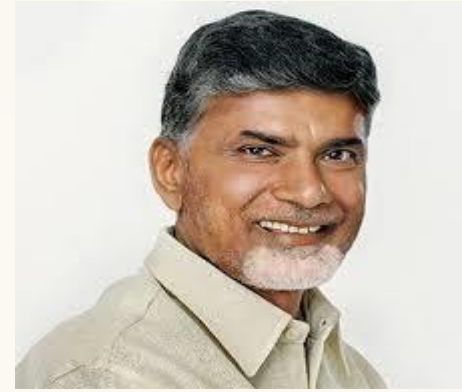


Evolving Project & Program Management

– A CEO 's Perspective

Sashi Kumar
CEO & MD
Happiest Minds Technologies

Lets celebrate some great PMs



Winds of change in Indian IT services industry

- 108 Bn USD industry – the darling of the bourses
- Now radically being transformed by Automation
- The first 100 Bn required 3 M professionals the next 100 Bn will need less than 1.8 Mn
- Lack of innovation, poor skill depth and below par soft skills are the main challenges to move up the value chain
- Labor arbitrage and pyramid staffing are not enough to sustain the value chain anymore.

The new normal for IT services projects

- Customer Outcomes (hence Strategy) over specific projects
- Cloud Computing, IT as a utility, Risk Reward Models and Customer Centric execution
- Assembly line approach to project/program delivery
- Projects are moving from the CIO to the business owners
- Increased focus on Innovation Projects - Platformization and IP Led services

What happens to Project Managers ?

- Need for continuous alignment with the big picture
- PM becomes the “General Manager” for the project, usually with P&L responsibility.
- Convergence of PM & Biz Analyst roles with increased SME and LOB depth.
- Shift from tactical project management to customer facing leadership & strategic partnership
- Agile is in, but may need to leverage hybrid methodologies.

Critical competencies for PMs

- Business acumen to drive outcomes
- Customer advocacy and collaboration
- Knowledge of the customer process and biz
- Conflict management, negotiation & setting expectations
- Change & Risk Management
- System thinking ,virtual techniques & tools
- Ability to simplify the big picture, inspire the team and set objectives
- Clear & proactive communications

Thank You

Project & Program Management is the most clearly understood function, but the hardest to execute to....

Bill Duncan