



## HIGHLIGHTS OF THIS ISSUE



**PROFICIENT PROCESS AND PEOPLE MANAGEMENT FOR SUCCESSFUL PROJECTS**  
Sukumar M. Shah shares his experience



**MANAGING A MULTI-LOCATION TEAM**  
Shantanu Bhamare broadens the understanding



**BUILDING LEADERSHIP INSIGHTS THROUGH COACHING**  
Atyaasaa case study



### What is a project? - His perspective

A project is a series of activities backed up with strong objectives and resources with a defined timeline. Interestingly, he compares project management to a wedding event, where managing different aspects of that event, is just like managing different stages of a project. He opines about dissecting the project into minor activities to successfully achieve the set goals. Many projects fail because of the simplest of causes. You don't have to be a genius to deliver a project on time, nor do you have to be steeped in a transcendent project management methodology to be a project manager. All you need is, to focus on three main resources - time, quality and budget. If you can't state the aim of your project in a simple and understandable objective, then it's probably not a project.

### OD CONNOISSEUR'S ORATE

Sukumar M. Shah

## PROFICIENT PROCESS AND PEOPLE MANAGEMENT FOR SUCCESSFUL PROJECTS



Sukumar M. Shah shares his experience in the field of project management in conversation with the editorial team of Knowledge Beans. Mr. Shah is a passionate Mechanical Engineer with an extensive experience of 30 years in marketing and operations at senior management level in auto component industry. He currently holds the position of Director - Operations at KSPG Automotive India Private Ltd.

### Challenges faced in handling projects

The major challenge faced by project manager is managing the project using the critical path with optimum utilization of resources in the given

## THE EDITOR'S BOARD



**Shubhangi Bhosale**, Consultant, Atyaasaa Consulting Private Limited, is an enthusiastic Human Resource professional with 2 years of experience in the field of Training and Development, Assessment Centre, Employee Engagement and Organization Development. She is an avid researcher, writer and has undertaken various research projects with companies like Tata Motors, Mercedes Benz and Sansera Engineering.

Projects are undertakings that have a fixed beginning and an end. A project is an evolution of effectual defining, planning, implementing and completing of identified processes. Changes will occur while the project is under-way. But managing these changes through effective documentation of schedule and budget is the key for successful projects. A winning project is a product of matching up with the set expectations, targets and cost limits.



**Ankita Velankar** - Trainee Consultant - Atyaasaa Consulting Private Limited, has completed her Masters in Business Administration and has majored in Human Resource Management. Her wonderful interpersonal skills help her in creating quality relations and enhance her learnings in the field of training and development. She is highly passionate about learning languages, teaching and dancing.

Share with us your views and opinions on the theme - "CSR - A step towards empowering society through corporate engagement!" Do send us a 300 word article sharing your views and opinions on the theme, along with your photograph in jpeg format and brief profile.

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst & a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.

#### Write to us

For information : [info@atyaasaa.com](mailto:info@atyaasaa.com)

For contributing articles : [atyaasaaeditor@atyaasaa.com](mailto:atyaasaaeditor@atyaasaa.com)

For suggestions : [feedback@atyaasaa.com](mailto:feedback@atyaasaa.com)



continued from previous page | **PROFICIENT PROCESS AND PEOPLE MANAGEMENT FOR SUCCESSFUL PROJECTS** : Sukumar M. Shah

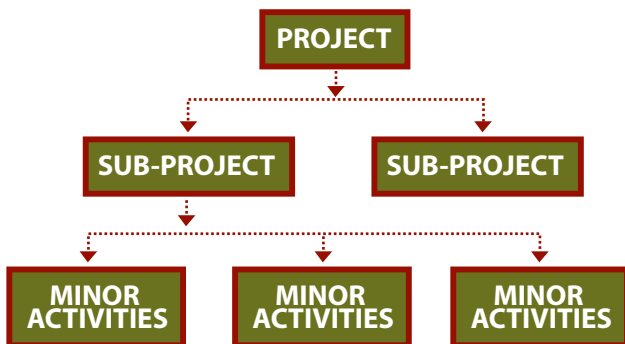
time. A completed project gives birth to various new projects; these new projects also have clearly defined goals/objectives and may be managed by same or different teams.

The other challenges faced are:

- Team building
- Effective two way communication
- Optimum utilization of resources
- Placing the right person in the right sub-project and task
- Effective monitoring of time and money
- Cultural shift and behavioural change
- Managing the change

**Overcoming challenges - Unique ways**

Divide the projects into sub-projects and further into activities



- Effective delegation with authority to people
- Having a project plan with respect to sub-projects in place
- Scheduling all the activities very meticulously
- Making every person responsible for his/her task
- Placing activities on time scale
- Maintaining time buffer not for the minor activities and sub-projects but only for the main project to avoid time overrun of the project

**Axioms of a successful project**

- Feedback and feedforward – Closely reviewing at defined frequency
- Identifying and training non-performing team members
- Acknowledging and encouraging successful performers
- A leader who administers the crux of people management
- Knowing your team and their competencies well

Optimum utilization of given resources while managing time and money serves the critical path for a superior project.



**FROM ATYAASAA ARCHIVES**

Shantanu Bhamare

**MANAGING A MULTI-LOCATION TEAM**

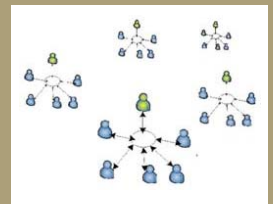


Shantanu Bhamare is an MBA in Project Management Professional (PMP) certified by Project Management Institute (PMI), USA. He is a Bachelor of Engineering in Computers from Pune. He has over 21 years of professional experience in the IT industry on software projects enabling a wide variety of domains such as e-commerce, CRM and Telecom.



In the current changing scenario and global working environment, most often we have to manage multi-location teams whether we like it or not. This helps us remain competitive over others.

In this article we are going to answer some of the frequently asked questions about multi-location teams:

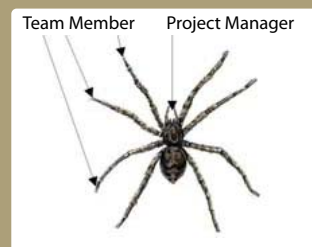


**Why this occurs?**

Some of the reasons are as below:

- Big project
- Infrastructure issues at the current location
- Non availability of skill sets at the current location
- Number of people required are not available
- Part of the project is given to a third party vendor
- In a project there is more than one vendor

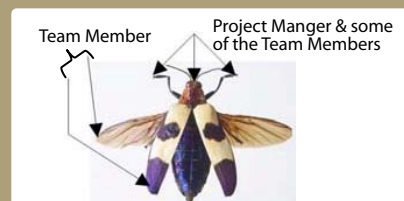
**Types of multi-location teams**



Manager at one location and all other team members are at different locations like a spider shape as shown in the picture



Manager at one location and group of team members are at more than one location like a butterfly shape as shown in the picture



Manager and some of the team members at one location and all the other team members are at different locations like a wasp shape as shown in the picture.

**The rules of multi-location team**

- There should be a clear purpose and focus. If you don't have this, it does not help you get the job done
- Unless all the participants have worked together before, you will have to allow time to get to know each other

continued from previous page | **MANAGING A MULTI-LOCATION TEAM** : Shantanu Bhamare

### The challenges of multi-location team

Managing multi-location teams effectively is a challenge for a number of reasons like:

- Relationships
- Trust
- Team skill sets
- Team experience/maturity
- Team communication skills
- Addition of communication complexity
- Availability of communication channel
- Distance
- Time zone differences
- Work type

### Advantages of multi-location team

- Project resources can be selected based on the person who is best suited for the project
- Team formation does not involve re-location costs
- Occasional technical experts can be added to the team regardless of their location without the need for travel expenses
- You may be tempted to select a resource in a country whose currency exchange rate seems to be favourable i.e. appears to be exceptionally low priced



## CASE STUDY

Atyaasaa

# BUILDING LEADERSHIP INSIGHTS THROUGH COACHING

Atyaasaa was working with large high growth software MNC, encountering few business challenges to bring them out of the obscurity. The ordeals were faced due to **ineffective leadership** capabilities at senior level, which led to issues around **productivity, delivery schedules, customer satisfaction, attrition and de-motivated teams**.

### Intervention strategy

Atyaasaa used the **ADDIE** process to establish high end strategies to deal with this situation and work on the competency gaps identified for the key leaders. We decided to implement the one on one coaching methodology to enhance the leadership quotient and personal as well as organizational competencies.

### Pedagogy

The executive coaching strategy comprised 10 sessions of 1 hour each. Atyaasaa gathered information of the participants through PMS data, available profiling reports and interactions with HR business partners as well as protégées' managers. This executive coaching programme comprised the following steps:

1. Zero meeting with participants for ice-breaking, rapport building, understanding the inclination towards learning and developing trust in the coaching process. This helped in identifying the coaching goals and priorities and helped to decide the future individualized strategy for the protégées.
2. Protégée profiling involved developing **trackers** and mapping the new success behaviours.
3. **Behaviour and management models** were used to enhance the business acumen of the protégée.
4. **Multimedia tools, presentations and caselets** imparted **experiential learning** to the protégées.
5. Regular monitoring of the progress of protégées was done through **goal grid**.
6. Continuous review of process was undertaken with the help of **diagnostic tools** and interaction with HR personnel as well as protégées' managers.

7. Final review was based on **Kirkpatrick model** and was communicated to the stakeholders.
8. The entire coaching process was based on established internal motivator's of protégées.
9. A detailed report of the end to end process was also handed over to the protégée for easy reference.

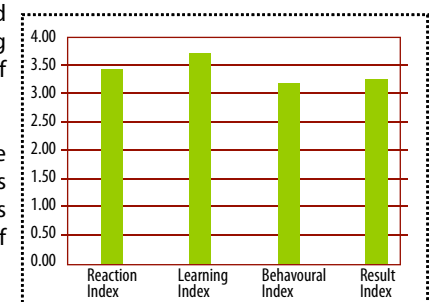
### Challenges in implementations

A few challenges faced by Atyaasaa were tight schedules of protégées resulting in frequent cancellation/postponing, pre-work delays and time constraints. Furthermore, insecurity of the protégée led to resistance to open up with the coach.

### Outcomes and insights

The protégées opined on taking faster and better decisions, seeing problems as challenges and maintaining reports for improved results from teams through the learnings of the coaching process. The protégées were able to delegate more effectively, thus ensuring development of team capability. They also shared on being able to effectively balance work and family while developing enhanced understanding of different situations.

Following were the Kirkpatrick's effectiveness scores of the protégées tracked post completion of coaching:



## PSYCHOMETRIC PROFILING

A psychometric profiling tool on seven highly researched professional competencies. It aids in exploring your latent strengths and weaknesses and maps your competencies around your personality type. This is a standardized tool validated across multiple geographies and cultures.

Find the link to this tool here:

<http://psychometricprofiling.atyaasaa.com/>

This is not a paid service. Your feedback on the tool will be greatly appreciated and used to further improve this service.

## BEANSTATEMENT

"The finest project is an outcome of a supple balance between managing **processes and people**."