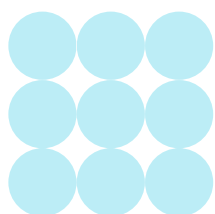


- Message from president
- Board of Directors & Extended Board
- Overview of activities of year 2024-25
- Articles
- Glimpses of events

As a testament to our dedication, we were honored with the prestigious **“Expanding our Impact”** award in the PMI South Asia Region, acknowledging the transformative impact we create through volunteering and community engagement.





**Harikuttan K**

President, PMI Kerala Chapter

As I pen down my final note as the President of PMI Kerala Chapter, I am filled with a deep sense of pride, gratitude, and fulfillment. It has been an extraordinary journey leading this vibrant and passionate community of professionals over the past year. Together, we have navigated challenges, embraced opportunities, and made remarkable strides in our mission to promote project management excellence in the state of Kerala and beyond.

The theme of my tenure could be summed up in one phrase: Expanding Our Impact—a phrase that was also echoed when PMI South Asia honored us with the ‘Expanding Our Impact’ award, a recognition that truly belongs to every volunteer, member, and supporter of our chapter. This award validated our tireless efforts to make PMI Kerala more visible, inclusive, and relevant to all segments of our professional and academic ecosystem.

We actively represented the chapter in major PMI South Asia events. These included the prestigious PMI Regional Conference 2023 in Bangladesh and the President’s Meet, followed by our participation in the PMI South Asia Conference & LIM in Delhi, and the Asia Pacific South Asia LIM 2024 in Kuala Lumpur. These platforms allowed us to build relationships, exchange ideas, and bring home best practices that have enriched our local initiatives.

At the chapter level, we witnessed an incredible year packed with impactful events. Our flagship programs saw record participation and enthusiastic engagement. WAVES 2024, our 14th Annual Project Management Conference held at Hyatt Trivandrum, became our largest conference to date, hosting two curtain raiser events and drawing stakeholders from across industries. The PMI Kerala Awards have now established themselves as a prestigious benchmark for excellence, with notable organizations like ISRO, FACT, KDISC, UST, EY, and Allianz among the participants.

The CXO Meet – 2nd Edition, held at Hyatt Trivandrum, was another landmark event that brought together over 100 CXOs from diverse industries, making it a first-of-its-kind platform in the state. WINGS 2024, our 6th Academic Conclave, showcased how academia and industry can collaborate meaningfully, further expanded through engaging curtain raiser sessions.

Our commitment to community building was exemplified through initiatives like Smartference, Volunteer Meet, and our New Member Induction sessions. Smartference, the Kerala Chapter’s innovative monthly in-person member connect, is revitalizing the project management community in the state. Designed as a space for project managers to network, exchange ideas, and grow together, it fulfills a much-needed demand for a vibrant, participatory platform. Held in the dynamic cities of Trivandrum and Kochi, each session features distinguished speakers from the industry addressing relevant and timely topics. What sets Smartference apart is its agility—it continuously evolves based on member feedback to stay aligned with the needs of our professional community. These gatherings not only celebrate our shared achievements but also strengthen the spirit of volunteerism and collaboration that lies at the heart of PMI.

We scaled up our training and development efforts significantly, organizing 8 PMP training programs under the ATP umbrella, and sessions on PgMP, CAPM, and PMI-ACP. Specialized training such as Lean Six Sigma (EXIN), ChatGPT & AI Hacks with MS Office, and tools like MS Project, Power BI, and Advanced Excel demonstrated our adaptability to the changing needs of project professionals.

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**Harikuttan K**

President, PMI Kerala Chapter

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Collaborations played a key role in expanding our reach and capabilities. Through Whiz Talks with PMI Lakeshore Ontario, PD tools sessions with PMI Mumbai, and engagements with AP Agile SIG, PMOGA, KKEM, and Christ University, we unlocked valuable learning and networking opportunities. Our joint sessions with the PMI Kerala Toastmasters Club helped enhance communication and leadership skills among our members.

On the corporate outreach front, we hosted Agile and Lean Six Sigma sessions for organizations like SpeeHive in Palakkad and H&R Block in Hyderabad, showcasing the growing trust in our chapter as a training partner.

Academically, we expanded PMI student memberships to over 320 students, forming student clubs in top institutions like CUSAT, Digital University, Saintgits, TKM, ASB, DCSMAT, Rajadhani, Musaliar, and Providence College. We supported student tech fests, internships, and academic forums with great enthusiasm.

We also continued to give back to society. UDAAN 2024 and our weekly sessions for the Kerala Blind Federation, including audiobook creation and soft skill training, were deeply meaningful. We celebrated our 20th anniversary with various social impact activities, including beach cleaning drives in Trivandrum and Kochi, supported by several NGOs and partner organizations—demonstrating our continued commitment to responsible project leadership.

In December 2023, PMI South Asia marked a significant milestone with the launch of Single Membership, combining PMI Global and Chapter membership into a unified model. This strategic shift is designed to offer members a seamless experience, enhanced value, and greater connectivity with both global and local communities. However, the transition wasn't without its challenges—PMI Kerala experienced fluctuating membership numbers and an inconsistent retention rate in the initial phase. As with any change of this scale, adaptation takes time. We recognized the need to strengthen our onboarding processes, deepen member engagement, and provide more personalized touchpoints to retain and grow our community. Despite the ups and downs, we firmly believe this model will foster stronger alignment, drive deeper involvement, and ultimately, enhance the vibrancy of our chapter.

That said, the road was not always easy. As a leader, it is often about staying grounded in facts, making decisions with fairness, and upholding the values and principles of our profession. Challenges are inevitable—especially in a volunteer-driven organization like ours—where success hinges not just on strategy or structure, but on the strength of collaboration, mutual respect, and a shared understanding of the larger vision. What kept us going was the unwavering spirit of volunteerism—the willingness to contribute without expectations, and the belief that our collective efforts are building something larger than ourselves.

As I pass the baton to the next leadership team, I remain optimistic about the chapter's future. PMI Kerala has always stood for excellence, impact, and integrity. We are a community united not just by our profession, but by a shared purpose—to advance a world where every project responsibly delivers maximum value.

Thank you for the honor of serving as your President. I look forward to continuing my journey as an engaged member and mentor, always cheering for the continued success of PMI Kerala Chapter.



## Board of Directors



**PRESIDENT**

Harikuttan K



**VP OPERATIONS**

Akhila Gowri Shankar



**PAST PRESIDENT**

Jayakishore S R



**VP EDUCATION**

Sindhya Sudheendren



**VP PROFESSIONAL DEVELOPMENT**

Sreejesh Varier



**VP MEMBERSHIP**

Sai Bhadra R K



**VP MARKETING & VOLUNTEERS**

Prageeth P



**VP BRANCHES**

Priyesh Gopalakrishnan



**VP Finance**

Joji John



**VP GOVERNANCE**

Rashmi Mohandas



**DIRECTOR EVENTS**

Archana Govind

## Extended Board of Directors - AVPs



**AVP-Finance**  
Premsanker V



**AVP-Membership**  
Sangeetha Babu



**AVP-Education**  
Nishad Ziauddin



**AVP-Professional Development**  
Reshma Prakash



**AVP-Marketing**  
Asha R S



**AVP-Volunteer Engagement**  
George Mathew



**AVP-Social Outreach**  
Manu Sekhar



**AVP-Academic Outreach**  
Johnson Samuel



## Extended Board of Directors - Lead Volunteers



## Kochi Branch Council Members

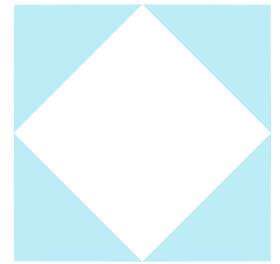


### In Loving Memory of Sangeetha Babu AVP Membership | Volunteer | Friend

We are deeply saddened by the passing of our dear volunteer, AVP Membership, and friend, **Sangeetha Babu**. A dedicated and passionate member of our community, Sangeetha gave selflessly of her time, energy, and heart to every initiative she touched. Her unwavering commitment, warm spirit, and inspiring presence made a lasting impact on all who had the privilege to work with her. Sangeetha's contributions will always be remembered, and her legacy will continue to live on in the lives she enriched. Our thoughts and heartfelt condolences go out to her family, friends, and loved ones during this difficult time.

May her soul rest in peace.





- **PMI South Asia Region Achievements**
  - 'Expanding our Impact' Award
- **R11 South Asia Events**
  - PMI Regional Conference 2024 @ Srilanka + President's Meet (1 Jun 2024)
  - PMI Asia Pacific South Asia LIM 2024 @ Kuala Lumpur (25-28 July 2024)
  - PMI South Asia Conference 2024 @ Delhi + LIM (27 – 29 Sep 2024)
  - President's Meet at Bengaluru (8 - 10 Mar 2024)
- **Chapter Events**
  - CXO Meet – 2nd Edition @ Hyatt Regency, Trivandrum on 20 July 2024
  - WAVES 2024 Annual Project Management Conference 14th edition @ Hyatt Regency, Trivandrum on 10th Aug 2024 with 7 curtain raiser events
  - WINGS 2024 Academic Conclave 6th edition @ Musaliar Institute of Management, Pathanamthitta on 25 Jan 2025 with 2 curtain raiser events
- **New Initiative**
  - Launch of E&C Forum followed by 3 nos webinars on construction related topics
- **PMIK Member / Volunteer Meets**
  - Smartference – 4 in-person member meets with thought leadership sessions by invited industry experts, new member badging and networking celebrations
  - New Member Induction Program – 8 online sessions
  - Volunteer Meet @ Central Residency, Thiruvananthapuram on 14 Dec 2024
- **PMIK Member / Volunteer Meets**
  - Smartference – Member in-person meets held at Trivandrum and Kochi alternately. 1 PDU session from invited Senior Management industry expert, along with distribution of new member badges.
  - New Member Induction Program conducted online on a monthly basis.
  - Volunteer Meet @ SP Grand Days, Thiruvananthapuram (14 Dec 2024)
- **Education and Professional Development Trainings**
  - PMP training 8 programs organized under ATP umbrella
  - PgMP, CAPM & PMI-ACP one each batch was conducted.
  - Customised Project Management & Agile workshop for corporates.
  - Training for Corporates - Lean Six Sigma Certification training – EXIN
  - ChatGPT & AI Hacks with MS Office – Vinsys
  - MS Project, PowerBI and Advanced Excel - Vinsys
- **Collaborations**
  - Whiz talks with PMI Lakeshore Ontario Chapter, PD tools trainings with PMI Mumbai Chapter
  - KKEM, Christ University, ICT Academy
  - PMI Kerala Chapter Toastmasters Club joint meetings with other TM clubs
- **Corporate Outreach**
  - Agile Session – SpeeHive @Palakkad
  - LSSB Training program - H&R Block @Hyderabad
- **Academic Outreach**
  - Student Memberships 320 nos with PMIK Student Clubs at
    - Digital University of Kerala , Saintgits College of Engineering, TKM Institute of Management ,Asian school of business, DC School of Management and Technology, Rajadhani Business School, Providence College of engineering
  - PMI and PMIK Student Memberships of 72 nos at
    - Musaliar institute of management, Cochin University of Science and Technology , Saintgits College of Engineering
  - Internship Drive, Support for College TechFests as Judges
- **Social Outreach**
  - UDAAN 2024
  - Audio Books / Weekly soft skills sessions for Students & teachers of Kerala Blind Federation, Thiruvananthapuram
  - Eco Clean @ Kochi on 7 Dec 2024 – As part of 20th Anniversary concluding celebrations



**Reshma Prakash**

[www.linkedin.com/in/reshma-prakash-ust](https://www.linkedin.com/in/reshma-prakash-ust)

## Leadership Lessons

Leadership is a skill that can be cultivated through learning and practice. The journey to becoming a leader involves embracing key principles and behaviors that foster effective management and team success.

One fundamental truth is that leaders are not solely born; they are crafted through experience and development. A leader's role is anchored in having a clear vision of goals and understanding the pathways to achieve them. This clarity forms the cornerstone of effective leadership, driving successful workforce management.

Central to leadership are critical components such as Performance Management, Employee Empowerment, and Communication. Leaders excel in setting expectations, offering constructive feedback, and acknowledging accomplishments to inspire and elevate employee performance.

Actions speak louder than words for a leader. Leading by example, rather than just articulating directives, establishes credibility and influence within a team. Empowering employees by creating opportunities for growth fosters a culture of ownership and accountability, paving the way for empowered and motivated teams.

Transparency, trust, and support are pivotal in leadership. Building trust and offering support through open and honest communication, aligned with strategic objectives, strengthen relationships and drive organizational success. By embodying these principles, leaders can nurture a collaborative and thriving work environment.







**Sreejesh Varier**

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Change is no longer a distant possibility; it is here, happening now, shaping the way we live and work. The remarkable capabilities of AI are not just influencing businesses—they are redefining them. Every industry, every job role, and every process is being challenged, transformed, and elevated. This is not a warning; it is a reality. The question is not whether AI will impact us but rather how we can embrace and adapt to it.

The words of Stephen R. Covey in *The 7 Habits of Highly Effective People* ring especially true today: **"Inside-out is a process of personal transformation and growth; the reverse leads to destruction."** This sentiment perfectly encapsulates our AI-driven era.

We must unlearn outdated practices, learn new methodologies, and continuously relearn to stay ahead. It is time to predict the unpredictable and embark on a journey of AI adoption in every aspect of our work—be it project management, portfolio management, or coding.

**The Inevitable AI Disruption:** AI has already begun to disrupt traditional organizational structures, shattering conventional hierarchies and raising performance expectations across industries. Businesses that once thrived on rigid operational models now find themselves compelled to embrace agility. Automation and AI-driven decision-making are not just reducing manual effort; they are enhancing efficiency and driving innovation.

**Preparing for the AI Future:** So, how do we prepare for this transformation? The answer lies in a three-step framework: **Unlearn, Learn, and Relearn.**

**Unlearn:** Shed traditional mindsets that resist automation and AI integration. Let go of outdated processes that hinder efficiency and adaptability. Recognize that AI is not a threat but a tool for empowerment.

**Learn:** Acquire new skills that complement AI capabilities, such as data analytics, AI ethics, and digital fluency. Explore AI-driven tools and understand how they enhance productivity in your domain. Develop a problem-solving approach that leverages AI insights for better decision-making.

**Relearn:** Stay updated with the latest AI advancements and industry trends. Continuously upskill and reskill to align with evolving job requirements. Adapt to a culture of lifelong learning, where curiosity and innovation drive professional growth.

**Embracing AI in Daily Workflows :** AI is not about replacing jobs; it is about enhancing them. The key is to identify areas where AI can add value and integrate it into everyday work processes.

## The Mindset Shift

The fear of AI replacing jobs is valid, but the reality is different. The workforce of the future will not be AI vs. humans—it will be AI-augmented humans. Success will belong to those who can collaborate with AI rather than compete against it.

## The Time Is Now

We stand at a crucial juncture where embracing AI is no longer optional but necessary. As professionals, we must proactively adapt rather than react to changes. Organizations must foster a culture of AI literacy, continuous learning, and innovation. Governments and institutions must invest in AI-driven education and workforce reskilling initiatives.

The future is not about predicting every twist and turn—it is about being prepared for any possibility. It is about harnessing AI not as a force of disruption, but as a catalyst for growth.

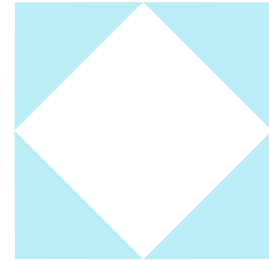
As we move forward, let us remember: The unpredictables may not be predictable, but our ability to adapt is within our control. The future belongs to those who are ready to unlearn, learn, and relearn. The journey has begun—are you ready?





**Kabir Pary**

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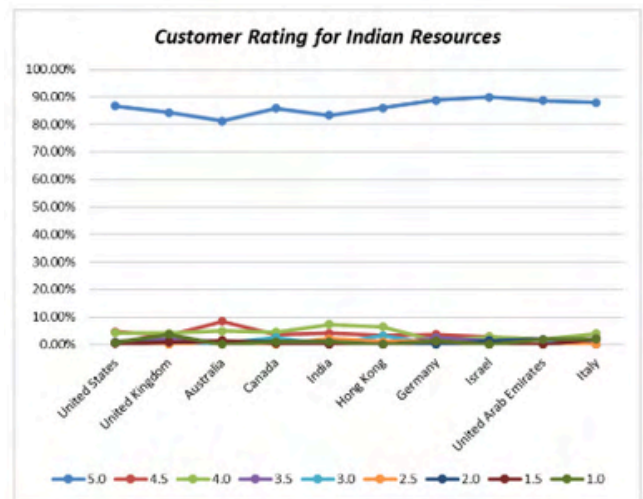
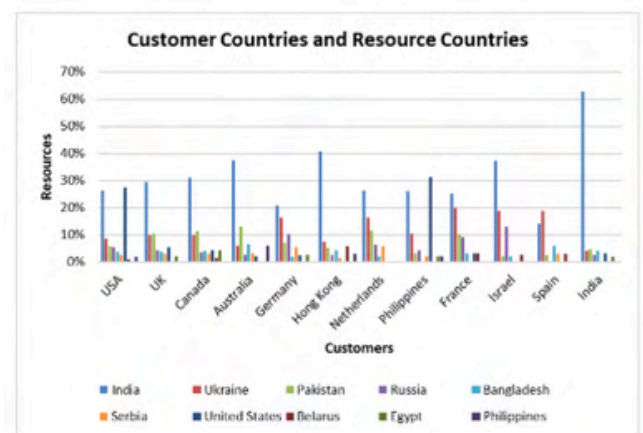
## India's Role in Online IT Outsourcing Projects: Trends, Challenges, and Opportunities

Online outsourcing platforms have revolutionized global IT employment by connecting businesses with freelancers and contractors worldwide. These platforms facilitate matchmaking, payments, and feedback mechanisms, driving labour transactions between countries. A recent qualitative study by the author analysing over 11,300 online outsourcing projects examines country-specific hiring patterns, buyer preferences, and challenges in the gig economy, particularly from India's perspective.

Findings highlight India as the top destination for IT outsourcing, with its professionals consistently receiving high ratings for expertise and reliability (see Figures). Key factors influencing hiring decisions include language barriers, time zone differences, cultural alignment, IT infrastructure, algorithmic biases and the economic advantages of developing nations. Despite India's strong reputation, freelancers often face biases, including wage suppression and discrimination from developed-world employers.

Buyer-seller communication is a critical success factor. Freelancers who align with employer communication styles, provide comprehensive project details, and foster a personal rapport tend to secure more projects. Additionally, social biases persist, particularly against Black workers and women, influencing hiring decisions and ratings. Employers often favour freelancers from familiar cultural backgrounds and frequently opt for newcomers over experienced professionals to secure lower costs.

The study also underscores that rather than bridging global inequalities, outsourcing platforms often reinforce them. Employers in developed nations dominate demand, while India continues to supply a significant portion of the workforce. However, India's strong reputation system, skilled talent pool, and cost competitiveness sustain its relevance in the global IT outsourcing market.



This research underscores the need to sustain India's knowledge economy by addressing biases, enhancing freelancer skills, and adapting to evolving global outsourcing trends. By focusing on skills to enhance shared understanding, technical competence, shared ownership, and open communication, India can maintain its strategic position in the global online IT outsourcing market.



**Bindusree S**

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**Servant Leadership** is a leadership philosophy that focuses on serving others first, rather than exercising authority or power. It was introduced by Robert K. Greenleaf in 1970 and emphasizes the leader's role in empowering, supporting, and developing their team to achieve success. Unlike traditional leadership models that prioritize organizational goals and hierarchy, servant leadership prioritizes the growth, well-being, and needs of employees, leading to a more engaged and productive workforce. Servant Leadership is characterized with Empathy, Active Listening, Stewardship, Growth Commitment and Community building which benefits with higher employee satisfaction, increased collaboration, better decision making and sustainable growth.

### How Servant Leadership Empowers Teams

Servant leadership fosters an environment where team members feel valued, motivated, and supported, leading to higher engagement, innovation, and productivity.

Servant leaders prioritize **mentorship and coaching**, helping team members enhance their skills. They identify strengths and provide opportunities for learning and career progression. This overall encourages growth and Development of Team. Servant Leaders fosters a Collaborative Environment by removing hierarchical barriers, and encourage open communication and teamwork and create a safe space for employees to share ideas, ask questions, and take risks without fear of failure. They lead by example, demonstrating integrity, empathy, and transparency where the team feel more responsible and accountable when they see leaders prioritizing their well-being and success which build trust and accountability. Instead of top-down decisions, servant leaders involve the team in discussions, valuing diverse perspectives. This empowers employees to take ownership of their work and contribute meaningfully and hence enhances decision-making skills.

They provide emotional support & encouragement by actively listen to concerns and challenges, offering guidance and support. They recognize achievements; boosting morale and motivation. They remove obstacles that hinder performance, whether it's outdated processes, lack of resources, or team conflicts. They act as facilitators; ensuring employees have what they need to thrive and thereby removes roadblocks and enables success. Servant leadership transforms a team into a high-performing, engaged, and motivated unit by prioritizing their needs, fostering trust, and empowering individuals to reach their full potential.

### Conclusion

Servant leadership is a **powerful approach in people-centric fields**, fostering trust, innovation, and sustainable growth. It is especially effective in environments where **collaboration, employee well-being, and ethical leadership** are critical to success. Servant leadership is ideal for organizations that value innovation, employee well-being, and long-term success, making it a powerful approach in **agile environments, project management, and customer-focused environments** as it promotes innovation, loyalty, and long-term success.

### Reference

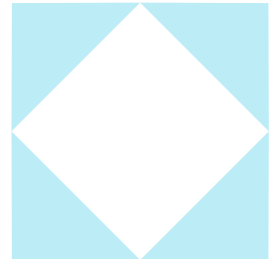
- Harvard Business Review – Various articles discuss how servant leadership fosters collaboration and enhances organizational performance.
- Robert K. Greenleaf – The Servant as Leader (1970) – The foundational work introducing servant leadership.
- Larry Spears – His work expands on Greenleaf's servant leadership principles, outlining key characteristics like empathy, stewardship, and listening.
- Ken Blanchard – Servant Leadership in Action – A practical guide on applying servant leadership principles.





**Santhosh S**

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## Building Trust - The foundation of Self-managing teams

In today's fast and competitive project environments, self-managing teams have emerged as a powerful model for driving efficiency, innovation, and accountability. However, the success of such teams depends on a crucial factor—trust. Without trust, autonomy can lead to misalignment, and accountability may feel like micromanagement rather than ownership.

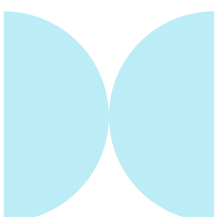
### Leadership, Empathy, and Trust in Self-Managing Teams

True leadership is not about hierarchy but about earning respect through actions. Leaders in self-managing teams play an important role by being available, listening, mentoring, and setting an example. Empathy is the cornerstone of this approach, creating an environment where people feel valued, heard, and empowered to take ownership.

### Strategies to Build Trust in Self-Managing Teams

1. **Transparency** – Encourage open discussions by sharing the team goals and challenges. Developing a culture of honesty fosters confidence and reduces ambiguity.
2. **Empowerment** – Autonomy flourishes when team members have the liberty to make decisions but within a well-defined framework. This framework needs to have clearly outlined roles, responsibilities, and success metrics.
3. **Positive Atmosphere** – Create an atmosphere where team members feel safe to voice opinions, share ideas, and admit mistakes without fear of blame. This openness strengthens partnership and innovation.
4. **Empathy** – Leaders develop trust by demonstrating empathy, putting themselves in other's shoes. True leaders provide mentoring, support and backing rather than acting with aggression and control mindset.
5. **Accountability** – Promote a sense of ownership where team members hold each other accountable rather than depending on managerial intervention. Higher sense of accountability will strengthen collective responsibility.
6. **Feedback & Recognition** – Regularly acknowledge contributions and provide constructive feedback. Make your stakeholders look great by delivering the results and let your team members shine in the spotlight.

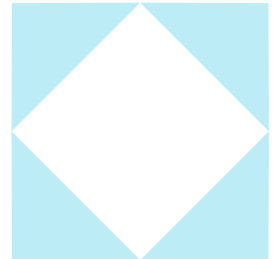
By bringing trust, empathy, and authentic leadership into the team's culture, organizations can unlock the full potential of self-managing teams—where autonomy and accountability seamlessly coexist driving project success.





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## The Bridge Builder: Turning Fear into Confidence

Leadership isn't about power or authority—it's about **service and empowerment**. A true leader doesn't just **manage change**; they **guide their team through it**. In today's world, where **AI and automation** are reshaping industries, a servant leader's role becomes even more crucial—not to **control**, but to **inspire, support, and transform fear into opportunity**.

### The AI Fear: A Servant Leader's Response

When a leading manufacturing company introduced AI-driven automation, panic spread among workers. **"Will we lose our jobs?" "What will happen to us?"** Productivity dropped as fear took over.

Instead of ignoring these concerns, Maria, the department head, **chose to serve her team first**. She gathered them and said, **"AI is not here to replace you—it's here to make your work smarter. Let's grow with it."**

She **initiated upskilling workshops**, helping employees learn AI-assisted processes. She advocated for a **transition plan** where workers could move into new roles managing AI-driven systems. More than just training, she restored their confidence by showing them they had a future.

### Leading by Serving

Months later, fear turned into **confidence**. Employees who once resisted AI became its strongest advocates. Their new skills not only secured their roles but made them more valuable.

Change is inevitable. But when leaders prioritize people over processes, listen before acting, and empower instead of commanding, teams don't just survive—they thrive.

**Will you lead by serving?**



A servant leader guiding her team through AI-driven transformation in a manufacturing facility.



**Priyesh Gopalakrishnan**

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## The Art of Giving Effective Feedback

Giving feedback can be tricky. Done well, it helps people grow and builds a strong, trusting team. Done poorly, it can demotivate and create friction. The key is to make feedback clear, constructive, and encouraging so that people feel supported rather than criticized.

**Why Feedback Matters :** Instead of waiting for annual reviews, continuous feedback helps teams improve in real time. It

- Clarifies expectations and keeps everyone on track.
- Recognises strengths and boosts confidence.
- Guides improvement without delay.
- Creates a culture of trust where open conversations are the norm.

There are many ways to give feedback, but let us focus on two simple and effective methods in this article - the Sandwich Method and the SBI (Situation-Behavior-Impact) Model. These techniques make feedback easier to deliver and receive.

## The Sandwich Method

The Sandwich Method is a simple way to structure feedback so it feels balanced and encouraging. It has three steps:

- Start with a positive – Highlight something the person is doing well.
- Give constructive feedback – Share what needs improvement.
- End with encouragement– Reinforce their strengths and express confidence in them.

This method helps keep morale high while addressing areas for improvement. Example:

"I really appreciate how responsive you are with our clients. Your quick replies have strengthened our relationships with them. (Positive) However, in last Friday's presentation, some of the slides had outdated data, which caused some confusion. (Constructive) I know you're detail-oriented, and double-checking the data before finalizing the slides will help ensure smooth presentations. Keep up the great work, your communication skills are a real asset! (Encouragement)"

While this approach makes feedback easier to accept, the middle part needs to be clear and specific. That's where the SBI model comes in.

## The SBI Model

The SBI Model helps you give constructive feedback in a way that is direct and fact based. It has three parts:

- Situation: Describe when and where it happened.
- Behaviour: Focus on what the person did, not assumptions or opinions.
- Impact: Explain the effect of their actions on the team or work.

This keeps feedback objective and easy to understand.

Example:

"During last Friday's client presentation (Situation), some of the slides had outdated data (Behaviour). This led to confusion and extra explanation, which delayed the discussion (Impact)." Now let us put these two methods together.

## Using the Sandwich Method with SBI

A great way to give feedback is to use the Sandwich Method as a wrapper and apply the SBI model for the constructive part. This way, the feedback starts and ends on a positive note while keeping the improvement point clear. Example:

"I really appreciate how responsive you are with our clients. Your quick replies have strengthened our relationships with them. (Positive) However, during last Friday's client presentation (Situation), some of the slides had outdated data (Behaviour). This led to confusion and extra explanation, which delayed the discussion (Impact). I know you're detail-oriented, and double checking the data before finalizing the slides will help ensure smooth presentations. Keep up the great work, your communication skills are a real asset! (Encouragement)"

By combining both techniques, you ensure that feedback is clear, helpful, and motivating rather than discouraging.

## Which Method Should You Use?

- Use the Sandwich Method when you want to make feedback feel balanced and encouraging.
- Use the SBI Model when you need to give clear, specific, and fact based feedback.
- Use both together to make feedback easy to accept while keeping it effective.

## Final Thoughts: Creating a Feedback Culture

For feedback to truly work, it should be a regular practice, not just a one time event. Leaders who give timely, clear, and positive feedback build strong, engaged teams.

By wrapping feedback in encouragement (Sandwich Method) and making the constructive part specific (SBI Model), you can help your team grow without making feedback feel like criticism. After all, feedback is not just about pointing out mistakes, it is about unlocking potential and driving continuous improvement.





**Ragesh R**

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## Transforming Hospital IT : Lessons from the Frontlines of Healthcare IT

A Hospital Information System (HIS) is not just software—it is the digital lifeline of a hospital. It connects every aspect of patient care, from medical records and billing to clinical workflows and administrative operations. Any disruption to this system can impact patient outcomes, making its implementation a mission-critical project.

My journey of implementing an HIS was more than just a technical exercise; it was a deep dive into the challenges of healthcare IT, a test of resilience, and a learning experience that reshaped my perspective. This project reinforced valuable lessons applicable to any large-scale software deployment, especially in industries where lives are at stake.

### Introduction

Deploying an HIS in a hospital is a multifaceted challenge. It is not simply about installing software—it's about aligning technology with complex healthcare workflows, ensuring smooth transitions for users, and maintaining uninterrupted patient care. This article shares the key lessons learned from my experience leading an HIS implementation, offering insights into what makes such a project successful.

### Three Pillars of HIS Implementation

Every successful HIS implementation stands on three critical pillars such as **People, Process & Technology**. Balancing these elements was crucial to achieving a seamless transition and ensuring long-term adoption.

### Managing Change Effectively

One of the biggest hurdles was managing change. Many hospital staff were accustomed to manual processes or outdated legacy systems, making the shift to a digital platform overwhelming. I quickly learned that structured training, continuous communication, and hands-on go-live support were essential. Addressing concerns early and reinforcing confidence in the new system significantly eased the transition.

### People- Stakeholder Engagement & Training

The most valuable asset in any HIS implementation is the people who use it. (Clinical communities like doctors and Nurses, Operational team etc) Engaging stakeholders early and providing comprehensive training made a tangible difference. Key lessons learned:

- Change resistance is natural—addressing it with empathy is crucial.
- Clearly defining roles for key users (e.g., project sponsors, inventory managers, finance teams) ensures smoother adoption.
- Hands-on, scenario-based training was more effective than generic sessions.
- A strong support presence during and after go-live built user confidence.

### Defining Scope with Precision

Scope creep can derail an HIS project. I learned early on that vague or evolving requirements lead to delays and frustration. Engaging end-users in the initial phase to define workflows and system needs ensured that the software aligned with real-world hospital operations. Clear documentation and structured requirement gathering became non-negotiable.

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## Transforming Hospital IT : Lessons from the Frontlines of Healthcare IT

### Process- Workflows & Data Migration

The success of an HIS hinges on understanding and standardizing hospital workflows. Some critical aspects included:

- **Master Data Preparation:** Before go-live, we meticulously defined and validated key master data such as drugs, services, and tariff structures.
- **Data Migration Challenges:** Legacy system data was often incomplete or inconsistent. Careful data cleansing and validation were essential to ensure accuracy.
- **Process Standardization:** We discovered that some processes existed only informally. Documenting and standardizing them within the HIS was crucial for long-term sustainability.

### Ensuring Seamless System Integration for Better Patient Care and Safety

Interoperability was a non-negotiable requirement in the HIS implementation. The system needed to integrate with multiple external platforms, including laboratory, billing, and insurance systems. Using industry-standard protocols like HL7 and FHIR ensured smoother data exchange, but I quickly realized that integration testing had to start from day one, not as an afterthought.

A major revelation during this process was the growing role of medical devices and IoT integration in patient care. Connecting infusion pumps, monitoring devices, and imaging systems directly to the HIS reduced manual errors and provided real-time clinical data. IoT-enabled systems further enhanced patient safety by enabling predictive maintenance and remote monitoring. These integrations not only streamlined operations but also played a crucial role in improving healthcare outcomes.

### Technology- Infrastructure Readiness & Security

A strong technical foundation was critical to ensuring system stability. Some key takeaways:

- **Infrastructure Readiness:** A reliable network and optimized server setup were essential for performance.
- **Security & Access Control:** Implementing role-based access controls ensured only authorized personnel could perform critical actions.
- **Backup & Disaster Recovery:** Planning for failures was just as important as planning for success.

### A Strategic Go-Live Plan is Crucial

Go-live was an intense phase. To minimize disruptions, we adopted a phased rollout, positioned support teams in key hospital departments, and monitored progress in real-time. This structured approach helped us resolve issues quickly and ensured a smoother transition.

### Continuous Improvement is the Key to Long-Term Success

One of the most valuable lessons was that HIS implementation doesn't end at go-live. Collecting user feedback, refining workflows, and addressing post-launch challenges were ongoing tasks. This iterative approach ensured that the system continued to evolve and improve, maximizing its long-term impact.

### The Bigger Picture- Technology as an Enabler

This experience reinforced that software projects are never just about technology—they are about transforming operations and improving lives. Whether in healthcare or another industry, success depends on how well technology integrates with real-world workflows. By focusing on strategic change management, engaging stakeholders, and continuously improving the system, we modernized hospital operations and enhanced efficiency.

### The Ethical Responsibility in Healthcare IT

Unlike other industries, healthcare IT has a direct impact on human lives. Every decision, change, or system update must be made with the utmost caution because any disruption can affect patient care. This project was a powerful reminder that technology in healthcare is not just about efficiency—it is about ensuring the safety and well-being of patients. The ethical responsibility in this domain is unparalleled, and it reinforced my commitment to prioritizing patient safety above all else.



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## Integrating AI with EVM : A New Era in Construction Project Management

In the energy industry, accurately tracking the construction progress and predicting the completion forecast are very critical success factors for projects. **Earned Value Management (EVM)** provides a robust framework for integrating scope, cost, and schedule. With the advent of Artificial Intelligence (AI), the potential to enhance EVM has grown significantly. AI tools can be integrated with a baseline Primavera schedule and a 3D model of a process plant to improve earned value measurements.

Traditional methods of progress tracking often rely on manual data entry and subjective assessments, which can lead to inaccurate project decisions. AI-powered tools can automate the data capture process using 360-degree cameras and advanced analytics. These tools create a digital twin of the construction site, enabling real-time progress tracking and earned value analysis. By comparing the captured data with the baseline schedule and 3D model, AI tools provide insights into the actual progress versus planned progress, helping project managers make informed decisions. Another significant advantage of AI in EVM is the provision of real-time insights.

AI-powered platforms offer timely updates on project progress, allowing project managers to make decisions based on the most current data. For instance, AI tool can provide same-day progress reports and quality control for large-scale projects. By integrating with the Primavera schedule and 3D model, these tools can ensure that project managers have accurate and up-to-date information on earned value metrics, such as Planned Value (PV), Earned Value (EV), and Actual Cost (AC). This real-time visibility into project performance enables proactive management and timely interventions to keep the project on track.

AI algorithms can analyze historical data and current project performance to forecast future outcomes more accurately. For example, an AI system might predict that, based on current trends, the Actual Cost of a project will exceed its Budget at Completion (BAC). This insight enables project managers to evaluate where costs are overrunning and why, and to implement corrective measures before the situation worsens. AI-powered tools not only reduce the burden of manual data entry but also provide detailed analytics and visualizations to track earned value, identify discrepancies, and ensure that the project is on track.

As construction progresses, the field project control engineer can update the Primavera schedule by marking activity completions, ensuring that the AI models have the most current data to work with. The combination of AI and EVM offers a powerful approach to managing construction projects, leading to improved accuracy, real-time insights, predictive analytics, and overall efficiency.

Companies like Skanska and AI Clearing are using AI for Project Management. The main AI tools currently available for project progress measurement are AI Clearing Core, OnSite Tracking and Verify Pro, OpenSpace and Buildots, etc.



PMI Kerala's flagship event and the largest project management conference in Kerala, PMIK WAVES 2024, took place on August 10th in Trivandrum. The event was co-sponsored by HSBC, silver sponsors – H&R Block and Invest Kerala.

As the project management domain is evolving with AI and other disrupting technologies, the theme of the conference was set to 'Automate and Elevate Project Management with AI'. Seven pre-conference online sessions were held, featuring experts from around the world, all aligned with the theme of the conference.

The conference day saw enthusiastic participation from over 300 project management professionals representing a wide range of industries. The event was insightful with keynote session, panel discussion and networking opportunities. The session began with the presidential address and lamp lighting.



## Awards & Recognitions

### AI Excellence Award for Service Industry

Winner: H&R Block India – "HawkI (Intelligent Hawk)" AI Assistant for business analysis.

Runner-up: UST – "UST SmartOps Predictive Model for RAN failures," minimizing downtime and optimizing resources.

Runner-up: H&R Block India – "Generative AI Platform with IVR use case," enhancing human-like interactions.

### Social Project of the Year Award

Winner: UST – "Social Inclusion" project.

Runner-up: H&R Block India – "NextGen Talent Tree."

### Innovative Manufacturing Project Award

Winner: FACT – Enhancing Ammonium Sulphate fertilizer production through internal re-engineering techniques.

### Sustainability Project Award

Winner: Kerala Development and Innovation Strategic Council (K-DISC) – "Rapid Urban Forests using the Miyawaki Afforestation Method."

Runner-up: GramPro Business Services Pvt. Ltd. – "GIPEX" project.

### Project of the Year - Small Award

Winner: UST – "SmartOps AIOps Edge (on the appliance) + Hub Deployment."

Runner-up: Allianz Technology – "Dynatrace Monitoring Solution."

### Project of the Year - Medium Award

Winner: CMS Computers India Pvt. Ltd. – "Early Warning Dissemination System (EWDS) - Also Known as KaWaCHaM."

Runner-up: UST – "Advance Home Delivery (AHD)" project.

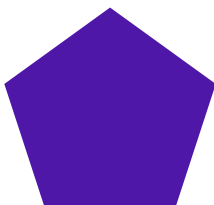
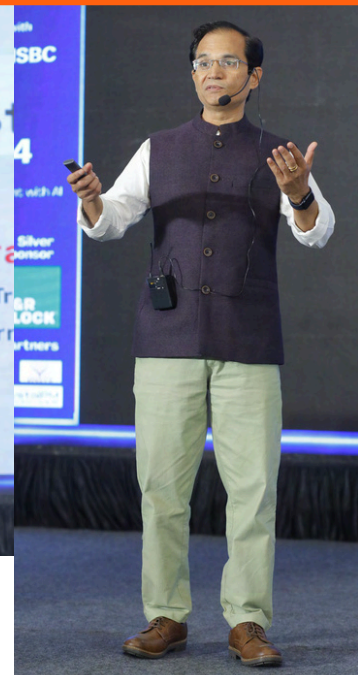
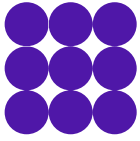
### Project of the Year - Large Award

Winner: Kerala Development and Innovation Strategic Council (K-DISC) – "Comprehensive Innovation Ecosystem."

Runner-up: VSSC - Indian Space Research Organization (ISRO) – "Development and flight testing of Small Satellite Launch Vehicle (SSLV)."











## Wings 2024

The PMI Kerala Chapter successfully hosted WINGS 2024, its flagship annual student conference, bringing together students, professionals, and industry experts for a day of insightful discussions and interactive sessions. The event provided a platform to explore emerging technologies, career opportunities, and the evolving landscape of project management and business.

### Inaugural Session and Key Addresses

The event commenced with the traditional lamp-lighting ceremony, gracefully led by distinguished guests and PMIK dignitaries, including Dr. Stanley George (Director, Musaliar Institute of Management), P I Habeeb Mohammed (Treasurer, MIM), Mr. Anoob Fasaludeen (Associate Director, Nielsen), Professor Vishnu Pangajakshan (MIM), PMIK Past President Jayakishore S R (PMP, DASSM), WINGS Director Prageeth Prasannakumar, and Co-Director Rashmi Mohandas.

The welcome address was delivered by Dr. Stanley George, setting the stage for an engaging day. Mr. Satyam Shivam Sundaram from EY's Strategy and Transaction Team, Social Sector, delivered the inaugural address, offering in-depth insights into smart technologies and their transformative impact. Jayakishore S R (PMP, DASSM), PMI Kerala Past President, emphasized the role of emerging technologies in fostering global synergy during his presidential address.

### Keynote Sessions and Speaker Insights

The conference featured an inspiring lineup of speakers sharing their expertise on critical industry topics:

- **Patent Know-How:** Renjith R S, Senior Technology Specialist at H&R Block, provided valuable insights into patents and intellectual property, helping students understand its significance in innovation and business.
- **Becoming a Full-Stack Professional:** Hariraj Vijayakumar, CEO of NWORX, delivered a session on building a versatile career path and the essential skills required to become a full-stack professional.
- **Semiconductor Industry Opportunities:** Jana Sreenivasan, CEO of Nilasoft, introduced students to the growing semiconductor sector in India, highlighting career prospects and advancements in the field.
- **Technology & Customer-Centric Mindset:** Priyesh Gopalakrishnan, PMP, SPC, VP Branches, PMI Kerala, elaborated on how technology, combined with a customer-focused approach, enhances value delivery and user experience.
- **Internship and Career Growth Opportunities:** Nadiya Nowshad, Program Executive at the Kerala Knowledge Economy Mission (KKEM), outlined internship programs designed to foster student development and career growth.

### Business Quiz

One of the most exciting segments of WINGS 2024 was the Business Quiz, hosted by quizmaster Dileep Viswanathan. Students from various institutions actively participated, showcasing their knowledge and analytical skills. The winners were:

First Place: Gayathri and Bejoy from Cochin University of Science and Technology (CUSAT)

First Runner-Up: Joel and Sirajudeen from Cochin University of Science and Technology (CUSAT)

Second Runner-Up: Riya and Sreeshankar from Saintgits Institute of Management, PMI Kerala Student Club of Saintgits College of Engineering

WINGS 2024 was a resounding success, creating an engaging environment for students to learn, connect, and gain industry exposure. The event reinforced PMI Kerala's commitment to fostering future project management professionals and equipping students with knowledge to navigate the evolving technological landscape. We look forward to continued collaboration and future editions of WINGS, empowering the next generation of leaders.



The PMI Kerala Chapter successfully hosted WINGS 2024, its flagship annual student conference, bringing together students, professionals, and industry experts for a day of insightful discussions and interactive sessions. The event provided a platform to explore emerging technologies, career opportunities, and the evolving landscape of project management and business.



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Mentoring Session @ Digital University

Academic Forum at DCSMAT Institutions



PMI Kerala Chapter joined hands with Atal Innovation Mission and RIET



UDAN 2024



Intra-College Quiz and Debate Competition, organized by the PMI Student Club, MIM



Academic Forum at DCSMAT Institutions



Academic Forum at the School of Management Studies, CUSAT,



PMI Kerala Chapter conducted a session on Agile Project Management and JIRA Tool Adoption @ Digital University Kerala.







WEC2.0 launch at SAC24



PMIK Team @ SAC24



PMIK Chapter Receiving 20th year milestone award of from Project Management Institute during 2024 APAC

Eco Clean @ Kochi on 7 Dec 2024 – As part of 20th Anniversary concluding celebrations







Glimpses from CXO 2024 Meet  
@Hyatt Regency, Trivandrum

