclave Directors: Cdr Ashish Saxena and Raveen Chugani***

***For updates on speakers, agenda details, and sponsorship opportunities, visit the chapter website or follow PMI Mumbai Chapter on LinkedIn.***

# Setting up a Project Management Office (PMO) within a Clinical Research Organization (CRO)

*A Human and Leadership Edge for Standardization, Compliance, and Client Confidence*

*by Sagar Kalantre*



## ***What Is a Typical PMO Role?***

To come to a common understanding regarding the PMO role of Clinical Research Organizations (CROs), it is important to first picture a PMO's functions generally in all industries. When seen as a whole, the PMO sets project management rules, provides oversight, supports planning and execution, and makes risk and issue management possible. Moreover, it monitors the project via dashboards and reports, ensuring project teams are synchronized with the organization's goals and across projects. PMO is at its best when it operates in a dual capacity of being an advisor and support provider - training project managers, aiding communication, organizing files, and helping teams to generate projects that are consistently good, quick, and meeting both internal and external requirements. On the whole, the PMO in most industries becomes the pillar of discipline, openness, and foreseeability - qualities that in turn become crucial in controlled areas like clinical research.

# Executive Summary

In construction, aerospace, or finance, a Project Management Office (PMO) is usually the nerve center - it keeps the projects running, delivering consistency that enables teams to deliver safely and within the agreed scope. The same holds true for CROs and for smaller CROs -that don't have the luxury of big budgets or abundant resources, the existence of a PMO can make all the difference.

This article looks at how a PMO, if well-established, provides smaller CROs not only with structure but also a leadership and human advantage. It can establish trust with clients, assist teams with regulatory environments, and ensure projects are done with rigor and also empathy. In these firms, a PMO is seldom "just governance." Instead, it will more often become the leadership center - a location where alignment, discipline, and accountability get developed throughout the enterprise.

## Why PMOs Matter for Smaller CROs

Small and mid-sized CROs often face three pressing issues:

- Leaner teams where individuals have multiple responsibilities.
- Tight budgets leaving little room for sophisticated compliance systems.
- Continuous pressure from pharmaceutical companies (clients) to maintain global standards.

When things are really tough, then PMO is more than dashboards or templates. It gives guidance and leadership, making sure project managers, clinicians, and data teams don't operate in silos. Rather, they operate as one team, with aligned priorities and a single approach to working.

Similar scenario: In a small construction or engineering company, a PMO allows less experienced teams to "punch above their weight" by having structure and accountability in place.

## ***1. Standardization By People-Centric Leadership***

Without standardized procedures, every team does its own thing. That can work in a local environment, but when dealing with several clients simultaneously - that's where things get confusing.

Case Example – Mid-sized Indian CRO: The leadership established a PMO that deployed easy, intuitive templates for study timelines, risk logs, and client updates. Employees were not only trained on what to utilize but also on why it was important. Such training resulted in not only standardization but also a culture of collective responsibility.

Human Edge: There was not top-down standardization here. It was positioned as leadership coaching that simplified the buy-in.

## ***2. Compliance as a Leadership Responsibility***

In clinical research, compliance is trust. Regulators are able to audit a trial anytime. With a small CRO, one failure could result in lost credibility and strained client relationships.

Case Example – European boutique CRO: The organization struggled to stay "audit ready" with its limited staff. The PMO came in as a compliance leader -implemented checklists, simulated audits, and incentivized teams to take ownership of their role in compliance. Not only did this lower risks but also comforted staff, who now felt aided rather than policed.

Human Edge: Compliance wasn't driven by fear. The PMO rebranded it as a preparedness culture, driven with empathy.

## ***3. Alignment to Client Expectations through Trust and Transparency***

To clients, there's no room for negotiation when it comes to transparency. Smaller CROs are hungry to expand, need to achieve this trust rapidly. A PMO assists by establishing communication habits: regular update schedules, easy-to-understand dashboards, and impending-issue early warnings.

Case Example – Southeast Asian CRO: Customers had been complaining about variable reporting. The newly established PMO initiated weekly "alignment calls," wherein project leaders took through clear dashboards. This fostered trust, enhanced satisfaction, and ultimately led to repeat business.

Human Edge: The PMO acted as a bridge of trust-forging relationships, not merely presenting reports.

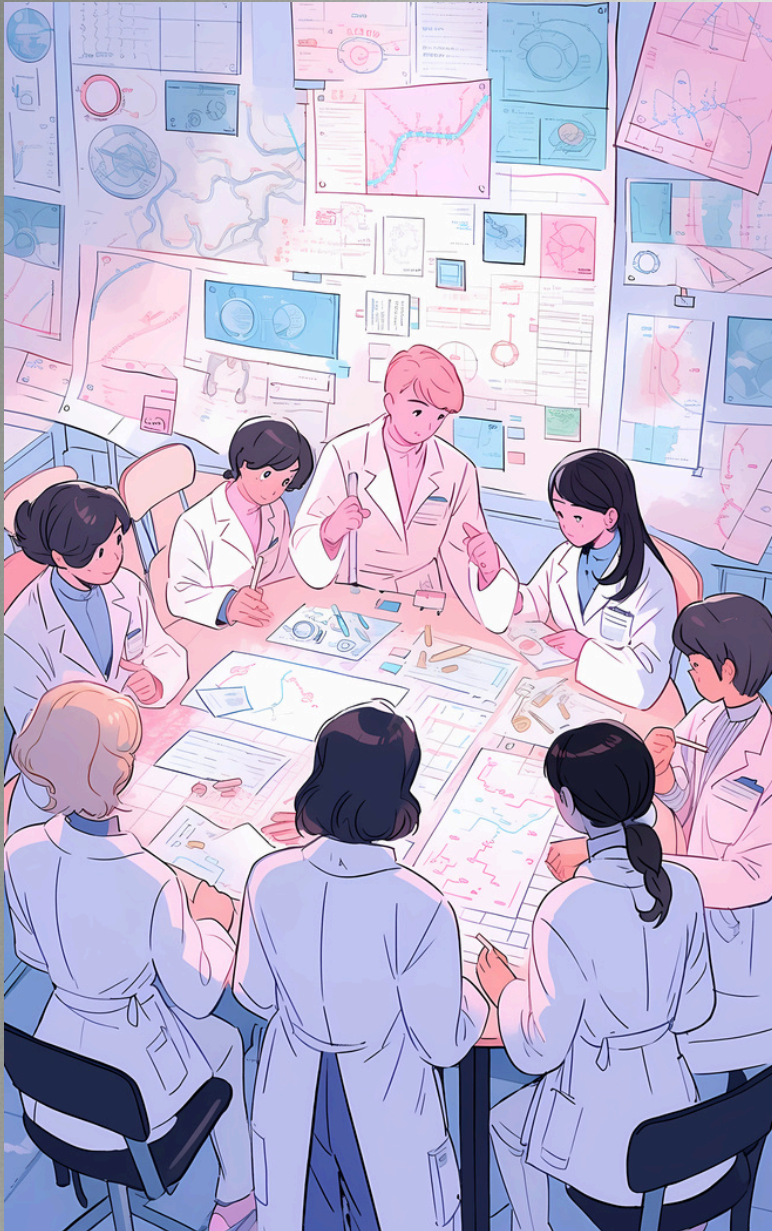


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### ***Lessons for Other Industries***

For non-pharma leaders, the lessons apply directly:

- Consistency builds trust. A PMO demonstrates to clients and regulators that work is being done with discipline.
- Compliance is driven by leadership. Rules on paper aren't sufficient - leadership that sponsors, coaches teams makes compliance a breeze.
- Transparency deepens partnerships. Regular, and honest updates avoid surprises and minimize friction.

### ***Challenges for Smaller CROs***

**Cultural resistance:** Employees will initially perceive PMOs as unwanted bureaucracy. Leaders need to redefine them as support systems.

**Resource balancing:** With thin teams, the PMO must be lean and sensible, not yet another overhead.

**Leadership buy-in:** In the absence of top management's overt support, PMOs risk being sidestepped

### ***Conclusion***

For smaller CROs, a PMO is not merely a governance framework - it's a leadership role. Through streamlining workflows, guiding compliance with empathy, and building trust with clients, a PMO offers the human touch that makes smaller firms compete with much bigger ones.

And for the other industries, the lesson is straightforward: a PMO produces results not due to templates or charts, but due to leaders who employ it for disciplining, aligning, and trusting the stakeholders.

## *Author's Biography*

Sagar Kalantre (**PMO Consultant, Project Management Coach, Process Excellence Consultant, PMO-CP, PMP, CSM, LSSBB**) is a Project Management and PMO Consultant, Clinical Data Management Specialist, and Founder of Praveg Consultancy Services LLP.

With over 19 years of experience across multiple domains he works at the intersection of data, people, and project delivery, helping businesses transform strategy into structured execution.



# Beyond Metrics: How Project Leaders Drive Real Business Impact

*by Mangesh Kakde*



## Executive Summary

We are experiencing that project management is evolving in the Artificial Intelligence (AI) world. Indeed, AI is also redefining its algorithm learning for project management with the latest tools and technology to provide various insights over the traditional approach. To sustain the business's real value,

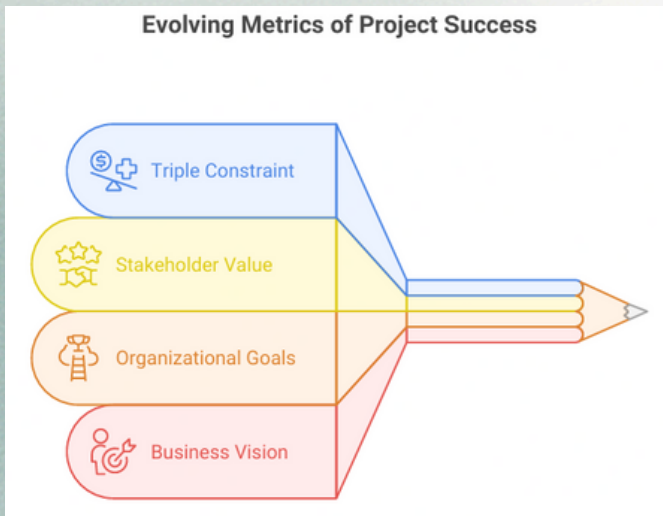
Project leaders must transform with deeper professional maturity to bridge the gap between getting things done; Instead, start picking the right strategy, the right approach and the right governance framework to build personal as well as organizational maturity alongside technological advancement in the AI landscape.

Eventually, Project Professionals need to build strong cross-functional networks, financial acumen, and embrace the AI world to improve business skills and provide significant business value.



## Key Areas to be focused on by the Project Professional

### • Triple Constraint to Value Delivery



Till late 2010, Project management success used to measure by the success of “Triple Constraint -on time, within scope, and under budget”. These metrics still matter because they provide structure and accountability, but now the world demands real business impact, and so PMI language has started changing through its various upgrades of PMBOK. While technical execution remains essential, **true success is now measured by delivering business value as perceived by stakeholders**, contribution of each project to organization long term goal, and close alignment with business vision and mission.

### • Connecting Outcomes to Value

For strategic alignment, project professionals must step up beyond technical dashboards and ensure projects strengthen the organisation’s financial health and strategic objectives.

For example, consider a smart water management project in Mumbai. Instead of just reporting on Project commissioning progress and SCADA Screen for health and reports, Project Professional should align themselves with how the initiative improves operational efficiency, reduces non-revenue water losses, and contributes overall economy by lowering energy costs, sustainability goals for customers and their own organisations.

When projects—from IT server upgrades to large EPC investments—are tied to PMI Triangle metrics but also professionals must also consider the impact on revenue growth or risk mitigation, ensuring the strategy, approach drive tangible business value.



## Organisational Project Management Maturity



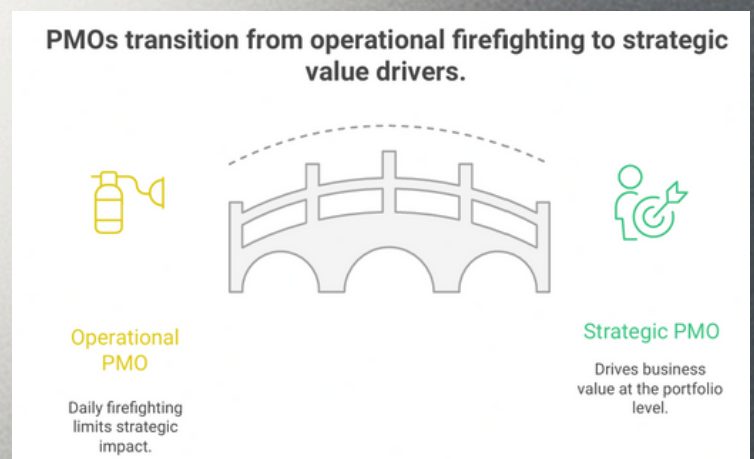
Project professionals are the catalysts for organisational growth and enablers for **project management maturity**. True maturity is not measured only by sales revenue or an organisation's resource skills; it is about how projects create value for the business, the industry, and the community. Delivering projects on time is important, but the bigger goal is building a culture of consistency and standardisation across portfolios, programs, and projects. This means closing the gap between capability and genuine business impact.

While other functions like Sales, Marketing, Logistics, and Finance play a role in overall organisational maturity, project professionals must focus on alignment of guiding principles and practices by PMI methodology and collaboration with key stakeholders with whom they can contribute to strategic value creation.

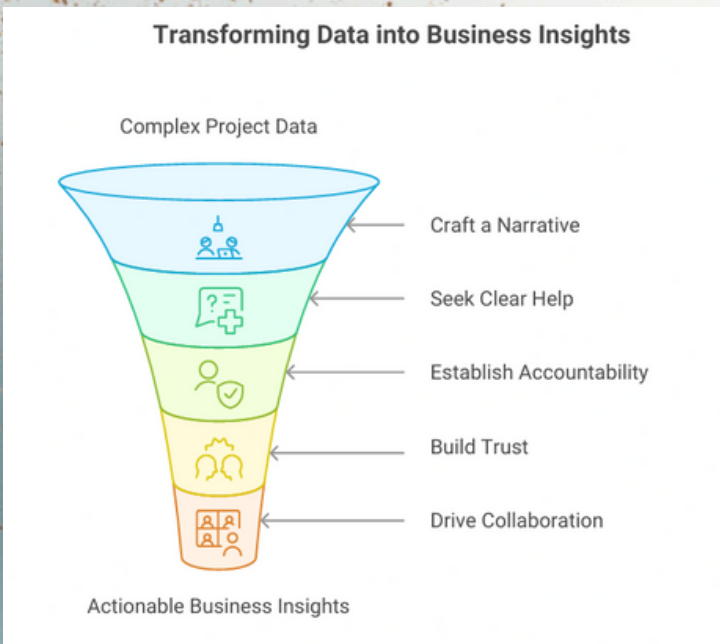
### • *PMO Role: Strategic Governance Vs Operational Execution*

One of the biggest challenges for organisations is the blurred line for **Project Management Office (PMO)** operating mode, whether they should operate strategically or at the operational level and how to balance both contexts to enhance overall organisation maturity.

Too often, PMOs get sucked into daily firefighting—tracking tasks, resolving resource conflicts, and chasing deadlines. While these are important, they pull the PMO away from its true purpose: **driving business value at the portfolio level**. A Strategic PMO must rise above these tactical demands and focus on governance and oversight, ensuring that every initiative aligns with business objectives and delivers measurable value.



- **Be the Storyteller (Data Driven Story)**



Let's imagine the Project leader is walking into a boardroom with a stack of charts and spreadsheets. Decision makers will confuse weather you are in the room for updating Progress reporting or seeking any help for Escalation?

Approach into the room with a story that will transform complex data into narratives, precisely point out what help you are seeking with clear, actionable steps and ownership of accountability.

This approach enables trust with senior leadership, helps to build a **power equation** with them, and creates a collaborative environment with all senior stakeholders for genuine business outcomes.

Take the example of the city's water distribution management project; it's not just a city administration upgrade. It is a story about reducing costs, improving efficiency, and creating a better customer experience and empowering organization resources and skills for an overall value-driven vision.

- **Cultivating Practical Business Acumen**

Project Professionals are expected to deliver above domain knowledge and need to be continuously curious and open to acquiring new business skills. Professionals who succeed treat every experience as a learning opportunity, improving a strategic questioning mindset and building cross-functional knowledge. This mindset shift will help to transform Project Professional to Executive strategic leadership.

**Generic Business Guidelines towards overall Business Acumen**

- **Learn Financial Basics**

Gain skills in financial analysis, contract and claim management, and Market penetration sales strategy. Understanding ROI and cost impacts above the business impact and outcomes.

- **Be A Strategic Learner**

Study your company's vision and objectives, and be curious to know the customer's vision. And before starting a project, ask, "How does this initiative support our key goals?" This ensures alignment with enterprise priorities.

- **Cross-Functional Team Collaboration**

Admit what you do not know and seek insights from other departments. Breaking silos encourages collaboration and builds a holistic view of the business.

- **Know Logistics Impact**

Understand how supply chain decisions affect timelines, costs, and customer satisfaction. For example, knowing lead times and inventory strategies can help you anticipate risks and plan better.

- **Explore HR Dynamics**

Understand resource competency within the team, talent allocation, and successor planning in case of urgency, and safety compliance at project hazardous sites. Projects often succeed or fail based on people leveraging HR policies and engagement strategies to manage resources effectively.



## ***Conclusion: Championing the Next Chapter of Project Excellence***

The future of organisations depends on project management being more than just a task, but a key part of vision and mission. For project professionals, success means combining good technical skills, strong leadership, and a deep understanding of business. Professionals should support these structures, earn advanced certifications, and keep learning about business, collaborating with different teams, and building networks. Leaders who bring together project methods with business insights and communicate well about value will be the ones driving successful projects and shaping the future of their organisations.

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### ***Author's Biography***

Mangesh Kakde has 2 decades of experience in project management in the control and automation industry. With an M.Tech in Instrumentation and professionally having obtained all 3 Elite PMI certifications PfMP, PgMP and PMP.

He currently serves as Deputy General Manager at Endress+Hauser India, with a role that spans the entire Quote-to-Cash lifecycle, ensuring seamless execution, financial governance, and customer satisfaction across sectors such as **Oil & Gas, Water & Wastewater, Petrochemicals, and Power.**

His professional journey includes impactful tenures at Emerson and Larsen & Toubro, where he led complex automation projects across the Middle East (Kuwait, UAE, Oman, Saudi Arabia), delivering turnkey solutions involving SCADA, DCS, PLCs, RTUs, and Smart Instrumentation.





#### 🎯 4. Rapid-Fire PM Trivia

Which Agile event is 15 minutes long?

Who approves the Project Charter?

Which document lists uncertain future events?

In PRINCE2, who owns the Business Case?

**What is the PM term for identifying each task level?**

#### 🌀 5. Match-the-Term (fun definitions)

Match Project Management term → humorous definition:

- A. Scope Creep
- B. Gantt Chart
- C. Baseline
- D. Stakeholder
- E. Kanban


1. *The friendly cousin of Frankenstein that grows if you ignore it.*
2. *The staircase of colorful bars that decides your fate.*
3. *Your project's "before" photo.*
4. *People who cheer you or chase you, depending on the day.*
5. *Sticky notes trying to find enlightenment.*

send your answers to: [prakalp@pmimumbaichapter.org](mailto:prakalp@pmimumbaichapter.org)




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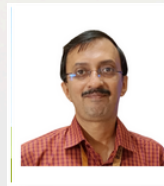
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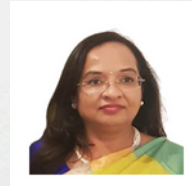
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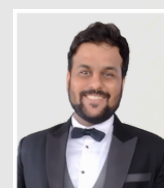
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E-Mail: [info@pmimumbaichapter.org](mailto:info@pmimumbaichapter.org), [admin@pmimumbaichapter.org](mailto:admin@pmimumbaichapter.org)



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