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Volunteer Orientation and Workshop for PMI Indonesia chapter was held on 11 January 2025, and took place on Grand Kemang Hotel at South Jakarta. This event was attended by 35 people, including our Chapter President, General Secretary, Vice Presidents, and Board Members.



We had two PRANKS sessions in January 2025 and in case you missed them, we featured a report of The Events.

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



## 7 Steps for PMs to Bridge the Gap Between Strategic Planning and Execution

In the realm of organizational success, the alignment of strategic planning with execution stands as a critical yet often elusive goal. The PMI Pulse of the Profession® 2024 report<sup>[1]</sup> underscores the importance of adaptability in project management approaches and the evolution of work arrangements, highlighting the shift toward flexible, fit-for-purpose project delivery practices.

This evolution is a response to changing work environments and a strategic imperative to bridge the gap between planning and execution. This article explores how project managers can serve as the pivotal bridge, ensuring that strategic plans are not just visionary documents, but roadmaps to tangible outcomes.

### The Strategic Planning and Execution Divide

Strategic planning serves as the compass for an organization, guiding its direction and decisions on resource allocation to pursue its overarching strategy. This critical process outlines where the organization aims to go and how it plans to get there, setting the stage for future growth and success.

However, the journey from strategic planning to

realizing goals is fraught with challenges. The actual test for any organization lies in crafting a well-thought-out strategy and its execution—the ability to transform strategic visions into actionable tasks and measurable outcomes.

The divide between strategic planning and execution is a notorious stumbling block for many organizations. Despite having robust strategic plans, many need help to carry these plans across the finish line. This gap between planning and execution can result in missed opportunities, overwhelmed resources, and a phenomenon known as strategic drift, where an organization's actions gradually diverge from its intended strategic path. Such a disconnect hampers the organization's ability to achieve its goals and can lead to a loss of competitive edge in the dynamic business landscape.

Project managers are crucial in bridging the gap between strategic planning and execution. By following these seven steps, project managers can enhance their skills and become strategy implementation professionals, ensuring that strategic plans are crafted and successfully executed.

## 7 Steps to Becoming a Strategy Implementation Professional

### Step 1: Deepen Understanding of Strategic Goals

Project managers should start by gaining a deep understanding of their organization's strategic goals, which involves knowing the goals and the "why" behind them. Engaging with senior leadership to get a clear picture of the strategic objectives and the expected outcomes is crucial. Alignment ensures that project managers can effectively translate high-level strategies into actionable plans.

*Example: A project manager in a multinational pharmaceutical company collaborates with senior leaders to understand the strategic goal of enhancing global access to essential medications. The project manager then designs a project to streamline the supply chain by integrating advanced analytics for better demand forecasting and distribution planning, directly supporting the strategic goal of improving healthcare accessibility in underserved markets.*

This approach exemplifies how strategic planning in project management can identify and prioritize goals that align with the broader organizational strategy, ensuring that projects are not just tasks, but steps toward achieving long-term strategic objectives.

### Step 2: Master Project Management Methodologies

A solid grasp of various project management methodologies, such as agile, scrum, or waterfall, is essential. Project managers should be adept at selecting and applying the appropriate method based on the specific needs of each project and its alignment with strategic goals.

This flexibility helps adapt to the complexities of different projects and enhances the ability to drive effective strategic outcomes. According to the 2024 Pulse of the Profession® report, respondents expect an increase in their organization's usage of agile (76%) and hybrid (73%) approaches over the next five years, while 34% expect a decline in predictive approaches.

*Example: In a renewable energy startup, a project manager selects a hybrid project management methodology to handle the development of a new solar panel technology. This approach allows the team to use agile for rapid prototyping and testing while employing predictive methods for regulatory approvals and large-scale manufacturing setups, ensuring alignment with the strategic goal of launching a market-ready product within two years.*

This demonstrates the importance of selecting a suitable project management methodology that

complements the strategic planning process, enabling the organization to adapt to the project's needs and strategic direction.

### Step 3: Develop Strong Communication Skills

Effective communication is vital for strategy implementation. Project managers must be able to clearly articulate the project goals, the strategic alignment, and their teams' roles and responsibilities. They should also ensure open lines of communication with stakeholders to keep them informed and engaged throughout the project lifecycle.

*Example: A project manager leading a cross-functional team in a tech company uses advanced communication platforms integrated with AI to enhance clarity and ensure all team members, including remote and international stakeholders, are aligned with the strategic objectives. This includes automated updates, real-time dashboards, and virtual reality meetings to simulate in-person interaction and brainstorming sessions.*

Effective communication is a cornerstone of strategic planning and project management, ensuring that all stakeholders convey and understand the strategy and facilitating better alignment and execution of the project in line with strategic goals.

### Step 4: Foster Stakeholder Engagement

Engaging stakeholders is crucial for successful strategy implementation. Project managers should identify all key stakeholders and understand their interests and influence on the project. Regular updates and involvement in key decision-making processes help maintain support and mitigate potential risks associated with stakeholder expectations.

*Example: In a large construction project, the project manager creates a stakeholder engagement portal that includes live feeds of construction progress, a Q&A forum, and regular webinars with project updates. Digital engagement strategy keeps stakeholders informed and involved, particularly those geographically distant but critically impacted by the project outcomes.*

Engaging stakeholders is a critical aspect of strategic planning, ensuring that the project aligns with the expectations and needs of all parties involved—and that strategic objectives are met through collaborative efforts.

### Step 5: Implement Effective Resource Management

Proper resource management is essential to ensuring that the project team has the necessary tools and capabilities to execute the strategy. This includes managing both human and material resources



efficiently to avoid over-allocation and ensure that critical resources are available when needed.

*Example: A project manager at a global retail corporation implements a sophisticated resource management system that uses predictive analytics to forecast project resource needs and adjust allocations dynamically. The system helps manage the seasonal scaling of resources across continents, aligning with the strategic goal of optimizing operational efficiency and reducing costs.*

Effective resource management is essential in strategic planning and project management, ensuring that resources are allocated efficiently and projects are executed to support the organization's strategic objectives.

### **Step 6: Utilize Data and Metrics for Decision-Making**

Project managers need to be data-driven to effectively bridge the gap between strategy and execution. They should establish key performance indicators (KPIs) that align with strategic goals and use these metrics to track progress and measure success. Regular data analysis helps identify trends, anticipate potential issues, and make informed decisions to keep the project aligned with the strategic objectives.

*Example: The project manager of a software development project implements a dashboard that tracks real-time metrics on code quality, sprint completion rates, and feature usage feedback from beta testers. A data-driven approach allows the project team to make quick adjustments that align with strategic innovation and customer satisfaction goals.*

Utilizing data and metrics is crucial for strategic planning and project management, enabling informed decision-making and ensuring that projects are aligned with strategic objectives and are capable of adapting to feedback and changing conditions.

### **Step 7: Cultivate Continuous Learning and Improvement**

The field of project management and strategy implementation is ever-evolving. Project managers should commit to continuous learning and improvement, which can be achieved through professional development courses, certifications, and staying updated with the latest industry trends and best practices. Engaging with communities of practice and professional networks can also provide valuable insights and opportunities for growth.

*Example: A project manager in a healthcare organization establishes a continuous learning program that includes monthly workshops on emerging healthcare technologies and leadership training. The initiative keeps the project team updated with the latest industry trends and enhances their problem-solving skills, aligning with the strategic goal of becoming a leader in healthcare innovation.*

Continuous learning and improvement are vital for strategic planning and project management, fostering a culture of innovation and ensuring that the organization and its projects remain competitive and aligned with long-term strategic goals.

### **Time to Take Action**

The insights from PMI's Pulse of the Profession® 2024 report emphasize the critical role of adaptability and strategic alignment in project management. As project managers, you are at the forefront of bridging the gap between strategic planning and execution. The evolving project landscape demands a shift from traditional methods to more dynamic and flexible approaches.

By following the seven steps, project managers can enhance their capabilities in strategy implementation, ensuring that they manage projects efficiently and drive them to achieve strategic objectives successfully. This holistic approach not only advances their career as strategy implementation professionals, but also contributes significantly to the success of their organizations.

#### **Antonio Nieto**

*Antonio Nieto-Rodriguez is a leading expert in project management and strategy implementation, recognized by Thinkers50 with the prestigious award "Ideas into Practice." He is the creator of concepts like The Project Economy and the Project Manifesto. He is author of Lead Successful Projects (2019, Penguin) The Project Revolution (2019, LID) and The Focused Organization (2012 Gower). He has been teaching project management for more than a decade to senior executives at Duke CE, Skolkovo, Solvay Business School, and Vlerick. Antonio has held executive PMO positions at PricewaterhouseCoopers, BNP Paribas, and GlaxoSmithKline. Former Chairman of the Project Management Institute, he is the co-founder of the Strategy Implementation Institute and the global movement Brightline.*





# Volunteer Orientation and Workshop 2025



Volunteer Orientation and Workshop for PMI Indonesia chapter was held on 11 January 2025, and took place on Grand Kemang Hotel at South Jakarta. This event was attended by 35 people, including our Chapter President, General Secretary, Vice Presidents, and Board Members. This event was started by welcoming from General Secretary (Mr. Tony Hu, PMP., PMI-ACP) and opening from President Chapter (Mr. Achmad Fuad Bay, PMP, PMI-ACP, PMI-RMP), and then continued by introduction of each volunteer. To make the atmosphere more fluid, we played ice breaking game, which successfully made our board members more familiar with each other. After that, Chapter President proceeded to explain the value, code of conduct, as well as responsibilities

as volunteers of PMI Indonesia Chapter and then continued with lunch. After that, continued by signing the Commitment Letter for each volunteer and taking picture together. And then there was another ice breaking game and followed by a group discussion within each division and presentation from each division about plan for year 2025. As we wrap up this event, we're energized and excited about the incredible projects and initiatives on the horizon. Together, we'll continue to make an impact in the field of project management, especially in Indonesia.

## Board Communication

Eva Handriyantini is a seasoned educator with over 20 years of experience in the field of education. Throughout her career, she has demonstrated a strong commitment to academic excellence and student development. As a university leader, Eva has fostered numerous international partnerships with other academic institutions and industry partners to advance higher education. Her proactive approach to collaboration has led to significant advancements in curriculum development, research initiatives, and student exchange programs. In addition to her leader role, Eva remains actively engaged in various professional organizations, where she contributes her expertise to the broader educational community.



In 110<sup>th</sup> PRANKS that led by Dr. KC Chan, we discussed about “Wholistic Thinking for Innovation Management”. The webinar opens up a whole perspective of innovation management using wholistic thinking - A transformational mindset change that helps us to accelerate learning in workplace and study through action learning.



In 111<sup>st</sup> PRANKS, we discussed about “Empowering Project Managers: Skills for Leading in an AI-Enhanced Future” that delivered by Tony Hu. This webinar Explored the essential skills project managers need to thrive in this new environment. We delved into key competencies such as data literacy, technical proficiency, emotional intelligence, strategic thinking, change management, collaboration, risk management, and creative problem-solving.

## Project Management Knowledge Sharing



Catch our Next PRANKS:

Register at [pmi-indonesia.org](https://pmi-indonesia.org)

## Brain Tease

During the execution phase of a construction project, the project team encounters heavy rainfall, a risk that was previously identified and documented in the risk register. The risk management plan includes a contingency response to handle weather-related delays.

**What should the project manager do next?**

- A. Notify the sponsor about the occurrence of heavy rainfall and request additional budget.
- B. Implement the contingency plan outlined in the risk management plan to mitigate delays caused by the weather.
- C. Conduct a meeting with the project team to reassess the risk and brainstorm alternative solutions.
- D. Document the occurrence of the risk and its impact in the risk register for future reference

Send your answer to: [quiz@pmi-indonesia.org](mailto:quiz@pmi-indonesia.org)  
and win 1x polo shirt or 1x tumbler.



PRANKS