



Excellentia

Project Management Newsletter

May 2021

8 Things We've Learned About Teams in a Difficult Year



For the vast majority of us, teams are the vehicle by which significant work happens in our organization. Whether operationally focused or responsible for delivering a project, teams are what make the world go round.

Despite that truth, we often struggle with teams. Building them, sustaining them, maintaining momentum...there are days where none of that feels easy. It doesn't help that some of the most popular theory around team building is at best misguided and more particularly wrong (see my article here for a longer elaboration on that). In the best of times, when we were face-to-face and able to collaboratively interact, developing and sustaining team performance was hard. Since the advent of the pandemic, it has become much more challenging.

Regardless of the situation, teamwork over the last year has been difficult.

Even if status as an essential worker means you are still going to work every day, interaction is harder. Everything has been harder. We are all still trying to get work done. We are also managing the safety of ourselves, being concerned about the safety of our colleagues, looking after our families and responding to very different living, family and social situations. All of that has created emotional and psychological hurdles that we have all had to manage, and none of it has been easy.

Face-to-face teamwork has become more complicated. Even when we have the benefit of being in the same work space, safety considerations mean we also have obstacles as a result of being in the same work space. Our ability to communicate is hampered by maintaining distance and wearing masks. Facial expressions are hidden, and many are coming to appreciate just how often they rely on reading lips as part of comprehending what is being said, and how difficult it is to do so when you can't. Heightened tensions and

raw nerves living just under the surface make reading emotions harder, misunderstandings more likely, and overreactions a virtual certainty.

For those working remotely, working in teams started off as a whole different level of distraction and awkwardness. The transition to working at home is not easy for many.

IN THIS ISSUE

8 Things We've Learned About Teams in a Difficult Year	1
Make Reality - Questions with Dr. Wladimir Klitschko	4
Women in Project Management.....	5
From Member	6
Board Profile.....	6
PMI Fact File	7
Chapter Facts.....	8
Member Statistics.....	9
PRANKS 28: Managing Engineering.....	10

... continued on page 3



Project Management Institute Indonesia Chapter

Talavera Office Park 28th Floor
Jl. TB. Simatupang Kav. 22-26, Jakarta Indonesia

-  : +62 21 7599 7905
-  : +62 21 7599 9888
-  : www.pmi-indonesia.org
-  : info@pmi-indonesia.org
-  : PMI-Indonesia Chapter (Group)
-  : Project Management Institute - Indonesia Chapter (Page)
-  : [PMIIndonesia](https://twitter.com/PMIIndonesia)
-  : Project Management Institute - Indonesia Chapter

The Project Management Institute of Indonesia was founded in 1996 and is an organization dedicated to enhancing, consolidating and channeling Indonesian project management knowledge and expertise for benefit of all stakeholders. This organization is one of the chapters of Project Management Institute (PMI), a nonprofit, worldwide leading professional organization. Our members and credential holders span numerous industries, businesses and many of the Indonesian leading corporations as well as nonprofit institutions.

EDITORIAL

Editor in Chief

Rafi Sani Hardono, PMP

Editor Team

Arief Prasetyo, PMP
Parikesit Abdi Negara
Trifina Sartamti, PMP

Advisor

Alin Veronika, PMP, PMI-RMP
Crysanthus Raharjo, PMP

Contributor

Arief Prasetyo, PMP, PMI-RMP
Saryanto Savin, PMP
Program Team

Graphic Designer

Shinugi Media

The newsletter of Excellentia is scheduled to be available every month. The board of editor encourages readers or persons interested in project management area to submit articles any topic relating to the project management. All contents of article published in the newsletter are the responsibility of the authors.

Board of Directors

President

Alin Veronika
averonika@pmi-indonesia.org

General Secretary

Tony Satyabodhi
thu@pmi-indonesia.org

VP Treasury

Bayu Aditya Firmansyah
bfirmansyah@pmi-indonesia.org

VP Program

David Adi Wibowo
dadi@pmi-indonesia.org

VP Marketing

Jerry Marthin Samosir
jsamosir@pmi-indonesia.org

VP Education

Bagus Riyowiyoso
briyowiyoso@pmi-indonesia.org

VP Communication

Arief Prasetyo
aprasetyo@pmi-indonesia.org

VP Membership

Sigit A Wibowo
swibowo@pmi-indonesia.org

VP Branch

Achmad Fuad Bay
afuad@pmi-indonesia.org

Board of Advisors

Board Advisor - Membership

Ika Avianto
iavianto@pmi-indonesia.org

Board Advisor - Marketing

Corina Munthe
cmunthe@pmi-indonesia.org

Board Advisor - Education

Sachlani
sachlani@pmi-indonesia.org

Board Advisor - Branch

Yudha P Damiat
ypdamiat@pmi-indonesia.org

Board Advisor - Program & Communication

Crysanthus Raharjo
craharjo@pmi-indonesia.org

Board Members

General Secretary Team

Hendra Fernanda Pinem
hpinem@pmi-indonesia.org

Treasury Team

Reza Aldiansyah
raldiansyah@pmi-indonesia.org

Marketing Team

Muhammad Habib Aldo Akbar
maldoakbar@pmi-indonesia.org

Daviah Maziya

dmaziya@pmi-indonesia.org

Membership Team

Dheni Prasetyo
dprasetyo@pmi-indonesia.org

Bayu Waseso

bwaseso@pmi-indonesia.org

Willy Imam Lazuardi

wlazuardi@pmi-indonesia.org

Program Team

Raisyuli Indria
rindria@pmi-indonesia.org

Hariman Lie

hlie@pmi-indonesia.org

Rio Handoko

rhandoko@pmi-indonesia.org

Mohamad Sidik

msidik@pmi-indonesia.org

Bimo kuncoro

bkuncoro@pmi-indonesia.org

Education Team

Teguh Raharjo
traharjo@pmi-indonesia.org

Resha Mohamad Ilham

rmilham@pmi-indonesia.org

Dafry Reksavagita

dreksavagita@pmi-indonesia.org

Erdith Irawan Arifianto

earifianto@pmi-indonesia.org

Kartika Melania

kmelania@pmi-indonesia.org

Communication Team

Rafi Sani Hardono

rhardono@pmi-indonesia.org

Antonius Sony

asony@pmi-indonesia.org

Parikesit Abdi Negara

pabdinegara@pmi-indonesia.org

Handy Matunri

hmatunri@pmi-indonesia.org

Trifina Sartamti

tsartamti@pmi-indonesia.org

Ericha Mutia Putri

emutiaputri@pmi-indonesia.org

Branch Team

Noerachman Saleh

nrsaleh@pmi-indonesia.org

Branches

Yogyakarta Branch

Suci Miranda

smiranda@pmi-indonesia.org

Bandung Branch

Branch Director

Wawan Tripiawan

wtripiawan@pmi-indonesia.org

Surabaya Branch

Branch Director

Alfina Wijanarno

awijanarno@pmi-indonesia.org

From the Editor's Desk

Coinciding with Mother's Day in many parts of the world, the Chapter XChange Program ran its monthly webinar in May with the topic of Women in Project Management. The panel of speakers were Diana Balboa, an educational game designer from Peru, Jeane Mathenge, President of PMI Kenya, Liz Hector, Director of PMI Netherlands, and Lee Lambert, a PMI Fellow and Founder of the PMP Certification.

From PMI HQ, the article discusses about Woman at Work. We had one PRANKS session in May 2021 and in case you missed it, we feature a report of the event.

On behalf of the board of editors I would like to thank the contributors of this edition and everyone who has supported in the preparation of this newsletter. I hope you enjoy reading this edition.

Rafi Sani Hardono, PMP
Editor in Chief



Work spaces are less than optimal. You may now have to deal with the challenge of other people in your household at the same time, who have their own work and school commitments. Sharing physical space, work space and auditory space with others is its own challenge to work through.

Marathons of online meetings haven't helped. Not only is the online space more difficult to hold meetings in, but meeting demands have seemingly exploded. It is now possible—if not advisable—to spend more than a full workday commuting between online meeting platforms, attending one interaction after another. The challenge in terms of attention span has been huge, and the psychic toll of always being “on” in less-than-optimal environments hasn't helped.

It would be easy to write off the year. Nonetheless, living through the pandemic has offered some insights and observations about how we work in teams—and how we can improve team interactions going forward. Those insights aren't just about improving work in a pandemic, but how we can think about enhancing team functioning even as we move to whatever the next “normal” becomes:

Team members need to look after each other. This is one of those things that seems completely obvious, until we realize how little it happens. Working through the challenges of a project, it is easy to keep the focus on the work. That was even more true as the pandemic began. Reacting and responding to the initial crisis, this was even more likely. While people were dealing with upheaval, transition, uncertainty and panic, work was easily seen as a distraction. Checking in and really understanding what is going on is fundamental, but something we often forget to do.

Don't accept the first answer when you ask how someone is doing. It happens at the beginning of almost every interaction. Someone asks, “How are you doing today?” To which the default, obligatory, safe answer is “Fine.” Rarely is that true, and we shouldn't take it at face value. Good leaders and team members push beyond, and care about hearing the answer to: “No, really, how are you doing?”

Time for the team to interact as people is essential. Team building has always been part of the job, and yet all too often it was left to be something that was done after work, on personal hours or only in specially sanctioned “team building” sessions. Taking the time for the team members to interact with each other on a purely social level is vital for people to be able to productively work and collaborate together. This shouldn't be the couple of minutes before a meeting starts or after it ends. Build time into your schedule to just connect on a human level, with no other work expectations attached.

Communicating with video on is better; some days, that's just too hard. We are dealing with less-than-optimal work environments, unquestionably. But face-to-face communication is still an important way of managing interactions and getting to meaning, particularly when stakes are high. A good default convention is for team members to participate with video on. A good follow-up convention is to have it be entirely acceptable within your team to allow for people to keep it off on the days where it is too difficult and challenging to maintain a brave face.

Allow flexibility in work schedules when possible. Yes, the

work needs to get done. We've also experienced the challenge of needing to attend to household interruptions, childcare, family emergencies and just the need to buy groceries. While it might have been a convention to be at your office desk from 9 to 5 in the “beforetimes,” that was unnatural, too. But expecting people to be present and focussed when distractions and interruptions demand otherwise is a pointless exercise. Allow teams to negotiate what works for them, and to find the flexibility they need to do the work when it most makes sense.

It is okay to put up your hand and ask for help. This should always be the case, of course. But social conventions often suggest otherwise. People want to appear competent, in control and on top of things. The reality is that we are often feeling less than in control, and there are days when we struggle with feeling like we are making progress or doing the right thing well. Asking for help, asking for feedback, asking for clarity and asking for space is—and should be—welcome and encouraged.

Be each other's allies. We all have good days and we all have bad days, whether as members or leaders of the team. That means it's easy to shoot down, ignore or simply not see when someone's trying to communicate. Sometimes that's intentional, because as team lead you feel pressured to keep the agenda on schedule and what you are hearing sounds like a tangent. Other times, you might not have even noticed someone had something to say. Speak up for each other. When someone has a great idea that the rest of the team didn't hear, amplify it. Highlight “Susan just made a really good point, and I don't think it got the attention it needs.”

Not everything has to be a meeting. Back before things changed, we interacted in many different ways. We ran into each other in the hallway. We popped our heads over cubicle walls. We went out for coffee. We ran into other people while lined up for lunch. We stalked people as other meetings wound down so we could get two minutes of their time. Now, default communications are email, messaging and meetings, and the temptation when we need someone's time is to call a meeting. It's okay to pick up the phone and call them. (It's also okay for them to let it go to voicemail and call you back if they can't talk at that particular point.) Think about whether you really need to schedule another meeting, or you just need to negotiate a chat or ask a question. Build in conventions within your team to allow that to happen.

Teamwork is vital. We're still learning how to do it well. The pandemic has created some new conventions. It has also amplified old bad habits. We have the opportunity to learn from both, and course correct to what works better. This might violate previously held workplace norms. To the extent that is true, then I would argue that it is reasonable, appropriate and necessary to question those workplace norms, and see if they still—or ever—made sense. Even better, we should be taking the time to negotiate new norms that make more sense, now and into the future.

Mark Mullaly is president of Interthink Consulting Incorporated, an organizational development and change firm specializing in the creation of effective organizational project management solutions. Since 1990, it has worked with companies throughout North America to develop, enhance and implement effective project management tools, processes, structures and capabilities. Mark was most recently co-lead investigator of the Value of Project Management research project sponsored by PMI. You can read more of his writing at markmullaly.com.



Make Reality – Questions with Dr. Wladimir Klitschko



Dr. Wladimir Klitschko is one of the most accomplished heavyweight boxing title holders and an Olympic gold medalist. He developed a four-step method, “F.A.C.E. the Challenge,” to guide others to develop their own willpower and act more focused, agile, coordinated and persevering.

Speaking to PMI during the Virtual Experience Series (VES), Klitschko explained how this mindset brought him success for nearly 30 years as a professional athlete, how he is scaling the method to help people and organizations meet their own challenges and reach their goals, and the project that he would like to make reality in this exclusive interview for PM Network®.

PMI: What is your understanding of project management and how does it fit with what you’ve done in your own life?

Klitschko: Back in Soviet times, you had to be seven years of age to be accepted into the first grade. When I was quite young, my mom was a teacher in my group in kindergarten so I was with her literally 24/7. But I didn’t want to be in kindergarten anymore, so I bugged her every single day until she gave up and said, “Okay, I’m going to put you together with a schoolteacher and a director of the school and you can talk. He’s going to say no and that’s it, don’t bug me anymore.” Thankfully, she actually put us together and I asked him if I could be in the first grade. He said, “No,” but I used anything and everything in my power back then as a five-year-old to convince him how much I wanted to be in the school. And, I won! I got accepted into the first grade at the age of six. It was projection; I didn’t know exactly what was going to happen, but I knew I needed to be in school sooner rather than later.

So, projection is the key word. I actually love the title because you project onto something. Even at an early age, I was projecting onto something that I really desired and was actually obsessed with. Obsession has a meaning with a sort of negativity, but please do not take it that way. I’m using obsession in the extreme shape of love, which helps me identify and reach my goals. Going back to my childhood, that’s when it all started. I was age five and this was my first project—I just wanted to be in school.

PMI: How do you approach managing projects?

Klitschko: You really need to identify two spaces out there. First, there’s yourself and your ego. Again, not in a negative way, but as the driving force. People with a big ego, in many cases, are successful athletes, musicians, journalists, politicians, and so on. Ego drives us to reach our goals. The other space is for the team and your allies—that’s the ecosystem. I think it’s crucial and important to understand that right from the start—together with your allies—you will go further to reach your goals.

PMI: What is the most challenging project you are managing right now?

Klitschko: Project number one is to be the best example possible for my daughter. In everything that I do, the best

way to motivate and teach people is with my own example. Most importantly, if I’m a good father, I can also be a good challenge master, a businessperson, a politician, whatever I want. The second project is my methodology, F.A.C.E. the Challenge, to spread the word out there, because there are a lot of people, especially now because of the pandemic, who definitely need to know how to face their challenges and how to motivate their group to solve them together. The Challenge, if you go systematically and methodically, will help you to identify your goals, as well as your problems, and knock them out and be a winner.

PMI: What is one piece of advice to help our community manage projects better?

Klitschko: Identify who you are. It’s not how, why, but who—that’s the question. And as long as you know who you are, you will identify your goals and what you are obsessed with. If you just think about some goal that you’re not in love with, eventually it is going to become difficult and you’re going to give up. But if you’re obsessed about your goal, you will knock it out. You can knock out any problem—defeat your problems and challenges—and you will succeed. I’m extremely positive about it.

PMI: What is your moonshot idea that you would love to assemble a team around and make reality?

Klitschko: The sport of boxing has been challenged for a long time because it’s not structured and systematic. You have a lot of different sanctioning bodies—you have promoters, managers, broadcasters and everyone else—it’s a conflict of interest. Professionals and amateurs are not under one roof and, basically, everyone is fighting each other. Everyone is trying to protect their own interests, but not the core of the sport. And who is the core? The core is the athletes and the fans. If nothing changes, the sport of boxing will continue to have struggles and difficulties and will lose respect.

I have a dream to unify the sport under one roof—amateurs and professionals would have an educational plan, financial plan, pension plan, life insurance and health insurance. Don’t forget: There are fighters who are, unfortunately, losing their life in the ring during the match or after the match every single year. It’s not just a statistic. Sometimes, their families or the athletes themselves are not capable of paying their bills or even paying for healthcare. To speak of a personal example, Corrie Sanders, who I lost a heavyweight fight to in 2003, was killed while attending his nephew’s birthday party at a restaurant in South Africa. It was an armed robbery and I was saddened when I heard the family struggled to pay the burial expenses. Things like that really make you sad in the most monetized sport ever. In the sport of boxing, we all talk about glamour and millions of dollars for each fight. But, you also have examples that are not pleasant and that really triggers something that makes me excited about changing it once and forever to unify the sport, put it under one roof and have it ruled in the correct and see-through way for future generations. That’s my moonshot.

Shari Rathtet



Saryanto Savin, PMP
Head of IT
PT Kronus Indonesia

My name is Saryanto Savin, I am the head of IT and concurrently a web and mobile application developer at PT Kronus Indonesia.

I got to know the PMP certification from a PMP certification holder in 2019. She shared that by having a PMP certificate, we will have a great opportunity to improve our career and income. The opportunity to become a project manager is very wide, especially not many Indonesians who hold PMP certification.

Hearing her story, I was interested and intended to take the PMP exam. She also gave me the PMBOK book and introduced the PMP study group. And I followed the 16th PMP study group until it was over, but I postponed the exam for too long. Until the pandemic arrived, I didn't have the exam yet. Then I joined the 17th PMP study group, to repeat what I had learned, and was determined to take the exam before the membership ended.

The PMP exam is very tough, requires hard work, and takes more study time, especially for me who doesn't understand the concept of project management. Learning PMP groups from PMI Indonesia Chapter really helped me in understanding the basic concepts of PMBOK. The mentors were very open and helpful during my study at the PMP group.

Want a fast and cheap way to prepare for the PMP exam? Follow the PMP group study from the PMI Indonesia Chapter, highly recommended.

"Not everyone can have a PMP certificate, but to have a PMP certificate can be from any background"

Saryanto



Alfina Wijanarno, PMP

Branch Director Surabaya

Alfina is a Board Director for Surabaya Branch since 2017. He holds a Bachelor's Degree in Engineering Physics Faculty of Industrial Technology ITS Surabaya, graduated in 1997. As guest lecturer of Project Management for some engineering departments at ITS Surabaya, he initiated MoU partnership between PMI Indonesia Chapter and ITS Surabaya in 2017.

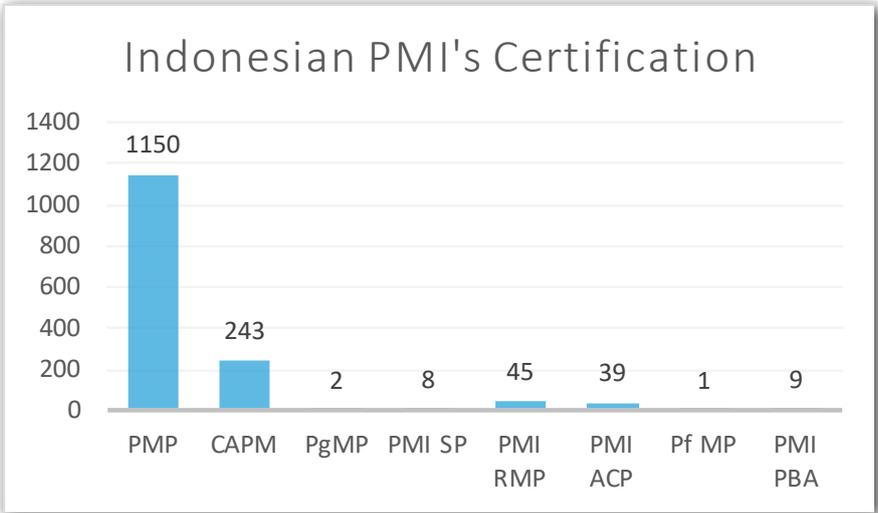
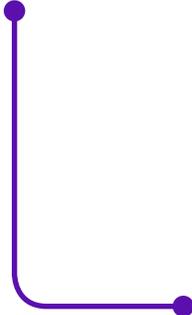
Alfina is an automation, project and sales professional with more than 20 years of experience in the Engineering and Automation industry. He is a certified PMP since 2008, Alfina currently works for a Multinational Company as Strategic Account Manager and also as Managing Director & Trainer at Training & Consulting Company.

He also holds Certified International NLP Practitioner, Certified Tony Buzan Mind Map Practitioner, Certified Hypnotherapist, Certified Firewalk Trainer, Certified Negotiation Professional, Certified 1st DAN Kukkiwon Taekwondo Black Belt and Certified Intermediate Mining Operational Manager from Ministry of ESDM.

He is happy person, active learner, persistent and involved in some social activities involving life breakthrough and motivation

PMI Fact File

Statistics through 30 April 2021



Chapter Facts

Congratulations and welcome to Indonesia chapter for our New Members.

Our sincere gratitude for new members and renew members, your involvement and supports for PMI Indonesia Chapter are very valuable for us. In May 2021 we had 29 new members and 43 members who renewed their membership. We hope next month, with more marvellous activities provided by PMI Indonesia Chapter, more members would renew their membership.

Thank you for join and let's get involved with PMI Indonesia Chapter because good things happen when you stay involved with PMI.



New Members list per May 2021

Anang Wirdianto
Andreas Haga Sebayang
Angga Normawan
Arian Ichsan
Asep Hermawan
Dodik Pradana
Gunawan Gunawan
Haposan Einstein
Indra Gunawan
Indra Purnama

Indra Utama Sitorus
Ismartono Balango
Maulana
Mochamad Basyuni
Mohamad Saleh Hamzah
MUHAMMAD RIDHO
Muzakki
Nindya Dini Pangestika
Nodya Mandalika
Raditya Reksamudra Akbar

Razan Nauval
Reylina Tayactac
Robby Rachmat M Siagian
Surya Ningsih
Syahreza Zain
Tommy Lond Togi Parsaoran
Tunggul Rommel Manik
Ujang Sonjaya
Widi Nugraha

Re-join and Renew Members List per May 2021

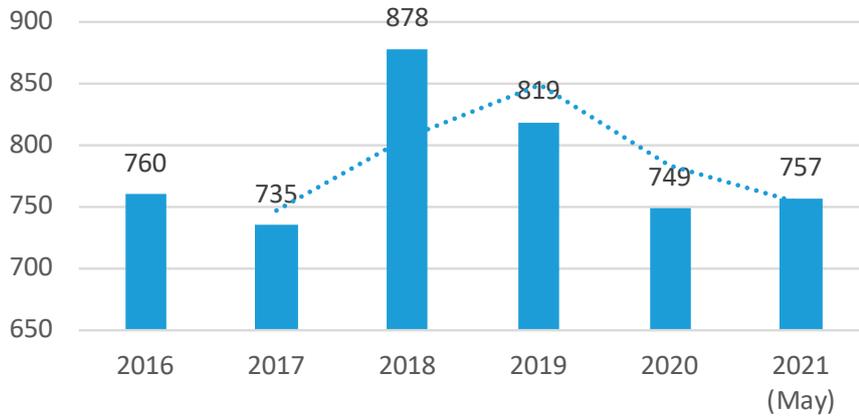
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Ahmad Widodo
Akhmad Yudhono
Aminuddin Fauzan
Amir Haral
Antonius Prasetya
Arif Budi Sulistyjo
Asrul Ismail
Brian Brian
Cahyo Laksono Hadinoto
Chandra
Christopher Huelsmann
Deni Purwadi
Dody Nugraha
Edi Wirawan
Eric Sibarani

Fama Flora Wedaringsih
Faqih Nur Huda
Firman Setiawan
Guy Scott
Hanna Rubino Rubino
Harjanto Tanuwidjaja
Hendra Fernanda
Indra Jaja Parulian
Kristina Gloria
Luthfi Gunawan
Martha Fiskisetya Kurniawan
Muhammad Ainur Rofiq
Muhammad Nur Fajar
Rahmat Hidayatullah
Resdy Benjamin
Reza B.Leksono

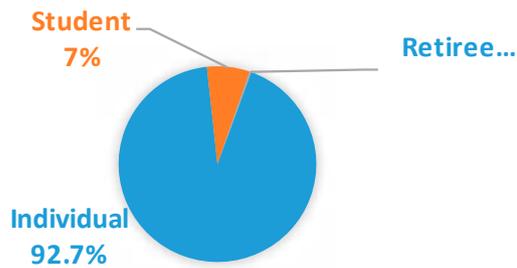
Riki Paramita
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Sugiharto Sugiharto
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Trifina Septi Sartamti
Wahyu Istiqo Marga Cromer
Waskito
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Member Statistics

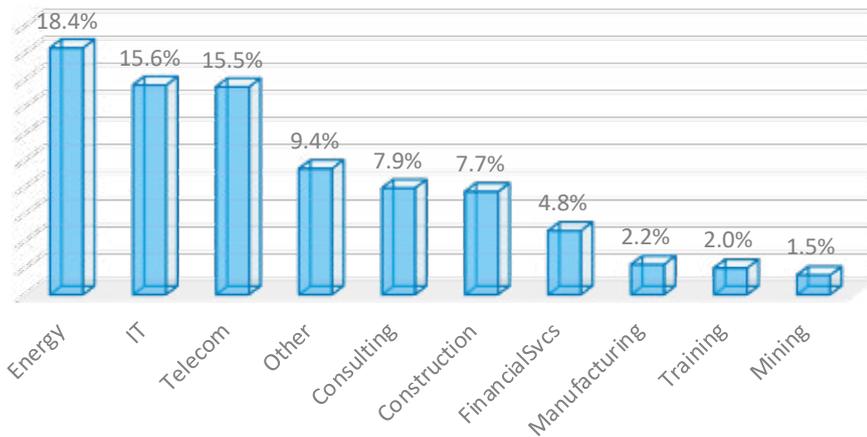
Indonesia Chapter Membership



MEMBERSHIP CLASS



Top 10 Member Industry



Managing Engineering

PRANKS 28

The subject of this Project Management Knowledge Sharing can be derived from two terms: Engineering and Project Management. Bronsen Wijaya, Project Director of PT Exacta Pranata Enjiniring, took Engineering definition from Oxford Dictionary and Project management from PMBOK Guide 6th Ed. resulting definition for Managing Engineering as the effort of directing engineering activity to meet with the project requirement; not to forget, to achieve benefit of the project. Project benefits that depend on the Engineering phase can be expressed starting from Planning phase, Construction, Operation, as well as various Business Cases. Beyond those phases and cases, the Engineering phase is the one that decides whether the project is feasible or not in the first place; in which, seemingly the most important aspect of the project.

Wijaya continued, based on the Association for the Advancement of Cost Engineering, there are classes on defining the Project Data and it contributes to the decision at which point that engineers can safely justify the feasibility of the (upcoming) project. With the same

consideration of Project Data, engineers can also plan how thorough the deliverables will be. These aspects might not be as critical as it may sound, but it can save us from spending too much cost for something that is not yet confirmed that our client preferred, moreover practicable to be used.

Next, Wijaya guided the audience to discuss how the development of the engineering phase in a project will behave. He started with a simple voting about which one from either Waterfall, Agile, or Hybrid approach might be fit with it; the audience chose Waterfall and Wijaya also personally agreed. However, if we look from the perspective of the whole project life cycle, the nature of the engineering phase is to be done by Top-Down approach while the actual construction on the project site will be executed by Bottom-Up approach. Due to this condition, the engineering phase should not be treated linearly.

Wijaya then pointed out, the relationship between engineering and construction will heavily affect risk and cost. As the project progresses, the risk of the engineering will decline while the cost from the construction will be very sensitive to any changes. It is better to welcome (controlled) changes in the early stage of the project, to minimise any changes in the later stage of the project; because, changes in latter phase will be severely pricey. That is why, narrowing our field of view into only engineering will require a different approach compared to if we are talking about the whole project of consulting work, construction, EPC (Engineering, Procurement, and Construction), or to the extreme situation, the turnkey project.

It was a really insightful idea that Wijaya shared. If you are working in any field related to engineering services and not fortunate enough to join the webinar like PMIIC and the other 94 participants on the afternoon of May 1st, PMIIC got you covered with the recorded session that can be watched on PMI Indonesia Chapter's Youtube channel. While you are web browsing, don't forget to visit our website and other social media for the upcoming events; Do come visit regularly, because we will keep you updated.

