

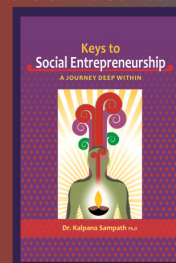
Performance Excellence

Efficient and Effective Project Management
in Social Organizations



Dr. Kalpana Sampath Ph.D • Prathaap B (Ph.D)

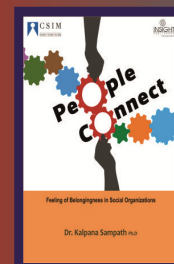
Earlier Publications in the same series...



An interesting and insightful collection of writings that point to the myriad number of challenges and situations that a social entrepreneur would face in life, learn and grow.

The thoughts have been organized as -

- to reflect within to grow into being a social entrepreneur.
- the purpose and distinguishing feature of social entrepreneur.
- to sustain social entrepreneur.
- to build and nurture a team from a social entrepreneurship perspective.
- to identify the blocks and rise above them to build social entrepreneurship.



Ability to connect to people manage, nurture and grow them is the foremost need of social entrepreneur. This book is based on the factors of feeling of belongingness as well as enablers in people management in social organization

The discussion in the book points towards -

- nine dimensions of belongingness and its implications.
- organisational culture.
- employee engagement and inclusiveness.
- CSR and accountability.
- body- mind- soul connect at individual
- and organisational level.

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Performance Excellence- Efficient and Effective Project Management for Social Organizations

Preface

For decades the word 'Performance' and 'Social organization' were not considered apt. When someone is engaged in supporting and helping the society to better he/she would be most conscientious and the work is measured in efforts and not as performance. Performance went more with the Corporate and Industrial scenario where the outputs are tangible and can be measured in numbers. As social work evolved into organized set up; it was no longer merely volunteers but employees; it needed regular specific deliverables and numbers to sustain and the Donors began to question the impact, the need for efficiency and effectiveness gained attention and focus. In order to bring in the efficiency and effectiveness building project management skills became inevitable.

This book aims to tap all the Project Management core and related topics making a bridge to connect it to the social organizations and discuss the importance and need for efficiency and effectiveness. This book is a unique mix of hard and soft skill; the hard areas which are functional, project specific and acumen are covered in depth with case studies, frameworks and action points. This is knitted with the soft pieces related to people, values, commitment, communication and diversity factors. This mix would give a holistic view for a social entrepreneur or project manager in a social organization. This is the third book in the sequel written for Social Entrepreneurs in organizational context. The first two are 'Keys to Social Entrepreneurship' and 'People Connect: Belongingness in Social Organization' which deals with topics that bring Cultural Excellence. This book deals with Performance Excellence. Both Cultural and Performance Excellence together bring Organizational Excellence.

This book is a compilation of 20 monthly articles written for 'Conversations' – a newsletter brought out every month by CSIM. The intent of each chapter is to give certain functional or usable information and actionable pointers which can be taken up for project execution and implementation. The intent is to enable, efficient and effective project management methodologies, frameworks and acquire business and financial acumen. We have attempted to cover core and related knowledge areas of project management so that the reader can get a clear perspective and understanding on the related subject.

The sources for each have been culled out primarily out of experience, literature and globally used standards and frameworks. Though many of these are used in a typical corporate or a multinational company, we have made a fine blend into a social organization situations and relevant to the local context. Glocal approach would definitely help the reader to get connected to their ground reality along with global best practices and methodology. We have referred to many sources to get relevant information like Project Management Institute, USA., ISO, BS, PRINCE, COPC, Project Universities, academic journals, business articles and many other virtually available resources. Many information is derived from experienced based live case studies and organizational usages. While the subject is very vast, this book only gives a peek into the topics. We urge readers from social organizations to go deeper, learn and implement the methodologies for building efficient, effective sustaining organizations.

Yours humbly,

Kalpana and Prathaap

Foreword

Establishing and managing organisations to achieve predetermined objectives does call for performance excellence. While this is what every organization thrives for, social organisations have the added responsibility of demonstrating 'impact' through their sustained performance. Beginning with vision, strategies, relationship management, social organisations have now become a class apart, imbibing management principles that help them keep every part of the organization in resonance.

Managing an institution/project – whether social or not, has the same ground rules. However, context drives the adaptation to these rules in social organisations. Subjective in nature and often differentiated by the vision of an organization, the way these rules play out also varies with every organization. Reiterating this scenario and the hard learned truth that 'one size does not fit all', this book attempts to bring together wisdom on project management as a ready reckoner for social organisations.

Taking the reader through every aspect and stage of project management, authors—Dr. Kalpana Sampath and Mr.Prathaap—have also emphasized the extent to which timelines, resources available and the understanding of project's scope can influence decisions at all levels. Alongside, the need to be aware of alternative approaches or new strategies in the chosen context of work has also been highlighted to enhance the efficiency of work.

Simple yet effective techniques like mapping of activity on nodes, work breakdown structures, programme evaluation & review technique, risk breakdown structures have been elaborately discussed with an apparent focus on quality that has arrived later in this sector. The idea of beneficiaries or end users sharing the costs incurred by a social enterprise has evolved from this notion and has further helped build the quality assurance, which in turn has facilitated collaborations with local and international partners and funding organisations. Professional accreditation and use of effective tools to ensure consistency in quality have been discussed in such a way to help any start up or an established institution to chart their imminent activities in this respect.

Managing human resources, the communication processes internal/external to the organization and most of all, the stakeholders need value addition that can contribute to the quality of deliverables. Weighing the significance of each at different stages in the project cycle and their resultant impact on the project output need to be monitored through simple tools and documented extensively. All of this, we understand, builds the contribution story of a social organization and helps identify its strengths to promote replication or scaling up.

No contribution story is complete without numbers. Going with the tide, social organisations have also got to manage data to communicate their progress or impact. While this is a tangible outcome stakeholders can relate to, the sector has also moved on to use analytics to portray attitudinal changes, behavioral changes, resilience in communities, etc. Methodologies and commonly used tools have been discussed to help organisations follow suit and therefore, build their capacities to document every possible 'change' their initiative/project is bringing in the communities.

All of this culminating in the description of 'organizational excellence', this book comes across as a 'user friendly' resource.

I laud the effort of Dr Kalpana Sampath and Mr.Prathaap in bringing out this publication and am certain that this can be readily used by any social organization striving for performance excellence.

SarangaPani Chakravarthy

Vice-Chairman –CSIM Governing Council Trustee

- MSDS

Acknowledgements

Any product has many people who contribute to it. This book is also one such attempt. We humbly thank Uncle Sri Sarangapani, Smt.Latha and dear friend Smt. Banu for their unflinching trust in us. Most importantly, we thank our readers and all sources that we have used in this book to convey the concepts. We also thank Dr J.M.Sampath whose thoughts on vision value alignment, evolutionary excellence, people analytics and reflection on parables have inspired us and we have used the same in this book. All the three books of this series have the dedicated editing of our dear friend Anuradha (Pinky) and we thank her for her ready support. We thank Nayana Manjunath for pre-printing support, Remya and Murali for cover design and our family members for their support.

We place this humble offering on the feet of Guru Shri Raghavendra Swamy for his blessings.

Business Process Management Introduction and Overview

One of the biggest challenges of Social Organizations lies in building and sustaining efficiency in all organizational processes. While they are rich in passion and vision due to various factors the efficiency remains a challenge, especially in India. They may be effective but efficiency is altogether a different matter. Effectiveness comes from structured processes and efficiency comes from these processes being aligned to the vision and values of the organization. This is true to any organization be it corporate or social sector. Any organization requires processes right from inventory to product delivery. The ways in which these processes are executed are dependent on the context. The complexity of how various tasks and activities are executed, sequenced, written, understood, communicated, mitigated and handled are different. There may be some standard practices seen as the business/ enterprise becomes larger and broader.

Social entrepreneurs are usually visionary people with high passion and focused on the achievement of that vision. They are backed by people who believe in that vision. They may be great thinkers but cannot be expected to be great executors. The people who support need to be well trained in the business process management if the social organization has to be a successful in fulfilling its vision. While the members of the organization may have a shared vision, it is critical to also have a shared and respected business process too. If many people who identify with the vision and the objectives of the organization come together to form the social organization but are not focused equally on the business process management everyday operations and sustaining efficiency will become a challenge. Noble intentions and noble thoughts require effective ways of execution and constant improvement to make it a success.

The word “process” means in simplified terms –

- A systematic series of actions directed to some end
- A continuous action, operation, or series of changes taking place in a definite manner

Synonyms

- Operation, procedure, proceeding, applies to something that goes on or takes place.
- A process is a series of progressive and interdependent steps by which an end is attained

When a social organization is formed by the social entrepreneur, forming the vision is one of the first and most critical steps. E.g. The vision of **Habitat for Humanity**: A world where everyone has a decent place to live. This vision will have to be backed by actions that will be in line with the vision. These steps have to be integrally connected to each other.

In order to move in the path of vision if Habitat for Humanity undertakes a research, the team that would be working on the research need to look into what is the basic minimum requirement, what is the global standard, what is the local and global picture on this, what does it cost, what's the effort, etc. Some of the critical questions and details that needs to be identified, defined, documented would be -

- What all info will you want
- how will you get this info
- how will you use this info
- how to approach
- where is it sourced from
- when all can I get this information
- who will give me this information
- who will use this data

The answers that come for each of these will help define a process- a means to the desired end. But the understanding of process does not stop here. Business process entails a number of other elements too. The series of articles that are going to be covered in future articles in this column would discuss those elements in detail.

As we move deeper in the understanding of process, business process, project and excellence journey, many areas would be covered that can help and sharpen the understanding of how to run an enterprise with better-interconnected, well-woven & interdependent holistic processes that can help achieve the vision of the social organization. These processes have to be connected and aligned to the vision and values of the organization. This would make the performance excellence and cultural excellence to go hand in hand.

Performance excellence includes

- A clear and deeper understanding of business process
- The importance and role of project and process in an enterprise
- The meaning and relevance of project management
- The knowledge areas of project management
- The scope, time, cost, quality, risk, communication, procurement and stakeholder management of the project and their management
- The ways to integrate project management in an organization
- The use and importance of technology usage in organization process and project management
- Ways to improve the business process maturity and
- Ways of assessing the organization excellence

A deeper understanding of the above elements also requires an understanding of various tools and techniques that can be used for social organizations. The vision, values and learning processes have to go hand in hand with the business process for efficiency in project management to be attained.

Business Process Categories Requirements

In a social organization, one of the initial exercises that happens which is also relatively easy is building the purpose and vision of the organization. Many a time the organization is born because there are a group of like-minded people who come together or a single individual willing to stand at the edge and question things that have been taken for granted. When the intent or the question becomes strong, in order to get into action and create some transformations, an organization is formed. So putting the idea onto a vision-path is fairly easy.

The next difficult part is to decide on the values that will guide the actions to achieve the vision. With appropriate clarification process combined with articulation and reflection would enable identification of beliefs. Further to identification restrictive parts of the belief can be sifted and facilitative beliefs can be formed that till help to journey on the path of vision.

The toughest part comes when this vision has to be translated into a consistent series of actions. These actions require appropriate processes and systems to ensure smooth and fruitful action. Processes would relate to business, technical, financial and people management that would help run, govern, enable and equip an organization to function and get the best out of the least.

It is important for Leadership to marry Business process and Organizational vision and values at the core level. They have to look into some of the critical processes that directly impact the efficiency and sustenance of the social organization. These processes connect end to end of an enterprise, with many inter-linkages, inter-dependencies and enablers. These processes relate to

1. Business Direction with clear connection to Vision & Strategy - What to do what, when and where
2. Business Value System connected to Values and beliefs- how would you want to achieve the vision
3. Design, Develop and Create best in class products or services that is in line with the vision and values
4. Human capital related processes - Hiring, staffing, administration, development & related data management - People intelligence
5. Manage every product portfolio or service delivery – with its independent streams
6. Ensure products / services are made available to users – where, when and how they want
7. Build and manage infrastructure to delivery and manage products/ services - Technology, logistics, administration
8. Handle all customers / users / stakeholders –queries, needs, expectations, delivery expectations
9. Manage Financial resources

10. Manage all Assets- Infrastructure, machine, material, products
11. Manage enterprise risk, compliances and governances- Statutory, business, people, environment and related aspects
12. Manage all relationship aspects- stakeholders, shareholder, legal, public relations & society at large
13. Develop and build business capabilities- Business acumen, projects, quality, change, knowledge management, benchmarking, environment safety & health
14. Business analytics- Metrics, measurements, reports, tracking and intelligence for better decision making

These 14 are considered as categories and each would have different process groups, which in turn will have process steps followed by activities and tasks. In a social organization many a time these activities are looked at activity and task level. Any issues that erupt in any of these categories are handled as a problem solving situation. So again and again in different categories different problems may emerge and it becomes a continuous fire-fighting situation. With resources being low and shoe string budget aiming to reach out for spaces where not many are reaching out to easily, the firefighting can take away a lot of energy and time. When these activities and tasks are bucketed and categorized properly and processes are developed so that there is clarity in why do we do what we do, who does what, when things happen and ultimately know all the 5 W and 1 H - What, Why, When, Where, Who & How then to a large extent the firefighting can be avoided.

The above list is not limited to a social organization and is generally applicable to any setup be it in small, medium or large enterprise - be in government or non-government, social or for profit. These are the fundamental requirements to ensure what we set to achieve are well laid out to achieve in the best possible way. As a social entrepreneur, there is a strong need to be aware and be in control of everything that happens in the entity. First requirement is to know what all need to be done and then track, monitor, develop, and improve what is being done on a continual basis.

In a social organization where the funds and infrastructure are limited, instituting the process has been a challenging affair. While attracting the right talent has been tough, also dedicated resources are not available. While there is vision and passion, the processes that will ensure we get the best out of resources leading to better revenue, cash flow, compliances and evaluation has taken a back seat. With the CSR demanding a high level of compliance and speed of action from the social organizations, well defined process and system needs to be followed to ensure consistent reach out. A good intention with proper process ensures efficiency.

In the following chapters each of these processes would be addressed independently.

Reflect:

- To what extent am I engaged in fire-fighting in my organization?
- What is the extent to which my day to day activities and tasks bucketed in proper Business Process categories?
- Which processes are well laid out in my organization with regard to Business process?

Project Management: Body of knowledge

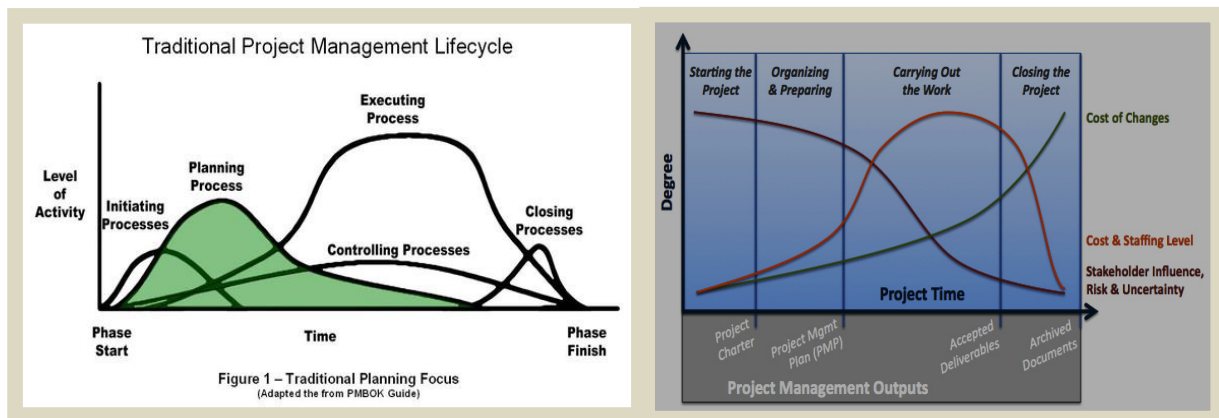
Social organizations are guided by a vision and strong conviction to see transformation or reformation in society. This vision is made a reality through a number of missions and goals that accomplish each mission. The accomplishment of goals require planning and excellent project management. Just in India with 1.27 billion population, imagine the extent of social support required to address myriad number of issues. Therefore, imagine the number of projects that are needed to be executed; if the projects' excellence enhances, the impact it can have across the country. So an excellent project management is paramount for realization of an excellent vision.

A project is defined as having clearly defined task/group of tasks, deadlines, objectives that are unique in its nature. These are to be managed with clarity, purpose, processes that are well crafted. Every intent to do better, bigger, brighter needs a focused intervention, approach and a sound methodology. In spite of so many social organizations and powerful passionate high ideal intents why is it that we are grappling unable to increase the reachability ratio in India and in some projects it is dismally low. There was a time when there was paucity of funds, poor infrastructure and ignorance to a high level that made reachability in all aspects very tough process. Today in spite of better funds, better infrastructure, social media interface, awareness, CSR and so on, yet due to poor project management issues the reachability is not rising at a desired level.

Some of the key issues in project management still seem to be

- Not having a clarity and understanding of what is expected of the project initiative
- Not knowing background and complete information about the key customer/ stake holder
- How to get things done in the best efficient and effective ways are not documented and communicated – no knowledge management practice
- Spending too much time, money and energy on things which are not important but urgent – firefighting as a way of everyday life
- Inability to respond and therefore react in every crisis situation
- Very limited technical and functional know how- till the last level
- People in wrong fitment; multiple roles; incompetence
- Poor cost consciousness and inability to tap resource utilization without proper analysis and plan
- Delays and extensions for work to be completed without proper impact analysis
- Lots of blame game and passing the buck with dissatisfaction and stress underlying

All these and many more issues in various extent may bring large gap between the envisaged project intent and actual project realization.



Ideally, any project would have 5 important phases in its life cycle, as given in the above fig.1

Any project would start by initiation. The first phase is where there is lot of clarity as to what is to be done, who are the stakeholders, a rough plan as to what is expected, what are the requirements from the key stakeholders, who can do the critical activities, what does it take to get the job done and related questions. Traditionally this phase is typically conceived in mind. However, the ideal approach is to document every thought and intent in a structured manner so that it can be easily communicated and understood by the project team members. These details are captured in “**Project Charter**”, a document that is very critical and governs the project cycle and decision making.

To plan the execution of the project the critical requirements are

1. Integration of all resources, machine, materials for meeting the stake-holders requirements.
2. Defining the Scope – this would mean clearly defining the boundaries w.r.t what would be done and what would not be carried out in the project.
3. Laying clear timelines- schedules for every activity and tasks- start and end date and time, duration of the activity.
4. Cost factors for every activity or group of activities- determine what it costs to execute the said activity.
5. Human Resources required to carry out the job –the complete hiring, staffing and training along with utilization of their competence and their sustenance.
6. The quality standards of each task in the project. The processes to monitor each task and measurements to tap the gaps. Clear data points have to be developed for every possible transaction to track and review performance and progress.
7. To identify all the risks involved in each activity / group of tasks, classify them as high, medium and low and develop clear mitigation plans to combat them.
8. Identify stakeholders and based on the impact of the project on them, they are classified as direct and indirect.

9. All communication to be given to all stakeholders both internal and external are listed and formats with extent of information are determined.
10. Identify all infrastructure and procurement needed along with funding for each of them.

These 10 areas have to be objectively managed and measured so that any decision that is taken is well informed and data driven. “Not having a good plan is planning for failure”. The documentation of the project management plan in the Project Charter is the key documented reference for any decisions / modifications and scope change. “A well planned project is almost 40% completed”.

One of the most compromised dimension is the documentation of every decision, change and financials. Everything about the project, all financials, learning, story of how the project was executed, complaints, issues, achievements, awards, performance has to be documented. Closure has to be well planned with documents stored for retrieval and future developments. Capturing the learning is the most critical activity.

In social organization having dedicated resource for monitoring projects is a big challenge. So it is essential that the available senior person is trained in PMP and is able to monitor, control, measure, track and report both to internal and external stakeholders the progress, performance and any course corrections required.

The things that seem simple and doable are the most taken for granted. When corporates and international banks are willing to invest in social projects they are also looking for excellent project management. When management of project is seen as low in standard, faith, trust, hope, involvement, interest are all lost along with funding. Noble intent excellently executed will leave behind lasting impact and continuing legacy.

Reflect:

- To what extent am I focused on PMP in my organization?
- What part of the projects are well documented and what are not and how to begin documentation?
- Do we have people trained in project management within the organization and how much of their expertise is used for excellent project execution?

Project Charter – First step in Project Integration

Effective project management enables efficient decision making. Having spoken about the body of knowledge in project management in the previous article, we go ahead to explain each critical element in our future articles. One of the most integral purpose of organizational vision and values is to make appropriate choices leading to meaningful and value adding decisions. While understanding decisions we need to know that every decision is connected to three dimensions (Sampath. J.M.2007- DNA of decision making)

- The foundational elements – which are vision, values, clarity on vision and values
- The life cycle elements connected to the foundational elements – which are purpose, process, standards
- The execution elements connected to life cycle and foundation – which are goals, strategies, choices, context, appropriateness

All these lead to 'Decision'. This implies that every decision has to be connected and related to the vision and values of the organization. To make every decision actionable clarity on every action becomes important. Answering the 5w 1 h (what, where, when, why, who and how) of the project and the elements of the project will provide the necessary clarity for the project. The 5w 1h would help in identifying

- the objective of the project (what)
- the location of the project (where)
- the timing of the project (when)
- the cause and impact envisaged by the project (why)
- the person responsible for the project (who) and
- the process methodology used to run the project (how)

An excellent project is one in which all the resources, people, machine, materials, and all that's required and related to the project are well integrated. Critical focus in the Integration of all activities would include

- **Developing a Project Charter:** This is a document that formally authorizes a project or a project phase. This is a basic document, one of the first document to be developed that is like a manual guiding all the actions that are critical for project execution.
- **Developing Project Management Plan:** This document enables efficiency through documenting the actions necessary to define, prepare, integrate, and coordinate all subsidiary plans into a project management plan to enable smooth flow of the project.
- **Directing and Managing Project Execution:** This is the action dimension where the work defined and detailed in the previous two documents are undertaken to achieve the project's objectives.

- **Monitoring and Controlling Project Work:** This addresses the actions related to tracking, reviewing and regulating the progress to meet the performance objectives defined in the project management plan.
- **Performing Integrated Change Control:** This relates to reviewing all change requests, approving changes and managing changes to the deliverables, organizational process assets, project documents and the project management plan.
- **Closing of Project or Phase:** This phase relates to finalizing all activities across all of the project management process groups to formally close the project or a project phase. The closure also ensures the sustainability of the project outcomes.

Project charter is one of the most important document that outlines all the elements connected to the project. It is a live document that is small, concise, most referred to, all through the life cycle of the project. For a long time it was believed that social organizations do not work on measurable and specific goals and therefore documentation did not get the needed attention. But today there is a realisation that social organizations require project charter as much as any IT organization. The project charter should have in the minimum the following details -

1. Project purpose or justification - the vision and mission of the organization to connect to the goals or Project of the organization. The purpose of this goal is detailed in the charter using 5w and 1h and SMART (specific, measurable, attainable, realistic and time bound) methodology.
2. Measurable project objectives and related success criteria- the specific objectives have to be measurable. This is one of the most challenging tasks in a social organization. If the benefits accrued are not measurable, it becomes subjective and vague. The numbers would bring some element of objectivity and pre-post comparison data into the project.
3. High – Level/ broad requirements documentation - The project charter should clearly identify the expectations from all the stake holders including the sponsor and the recipient. This is done at a high level and is broad to be used as a guideline for action. The challenge in a social organization is to ensure that the needs of the sponsor and the recipient are met equally.
4. High – Level project description – This document is more elaborate, granular and describes the objectives in detail.
5. High – Level risks identification - The ‘what if’ scenario are identified and reviewed right in the beginning. This document looks at limitations, loop holes, cost overrun, delay, resources not being available and develops some directional path forwards to handle the risks. Social organizations touching vulnerable social issues need a good preparation in risk management.
6. Summary milestone schedule–This details the milestones to be achieved along with specific timelines. This is used in project reviews.
7. Summary Budget – This relates to the finance connected to funding and allocation of funds along with timelines in which they are received and dispatched.

8. Project approval requirements – The authorized person for every part of the project is detailed along with the basis on which the sign off would take place.
9. Assigned project manager, responsibility, and authority level – the person who will own up this project and what he/she will do and how related to his/her roles and responsibilities are detailed. The grey areas to a large extent are cut leaving lesser human conflicts and confusion.
10. Name and authority of the sponsor or other person(s) authorizing the project charter needs to be specified.

Appropriate templates are to be developed to document all elements of the project charter. Project Charter therefore would have all that is critical to run and execute the project. Developing this charter would be the first and foremost effort. The charter is communicated to the sponsor and all team members and deciding authorities of the recipients as a guideline for all decision making within the project. In a social organization which intends to make a big difference to the world and the people in it, management of the project with highest level of clarity becomes all the more basic and important. While the vision and mission of the social organization may be in a flow and emerging with the need of the hour, yet building a structure to operationalise it, will only add to the efficient execution of the project and not take away the essence of the same.

Project Scope – for precision and better results

One of the main challenges of a project is to accomplish the intended targets precisely and in estimated timelines. The choice making of what would be included in the project and what will not is also a challenge. In a social organization where any intervention is not a black and white activity; with many web connections and grey lines that keep emerging the value of Project Scoping assumes immense value.

Project Scope pertains to processes that are required to ensure that the project includes all the work required, and actually ONLY the work required to complete the project successfully. The word 'ONLY' is very critical to ensure when there are many things to be covered there is no loss of energy and time in sorting, prioritizing and working on things which are trivial.

A good illustration is a popular story - *A professor of management stood before his class with some items in front of him. When the class began, wordlessly he picked up a large empty mayonnaise jar and proceeded to fill it with rocks about two inches in diameter. He then asked the students if the jar was full. They agreed that it was full. So the professor then picked up a box of pebbles and poured them into the jar. He shook the jar lightly and watched as the pebbles rolled into the open areas between the rocks. The professor then asked the students again if the jar was full. They chuckled and agreed that it was indeed full this time. The professor picked up a box of sand and poured it into the jar. The sand filled the remaining open areas of the jar. Again is the jar full? And all laughed and said yes. He poured a glass of water and it settled in too. "Now," said the professor, "I want you to recognize that this jar signifies your life. The rocks are the truly important things, such as family, health and relationships. If all else was lost and only the rocks remained, your life would still be meaningful. The pebbles are the other things that matter in your life. The sand signifies the remaining "small stuff" and material possessions, water can settle in however full you are. If you put sand into the jar first, there is no room for the rocks or the pebbles. If you spend all your time and energy on the small stuff, you will never have room for the things that are truly important. Take care of the rocks first – things that really matter. Set your priorities.*

In social organizations when projects are taken they slowly organically grow and keep expanding based on the needs of the society. Many small things may keep adding up and will take a lot of time. In this process the main aims of the project are likely to be sacrificed if scoping is not efficiently done. The original intended objectives of the project are the rocks that have to be the focus. The pebbles signify smaller level activities that are related to the main objectives. The sand and water are those that may or may not be taken up.

Alfredo Pareto an Italian economist defined a rule in his study where he mentioned that "80% of the wealth of Italy is with 20% of the people" This became the 80:20 rule, which is applied in most of the scenarios of the world. When we are working on a project, we need to first identify the most critical areas that are to be addressed (20%) which would give a great result (min 80%). This is SCOPE Management.

When we start to define the scope, we need to consider Project Management Plan, Project Charter, Enterprise Environmental Factors, and Organizational Process Assets as critical inputs along with expert judgment, meetings & discussions to come up with clearly defined SCOPE and requirements plan.

In any organization and especially in a social organization understanding the requirements of the stake holders is very important. Not only understanding but also documenting the same is very critical. If not done properly the ambiguity will lead to lot of assumptive and guess based working, which keeps on expanding and deviating from what's critical to be done. Inputs from the SCOPE document, requirement plan, stakeholders inputs, project charter and registers have to be consolidated effectively to get the best requirements and traceability of what is to be done based on what and who's requirement: There are several techniques used to gather the requirements

- Interviews
- Focus Groups
- Facilitated Workshops
- Group Creativity Techniques
- Group Decision-making Techniques
- Questionnaires and Surveys
- Observations
- Prototypes
- Benchmarking
- Context Diagramming
- Document Analysis

After the requirements are collected it is essential that they are made into smaller pieces/ chunks of the requirement. This will lead to creation of a work breakdown structure (WBS). The purpose of a WBS is to divide the program/project into manageable pieces of work to facilitate planning and control of cost, schedule and technical content thereby subdividing project deliverables and project work into smaller, more manageable components. This WBS gives us more clarity for work allocation, review, traceability and better management of all required tasks.

We can use many techniques to arrive at WBS popular being Decomposition methods & Expert judgments to arrive at a baseline of the scope. Decomposition is a technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts. Expert judgements is when project teams decompose the WBS by starting with the highest level, which is the project. The approach could be top-down or bottom-up. The lowest level of the WBS is called a work package, which is the level where duration and cost can be estimated reliably. When the baseline for each line item is ready it can be used to measure the start point and expected end point.

Scope changes have been identified as one of the most common reasons for project failure by research companies regularly last five years. Excellent Scoping can make it easy to validate, track progress and measure performance. Any changes to these requirements should go through a stringent change management process so that the scope of the project does not get affected. The WBS is constantly monitored against the baseline and progress. Any deviation, issues need to be monitored, controlled and reported for immediate action.

In social organizations, the scoping also includes a deeper understanding of the recipients' requirements, sentiments and issues that needs to be resolved in totality. It also should tie up strongly with the vision and values of the organization. The recipients should feel that the scope would address their issues and provide rightful solutions to their concerns.

Time Management – a deciding factor

One of the biggest asset and constraint that we all have on hand is TIME. The project timeline is a critical factor with large implications on the decisions made. The managing time is a key focus point in Project management. Time management or mismanagement is one of the biggest contributor for cost overrun, time lapse, credibility-loss and ultimately a stress creator. In a social organization where the project timelines are highly dependent on a lot of internal and external factors right from political, social, economic, to team spirit, passion and sustenance, the time management assumes high priority.

The earlier articles on Project Charter & Scope Management, which are the guiding and foundational elements for any project. According to the Triple Constraints theory of projects, one of the constraints that any project would have is **TIME** along with **Scope** and **Cost** for delivering **Quality** outputs. The Cost and Time are the factors to be balanced all the time to ensure best results.



The social projects undertaken by the social entrepreneurs are usually on very stringent cost and time lines. Striking at the right time or missing the right time have serious implications on the sustainability of the project. Further the interdependencies on the government sanctions, funding, recipients makes adhering to timelines a highly challenging task. Hence discussions on every aspect of Time becomes important.

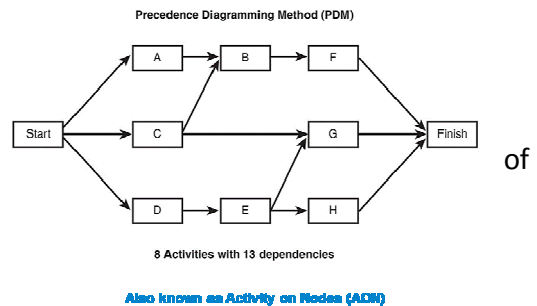
TIME has two dimensions – Planning & Organize; Timing. Both are critical and impact the time management directly. For excellent planning and being organized and connect it with appropriate timelines we need to understand some of the critical aspects listed below.

- **Plan Schedule Management:** *Provides guidance and direction on how the project schedule will be managed throughout the project.*
- **Define Activities:** *Provides guidance and direction on how the project schedule will be managed throughout the project.*
- **Sequence Activities:** *Identifying and documenting relationships among the project activities.*
- **Estimate Activity Resources:** *Estimating the type and quantities of material, people, equipment or supplies required to perform each activity.*
- **Estimate Activity Durations:** *Approximating the number of work periods needed to complete individual activities with estimated resources*
- **Develop Schedule:** *Analyzing activity sequences, durations, resource requirements and schedule constraints to create the project schedule.*
- **Control Schedule:** *Monitoring the status of the project to update project progress and manage changes to the schedule baseline*

The first step is to get develop a schedule and management plan based on timelines using the inputs obtained from the objectives of the project. These can be ascertained from the project

charter, management plan, environmental factors & the learning obtained from organizational process. Using expert judgments, meetings, discussion and analytical techniques a schedule management plan is prepared.

Using this schedule, there needs to be a decomposition of all the related activities that are involved or required for the project. Using the Scope baseline, we need to define all the activities break down – WBS and get the activity list, attributes and milestone list. Once we have the list all the activities, these need to be sequenced for either parallel or sequential plan or execution. This can be understood when we know the relationship and dependency between each activity. This relationship can be represented in different formats, some of the commonly used are PDM-Precedence Diagramming Method/ AON(Activity on Nodes).



For example if the project is to work on establishing excellent school leadership process amongst government school across states, it is important to understand the context in each state, district, the curriculum calendar of events along with the objectives to be achieved. The work is broken down into smaller elements and meaningful connections are drawn amongst each element.

When we have the clarity on how the activities are sequenced and connected, estimation of resources for each activity becomes easier especially for materials, people, equipment, etc.

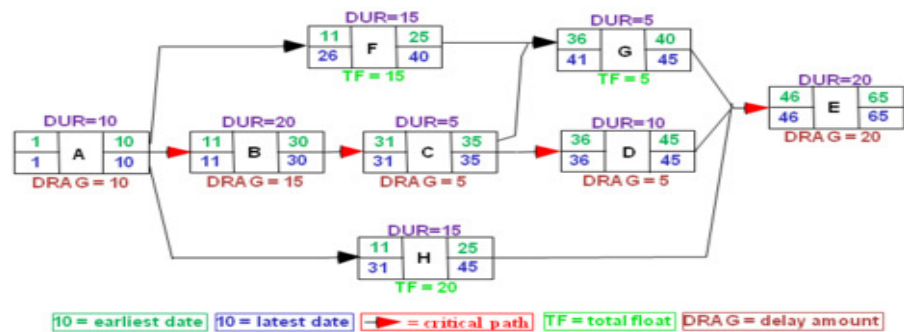
Estimation of resources can be done using analytics (simple calculations of all the numbers involved), expert judgment (using people with domain knowledge), published estimation data and also using some of the software applications to help do analytics better. The typical output of the estimation should give the resources for each activity, resource breakdown structure, and this should get updated in the overall project management plan.

Basis the estimation of resources, there is also a need to estimate the duration between each activity with the estimated resources. There are many tools and techniques used to estimate the duration like Analogous estimation, parametric, three-point estimate, group decision making & reserve analysis. The output from these would give the activity duration estimates. These are different methodologies that can be easily learnt through basic research about them.

One of the estimations method is using PERT -Program Evaluation and Review Technique: $PERT\ Estimate = (Optimistic + 4\ Most\ Likely + Pessimistic)/6$. There are many reference materials available online to know more about the formula and its derivation.

Using these estimates, the project schedule is developed. All the inputs taken to build the schedule management plan and learning from organizational processes are used in this stage.

The analysis of risks is also included. Using many analytical methods like CPM(critical path method), CCM(critical chain method), modeling, Lead and



Lags, compression and software applications, developing schedule becomes more quantifiable and measurable. The typical output that can be developed from all these inputs are the schedule baseline, project schedule, and project calendars and other relevant plans to execute the project.

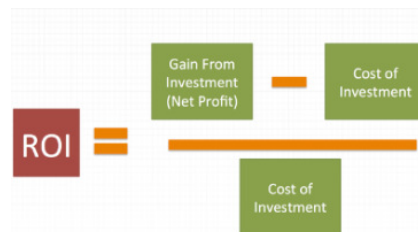
Basis these schedules, we need to now monitor how the project is progressing as against the planned schedules and baseline. Using review mechanisms, optimization techniques, modeling the schedules, controlling the schedule and monitoring becomes relatively easy. Each of these can help in understanding the work performance, schedule forecast, changes required, and updates to management plans and learning from organizational processes.

Many of the above listed methods and techniques are well tested and used across different industries, domains over 4 decades. If there is a strong intention to learn, understand and apply each of these methods appropriately the possibility of executing an excellent project within timelines will not be a dream. When time management is discussed in a project, it is usually directed towards time and schedule. But actually if all related aspects of planning and scheduling is taken care the time management automatically happens too.

Cost Management– Vitamin M for action

Cost or Money is an important and vital factor in managing the project. It is like a vitamin – too much or too less / deficiency becomes an issue. Right amount, right usage at the right time for the right things gives the maximum benefit. More than the availability of Money, it is the management of the cost that needs greater focus. Whatever the nature of business, the minute there is a task to be accomplished, that would need resources & the cost factor occupies a significant space. In social organizations, right from funding until the end of project, 'COST' and its management occupies significant time and energy. Added to this not all social entrepreneurs are number savvy. They in fact think that engagement with numbers many a time eats away the creativity and ideation from their minds. Therefore, though it is a vital and critical factor, management of costs does not get the space, energy and time that it actually requires in social organizations. These also make the cost management more a retrospective auditing exercise than a proactive planning exercise.

Cost is an amount that has to be paid or spent to buy or obtain something. In a business context, cost is usually a monetary valuation of effort, material, resources, time and utilities consumed, risks incurred, and opportunity forgone in production and delivery of a good or service. In a social organization more than the cost that is to be incurred we need to focus on the ROI – return on investment for the expenses incurred. All cost may be expenses but all expenses are not costs. Some may be assets that have a long term earning or growing capacity. For example, training or project management may involve cost but it may enhance the skill and productivity. They may have high ROI.



When there is an estimated budget calculated, it is important to keep an eye on the costs that are incurred. If constant monitoring and management were not there the leakages would drain the resource. Any project over run or mismanagement including incorrect estimates affects the costs. Sometimes unrealistic designs, projected duration of the tasks, approvals, human resource required can add up to cost over runs. Changes in the scope of the project are a major contributor. A social organization is highly dependent on the Donor's funding and dynamic context makes cost management an energy drainer for many social entrepreneurs.

How do we make cost management a simple, regular process in project management? There are two dimensions – a) the technical aspect of cost management and b) the mindsets that promote cost management. Technical aspects can be relatively managed with expert advice and support; but the mindset has to be acquired through having the right beliefs that will seem

cost as a vital, simple, essential process of project management. Both are discussed in the following paragraphs.

There are varieties of costs that are incurred and need to be managed – Fixed Cost; Variable Cost; Direct labor; Indirect or Overhead; Opportunity cost and so on. Each of these costs have to be planned and accurately estimated with a large amount of data pertaining to understanding the scope of work; time schedule; environmental factors; people required and so on. Some of the well-known estimation methods are:

- Expert Judgment
- Analogous Estimating
- Parametric Estimating
- Bottom-Up Estimating
- Three-Point Estimates
- Reserve Analysis
- Cost of Quality
- Project Management Software
- Vendor Bid Analysis
- Group Decision-Making Techniques

One of the most commonly used formulas is PERT- Program Evaluation Review Technique to $ESTIMATE\ COST = (Pessimistic + 4 * (Most\ likely) + Optimistic) / 6$. This formula will ensure that we do not just stop with simple averages but go ahead and take the best case, worst case and most likely case into consideration for estimation.

Advantage of using appropriate techniques would eradicate guesswork and assumption based estimations. There are many techniques available for budgeting exercise. Using these methods / techniques would ensure a strong and clear budget output that can help you define the cost baseline, project-funding requirements, and this can get added to the overall plan. Monitoring Work Performance Information, Cost Forecasts, Change Requests, and Project Management Plan Updates would help monitor costs.

The usual cost mindsets that social organizations have:–

- That money is from the donor and so I am totally responsible for every rupee. For this thriftiness is essential.
- In order to show cost management spending energy, time and resource on paper work and book keeping, auditing and evidence is justified.
- Coming from varied backgrounds, we cannot read numbers, it is difficult, and it is a headache. Therefore, budgeting and monitoring are not interesting activities.

- The main concern is money in and money out and the real requirements are only considered based on money available. Finding money is not easy and not many can do it. Therefore, it is better to live within the resources available.

The appropriate mindsets for cost consciousness in a social organization would include -

- Knowing how much different products and services cost, and not wanting to spend more money than is necessary is being cost conscious.
- To keep a tab, using technology on where the money is drawn on a weekly basis - is that in our delivery, training, execution, audits/ compliance, user experience/ benefit, people/resources or any other petty areas.
- Being aware and constantly deliberating and strategizing for optimal methods / ways to monitor and control the cost through innovative alternatives and constant sourcing for better methods and better products.
- Monitoring better through strong vendor – supplier management; transparency as deemed appropriate in managing funds; understanding legal and compliance requirements; Look for open source, free, technology driven solutions rather than licensed / lock-in models of engagement ; Look at flexible and dynamic contracting models which can help you evolve are some measures
- Having a collaborative execution system, communication channels would help monitor costs better

Common sense drives costs better. Cost management is not about being frugal mindlessly. It is a discipline and self-directed process of mindful management on a day-to-day basis of all the relevant resources that needs money to be used. It is actually ensuring that the vision and scope of the project is never sacrificed due to Vitamin Cost/Money deficiency.

Maneuvering Cost

While identifying cost management as a vital ingredient to project management, maneuvering cost is essentially another section. With the limited resources available in social organizations, the costs have to be carefully balanced for optimum output. It is essential to have a deeper understanding of calculating costs to effectively maneuver and manage them.

Ability to estimate cost of each activity/ resource/ time for all related tasks is essential for effective usage of the finance available. To do the estimation with utmost care and precision, the primary task will be to obtain significant data on the human resources, scope, schedule, baselines, risks, environment factors, assets and processes that are being followed in the project.

With these inputs different estimation techniques can be used to determine costs. Some of the well know estimation methods are:

- **Expert Judgment** – this involves inputs from functional and subject matter experts on the cost and related dimensions.
- **Analogous Estimation** – this involves using similar past project cost to project current project estimate derived from the word: analogy.
- **Parametric Estimation** - this method uses the relationship between variables to calculate the cost or duration. This is a more accurate technique for estimation.
- **Bottom-Up Estimation** - In this methodology each task is broken down into smaller components and then, individual estimates are developed to determine what specifically is needed to meet the requirements of each of these smaller components of the work. The estimates for the smaller individual components are then aggregated to develop a larger estimate for the entire task as a whole.
- Some methods are specific to context like the **Vendor Bid Analysis** which is used when working with suppliers on uncertain activities. This analysis considers the assumptions the vendor worked with and does a sensitivity assessment on those assumptions.
- When quality- related efforts and deficiency corrections are to be costed, **quality costs** are calculated separately. The other related costs would be the **Project Management Software** which consists of applications to manage the entire project with all related knowledge areas.

Determination of project budget is critical to efficient cost maneuvering. Some of the methods used to determine project budgets are

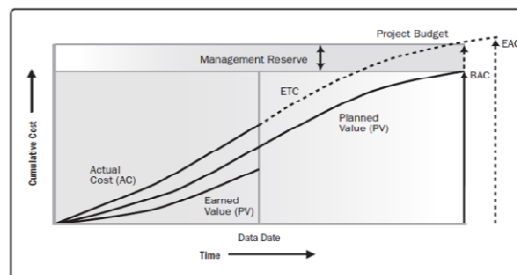
- **Reserve Analysis** - a technique used to determine a project budget. A project is analyzed from a cost over-run point of view and buffers are placed in appropriate places also known as Contingency and Management Reserves.
- **Cost Aggregation** which is the accumulation of single costs following the structure of the WBS (and the distribution of payments with respect to the schedule base line)

- **Expert Judgment** approach for soliciting informed opinions from individuals with particular expertise. This approach is used to obtain a rapid assessment of the state of knowledge about a particular aspect of change.
- **Historical Relationships** is used if there are similar projects that were done in the past, where that information is used to develop a parametric or analogous estimate.
- **Funding Limit Reconciliation** which is the act of comparing and adjusting the funding limits and the estimated costs by refining the scope, rescheduling the activities and so on.

The advantage of estimating properly and using appropriate technique will take all the required aspects into consideration and not miss out critical values for appropriate decision making. This will help in better management and maneuvering of costs.

The next critical task after budget and estimation is to monitor and control costs. We need to monitor Work Performance Information, Cost Forecasts, Change Requests, and Project Management Plan Updates. The most commonly used methods of monitoring costs include –

- **Earned Value Management** - Earned value management answers the question “where are we now in relationship to the budget?” The formula is
 - Cost Variance (CV) = Earned Value (EV) – Actual Costs (AC) or
 - Cost Performance Index (CPI) = Earned Value (EV) / Actual Costs (AC)
 - A positive CV (CPI > 1) is good and a negative CV (CPI < 1) is considered as bad.



Based on PMI-PMBOK 6th Edition

A sample working on understanding the Earned Value Management is given below.

Activity	Budgeted Man hours	% Complete	Actual Man hours	Earned Value
A	120	75	103	90
B	200	80	190	160
C	100	50	60	50
D	300	90	260	270
Sum	720		613	570
	CPI= Earned Value/Actual Value = 570/613		=.93	
	EAC = BAC/CPI = 720/.93 = 774.32			
	Overall % Complete = (EV/PV)*100 = (570/720)x100 = 79.17			

BAC = Budget at Completion
 EAC = Estimate at Completion
 ETC = Estimate Time to Complete
 VAC = Variance at Completion
 CV = Cost Variance
 SV = Schedule Variance
 Cost Performance Index: CPI = EV/AC

Budget at Completion (BAC) (Related to PV) Authorized budget amount of the total project, i.e. what the project was supposed to cost

Estimate at Completion (EAC) Estimated cost of the project at completion, i.e., what the project is now expected to cost

Variance at Completion (VAC)

BAC – EAC: The difference between what the project was supposed to cost (BAC) and what is now expected to cost (EAC).

Estimate to Complete (ETC)

EAC – AC: How much more it is estimated it will cost to complete the project, i.e., the difference between what the total project is now expected to cost (EAC) and how much it has cost until now (AC).

- **Forecasting** - Forecasting answers the question “given where we are now (which was determined with the tool and technique of Earned value management), where will we be by the end of the project in relationship to the budget?” To do forecasting, you need to know the Budget at Completion (BAC), the Estimate at Completion (EAC), the Estimate to Complete (ETC), and the Variance at Completion or (VAC).
- **Performance Index** - answers the question “given where we are now, how fast do we have to go to be within budget by the end of the project?”
- **Performance Reviews** - measures the performance of the project compared to the cost baseline (that is the budget).

At times group decision-making techniques are used to discuss projects and cost. There are three types of group decision making - Nominal, Delphi technique and Brainstorming. In Brainstorming method which is most popular, groups of individuals relevant to project are brought together to discuss verbally. In the nominal group technique, members present view points and solutions are ranked. Delphi technique is a method of systematic forecasting using experts.

For example – If government school development project has to be undertaken, using the brainstorming method all the project components connecting to costs are identified. Using the analogous or parametric method cost estimation exercise is undertaken. The budget is determined through cost aggregation. Historical relationships in the same district or other districts are checked. Based on the WBS the required number and caliber of people are identified. The earned value management is calculated; performance index and performance reviews are undertaken periodically. The earlier discussed PERT (Program evaluation review technique) where the best case, worst case and most likely case are considered and calculated appropriately.

Most often in social organizations there is a myth that creativity, field work and finance don't go together. But an efficient Project Manager/ Leader has to break this popular belief and move towards a holistic perspective and learn to maneuver costs efficiently.

Quality – A Way of Life

The most important aspect that needs focus irrespective of size, duration, number of people or context is an attention to Quality. Quality is a way of life and an attitude. It is not just a dimension that adds to the project. Quality is an amazing amalgamation of cost, time and delivery all driving towards satisfaction of stakeholders. This can be seen as the definition of quality. Dr. Edward Deming defined quality as “Quality is defined from the customer’s point of view as anything that enhances their satisfaction”. Philip Crosby simply put it as “conformance to requirement”. Juran’s key words were “fitness for use” and “Freedom from deficiencies”. Broh said quality is “the degree of excellence”. All these definitions from the Gurus of Quality indicates that Quality is just not for product but also for services as a way of life.

Since it was much easier to institute the concept of quality in manufacturing units for products, it took some time to apply it to the services industry. It took longer for the concept to move from industries to institutions and then to the social organizations. Today, with the penetration of technology, media and accessibility of information, the demand for quality from the stake holders has risen manifold. This makes the social organizations to deeply question the standard at which each of their processes and services are being delivered to the end user.

The social organizations have been largely caught up with several beliefs with regard to focus on quality. Some of them are –

1. When the services are offered free to the end user, they cannot demand quality
2. Quality is a costly affair
3. Quality is time consuming and projects don’t have that luxury of time
4. Quality is a fault finding mechanism without ability to make the changes
5. With limited funding ensuring the service is reached is much more important than working on bettering quality
6. The minimum acceptable level of quality is all that is needed when you are an NGO. The rest are luxury and bonus which can come only if all other requirements are met
7. Achieving highest quality is a long drawn process and it will take time
8. Improvements on quality is a specialist job and social organizations cannot afford too many specialists
9. The quality tools, methodologies and processes are from the manufacturing and corporate sector which cannot be applied in social organizations which is a service sector.

These beliefs have kept quality tools and processes far away from entering into the core functions of the project management. Mediocrity has entered over a period of time as an acceptable feature in the functioning of the organization and every decision that is taken. The certification processes are seen with skepticism and disinterest. But with the advent of corporates connecting to social organizations through CSR and increase in International Bank funding, the use of quality tools and certifications are becoming mandatory. The unpreparedness has caused the social organizations to sometimes adopt wrong tools or struggle with poor customization while adopting quality as a way of life. It is no new news when the certifications and usage of tools become just an exercise to be completed to get the funding. This defeats the very objective of instituting quality as a way of life.

Quality brings a number of benefits –

- Quality supports dependability
- Dependability supports speed
- Speed supports flexibility and
- Flexibility supports cost

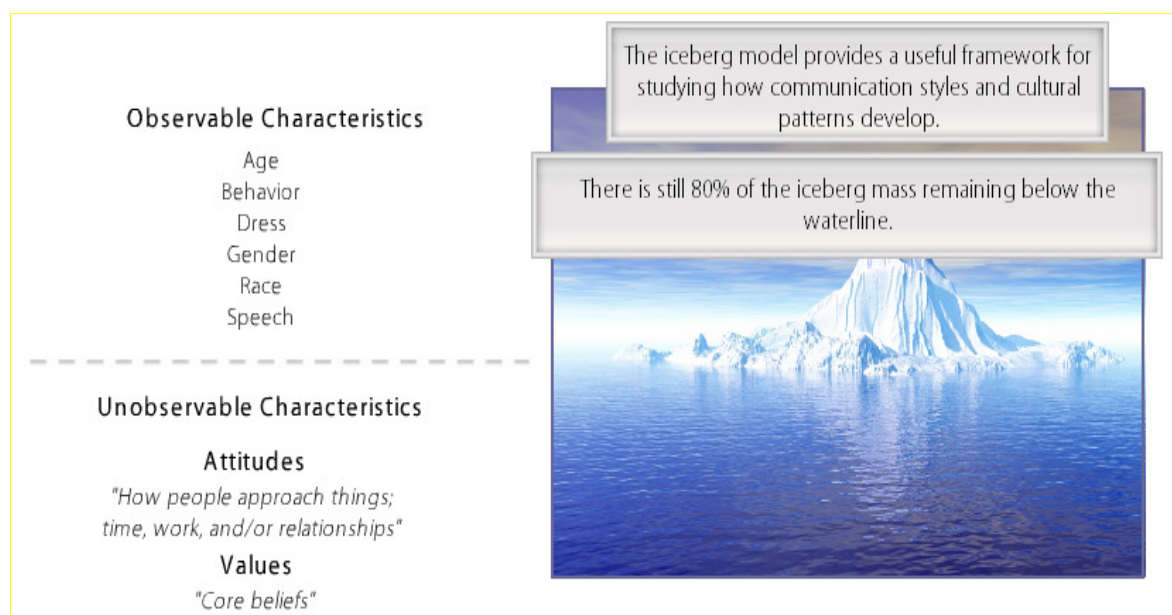
The above said chain supports the definition of quality would drive any leader to get the best, dependable, fast, flexible and most optimal cost in all services and processes.

Some of the most popular quotes about quality throws light on the change in beliefs that social organizations need to have

- “It is easier to do a job right than to explain why you didn't.”
- “The quality of an organization can never exceed the quality of the minds that make it up.”
- “Quality means doing it right when no one is looking.”
- “Quality is the result of a carefully constructed cultural environment. It has to be the fabric of the organization, not part of the fabric.”
- “Quality is not an act, it is a habit.”

In order to make quality a habit there has to be a paradigm shift where the social organizations change the way they see, they think and they need to question the basics and start working on improving each of the processes that exist in the organization. When quality has to become a way of life it is not enough if the focus is on the obvious aspects like reducing defects, errors, reworks and issues of dis-satisfaction. The focus has to be on the beliefs and orientation of the people towards excellence, perfection, service, stretch, commitment and so on. The organization will have to work on changing the mindset along with improving processes and introducing checks and compliances.

One of the most commonly know model the ice-berg model gives a very interesting connect to the fundamentals of understanding quality.



The figure shows that 80% of effort remains to be done with the attitudes of the people who work in the organizations. The important actions that social organizations need to take are –

- To tap the beliefs of the people towards quality
- Make quality as a core value and work on integrating it into every walk of life within the organization
- Understand and draw out the processes in the organization clearly
- Understand and select the appropriate quality tools, measures and certifications that will enable quality improvements in all functions of the organization
- Make appropriate changes wherever necessary and integrate the new processes with the vision and values of the organization
- Make the evaluations a periodical regular process and a way of life

The following chapter will elaborate on the various quality tools and techniques along with certifications that will enable the social organization to move towards excellence.

Quality – Tools and Techniques

In the last month's article we spoke about the importance and need for Quality as a way of life, as a part of the culture. In this part we move to take a look at the means and methods which can be explored in embracing Quality. It is popularly seen that we look for certification of quality in the products that we buy – example ISI mark on salt packs, helmets; BS 4/5 and Euro standard marks for cars; radiation and other quality standards assurance on mobiles and so on.

The Social organizations being service sector are no farther away in instituting quality processes and ensuring quality in their deliverables. There are registered bodies that certify and accredit products and services with global benchmarkable standards. The certification process and the bodies to certify exist to -

- Ensure consistency
- Standardize processes
- Standardize functionalities
- Enable cross cultural integration
- Make the global connect
- Ensure best and benchmarked practice
- Ensure being niche in the industry
- Develop a reference framework
- Abide by controls and taste success
- To be world class and recognised in the field
- To enhance and expand business and reach out
- To ensure Quality and Satisfaction

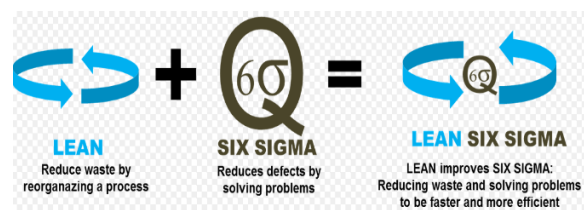
Some of the popular and accepted bodies are

- ISO- International Organization for Standardization- Generally and most commonly used Standard for both Quality Management and Environmental Management
- COPC- Customer OperationsPerformance Center- One of the toughest and best standard for Services oriented organizations. Most of the BPO, KPO, back office, Hospitality, and other service organizations look to attain this standard.
- SAS -Statement on Auditing Standards (No. 70: Service Organizations) – One of the most commonly used standard in the America, Eurpore, and in the last 2 decades; many Eastern companies are looking to get this standard. This standard is to ensure that any financial transactions are of utmost level of services, safety, secure, reliable and glboally accepted practices.
- SOX -Sarbanes-Oxley Act of 2002 a.k.a Public Company Accounting Reform and Investor Protection Act of 2002 - One of the toughest acts passed to ensure auditing standards and financial safety.
- CMMi – Software Engineering Institute –Capability Maturity Model- Most of the Information Technology companies would look forward for this certification which is identified for CMMi Level 1 to 5. This standard enables all stakeholders to have a higher level of asurance with respect to the deliverables.

- PCMM – People Capability Maturity Model- Mostly used in IT firms to enable a high standard for managing and working on human capital/ people related standard.
- Malcolm Baldrige- Famously known for the Deming Award, this is one of the most sought after standard and certification for Manufacturing setups.
- BS-British Standards- Like ISO, BS standard is also used for both services & product oriented organizations. There are many standards in BS, e.g. BS7799 for Information security and so on..

There are many more bodies which work on quality assurance and quality certification specific to different fields. The challenge for social organizations lie in selecting carefully the certification required as well as the right framework and methodology. There are some commonly used framework and methodology that are available. Some of the most popular and well established efficient methodologies are -

- TQM - Total Quality Management is a management approach describing the culture, attitude and functioning of a company and that strives to provide customers with products and services that satisfy their needs.
- QMS - Quality Management System is a collection of business processes focused on achieving quality policy and quality objectives to meet customer requirements.
- Lean Methodology- Lean manufacturing or lean production or Lean Organization, within a system. Lean also takes into account waste created through overburden ("Muri") and waste created through unevenness in work loads ("Mura").
- JIT - Just in Time- JIT is an inventory strategy organisations employ to increase efficiency and decrease waste by receiving goods only as they are needed in the production process, thereby reducing inventory costs. This method requires that producers are able to accurately forecast demand.
- Lean Six Sigma- PDCA, DFSS, DMAIC, DMADV, BPMS, etc- Six Sigma is a disciplined, data-driven approach and methodology for eliminating defects (driving toward six standard deviations between the mean and the nearest specification limit) in any process – from manufacturing to transactional and from product to service.



- SPC - Statistical process control- (SPC) is a method of quality control, which uses statistical methods. SPC is applied to monitor and control a process to ensure that it operates at its full potential. Hospitals and medical industry has the highest usage of SPC. Eg: ECG-electro cardiogram which is an important diagnostic
- FMEA - Failure Mode Effect Analysis- one of the first systematic techniques for failure analysis.

- QFD - Quality Function Deployment- (QFD) is a structured approach to defining customer needs or requirements and translating them into specific plans to produce products to meet those needs. The "voice of the customer" is the term to describe these stated and unstated customer needs or requirements.
- TOC - Theory of Constraints- (TOC) is a management paradigm that views any manageable system as being limited in achieving more of its goals by a very small number of constraints.

To elaborate on Lean SixSigma a bit more, in the recent times, organizations use Lean SixSigma to build the culture of problem solving using a structured project management and data driven approach. This approach has shown significant impact and improvement in the way people do what they do. This methodology involves structure, terminology, common language understanding, data, statistics, training, project management, change management and holistic solution creation and sustainance which makes this popular and most commonly used.

To explain the meaning of Six Sigma level, Sigma is the unit of Standard Deviation (Deviation from the mean or target). When we measure this deviation, we find that there many defects that causes this deviation and more the variation, more the defects. This is statistically measured and the units are defined as given in the table. At the level of 6th Sigma, for every 1 million opportunities, there can be 3.4 defects possible or in % terms it will be 99.9997% accurate in meeting the required standard.

Sigma (σ)	Defects per Million Opportunities (DPMO)	Defective Percentage (%)	Yield Percentage (%)
1	691,462	69	31
2	308,538	31	69
3	66,807	6.7	93.3
4	6,210	0.62	99.38
5	233	0.023	99.977
6	3.4	0.00034	99.99966
7	0.019	0.0000019	99.9999981%

As this entails a very stringent and methodical approach, the results are very evident and exponential. The SixSigma approach involves training people to build the required competence and understanding about the Lean SixSigma methodology. Typically the training starts at Yellow Belt- or Basic Orientation level, then Green Belt- Detailed 5-6 days of training giving higher exposure of the methodology to identify and solve smaller or less complex problems. Then is the Black Belt level to lead and manage larger problems with high complexity and many variables to address. The highest level is Master Black Belt primarily focused in training Black Belts and Green Belts in selecting the right projects, guiding and mentoring projects and enabling the management to take right decisions. Lean SixSigma is a methodology and not a standard that organizations can claim that they are LSS certified. They can say, that some of their process are functioning at the level of Six Sigma. The idea if LSS is Can I do with less; Can I have less problems and Still have people happy with what is done.

Any method and approach chosen for a social organization should be based on the need, complexity, competency and kind of service/ product mix of the organization. Some of the key questions to explore would be -

- What is Quality as per my organization and team?
- What is the expectation and requirement from my customer / stakeholder / investor / donar?
- What is my level of Quality that I am currently performing- Do I know about it, if yes, how am I measuring and reporting it?
- How is my team's competency to measure, manage and improve quality on their own?
- What are the standards / certifications that are relevant and applicable to me and my enterprise?
- What are the spaces I look for Quality and How do I improve the standards?

Risk of Not Having Efficient Risk Management

‘No Risk No gains’; a very well-known saying. Risk exists whenever we want to push the edge or change and contribute. Many say what may be the risk in a social organization? Actually social organizations face a very high level of risk in several dimensions; from finance, people, to the completion and continuity of projects. Since they are continually seen as outsiders coming to set right or provide something that is non-existent to the insiders, there is a continual threat of that acceptance drying up in several places. The projects stand under the mercy of political sanctions, community acceptance, financial sponsorship, people and infrastructure availability and many more.

So how to identify, manage and mitigate risk? First of all, identifying, accepting with full awareness the risks that are possible to emerge is the first step. Having a great depth of knowledge on all possible pitfalls, areas one may get into trouble or problem is surely the key for success. Different people see risks in many different ways; some see it as an opportunity, or as a challenge, or a problem to be resolved and few just want to avoid /ignore and not have them. The possibility of mitigating risk without losing courage and conviction is to a large extent dependent on the perspective from which it is viewed. This defines a true leader’s ability to foresee and plan for any possible roadblocks and failures.

Identification of risks:

Identification is the first step. It is important to also identify the orientation of the Leader/ team towards risk. Are they:

- Risks Averse- A person who prefers lower returns with known risks rather than higher returns with unknown risks.
- Risk Seeking- A person who searches for greater volatility and uncertainty in investments/initiative in exchange for anticipated higher returns.
- Risk Neutral- His/ her preferences are neither risk averse nor risk seeking. A risk neutral party's decisions are not affected by the degree of uncertainty in a set of outcomes, so a risk neutral party is indifferent between choices with equal expected payoffs even if one choice is riskier.

This understanding gives the initial preparation that has to be done with the Leader/team to handle risk. Further using the 5 w 1 h methodology, a complete analysis is done on the possible risks the project may face.

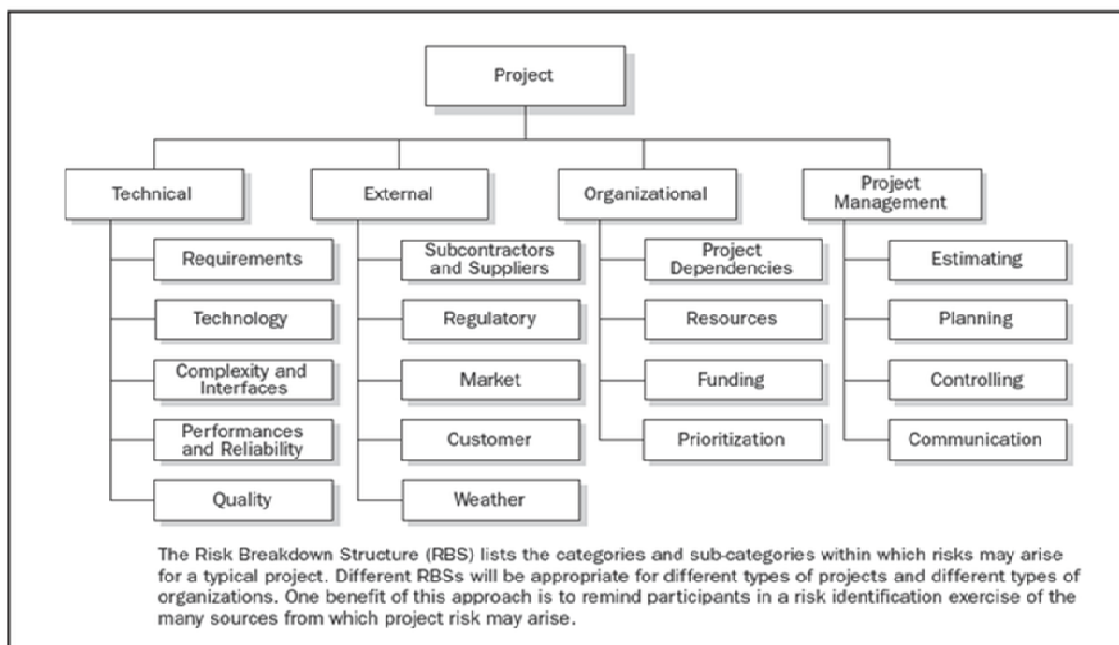
- Is there a possibility of risk in the enterprise / intervention / process / task?
- What will this risk do to me?
- Why is this risk likely to come?
- Who can create this risk?
- Who will get impacted from this risk?

- When will the risk occur?
- Where are the points this risk can occur?
- How to envisage this risk in advance and manage / reduce /remove risk?

Breakdown structure for Risk:

For effective and complete analysis, it is essential to make a breakdown structure and mark the spaces that may be most sensitive to risk. The pre-work for this would be to make a full list of all possible steps involved in a process and organization. This list of all processes / activities needs to be brainstormed, studied and documented in its full and true sense. Any miss of any critical steps involved may have its impact to the risk management. It is better deep dive when coming up with the list of steps for every process –both critical and non-critical. Expert judgement, analytical methods, meetings and other methods can be used to list them.

A sample risk breakdown structure is given for reference below.



Source : PMI PMBOK® Fifth Edition

Defining impact of the risk:

Identification of risk also requires the impact to be connected to that. The impact of risk can be on Cost, Quality, Time, and Scope of any initiative. It could be organized into a 5 point scale marking as very low - low - moderate - high - very high impact. This is a critical process since it enables the Leader/team to decide where the energy has to be invested and plan how to mitigate the high risk factors. Without a prioritization, there is the danger in a social project of small risks occupying time and energy leading to major breakdowns. Therefore, it is essential to plan mitigation steps with sufficient alternatives.

Manage Risks:

One of the old and familiar techniques to plan risk management is called the FMEA-Failure Mode Effect Analysis. This is one of the simplest ways to identify the list, all the potential failures and the causes for the failure. Each cause can be graded based on the intensity as Severity (S), Occurrence (O) frequency, and ability to detect (D).

A Risk Priority Number - S, O & D are rated on a scale of 1 to 10. 10 being highest and 1 least. RPN-Risk priority number is a simple product of $S \times O \times D$. For all line items where risks are above a specified number/ avg of risks, then action plan needs to be documented and executed. The post action revised SOD and RPN needs to be calculated. Sample FMEA could be:

A social enterprise working on the creating products using local artisans –

- Risks could be that the design does not match the market conditions; raw material quality turns out poor; there is sudden rise in raw material cost and so on. Then how severe is it? What is the frequency - How many times does it occur? How easy or difficult is it to detect the rejection from market? Number rating is given. RPN is calculated. Action plans to mitigate each with higher RPN is planned. RPN is recalculated.

Risk analysis is both qualitative as well as quantitative. Just numerical risk analysis or just subjective discussion and talking would not suffice. Both in appropriate proportion and detailed and usable documentation is very critical. Identifying the probability and impact matrix with judgement, assessments and advises both from expert and historical references would help.

We get into a reactive risk management than proactive risk management mode. A reactive mode leads to a lot of post mortem exercises which eats into time and morale of the group further. Having appropriate checks and balances at different milestones / critical junctions would help mitigate and manage risk much more seamlessly. Every instance reported for a possible risk or an incident that happens needs to be well documented and this needs to be available to all in the organization to ensure regular update and understanding of the possible pitfalls. A good communication system which will re-iterate the risks factors and impact needs to be frequently and constantly updated to all. This document needs to be an important organization asset and knowledge base.

Along with all these methods, what is more important is to be mindful all the time and in all transactions, thoughts and actions. Experience of staff, gut feel and intuitions also play a key role in managing and mitigating risks.

Happy Risking... 😊 Enjoy Contributing 😊

Communication – critical for sound project management

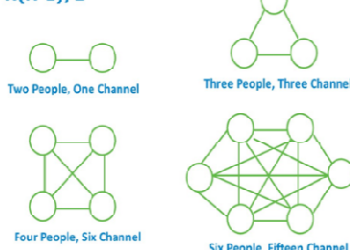
One factor that can totally mask a sound project management is the absence of appropriate sounds; that is absence of appropriate communication. Most of the time communication is akin to verbal dialogue. But the true meaning of communication is when something is conveyed it has to match with what is understood. It goes beyond the explicit and verbal to several arena of non-verbal, written, symbolic, unstated, implied and so on. Conflicts arise when there is a gap that arises in any of the areas of communication.

Communication is a critical dimension in project management. It becomes more critical when the projects are heavily people dependent. Social organizations are necessarily people oriented and therefore communication becomes 'The Critical Dimension' that plays a large part in the project's progress, sustenance or failure. More than what is communicated, 'how', 'when' and 'where' is more important for efficient communication. 'Why' becomes very important for effective communication.

Communication has many dimensions, channels and modes. It is the process required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of information. Communication involves 2 parties – a sender and a receiver. An efficient and effective communication will involve a thorough understanding of what the receiver needs to be communicated. The requirements of the customer / investor / promoter / donors / supplier or the staff have to be captured and understood well. The requirements are captured and stored for effective planning. To plan well, it is important to know the full context in terms of scope, requirements, environment and past experiences in which the communication has to happen. Capturing the history of the human emotional dimensions also play a critical role in the planning activity.

There are many methods of planning the communication and technology today is gaining ground as the most efficient way. There is no one way that is the best. It has to be appropriately customized to the stake holder and the context individually. The impact a communication has on the stakeholder is based on their interest in the projects / initiatives / business or any transaction. Collecting as much information as possible to ensure a holistic understanding is important. For e.g. all the demographic information of stakeholders which includes their place, age, critical dates, background, experiences, logistical requirements, functional requirements, disciplines, specialties, as well as their likes and dislikes, responsibilities, cultural background, decision powers and so on.

Number of Communication Channel $N(N-1)/2$



There are many channels that exist in communication, if there are 2 people it's just one channel, but when the number increases, e.g. 3, then it becomes three channels, 4 is 6 channel and 6 people will be 15 channels. This is because the combinations keep increasing exponentially.

A simple formula to calculate the number of channels is $N(N-1)/2$, where N is the number of people. This information is critical because we can't deal with just one or two channels or modes of communication; we need many combinations and configurations for each person. Choosing the channel is also a critical step in planning.

The most important fact is to know that the communication should be expended either when **communicating information contributes to success** or where a **lack of communication can lead to failure**. This applies to both internal and external communication needs of the organization.

Many a times in most of the projects, organizations, entities or social enterprises, there would be communication dashboards either through reports, MIS (management information system), or memorandums or simple meetings with sharing. These methods are very contextual and need based. Not all methods would be required but the way they would add value will be defined based on the plan rather than trial and error method. As the communication channels, methods and responses mature over a period of time, one can decide and understand the most appropriate and contextually required mode of communication. This maturity and understanding needs to be documented so that others can use it appropriately.

Monitoring and controlling communication is another important part of this process. When the 5W 1H (what, when, where, who, why and how) of the communication with its purpose is clear, channelizing and utilizing the communication will become easier. Responses to the 5W 1H has to be noted clearly and documented. Considerable discussions with stakeholders have to happen periodically and updates have to be documented too regularly. These actions will ensure that communication barriers and issues would be reduced considerably. Efficient and effective communication is an effort and a process and not a default that can be taken for granted.

In communication processes we have to watch out for certain barriers that will lead to external and internal conflicts. Communication issues may arise because of the three major gaps (Sampath, JM 1999) -

- Intention and Action: This can happen when there are strong beliefs and biases because of which there is a mask and need to maintain a pseudo image
- Action and Perception: This happens due to cultural bias, beliefs from past experiences, familiarity and fear/ insecurity leading to different interpretations
- Perception and Expectation: This happens due to non-clarity of purpose and filters applied while communicating and receiving the information.

There could be many filters that may filter receiving and understanding the communication. Some of the major ones could be -

- Senders reputation and status within the organization
- Environmental background
- Dysfunctional emotional behaviors and past baggage
- Situational consideration – Predefined Mindset

- Historical consideration in message interpretation
- Ambiguity in language and Semantics
- Knowledge Base
- Message content – hidden agendas and future plans
- Differences in culture
- Differences in project environments
- Attitude – perceiving others using one's own standards
- Stereotypes – sticking to a particular culture to apply in any situation
- Thought patterns – differing culture across geographical distances/organizations
- Time sense – differing sense of urgency

The Leaders in the organization have to constantly look into each of these factors very seriously and take utmost care in every channel of communication, within the system or outside. It is not about the number of years that people work in an organization that is important; but what they remember, leave behind as a legacy and how they felt and how much they enjoyed being a part of the journey is more important. Communication plays a key role in ensuring the journey is meaningful and enjoyable. The popular saying 'words are a source of misunderstanding' goes a long way in showing that when there is efficient and effective communication 'words can be a source of great transformation'.

Stakeholder Management –impact on project life line

Having discussed about time, cost, quality, risk and communication, it is important to focus on stakeholder management as the next area that affects the effectiveness of a project. Anyone who has a legitimate interest or stake in the project or process is a stakeholder. There is a difference between a stakeholder and a shareholder. A shareholder owns part of a company through stock ownership, while a stakeholder is interested in the performance of a company for reasons other than just stock appreciation. While customers are primary stake holders, the others are employees, staff, suppliers, vendors, investors, funding agencies, donors, end users, government, unions, and so on including the community at large. While corporates flash the key words of ‘customer delight’; ‘customer is King/Queen’; ‘customer is always right’; ‘customer comes first’ and so on, the social organizations which serve the community has to take care of the community interest at large while focusing on stakeholder management. The word ‘management’ indicates it cannot be done as a one-time activity but it is an ongoing planned focused activity. We need to understand everything about these stakeholders so that we manage both expectations and demand the best out of each other. So Stakeholder Management is a process required to identify & manage expectations of ALL stakeholders that can impact or be impacted by the project.

The first and foremost thing is to identify who all are the stakeholders. The stakeholders may be internal or external. The internal stakeholders are primarily the employees, management, donors and who are directly connected to ensuring the implementation of the project. The external stakeholders are those who are outside the organization and its operations, yet are indirectly and directly connected to the project primarily the customers, government, recipients and beneficiaries and so on. The clarity on the internal may be easier to identify when compared to identifying all the external stakeholders.

One of the foremost activity is to identify and prepare a thorough document of the relevant information regarding each stakeholders’ interest, needs, impact, control/ power, attitude towards each task / activity / project / business at large. This is analyzed using expert judgement, meetings, templates of data / requirements gathering and informal meetings and so on. The documentation is known as the stakeholder register which can be assessed for any reference and decision making. The decision on the frequency of meeting and communication is planned based on the impact they have on the project.

Stakeholder	Interest in the Project	Assessment of Impact	Potential strategies for gaining support or reducing obstacles
Stakeholder 1	high	influential	Weekly reports, stakeholder plan plus in-person meeting
Stakeholder 2	med	leading	Biweekly reports
Stakeholder 3	high	supportive	Monthly reports

There are many factors that contribute to efficient stakeholder management. If the same is ignored or mismanaged, it impacts the success and failure of the project.

- **Reputation and credibility of the person/organization managing stakeholders:** This is a very important factor that directly affects how the information is received by the stakeholder. Reputation and credibility has to be built with focused efforts and consistency in follow through of small and large actions irrespective of internal or external stakeholder.
- **Status held by the person within the organization:** The hierarchy and status of the person who manages the stakeholders within and outside the organization plays a key role in the way the stakeholders will receive the inputs and respond to them. The expectations of the stakeholders has to be understood well before the person to deal with them is selected.
- **Environmental background and understanding of the context:** The dynamic changing context has to be understood and context taken into consideration before presenting any data to the stakeholder. If the context is adverse even a positive data can be viewed negatively.
- **Dysfunctional emotional behaviors:** Unwanted discussions and wrongly displayed emotions can disrupt stakeholder relationships. The person managing the stakeholders should be careful not to instigate such possibilities as well as know how to dissipate if it arises.
- **Situational consideration:** Predefined mind set can enable or mar the management process. Both affect the purity and freshness of the current context therefore coloring the response.
- **Historical consideration in message interpretation:** Good and extensive documentation if not done will badly affect the decision making process in stakeholder management. Minutes of meeting become very important with appropriate follow through of actions.
- **Communication:** The ambiguity in language understanding; semantics that are used and the way they are interpreted based on the culture can impact the way stakeholders

receive communication. Hidden agendas or multiple agendas of the stakeholders as well as the social organization play a nasty role in delaying or closing the project itself. In a social organization great emphasis is placed in understanding these dimensions of the community before attempting to manage and relate to them.

- **Knowledge Base:** The knowledge of technical and process dimensions if not sufficient it can directly impact the trust and involvement of the stakeholders. Education of the stakeholders is also a critical responsibility.
- **Time and attitude towards time:** The sense of urgency and time management has to match with the project plan and the stakeholder decisions. Non-alignment can affect project continuation.
- **Diversity and cross cultural issues:** Most projects that have succeeded in one cultural or geographical area may not work in another area. The stakeholder's response to the project is dependent on the culture, practices and attitude. A thorough study of the stakeholder perspectives is critical for the project success.

One of the blocks to stakeholder management is the process of filtering. This phenomenon occurs when a large portion of the message is lost in vertical/horizontal stakeholder. To ensure that there are no gaps or missing links in the communication, understanding and expectation management, one needs to ensure that they use appropriate communication methods and capture them in Issue Log, Change Requests, Project Management Plan Updates, Project Documents update, Organizational Process Assets updates and so on.

Added to this the control mechanisms of managing all the stakeholders through the life cycle of the project using Work performance information, Change requests, Project management plan updates, Project documents updates, Organizational process assets updates are ongoing. These have to be reported in management information systems, dashboards, score cards, review meetings and other forums both quantitatively and qualitatively so that all the stakeholders are aware, updated and in the loop for all the required and relevant matter. No information or improper information can have deeper impact and the effort to correct and change the mindset is a herculean task. That is where in social organizations stakeholders with vested interest can play with the psyche of the people and totally kill a high impact project. Stakeholder management is ultimately all about how we manage the most important set of people for all that they are staking for.

Procurement – distinguish wants, needs and requirements

One of the key testing points for Project Managers come at the procurement stage of the project. The ability to distinguish clearly between the wants of the customers; needs of the project team and true requirements of the project; use the skill of 5W 1H of buying or procuring things that are required for executing the project show cases the maturity and capacity of the manager to manage the project efficiently. The procuring or purchasing the goods, materials and resources all need to be very contextual and appropriate to the activity and specific flow in the execution process. This understanding, called the procurement management, is vital to be operationally efficient and effective.

Procurement management would entail the project manager to –

- Identify project procurement needs
- Determine contract types and potential providers
- Identify/select procurement source
- Assessing quality and completeness of contract
- Verify product/service acceptance
- Structured review of the procurement process

In order to perform these roles effectively, the manager needs to employ four processes. Planning, Conducting, Controlling/ monitoring and Closing the transaction. In a social organization where funding is forever hand to mouth existence and every decision that has a direct connect to finance has to be thought out, these four processes become very critical.

1. **Planning** - involves deciding how much, when, from where and who will acquire/ procure. It also includes documenting project purchasing decisions, specifying the approach and identifying potential sellers. This is where the manager should clearly distinguish the requirements of the project from many needs and wants that may be put forth by the project team members. When there is limited funding the hierarchy of what are most essentials that would directly impact the project and those that are feel good items have to be distinguished. Procurement cycle needs to be well connected and aligned to project cycle. Every dimension of planning has to be a decision well thought through and scientific rather than purchase on gut feeling and unorganized. Many techniques like Make-or-Buy analysis, Expert Judgements, Market Research, Meetings and Historical references may be used while planning. This can be done well with the inputs of project plan, requirements documentation, work breakdown structure, risk register, activity resource sheet, schedule, cost estimates, environmental factors and overall understanding of the project activities and its goals.
2. **Conducting or Executing the procurement** - involves obtaining seller responses, selecting a seller and awarding a contract. Mindlessly sometimes social organizations become rule bound for getting three quotations and selecting the most competitive in terms of price. But that rule cannot be employed in every purchase decision. A number of factors connected to the project requirements have to be considered before decision is made. There are different types of contracts & are more or less appropriate for different types of purchases.

Each of these have to be examined carefully and whatever suits the purchase has to be adopted. Given in the chart below explains the key elements, disadvantages and suitability of the method for awarding the contract.

- Fixed Price or lump sum contracts where a fixed price for an agreed upon unit of supply is paid to the seller (Unit price -fixed price).
- Lump sum / firm Fixed Price where Seller at most risk (FFP – Firm Fixed Price). This can be used for Commercial products and commercial services for which reasonable prices can be established.
- Incentive included fixed price which is most difficult to administer. It contains a number of cost/profit schemes like, cost, target profit, target price, ceiling price and share ratio. If seller maximizes profits, an incentive is offered to reduce costs and improve efficiency but no profit (FPIF – Fixed Price Incentive Fee). This is suitable in projects that are development and production of high-volume, multi-year contracts.
- The seller is paid a fixed price, but the contract is reviewed at pre-defined intervals in the project for adjustments to the contract price based on certain parameters (FP-EPA – Fixed Price with Economic Price Adjustment). This can be used with negotiated procurements and, in limited applications, with formal advertising when determined to be feasible.
- Another method which is not desirable from buyer's point of view, where the contractor is reimbursed its cost + a fixed fee. (CPFF – Cost Plus Fixed Fee). This is suitable in research and development where the costs are dependent on volume. Example in completion form: Advanced development or technical services contracts. In Term form: Research and exploratory development projects. This is used when the level of effort required is known and there is an inability to measure risk.
- Seller is reimbursed for an agreed upon performance cost along with a pre-established fee plus an incentive bonus. The buyer and seller share the uncertainty to a certain degree (CPIF– Cost plus Incentive Fee). This is suitable where both the buyer and seller would benefit like major systems development and other development programs in which it is determined that CPIF is desirable and administratively practical.
- Another method is where the contractor is influenced to increase costs. (CPAF– Cost plus Award Fee). But this is not advisable from buyer's point of view. This is suitable in projects where Level-of-effort services can only be subjectively measured, and contract for which work would have been accomplished under another contract type if performance objectives could have been expressed as definite milestones, targets, and goals that could have been measured.

- Time and Materials only contract: This is suitable in Engineering and design services in conjunction with the production of suppliers, engineering design and manufacture, repair, maintenance, and overhaul work to be performed on an as-needed basis. This method calls for provision of direct labor hours at specified hourly rate and materials at cost (or some other basis specified in contract). The fixed hourly rates include wages, overhead, general and administrative expenses, and profit. Material cost can include, if appropriate, material handling costs.
3. **Controlling and monitoring** - the procurement process involves managing procurement relationships, monitoring contract performance and making changes and corrections as needed. These may be undertaken using Contract Change Control System, Procurement Performance Reviews, Inspections and Audits, Performance Reporting, Payment Systems, Claims Administration Records Management System. The right approval levels, tracking and evaluation mechanisms should be used
 4. **Closing the transaction** - of purchase and acquiring the requirements for the project is the fourth process. At the stage of closing, a clear document on all details of purchasing with a signed off closure and an update to the entire project team and management plan has to be executed.

In order to ensure efficient procurement all legal compliances, contracts have to be executed with genuine assent by both the parties. Both on the seller and the buyer the accountability and responsibility with commitment timelines have to be clearly spelt out. It is not about just following the rules of three quotations, it is much more intense and rigorous control and monitoring process to be followed in the procurement. Be it a simple purchase of stationary or heavy manufacturing equipment or transport vehicle, the underlying principles of procurement management has to be adhered to for efficient project management.

Analytics in Projects– Importance & Relevance

With the evolution of the business world, and the dynamic interplay between the various Gen X, Gen Y and emerging Gen Z understanding projects and the business has become more and more complex. To a large extent the decisions made in projects and business has been based on the expertise and experience of people who hold positions through their ability to read the context or gut feel. Be it in a social organization or for profit, decision making has been person based and not data based. Every decision made is not quantified or qualified based on the data and its analytics.

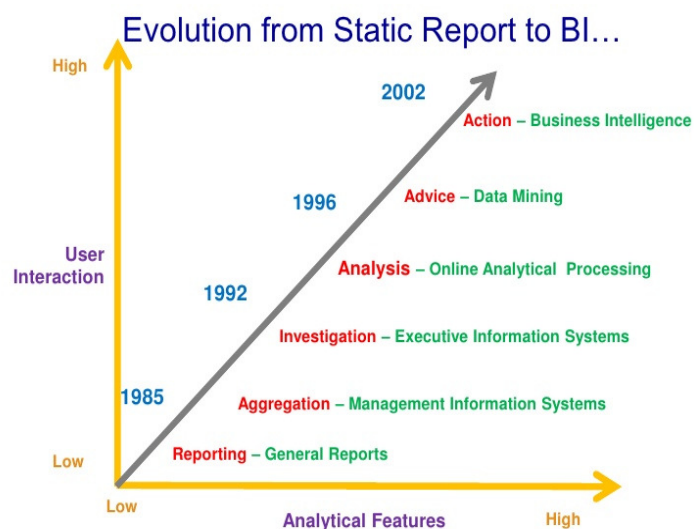
Over the last two decades the penetration of data based decision making has made a steady progress. Given below is the evolution of how business decision making and using decision support has been maturing. Productivity has been approached through extensive analysis of Business dimensions. Connecting business dimensions to productivity has been existing since Industrial era, but with the Gen Y coming into business decision making process makes it more challenging.

While referring to analytics, Business intelligence (BI) is a critical aspect. It is assumed that by presenting the latest information to the right people at the right time the accuracy of the decision making process is

enhanced. BI in general, is a collection of tools and methodologies that transform the raw data that companies collect from their various operations into useable and actionable information. Statistical and Mathematical techniques are used to analyze the extensive data collected on various dimensions in the organization. It could aid in decisions with regard to CRM, marketing, resource optimization, revenue management, resource planning and in formulating strategies, tactical trends opportunities through data mining and predictive and improving the performance of their business processes to increase organizational effectiveness. Besides discovering trends and opportunities that may improve business objectives, BI often includes mechanisms to rationalize business performance by outlining possible reasons, along with suggestions for business actions.

The typical the advantages of analytics especially in predictability are:

1. To get a higher return on your data investment by obtaining a complete picture of the situation.



2. Find hidden meaning which will help uncover hidden patterns, trends, and relationships and transform these into action.
3. Look forward, not backward by using the data to be proactive, rather than reactive.
4. Deliver intelligence in real time.
5. Advanced analytics tools help to develop hypotheses, test them, and choose the scenario most likely to give the desired results.
6. Mitigate risk through evaluating risk using a combination of business rules, predictive models, and past employee actions, thus minimizing exposure to unforeseen events.
7. Discover unexpected opportunities to respond with greater speed and certainty
8. Guarantee organization's competitive advantage

In social organizations, the BI has been one of least focussed areas. The vision of the organization, the achievement of goals surrounding it has been more important than studying and understanding and evolving how it works and the business sense it makes to sustain the cause. This inability to analyse has many a time failed excellent cause-oriented social organizations to sustain.

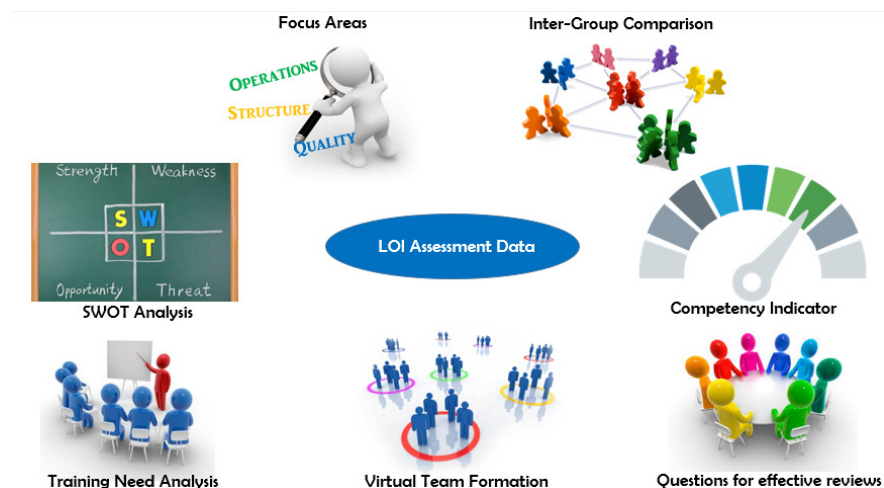
While analysing business is important for efficiency, understanding people, their behaviour and actions is equally important. This is the People Analytics (J.M. Sampath et al 2015). Social organizations are largely human capital intensive organizations. The know-how, skills, competencies, strengths and weaknesses that people bring to organization become integral in decision making process.

In Corporate, the places where analytics in HR is thought about are in recruitment, workforce planning & optimisation. People Analytics is yet to get to the point where it can connect performance excellence with cultural excellence so that organizations can further leverage its human capital. Training is another area where analytics is used to understand people. Training needs are often identified with a view to enhancing performance or getting tasks accomplished, but not to develop certain orientations or attitudes. Several organizations measure the effectiveness of training programs in terms of competency developed, but only some analyse to what extent the competency acquired has been utilised and what impact or changes are perceived subsequently. To a large extent training budget seems to be a more important measure than the increase in revenues or efficiency due to the competency acquired from training programs. The metrics gathered from training initiatives only provide the data from which inferences are to be drawn and development measures planned highlight contributions made. But the drawing of inferences is dependent on people's capacity and competency for analytics. There are many methods and approaches to understanding people more objectively and quantifiably. Assessment based approach with built in analytics would surely be one of the best ways to gather data about people and keep a tab on every action and decision.

One example of the unique effort in the people analytics area is Life Orientation Instrument (LOI) that assists in understanding people and enabling efficient project management. LOI developed by Dr. J.M.Sampath (www.discoverself.com) has been in use for the past 25 years with over 100,000 people taken, can assess teams and do People Analytics. This instrument measures over 30 attributes understanding 5 critical orientations of people –

1. Ability to achieve results (Achievement Orientation)
2. Ability to relate to people (Relationship Orientation)
3. Ability to influence people and events (Leadership Orientation)
4. Ability to learn & change (Learning Orientation)
5. Ability to share feedback and develop others (Nurturing Orientation)

Using a multi-rater approach the data from both self-score and others assessment on that self, the instrument throws open data to analyse from the multiple number of combinations and permutations that emerge from the action – perception gap. Using this data one can do many analysis and sample is given below.



There has been a long standing belief that people related things are hard to measure objectively and this has most of the soft skill training included in it. It has got extended to the impact studies in social organizations. There are many institutions that have been doing very good work with under-privileged, villages, needy and poor, children and elderly, in providing education, health and basic necessities and so on but they do not have any statistics or number analysis to quantitatively show the impact of the efforts.

Data with high relevance, reliability, accuracy and objectivity will definitely give higher predictability and better decision making possibility. As a project head and social entrepreneur, there is a strong need to have that analytical bent of mind set and be able to collect, analyse and use appropriate data and take actions accordingly. The essential need of the hour is to sharpen both Business and People Analytics for effective project management and successful execution.

Use of Technology– Enabler for Social Organizations

Amazing how each of us have got addicted and attached to mobile phones and its apps. Though it has added many isolations and disconnects to people and relations, yet, it has surely become an enabler and made our working more productive, fun and well connected. The amount of time we spend looking at messages and email or even posts on social media or messaging apps are 8 to 10 times more than what it used be 5 to 10 years back. Has this movement made a better impact in the way we communicate, work, interact and do business? Has it increased our reach especially in social causes and issues to be addressed?

Technology when used efficiently and judiciously is a boon to optimize and reduce cost of transaction. This new age ways of dealing and relating with people using technology is surely the way forward to running large scale or small scale business transactions. As one can be easily connected and updated what needs to be done / asked, this has surely eased doing business or work with real time update. One cannot fool around or misrepresent their status, location, issues and challenges reducing conflicts. With so many advantages of using technology and easy to use apps, as an entrepreneur, we need to leverage and capitalize this opportunity to its full extent and capacity. There are so many small, free, easy to use business and productivity applications, apps, portals that can simplify many of the complex and manually managed processes and methods.

Social organizations for a long time have been vary of using technology. There are several restrictive beliefs that have been blocks to keep pace with the changes technology is bringing into organizations.

- Technology is costly and funding organizations cannot afford this
- Technology is mostly high end, expensive and time consuming
- Social organizations cannot afford maintenance costs or person to handle technology
- Technology use requires higher education which many field workers may not possess
- Technology and training takes time and will reduce the field work time for the employees
- The hardware is not affordable and justifiable for the donors
- Social organization requires to be in the field for productivity and not in front of gadgets
- Reaching to the under privileged and remote areas where efforts are needed does not require technology
- Anyway we have successfully run organizations without technology so far and the same can be continued

Optimization is the key in this dynamic, changing, complex world. Being agile is no longer the prerogative of the privileged or corporate. If social organizations do not change and catch up being the fore runners of change, they will lose out on the optimization. In the last two decades several large not for profit and NGOs have utilized technology effectively. Azim Premji foundation, Enable India, Infosys Foundation, Akshara, are some examples.

Some of the most commonly seen usage is the use of social media platforms for communication, updates, fund raising, cost optimization, sourcing the people, vendors or even promoting what one is doing / wants to do. For running the business/ project on a daily basis, there are so many variety of free applications that can be used:

- Manage all your contacts / network – Database and connect to social media
- Manage customers / donors/ investors database & transaction
- Manage vendors / suppliers/ contractors
- Invoicing, financial management, both inflow and outflow.
- Supply chain management
- Quality and risk management
- Product and inventory management
- Complaints and case management
- Knowledge management
- Chats and bulk SMS communications
- Human resource management
- And many other business process management tools.

We can explore many applications which are on SAAS (Software as a service) model which normally gives license for per user/ per month /per year basis. And most of these applications offer free for first few users to get the initial understanding of it with few limitations. These features would suffice for initial application and usage. There are many Indian and internally offered apps which are billed in US Dollars. The range of apps per user per month could start as low as \$3 to \$150. Average is about \$15 to \$20 for a paid user. Any addition of people or user will be at a cost.

Applications like Google Apps, ZOHO, Basecamp, Bitrix24, Evernote, MailJet /Mailchimp, Skype, Paypal and many others which are easy to download both as app on your phone and also use on systems covers most of the functional needs. Using most of them does not need any technical understanding and education. They are mostly self-learning, easy to configure app. Many of the out of box features can be as-is used. These apps are safe and secured with no infrastructural investments as they are cloud based applications.

Many manually done operations can be easily automated and nearly reduce over 50% of manual / people dependent processes. This will allow key employees to focus and spend effective time on the core issues of the project. This enables increased bandwidth where scalability and reliability of the entire system becomes lot more evident to expand and build higher level of trust.

Even for updating the donors, investors and stakeholders, these apps are very relevant and useful. Simple dashboards can be created that gets updated real-time and the required information is shown both quantitatively and qualitatively. There is limited need for follow-up or questioning from either side. When there is true cost and energy saving the investment is also justified to the donor. Since technology explosion is rampant, there is always a lurking fear

of landing with wrong software vendors. Using out of the box apps dispels the fear of wrong vendors.

Usage of technology calls for a sure mind-set change and a paradigm shift w.r.t technology and its usage. Once the orientation is to optimize and get the best of people and efforts, technology can surely be an enabler and facilitate achievement of vision a lot faster and seamlessly.

Portfolio and Program Management for Social Enterprise

In the previous series of articles, Projects and Project Management has been discussed in detail. Most endeavor of a social entrepreneur begins with an idea or a small intervention attempt. Gradually it may grow from idea to an enterprise. The challenge lies in the ability of the social entrepreneur to expand the project and scale it to reach to the maximum number of recipients. This may demand multi location, multi projects and multi intervention strategies. There is a fear of dilution in the original intent and carrying forth of the vision and values due to expansion. Further, the scaling up of the scope of the idea may require certain changes in approach, methodology and people profile. The purpose of most ideas has to be the ability to create replicable models that the world can benefit. The multiple projects may be under the same umbrella, but to retain the original intent and purpose it requires a strong governing structure. To not lose the purpose, a good governing structure becomes essential for higher level of understanding and connect.

When the scale is small and well within the control of the social entrepreneur, it is fairly easy to control the quality of output. But when the scale expands, the players in terms of stake holders increase, there is likelihood of deviations. To ensure that there is a good aspect ratio in expansion and maturity of the processes, there is a requirement to establish a clear understanding of the project – program – portfolio connect. The meaning of project and dimensions of a project has been discussed in detail in the previous articles. We will take it further to discuss the program and portfolio requirements in this article. There is a need to understand this little deeper so that, the management and people who are leading these initiatives can connect to that appropriate level and then take measures to monitor and track progress. Given below are few insights about Portfolio and Program management.

Whenever we have multiple projects being done under a single objective or purpose, it is called a program. E.g. NASA Program; Community Development Program; School leadership development program and so on.

A program implies that to achieve the objective, there are many sub projects that are to be done. For example to do a school leadership development program, there are many levels and layers of intervention like developing concept and curriculum; identifying and training facilitators; Train the trainers run by the facilitators for educational officers; trainers training the Head teachers; head teachers doing the projects in their schools. While the program was one, there are several sub-projects which involve different layers of people.

When there are multiple such Programs, it becomes a Portfolio management. Portfolio covers vast bandwidth and focus. E.g. Educational portfolio covering many programs within the government; Bangalore City development, or Swatch Bharat as a portfolio, where there are

✓ Portfolio – the right things

✓ Project – the right way

✓ Programme – the right order

✓ PMO – the right team

many sub programs under this big portfolio. When there are many sub programs, the players are also many and so are the stakeholders.

In Tactical (project) management, the focus is on the tactical completion of work. It deals with the tasks, issues, scope, risks, etc. that have to be managed to deliver the project on time, within budget and scope.

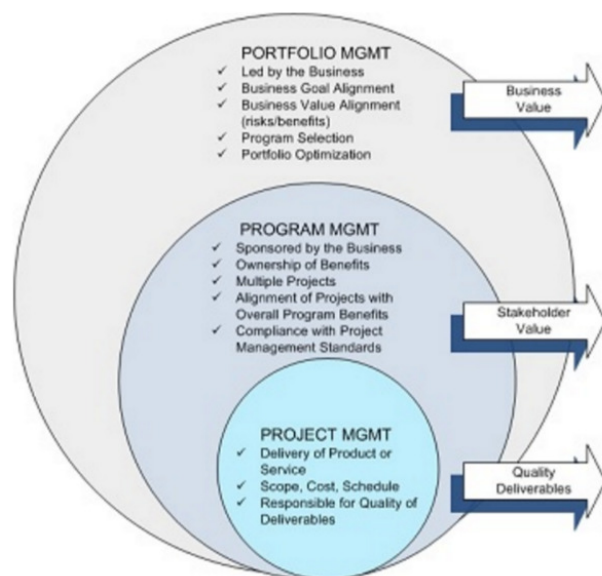
Program management is about the grouping and management of projects that are interrelated and oftentimes overlapping. In Tactical/strategic (program) management, a program manager has to oversee the projects to ensure they are being managed to meet their tactical goals. But in addition, s/he needs to ensure those projects are fulfilling their strategic initiative such as containment of risks, achievement of economies of scale, cost optimization, integration of product deliverables, etc.

In Strategic (portfolio) management, the programs and projects are viewed at the organizational level with an aim to align the projects with not only the company's overall financial and strategic plan, but also with the company's mission and core values.

Portfolio management, therefore is an integral part of the organization's overall strategic plan. While project and program management focus on "doing the work right," the purpose of portfolio management is "doing the right work."

There are standards set for Portfolio and Program management. The Standard for Portfolio Management — Third Edition offers the most up to date information regarding accepted practices in portfolio management. There are three knowledge areas that address

- Portfolio Strategic Management,
- Portfolio Performance Management,
- Portfolio Communication Management.



In the portfolio management, the defining process group was added to address defining processes;

The Authorizing and Controlling Process Group replaced the Monitoring and Controlling Process Group that was there earlier.

The Standard for Program Management—Third Edition provides a detailed understanding of program management and promotes efficient and effective communication and coordination among various project management groups. There have been some updates which include:

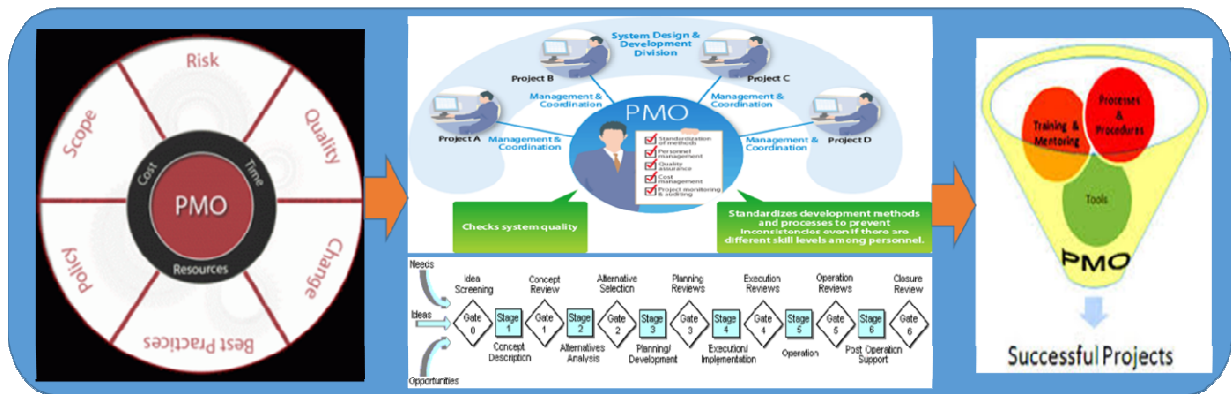
Program Life Cycle which has been assigned its own chapter for the third edition to provide the details of the unique set of elements that makes up the program management phase. The third edition highlights the full scope of program management and clarifies the supporting processes that complete the delivery of programs in the organizational setting. A more detailed definition of program management within an organization is provided, including the fundamental differences between project management and program management.

One of the best practices seen in the industry and governments is to have body / team who will primarily manage this entire Portfolio, Program and Projects in a more systematic and structured way. This is called Project Management Office. Typically headed and governed directly by the top management, this team ensures to have appropriate:

- Project Prioritization
- Project Scope and Integration
- Project Planning
- Project Monitoring and Control
- Project Quality Management
- Risk Management
- Standardization- Policy and Procedures
- Benchmarking and Best practice setup



PMO Framework

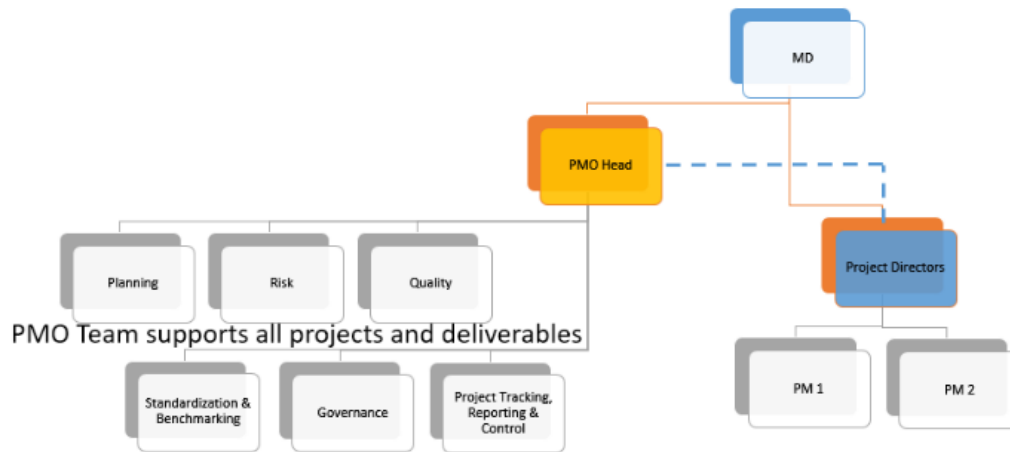


It is a good practice and recommended to have people who are experienced and certified to handle the PMO office. One of the certifying body is Project Management Institute(www.pmi.org). They certify individuals at different levels based on the capability and experience of handling projects.

Having these certified / trained professionals can also add significant high value in the proposals and ability to raise higher funds and brand value for the projects. The accreditations are connected to the positions that can be held in the PMO office. The project management

certified would be qualified to become the PMO Head and MD. The Program management certified would be qualified to be Project Directors and the PMP certified can be the Project managers.

Given below is a sample recommended organization structure that can help manage projects



and PMO office efficiently.

While the idea scales up to become a model that can be replicated and expanded, the people processes as well as systems need to be expanded too. There are no prescribed or fixed ways and methods to run an efficient project, it is contextual to the setup and complexity. Given above are few best practices, guidelines and standards that are used by globally reputed and successful social and corporate organizations. It is recommended that the key people should have a formal training and understanding of the framework and standard so that all the important knowledge areas required to run the projects efficiently and effectively are covered.

Diversity Management in Social Organization

One of the greatest opportunity for a Social Organization is to spread far and wide and make the most impact in the area that is addressed. This expansion comes with a unique pain if not understood and focused and that is the issue of 'Diversity'. Diversity is both an excitement, possibility of newness as well as sapping and energy drawing. Which means, by itself it just is – the mindset with which it is approached as well as the extent to which it is ignored causes the pain. No One size fits all. Similarly no one way will work with all. Social organizations being largely people dependent, the issue of diversity in any project management cannot be ignored or taken for granted.

Diversity, by definition refers to variety or range of different demographics connected to people, gender, age, geography, culture, political, social orientations and perspectives or even different mental and physical states of human being. When organization grows and expands diversity may come internally due to the number of people from different backgrounds joining the organizations or/ as well as diversity due to the organization being located in different geographical locations bringing in different social, political, cultural dimensions. Normally, diversity is seen as a HR responsibility. In fortune 500 companies, diversity department is established to ensure it maintains and educates management about the diversity that exists in every team. Unfortunately, even in corporate it has remained largely in statistics and data analysis and not percolated deep into psyche and treatment spaces. This makes the subject a more quick fix rather than foundational.

In social organizations, there are several stories of organizational and project failures because sufficient understanding and customization had not taken place to accommodate diversity. For example the health care programs were received differently in different districts of Karnataka and the NRHM fund utilization had issues to be sorted out based on regional, political, social and cultural issues. The north Karnataka was way different from the Mangalore/Udupi region to different in the south Bangalore urban region. The school development and management drive in Karnataka had to have a differential approach and process in south and north Karnataka. Having a diverse background of people and multi locations when mixed appropriately can bring better ways of handling tasks and deliverables. They will bring their own unique inputs and perspectives to look at the social issue that is addressed in multiple ways. When understood and tapped, it can used for achieving higher standards and thereby excellence.

Diversity becomes an issue within the organization when –

- At the time of team formation: There has to be appropriateness to the task, customer requirements as well as match of the competence/ capability to deliverables. For example the gender, age, experience, knowledge, field expectations, all have to be taken into consideration.
- At the time of forming policies for organizational functioning: Different geographical locations have their own social and cultural milieu. The essence of the policies have to

be understood and execution has to be built taking diversity into consideration. In some service organizations, there were policies on encouraging people getting their family on a weekend and work, have their spouses to have an opportunity to join the company, have work from home options or even take their personal time to do any community service depending on the importance given to work life balance in that region.

- The compensation and reward mechanisms: Most of the times these are built as standardized processes rather than taking the age, place, gender, social and cultural components of the people. This would enable all the varieties of people to stay engaged and contribute. E.g. in a services company, where the majority of staff were young, just out of college and enthusiastic, they had an allowance called “Dating Allowance” which meant they can take others on a date and get reimbursed for that as a part of compensation. This was seen to increase the employee engagement.
- In R and D spaces where new dimensions of product or service are explored, bringing in diverse people can add to innovation and creativity. It can break deep seated mindsets and enhance the common sense application in development.
- In connecting and delivering to the field / customer: The appropriate mix of region, age and gender has to be taken into consideration. Localities’ may be accepted in some projects better by the customer or that itself could become a limitation.
- In team Leadership: A leader needs domain and operational knowledge and also the capacity to develop, encourage and build a team to move towards excellence. Someone coming with different background may be able to interact and experience the team afresh without bias and prejudices.
- As a process of change management: To customize and make intervention processes relevant to the times, revamp and bring in fresh thoughts, an appropriate age mix may contribute.
- To bring in holistic perspective to the solutions provided: An appropriate knowledge and experience mix from varied fields may help the team.
- In decision making: There are varieties of decisions that are taken in any project and diversity can be an enabler to get multiple perspectives and inputs. For example, the way a woman may take decisions vs. a man; the experienced and elderly vs the young with fresh and updated knowledge; diversity can enable holistic decision making within the team. If the leaders are aware and mindful of the diversity factors, the decisions would be lot more enriching and significant in impact.

When diversity is created, however, in most organizations we do not see them in appropriate configurations. There is no one right way of having this diversity mix, however, one needs to have an appropriate mix and match of all the different factors of diversity to get the best out of the project team members. A number of analytical tools and interpretive data may be used to determine the mix. But it is not a one time job and needs to be revisited based on the results. Diversity is not for its own sake but for better outcome and to get the best out of people in any project and organization. The higher the engagement of people, higher is the belongingness which results in commendable outputs. Understanding the implicit beliefs and intents of all people with their own diverse backgrounds, would definitely benefit the projects and get higher outcomes.

While there are bright propositions from diversity, there are certain shadows too when it is ignored or taken for granted.

- Judgements and bias: Especially in rural and urban mix of people; regional and language bias, gender bias and judgements about knowledge, experience, expertise. These can create difficult blocks in learning and assimilation of thoughts, perspectives and ideas. These biases may have aroused out of their own, experiences and understanding from self and observing others. These views may be limiting and may impact the performance of projects.
- Peer pressure and deep set identification, living in comfort zone that makes people form cliques and groups with people from similar backgrounds, locations, education, gender and which intern can limit team work and excellence. The beliefs in the minds of the people have to be addressed to remove these blocks.
- Diversity if not utilized properly can add to time and energy consumption. It can delay consensus, agreements in decisions. Standardized processes may even back fire and to arrive at appropriate solutions may take time. Human issues may loom larger than technical issues.
- The power blocks of working in corporate office and field branches creates a different diversity issue due to regional and localize bias.

For organizations where this has not been a focused area, some action plans could be -

1. To tap and understand what kind of diversity is prevalent already within the organization
2. Determine the appropriate mix to enhance effectiveness and efficiency.
3. Re-organize the teams so that the diversity mix is appropriate and value adding
4. Evaluate some of the best practices in a similar industry / context / project – how they have configured their diversity factors.
5. This is a constant review process, one time setup may or may not be significant for long time. Regular check on what is working and what is not working should be evaluated and appropriate changes should be considered.
6. Careful calculation of cost benefit and business impact needs to be connected to diversity components.
7. Some kind of focused activities in knowing, understanding the social and cultural dimensions of the people and region has to be formulated as a part of the education process.
8. An appreciative enquiry process to accept diversity and learn from each other to be instituted as a part of organization culture

Unity in diversity is the Indian mantra and that needs to be integrated into every social organization.

Strategy...Do I need one?

Social entrepreneurs have no dearth of passion, zeal, action, energy that drives them. Yet, at times, when the idea scales up, it seems very difficult to execute and achieve the set targets. More so what works in the space the idea took roots may not yield results elsewhere. Also, very few entrepreneurs are successful in multiple fields they choose to work. Just like there are hardly a handful who have got a second noble prize, so also a few are in expanded multiple fields of intervention. The answer to this question lies in the attention paid to “strategy” and the ability to design and strategize differently in accordance to context, place and time.

Wiki says - from Greek στρατηγία stratēgia, "art of troop leader; is a high level plan to achieve one or more goals under conditions of uncertainty. This included several subsets of skills including "tactics", siege-craft, logistics etc., the term came into use in the 6th century C.E. in East Roman terminology, and was translated into Western vernacular languages only in the 18th century. From then on until the 20th century, the word "strategy" came to denote "a comprehensive way to try to pursue political ends, including the threat or actual use of force, in a dialectic of wills" in a military conflict, in which both adversaries interact. Modern business strategy emerged as a field of study and practice in the 1960s. The essence of formulating competitive strategy is relating a company to its environment says Michael Porter. Now, Strategy as a word on Google search has over about 75,80,00000 links and material. That's too much to even fathom. But why is this such an important and most used word and what does it mean for a Social Enterprise? Let's review that a little deeper.

Strategy is like the floor plan of a building. If a space has to be utilized to the best, it involves a best design. Similarly, given the resources and recipients, how best the idea or intervention can be reached has to be planned and well thought through. Strategy is to be worked at three levels –

- Overarching meta level
- Project level
- Goal or task level

At the overarching meta level, the strategy is derived from the long term vision of the organization. This makes the formulation of Vision a must for the organization right at the beginning. The purpose for which the organization would exist and the evolution of the purpose has to be mapped. The strategy for societal interventions would be then aligned with the vision and the interim purpose of the organization.

At the Project level, the strategy is derived based on the mission of the organization. Mission is also the periodic milestone that has to be achieved. The mission is SMART – an acronym for Specific, Measurable, Attainable, Realistic and Time-bound milestones.

At the Goal or task level, the strategy is derived based on the context, objectives of the project and targets to be achieved. This kind of level planning intern helps every function / process to

have their strategy and then plan for each activity. The activity level strategy is the operational strategy which is being measured and monitored on a daily / weekly/ monthly basis.

When a strategy is crafted, it is not always one time exercise and only one option. It has to be dynamic, flexible and agile. It needs to cover all PESTEL aspects. (Political, Economic, Socio-Cultural, Technological, Environmental and Legal).

A classic documented example is how Wal-Mart which is highly successful in USA totally failed when it went to Germany. The Ginger beer that is most famous in Srilanka failed to be accepted in India as a regular drink because of the term 'beer'. The failure was due to poor strategy and alignment to local situation. Many school development programs and health reach out programs that have maximum reach out in Uttara Karnataka have not been able to take off in North Karnataka to a similar extent. The strategy has to be reformulated and no one formula would work. Appropriate strategy and methodology ensure long term sustenance and relevance. When the strategy is clear, dynamic situations can be adeptly handled. The new term coined in corporate is 'GLOCAL' – global with local customization. Similarly, all PESTAL aspects have to be taken into account by the social organization while designing their intervention strategy. It may include most importantly local field staff and other liaison persons who understand the social cultural background. The strategy for costing and branding may have to be localized. Legal and regulatory laws, taxes that are applicable has to be taken into consideration when it becomes international programs. Language barriers are most critical in people intensive social organization.

If these are not taken into consideration, it can put a big dent on the project execution. The social entrepreneur has to play a key role in understanding and arriving at the best strategy for maximum reach-out.

The head of the social organization and all heads of the branches, with their project managers along with domain experts become the strategy team. They need to document every PESTEL and project activities and get the buy in of the stakeholders. In dynamic environment being agile enables the organization to function seamlessly and optimally. Akin to war environment where at any given point of time five plans are formulated for every strategy and different strategy with all loop holes studied and closed to ensure safety and success; in social organizations too should build more than two to three strategy and alternate plans for every strategy that will address all the possible blocks in project. All information has to be on finger tips and very clearly documented for effective management and operations.

To enable efficient strategy and planning there are agencies and consultants who aid in the process. There is also information available on governmental funds, availability of subsidy and privileges for certain sector and groups. For example, if a geographical location is explored in business they can refer to World Bank for information- <http://www.doingbusiness.org/data/exploreeconomies/india/>. Some of the areas they cover are: Starting a Business, Dealing with Construction Permits, Getting Electricity, Registering Property, Getting Credit, Protecting Minority Investors, Paying Taxes, Trading Across Borders, Enforcing Contracts & Resolving Insolvency. There many such public information for an entrepreneur to strategize and take decisions. A good strategy would tap all the available privileges and

resources effectively. The legal compliances are the most critical component which requires focus and authentic advice.

Strategy and Planning are hence most integral part of Project management. Recommendation is to have clear strategies for every act, get a SWOT analysis and tap the pros-cons for these strategies with optimal and best result for long term sustainability and progress of the organization.

Performance Excellence...final connect

Performance Excellence is a journey. Last 19 months, each of the elements of this process has been delineated connecting it to the implications for social organizations. The meaning and definition of business process words like Project, Operations, Portfolio, Program and Business acumen were discussed. The 5 W and 1 H (What, Why, When, Where, Who and How) were clearly highlighted so that we can understand the essence and the implication of having a sound project management practice in an enterprise. The key essentials of Performance Excellence includes –

- A clear and deeper understanding of business process
- The importance and role of project and process in an enterprise
- The meaning and relevance of project management
- The knowledge areas of project management
- The scope, time, cost, quality, risk, communication, procurement and stakeholder management of the project and their management
- The ways to integrate project management in an organization
- The use and importance of technology usage in organization process and project management
- Ways to improve the business process maturity and
- Ways of assessing the organization excellence

The 5 W 1 H enquiry process; 5D (Discover, Define, Design, Develop and Deliver) business process management framework aid in project management. The 10 knowledge areas as defined in PMP BOK (Project management Professional – Body of knowledge) a PMI standard were also discussed. These included Project management Integration; Scope; Cost; Time; Human Resource; Quality; Risk; Communication; Procurement and Stakeholder management. These processes connect end to end of an enterprise, with many inter-linkages, inter-dependencies and enablers. The 10 knowledge areas have to be well integrated and made the DNA of running a project efficiently and effectively.

The use technology and analytics to measure and manage every activity and task involved is a very important dimension of Project management. People analytics, a quantitative and objective way to measure and manage comes very handy. People analytics brings the ability to take business connected and people centric decision using SWOT, Focus Areas, Training Needs Analysis, Compatibility and Comparing teams, Competency and metrics mapping along with forming virtual teams before they are physically formed. Each of these are derived from assessment data – primary data so that we could rely on them with higher reliability and validity rather than big data/ secondary data. Business Acumen and Financial Acumen are the key competence and skill needed for any project manager or entrepreneur to function

efficiently and effectively. Using a simulation and game theory based learning, we shared the relevance and use of these acumen in a real life context. To run the organization, there is a clear need for diverse work force and minds to bring variety and radical inputs to performance and growth.

Finally to connect it all, the Organizational Excellence model below shows that organizational Vision and Values lead to organizational design in turn enable excellent business process resulting on Organizational excellence. Business process is not a standalone; neither are vision and values. They are intricately connected in the fabric of organizational existence.



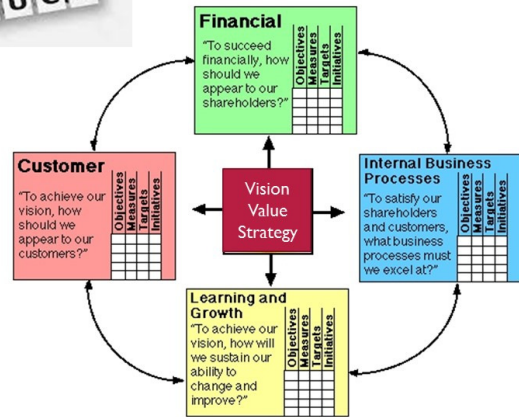
The project manager or entrepreneur needs to strategize and design his/her projects effectively and efficiently. Each of these key knowledge areas are to be used and integrated into every day thinking and doing. An efficient and effective project manager needs to be contextual, relevant and extremely sensitive to all his stakeholders needs all the time. Our attempt is to give this knowledge, which can give you some insight into what does it take to run an extremely efficient, scalable, effective, long lasting, sustainable enterprise. Along with this the context sensitivity, relevance and common sense of the project manager plays a huge part in contributing to this.

Organizational excellence therefore is a combination of Performance excellence + Cultural excellence. The combination of these two has multiple impacts on Organization culture; Revenue; Cost; Cash flow; Governance and compliance; and total Customer experience. For this the Vision- Value- Strategy play the key influencing role. There should be a balance between the financial- business process- learning and development – customer orientation connected to vision and values. The functioning strategy has to be aligned to all this to maintain the balance score card. To function smoothly there should be absolute clarity on the goals and the goals have to be SMART. The connection between all these elements is given in the figure below.

KEY SUCCESS FACTORS



S	M	A	R	T
Specific	Measurable	Attainable	Realistic	Timely
What specifically do you want to do?	How will you know when you've reached it?	Is it in your power to accomplish it?	Can you realistically achieve it?	When exactly do you want to accomplish it?



Social Organizations are no different when it comes to existence of these elements. The methodology may vary based on the size, feasibility and reach. Yet, it is no doubt that efficient project management is a crying need for every organization – be it social or corporate.

With this article we bring the discussion on performance excellence to a completion at this point of time. We believe the elements discussed gives a comprehensive viewpoint and readers are most welcome to include many other points that can help them manage projects efficiently.

We thank CSIM management and editorial board to have given this opportunity to share our thoughts and publish the same. Wishing them the best in all their future endeavor



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