



On November 30, 2024, PMI Indonesian Chapter Yogyakarta Branch successfully held a webinar entitled "From Theory to Site: Project Management Skills for Future Civil Engineers." This webinar presented two expert speakers in the field of project management, namely Ir. Widarto Sutrisno, S.T., M.T., CIPM, IPM, and Mr. Moldi Maulana, S.T., PMP, who provided valuable insights into the practical applications of project management in civil engineering projects.



We had two PRANKS sessions in February 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



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How to Achieve Consistent Project Success

Inspired by the PMI report [Maximizing Project Success: Elevating the impact of the Project Profession. Elevating the impact on our world.](#)

I started to ponder project success. What contributes to achieving consistent success on projects? What characteristics do successful project approaches and processes share?

Successful projects are not merely the result of chance; they are driven by critical success factors that ensure they finish on time, stay within budget, and achieve their objectives. Here are some of those principles and factors:

- **Clear scope and measurable objectives:** A clearly defined project scope, along with measurable objectives, guarantees that stakeholders share a common understanding of success, reducing scope creep and aligning efforts toward shared outcomes.
- **Strong leadership and governance:** Effective leadership offers direction, motivation, and accountability. A project manager who inspires the team, makes informed decisions, and navigates challenges is essential for maintaining momentum and focus.
- **Comprehensive planning:** A comprehensive project plan outlining timelines, resources, risks, and milestones acts as a roadmap for

execution. This planning phase must include an in-depth risk assessment to foresee potential obstacles before they occur.

- **Stakeholder engagement:** Engaging stakeholders throughout the project lifecycle fosters buy-in and support. Regular communication helps manage expectations and ensures that feedback is incorporated into the process, resulting in greater satisfaction with the final outcome.
- **Resource management:** Efficient resource allocation, be it time, budget, or personnel, is essential for staying on track. Monitoring resource usage against the plan allows for timely adjustments to avoid overruns.
- **Agility and adaptability:** The ability to pivot in response to changing circumstances or new information is vital in today's dynamic environment. Agile methods promote flexibility while still adhering to core objectives.
- **Performance monitoring:** Implementing key performance indicators (KPIs) enables teams to track progress against goals in real time. Regular reviews help identify issues early on, allowing for corrective actions before they escalate.

- **Team collaboration:** Fostering a collaborative culture enhances team members' communication, leading to innovative solutions and increased efficiency. A cohesive team that works well together will likely overcome challenges effectively.
- **Quality control:** Maintaining high standards through regular quality checks ensures deliverables meet expectations without requiring costly rework later in the project timeline.
- **Post-project evaluation:** Conducting a thorough review after project completion provides valuable insights into what worked well and what didn't. This reflection not only celebrates successes, but also informs future projects by identifying areas for improvement.

The above components are almost always present in successful projects. Yet, those alone will not guarantee a project will be successful. Project leadership plays an important role in the process.

To achieve consistent success, project leaders must embody a unique blend of aptitudes, attitudes, and behaviors that drive project outcomes and inspire their teams. Below is a summary to consider:

- **Aptitudes:** A successful project leader should possess strong analytical skills to evaluate complex situations and make informed decisions. They must be proficient in project management methodologies, including agile and waterfall, to adjust their approach based on the project's requirements. Mastery of communication tools and technologies is crucial for effective collaboration across diverse teams.
- **Attitudes:** An effective project leader must foster a growth mindset, viewing challenges as opportunities for learning rather than obstacles. This attitude encourages resilience and adaptability in the face of changing circumstances. They should demonstrate empathy and emotional intelligence, recognizing that understanding team dynamics and individual motivations is crucial for cultivating a positive work environment.
- **Behaviors:** Consistent success hinges on proactive leadership behaviors. A project

leader should prioritize transparency by openly sharing information and updates with stakeholders, which builds trust and accountability. They must also take decisive action; timely decisions can prevent project delays and keep momentum.

Yet, there are even more factors that contribute to consistent project success. Being adaptable, situational, and transparent are critical components of project success. When combined, these qualities create a robust framework for navigating any project's complexities:

- **Adaptability:** An adaptable team can pivot quickly, reassessing strategies and reallocating resources to meet new demands. This flexibility minimizes disruptions and fosters innovation as team members feel empowered to explore alternative solutions without fear of failure.
- **Situational awareness:** Situational awareness complements adaptability by ensuring that project leaders and teams remain attuned to the specific context in which they operate. Understanding the nuances of the environment, such as team dynamics, client needs, and external pressures, enables project managers to make informed decisions that resonate with all stakeholders involved. This contextual intelligence allows for proactive rather than reactive management, ultimately leading to more effective problem-solving and enhanced collaboration among team members.
- **Transparency:** This forms the foundation for establishing trust within a project team. Open communication about goals, progress, challenges, and changes nurtures an environment where everyone feels valued and informed. When team members grasp the reasoning behind decisions and stay updated on developments, they are more likely to engage and contribute their best efforts fully. Being transparent with stakeholders builds stronger relationships and alignment on objectives, decreasing the chances of misunderstandings or conflicts in the future.

Having all the aforementioned factors and components integrated into the project process still requires a team with the necessary power skills to perform the work needed for achieving project success.

A project team's collective "power skills" significantly contribute to attaining project success. Skills such as effective communication, emotional intelligence, adaptability, and conflict resolution foster a dynamic environment where team members can thrive.

When a project team harnesses these power skills, they foster open lines of communication that ensure everyone is on the same page. This transparency minimizes misunderstandings and aligns individual efforts with the project's goals. Emotional intelligence allows team members to navigate interpersonal dynamics with empathy and understanding, cultivating trust and strengthening relationships. A cohesive team will likely tackle obstacles head-on, leveraging diverse perspectives to find creative solutions.

Adaptability is another essential power skill. Teams that can swiftly pivot in response to new information or changing circumstances are better positioned to maintain momentum and reach their goals. Furthermore, effective conflict resolution skills allow teams to tackle disagreements constructively, transforming potential disruptions into opportunities for growth and improvement.

The synergy created by these power skills enhances collaboration and boosts morale. When team members feel valued and understood, their engagement increases productivity and fosters innovative thinking. By cultivating a culture that prioritizes these essential skills, project teams significantly improve their chances of success.

However, virtually all projects encounter obstacles, challenges, situations, and circumstances that can derail success. Project managers must take special care to ensure that the following issues are addressed urgently and efficiently, should they arise:

- **Inadequate resource allocation:** Insufficient resources—whether financial, human or technological—can hinder a project's progress. Effective planning and resource allocation are essential to ensure the team has everything it needs to succeed.
- **Scope creep:** The gradual expansion of project scope without proper control can derail timelines and budgets. Carefully managing changes and maintaining focus on the original objectives is essential to prevent overwhelming the team.
- **Resistance to change:** Teams often resist adopting new processes or technologies. This pushback can stifle innovation and hinder progress, making cultivating a culture of adaptability and openness essential.

- **Unrealistic timelines:** Setting unattainable deadlines can lead to rushed work, burnout, and compromised quality. It's important to establish realistic timelines that allow for thorough execution while keeping morale high.
- **Insufficient stakeholder engagement:** Failing to involve key stakeholders throughout the project lifecycle can result in misalignment with their expectations and needs. Engaging stakeholders early and often ensures buy-in and support, which are critical for success.

When these issues become intertwined with projects, success is at risk. Here are some signs to evaluate when determining if a project is heading toward failure:

- **Consistent budget overruns:** A glaring red flag is present if a project's burn rate consistently exceeds its planned spending rate. It indicates poor financial planning, misallocation of resources, or unforeseen challenges that have not been adequately addressed. A project that cannot stay within its financial constraints is unlikely to deliver on its promises.
- **Missed deadlines and milestones:** Timeliness is crucial in project management. When deadlines are repeatedly missed or milestones are not achieved, it reflects inadequate planning and execution. This can lead to cascading delays and increased costs, ultimately eroding stakeholder confidence in the project's viability.
- **Declining team morale and engagement:** Human elements are vital to any project's success. If team members exhibit low morale, lack of motivation, or increasing turnover rates, it signals deeper issues within the project environment. Disengaged teams are less productive and more likely to contribute to further complications.

Identifying these indicators early enables timely interventions that can steer a project back on course before it reaches an irreparable state.

To turn troubled projects into successful ones, a project manager can implement the following five actions:

1. **Conduct a thorough assessment:** This step thoroughly analyzes the project's current status. This includes identifying scope creep, resource constraints, and stakeholder misalignment. By gathering data and insights from team members and stakeholders, the project manager can pinpoint the root causes of the issues and better understand the project's health.
2. **Re-establish clear goals and objectives:**

After completing the assessment, redefining clear and attainable project goals is essential. This requires collaboration with stakeholders to ensure everyone agrees on what defines success. The project manager can provide guidance and maintain the team's focus by establishing realistic expectations and measurable targets.

- 3. Improve communication:** Effective communication is crucial in all projects, particularly when encountering challenges. The project manager should schedule regular check-ins and updates to inform all stakeholders about progress and obstacles. Maintaining open lines of communication encourages collaboration, fosters trust among team members, and ensures that issues are addressed promptly before they escalate.
- 4. Implement agile methods:** If not already in use, adopting agile methods can greatly enhance a troubled project's likelihood of success. Agile practices provide flexibility in responding to changes and unexpected challenges while encouraging iterative progress through regular feedback loops. This approach allows teams to adapt swiftly, prioritize tasks effectively, and sustain momentum toward project goals.
- 5. Motivate and empower the team:** A successful turnaround hinges on team morale and motivation. The project manager should actively engage with team members to understand their concerns while providing support where needed.

Empowering individuals by delegating responsibilities fosters ownership of tasks and encourages innovative problem-solving approaches that can lead to successful outcomes.

My hope in writing this article on achieving consistent project success is that it provides you with a short primer on the factors, components and tactics that comprise successful project efforts, along with ways to recognize and deal with issues, challenges and obstacles that might be encountered along the way.

What are your thoughts on achieving consistent project success? What strategies have been most effective for you and your organization?



Michael Wood

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COMING SOON

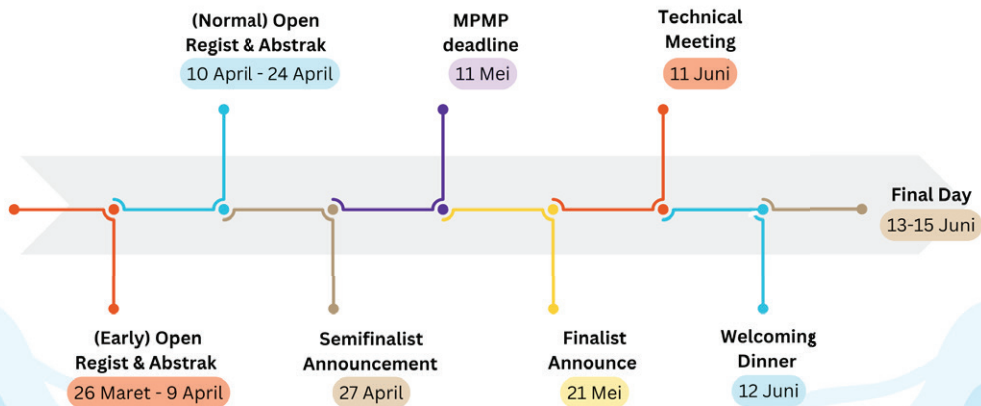
PMC 2025

PROJECT MANAGEMENT CHALLENGE

TIMELINE

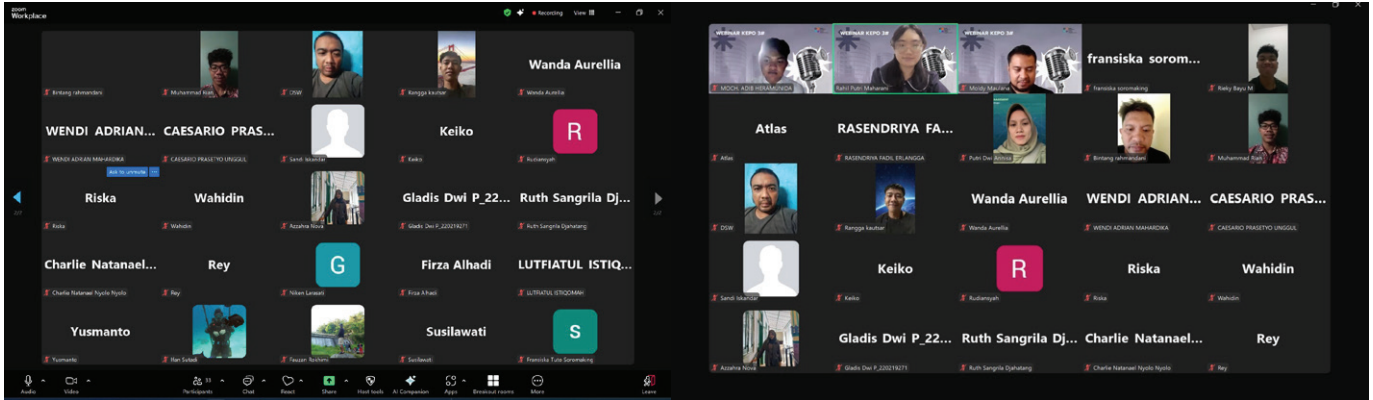
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PROJECT MANAGEMENT CHALLENGE



The 3rd Knowledge of Project Management Webinar: From Theory to Site:

Project Management Skills for Future Civil Engineers



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Ir. Widarto Sutrisno opened the first session by explaining the fundamentals of construction project management, including setting targets, understanding project characteristics, and the art of project execution. He emphasized that management serves as a guideline to achieve project objectives efficiently. Additionally, he highlighted various project management applications that can be used as learning tools in construction project planning. He elaborated on the project management framework, which consists of multiple knowledge areas such as scope management, time management, cost management, quality management, human resource management, communication management, risk management, procurement management, project integration management, and stakeholder management. He emphasized that integrating these areas effectively is essential for ensuring project success.

Mr. Moldi Maulana, in his session, described project management as the application of knowledge, skills, tools, and techniques to project execution to achieve success while meeting project requirements. He outlined key characteristics of projects, including

having a defined start and finish, adhering to budgets and schedules, and being feasible and sustainable. He provided historical examples such as the Anjer–Panarukan highway, Borobudur Temple, and the Giza Pyramids—projects that had clear scopes and were completed within their designated timelines. Mr. Moldi stressed that project execution must follow appropriate approaches, scopes, and management frameworks to ensure efficiency, profitability, and risk mitigation.

The webinar concluded with a discussion on how future civil engineers can implement these principles in real-world projects. Both speakers emphasized the importance of adaptability, continuous learning, and leveraging project management tools to excel in the field. The session closed with an encouraging message for participants to apply structured project management methodologies in their future careers, ensuring successful project delivery and sustainable development in the construction industry.

As part of the KEPO#3 series, this webinar successfully provided participants with a comprehensive understanding of project management in civil engineering. The insights shared by the speakers reinforced the significance of structured planning, risk assessment, and practical execution in ensuring project success. With these takeaways, attendees are expected to apply the knowledge gained in their academic and professional journeys, ultimately contributing to the advancement of the construction industry.

I am a dedicated and enthusiastic individual with experience in project management, teaching, and consulting. I currently work as an industrial engineering lecturer and have previous experience in technical operations in the aviation industry, which has helped me build strong analytical and organizational skills. Over time, I developed a growing interest in contributing to social causes, which began through my experiences working with humanitarian organizations. I am excited to support volunteer programs and contribute to positive community change.



PRANKS

In 112nd PRANKS that led by Taiwoo Popoola, we discussed about “The Intersection of Strategy and Execution: A Project Manager’s Role”. The webinar explored how project managers server as vital conducts between high-level strategic objectives and actionable project deliverables of organizations.

In 113rd PRANKS, we discussed about “Driving Risk-Aware Culture for Strategic Alignment” that delivered Gaurav Dhooper. This webinar Explored the essential skills project managers need to lead their teams effectively while managing risks and aligning projects with organizational strategy.



Project Management Knowledge Sharing



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Brain Tease

A project manager has just notified his supervisor that he has accepted a position with a competitor. The supervisor is angry and accuses the project manager of sabotage by leaving in the middle of a high-profile project. The project manager tries to explain his position, but his supervisor continues yelling accusations. Finally, the project manager turns around and exits the office.

What type of conflict management technique has the project manager used?

What type of conflict management technique has the project manager used?

- a. Smoothing/accommodating
- b. Compromising
- c. Withdrawing/avoiding
- d. Collaborating

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

