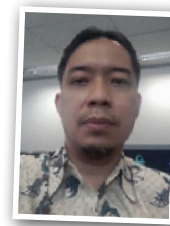




As a professional organization committed to the advancement of project management knowledge and practice in Indonesia, the Project Management Institute Indonesia Chapter (PMIIC) is honored to receive the request from the Industrial Engineering Program of Universitas Ahmad Dahlan (UAD) to participate in the review of its 2021 curriculum and provide input for the development of the 2026 curriculum.



On May 18, 2025, PMC 2025 held its third webinar series in collaboration with the Project Management Institute Indonesia Chapter, titled "Managing Scope Creep Under Uncertainty: Risk or Opportunity?"

We had two PRANKS sessions in June 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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Generation Restoration:

The Project Profession's Defining Moment

A Call That Cannot Be Ignored

June 5 is World Environment Day. And this year's theme—"Our Land. Our Future. We are #GenerationRestoration"—is not simply aspirational. The theme is personal, urgent and speaks to planetary truth we can no longer look away from. The earth is not just warming; it is warning us.

We are witnessing the collapse of what we once considered stable. Desertification is accelerating. Biodiversity is disappearing at rates unprecedented in human history. Weather extremes have moved from headlines to lived experience. For too long, these have been framed as environmental issues—as though they are somehow external to the systems we work in.

They're not.

These are project issues. Business issues. Human issues. Leadership issues.

And if we fail to treat them that way, we don't just risk failure. We risk irrelevance.

Why Projects Matter More Than Ever

Projects are where strategy becomes reality. They are not side work; they are how the future gets built. Every infrastructure upgrade, every product launch, every organizational change effort, every innovation—these all move through projects.

But here's the challenge: Project success has long been defined in narrow terms—on time, within scope,

on budget. That model may have served us in an era where growth was the endgame and externalities were someone else's problem. But that era is over.

We now live in a time of limits—planetary, social and economic. And in this new era, what we build, how we build it and who it serves are no longer secondary questions. They are the defining ones.

So, we must ask:

- Does this project regenerate the land or degrade it?
- Does it support human dignity or perpetuate inequity?
- Does it align with a livable future or undermine it?

If your answer to these questions isn't front and center from day one, then no matter how well it performs on paper, it is not a success.

A Profession Poised for Purpose

This is where our profession comes in.

As project professionals, we are not passive executors of plans. We are decision-makers. Integrators. Influencers. We decide what gets prioritized, who gets heard, what gets measured and what gets funded.

We are stewards of transformation.

This means our role in addressing the climate crisis and ecological breakdown is not peripheral; it is central. Whether you're managing a supply chain, leading a digital

transformation or guiding a construction build-out, your work either contributes to healing or to harm.

We must stop thinking of sustainability as a domain for specialists or environmental, social, and governance teams. Sustainability is the responsibility of everyone who touches a project.

Especially us.

From Frameworks to Force Multipliers

When we launched Green Project Management in 2009, it was based on a simple belief: Projects should not succeed at the expense of the planet. That belief became a movement.

We introduced tools such as the **P5 Standard**, which reframes success through the lenses of People, Planet, Prosperity, Process and Products. We built the **GPM-b™ Certification** to equip professionals to lead sustainability from any seat. We codeveloped the **Sustainability Competence Framework** because sustainability is not just a value; it's a skill set.

And now, with our Project Management Institute and GPM joint venture, these tools are reaching a global audience on a scale that once seemed impossible.

Together, we are embedding regeneration into the core DNA of project delivery. The joint undertaking by PMI and GPM is not just a collaboration but a message. The era of extractive project management is over. A new standard has arrived.

The Time Is Now—And the Stakes Are Real

Research by PMI shows that projects aligned with social good are nearly twice as likely to succeed. And yet, only 22% of projects today meet that threshold. That gap—between potential and reality—is staggering. But it is also our greatest opportunity.

Because the pressure is real.

Extreme weather events now cost hundreds of billions of dollars annually. Water stress is reshaping geopolitical stability. Trust in institutions is at an all-time low. Regulatory and investor demands are growing sharper. The Corporate Sustainability Reporting Directive, Corporate Sustainability Due Diligence Directive and similar directives are not on the horizon—they are already here.

Organizations that fail to adapt will find themselves not only exposed but obsolete.

But here's the hopeful truth: Every single project is a lever for change. And we already have the knowledge, standards and capabilities to lead that change.

So What's Holding Us Back?

Not tools. Not frameworks. Not training.

The greatest barrier is mindset.

Too often, sustainability is still seen as a trade-off. Something we get to "if there's time." An optional layer for branding or compliance. But that's not just outdated—it's dangerous.

The truth is this: Sustainability is a **value multiplier**.

Projects that account for environmental and social factors are more resilient, attract greater investment, reduce stakeholder conflict and outperform in long-term ROI. Regenerative projects are not a luxury—they're a competitive advantage.

What Leadership Looks Like Now

If you're a project manager, program leader, portfolio director or early-career professional—this moment belongs to you.

You are no longer a deliverer of outputs.

You are a **designer of systems**.

A guardian of consequences.

A builder of futures.

Leadership now means:

- Asking better questions. Not just "Can we do this?" but ask, "Should we?"
- Embedding sustainability early. Use this strategy in the business case, the scope, the procurement strategy—not in the wrap-up meeting.
- Challenging assumptions. Challenge those that justify harm in the name of speed.

Using the tools. The tools are all here: The P5 Standard. The GPM-b™ certification and the PMI learning ecosystem. Use them.

Speaking up. Whether in a steering committee or a sprint retrospective, your voice can shift the trajectory of a project and of an organization.

An Invitation

This World Environment Day, let's move beyond statements and into strategy. Let's stop asking, "Who will lead us?" and recognize that we are already here.

Project work is climate work.

Project work is justice work.

Project work is system work.

And project professionals? We're the ones with our hands on the levers.

This is our defining moment.

Let's not wait for permission. Let's not wait for a perfect plan.

Let's lead.

Joel Carboni

Dr. Joel Carboni is a globally recognized pioneer in sustainable development. As the architect of the groundbreaking P5 Standard for Sustainability in Project Management, Joel has redefined how organizations integrate people, planet, and prosperity into project delivery.





PMI Indonesia Chapter Supports Curriculum Enhancement at UAD: Integrating Technopreneurship and Islamic Values

As a professional organization committed to the advancement of project management knowledge and practice in Indonesia, the Project Management Institute Indonesia Chapter (PMIIC) is honored to receive the request from the Industrial Engineering Program of Universitas Ahmad Dahlan (UAD) to participate in the review of its 2021 curriculum and provide input for the development of the 2026 curriculum.

The official request, addressed to the Board of Directors of PMIIC based on MoU between PMIIC and UAD, reflects UAD's strong commitment to maintaining the relevance and quality of higher education—especially in the dynamic and multidisciplinary field of industrial engineering.

Outcome-Based Curriculum with a Distinctive Muslim Technopreneur Character

The Industrial Engineering curriculum at UAD is designed based on Outcome-Based Education (OBE) principles, comprising a total of 147 credits. It emphasizes mastery of industrial engineering knowledge alongside the development of a Muslim technopreneur character. The graduate profile formulated by UAD responds to current industry and societal needs: systems thinking, technopreneurial mindset, lifelong learning, and strong ethics with national insight.

UAD's learning outcomes not only refer to national standards and the Indonesian Industrial Engineering Consortium (BKSTI) but also add unique characteristics that distinguish UAD from other universities—namely, the integration of Islamic and Muhammadiyah values and a strong focus on technology-based entrepreneurship.

Academic and Industry Synergy

PMIIC's involvement in this review is expected to strengthen aspects of project management, certification readiness, and graduate preparedness for the challenges of Industry 4.0. Through a structured agenda—including curriculum discussions with the UAD

team and external reviewers such as **Wisnu Suryo Pratomo, ST., MT., PMP.** as PMIIC VP Education and **Prof. Ir. Alva Edy Tontowi, M.Sc., Ph.D., IPU., ASEAN Eng.** as an industrial engineering expert from Gadjah Mada University, who is also a member of the Institution of Engineers Indonesia (PII)—this process becomes a valuable platform for exchanging ideas between academia and industry.

PMIIC recognizes that UAD's curriculum has accommodated future industry needs, including courses such as Project Management, Lean Manufacturing, Green Technology, Data Mining, and e-Business, as well as courses that enhance soft skills and leadership.

Commitment to Continuous Improvement

PMIIC highly appreciates UAD's initiative to regularly review and refine its curriculum by involving external stakeholders, alumni, and industry partners. This aligns with the principle of continuous improvement, a value also upheld by PMIIC.

As part of the review process, PMIIC is ready to provide input based on global project management best practices, industry trends, and the challenges and opportunities in the digital and sustainability era. It is hoped that PMIIC's contributions will further strengthen UAD's position as a university that excels not only in academic knowledge but also in producing graduates who are competitive, ethical, and ready to become Muslim technopreneurs contributing to the nation and the world.

Commitment to Collaboration

The PMI Indonesia Chapter is committed to continuously supporting the development of higher education in Indonesia through active collaboration with educational institutions, including UAD. This curriculum review process is a strategic step to ensure that Indonesia's young generation is well-prepared to face global challenges with competence, character, and strong leadership.

Webinar Series #3

PMC 2025 x PMI Indonesia Chapter

Managing Scope Creep Under Uncertainty: Risk or Opportunity



On May 18, 2025, PMC 2025 held its third webinar series in collaboration with the Project Management Institute Indonesia Chapter, titled “Managing Scope Creep Under Uncertainty: Risk or Opportunity?”

Dr. Eva Handriyantini delivered an insightful session discussing how project leaders can navigate scope creep—defined as the uncontrolled expansion of project boundaries—particularly under uncertain conditions.

Key takeaways included staying flexible, engaging

stakeholders early, and responding to change with clarity and purpose. The session attracted enthusiastic participation from students and young professionals across Indonesia, who actively contributed thoughtful questions and reflections throughout.

We thank Dr. Eva Handriyantini for the enriching discussion, and all collaborators and attendees who made this online session impactful!

13th International Symposium
& Exhibition on Project Management

organized by

Charting the Future: Transforming Project Management in the Age of AI and Innovation

Solo, Indonesia 8-9 October 2025

Registration Category	Early Bird
PMI Indonesia Chapter Member	4.400.000
Public	5.900.000
Student	2.400.000
Lecturer	2.400.000
Loyal (PMI Indonesia Members)	3.900.000
Loyal (Public)	5.400.000
Group (PMI Indonesia Members)	4.050.000
Group (Public)	5.550.000

Before 31 July 2025



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Tao Chun Liu



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Rahmat Mulyana



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Volunteer Profile

While holding a major in law, Afifa have transitioned into Information & Technology Industry, and since have been experienced within this industry for more than 9 years with demonstrated background in various roles from sales operation, project administration, business development, to recently in charge for managing software application projects.



Afifatu Qurrata Ayunin
Board Member of Communication

Brain Tease

A change request is approved to add functionality to a deliverable. The client's representative agrees to the additional expense in a follow-up call. At the end of the project, the client disputes the charges for the extra functionality. It turns out that the representative has left the company.

What should the project manager have done differently to avoid this situation?

- a. Used active listening skills to ensure understanding
- b. Followed up the phone conversation with a different choice of media

- c. Declined the customer's request as it is an example of scope creep
- d. Incorporated interactive communication to ensure a common understanding

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



The Winners of last edition's Brain Tease
Stevent Lim & Andromeda Prasetia

Project Management Knowledge Sharing (PRANKS)

On our last PRANKS:

In 119th PRANKS, we discussed about "Front-End Engineering Design (FEED) Project Management" that delivered by Jerry Jeremia Mintaredja. By integrating cost management and schedule control, FEED project management minimizes risks, avoids costly modifications in later stages, and ensures that the project remains technically viable, economically feasible, and on track for timely completion.

In 120th PRANKS that led by Nunung Nurul Qomariyah, PhD, we discussed about "Empowered Women in Tech Building Impactful Leadership Journeys". The webinar explored how women in tech rise to the challenge—leading with impact, cultivating resilience, and forging authentic leadership identities that defy stereotypes and drive meaningful change.

If you missed the sessions, you could watch it on our YouTube channel (PMI Indonesia Chapter).
Click on this link or scan the barcode.



Catch our Next PRANKS:
Register at pmi-indonesia.org