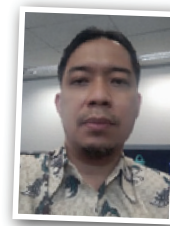




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On May 31, 2025, the Industrial Engineering Program at Universitas Ahmad Dahlan (UAD) Yogyakarta held a special General Lecture and Practitioner Class aimed at equipping students with practical industrial knowledge. The event commenced with an opening speech by Hapsoro Agung Jatmiko, S.T., M.Sc., Head of the Industrial Engineering Study Program at UAD Yogyakarta.



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 July 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



STOP MANAGING UP, start Leading Across

In project management, you often hear the advice, “You need to manage upward effectively.”

This is generally good advice. Communicating clearly with executives, aligning on goals and outcomes, anticipating concerns, and surfacing risks are all essential parts of being an effective project leader. If you want your work to be visible, and you want high-level support for your efforts, managing up is an essential part of the job.

It’s also not the entire job.

Too often, project managers are so focused on keeping leadership informed that they overlook where most of the real friction lives—across the organization, or even in other teams in the same organization. Deadlines are never missed due to a weekly update going out late, or from a VP not getting their status readout.

Deadlines are missed because a team was forgotten about, or Legal was never consulted. Or the brand team hasn’t approved it, and the engineering team is overcommitted anyway. These kinds of project obstacles rarely come from the top; they come from all directions across, down, and all over the organizational map.

This is why being able to lead laterally isn’t simply a “nice to have,” it’s a core competency of project managers. The ability to influence peers, collaborate across

verticals, and align teams outside of your span of control is what separates good project managers from great ones.

Great project managers recognize that leadership is not just going up the chain, but it’s something that needs to be cultivated at all levels—and in all areas of the ecosystem. If a project manager can’t lead across, it’s unlikely that managing up will do them much good.

Why Lateral Leadership Matters More Than Ever

Today’s project managers don’t operate in top-down hierarchies with clean and clear lines of decision-making and execution.

Instead, they operate in a matrixed, cross-functional environment, where success depends less on who you report to and who reports to you, and more on who you can influence and gain alignment with your goals.

In today’s reality, the people most critical to the project—such as engineers, designers, legal, marketing, QA, customer support, etc. —often don’t report to the manager of the project. Those people are juggling their own priorities, working on a different timeline or schedule, and often have to answer to leaders in a different part of the organization. They can’t be “managed” in the traditional sense; you can’t simply tell



people what to do. You have to lead across teams, and nudge people in the right direction.

And yet, many project managers default to upward communications. Project managers spend hours polishing executive summaries, preparing status decks that may never be read, and scheduling update meetings with senior leaders. In many cases, all of that is important. But it's not enough to get the work done, and the project moving forward.

Here's where things often fall apart:

- A launch gets delayed because security wasn't consulted until the end, and an issue was found.
- Engineering is behind because they have three competing priorities, all of them the most urgent to someone.
- The support team asks for a delay, because it didn't get enough notice to prepare training for agents.
- The contract still isn't signed because the legal department hasn't replied in months.

No amount of upward support is going to solve these problems after they have already occurred. They aren't issues of misalignment from the top, they are a symptom of misalignment from the inside out.

Lateral leadership can bridge this gap:

- Build trust with your peers before you need it
- Understand the motivations and goals of other teams
- Allow you to be collaborative, without seeming like you are trying to exert control
- Gain full alignment, by coordinating your goals with theirs

This kind of alignment doesn't show up on a RACI chart, but it is what makes projects successful. In a world where cross-functional teams are the norm, lateral leadership isn't optional, it's a must. Most projects fail because peers and teams couldn't align on the work, the priority, or the value. Not because the CEO changed direction.

To consistently deliver great outcomes, project managers need to expand the definition of leadership. Influencing across the org is how work gets done in modern projects.

Common Mistakes That Undermine Cross-Functional Leadership

Lateral leadership sounds straightforward in theory: build trust, influence peers, align on direction, and have teams supporting each other's goals.

But in practice, many project managers unknowingly fall into habits that weaken their ability to lead sideways or across the organization. These missteps aren't always obvious, but they can compound over time and create friction, distrust and disengagement:

1. Relying on authority instead of relationships: In traditional management, authority flowed down the org chart, and it was clear who was directing which person. In modern teams, project managers rarely have direct authority over the people working on the project. Any attempt to drive alignment by mandate is a fast way to alienate your peers and lose trust.

Instead, relationships and shared ownership is the path to success. People don't work harder due to a project manager telling them it's urgent; they work harder because they both believe and trust the person asking.

2. Escalating early and often: Escalation has its place in the toolbox of a project manager, especially when the project is at risk. But if the first response to a disagreement is to loop in leadership, it sends a message you can't solve problems collaboratively. Over time, this will damage your credibility and actually lead to more resistance, not less.

The best leaders try to resolve issues at the lowest possible level, through conversation, compromise and inquiry—and only use escalation when real blockers can't be moved or worked around.

3. Not tailoring communication to the audience: A common pitfall is broadcasting the same message to every audience. What makes sense to an engineering manager might confuse a sales manager. The legal department doesn't care about stoplight status, and customer support needs to know when something will launch, and not given a range of times.

Cross-functional leadership requires audience-aware communications. This means tailoring a message to the people who are getting it. When teams feel like you are speaking to them and their concerns, they are more likely to engage.

4. Ignoring peers in favor of executives: Some project managers have tunnel vision; if leadership and stakeholders are happy, the project must be going well. But if your peers are struggling, burning out or disengaging, then that alignment won't last.

Project leadership isn't just about upward optics, it's about creating an environment where people at every level can succeed. And that starts with talking with—and listening to—the people actually doing the work.

Avoiding these common mistakes is the first step to

becoming a trusted, cross-functional leader. In all, the goal should be to use common sense. Treat your team as teammates. Listen to them, collaborate with them, and cultivate relationships with them.

How to Lead Across Effectively

So, how does a project manager lead across teams? Not just keep people informed or “in the loop,” but actually earn influence, gain trust, and make progress, even when the team doesn’t report to you?

It’s not about being the loudest voice, or the person with the best-looking status reports. It’s about credibility, clarity and connection across every team your project touches, and even some beyond that.

Here are some things you should start doing, if you aren’t already:

- 1. Understand the context.** You don’t need to be a lawyer to understand how to work with Legal, or an engineer to work with programmers. But you do need to understand their constraints, concerns and aspirations. Knowing how each team thinks, and what and why they prioritize certain things over others, will help you translate goals in a way they will understand. It helps show you are invested in everyone’s success, and not just directing from the sidelines.
- 2. Turn stakeholders into partners.** Too often, teams feel like the job of a project manager is to “track” their work, not to support it. If you ever feel this way, you should change your own mindset as well. Understand what success looks like for their team, including risks and opportunities. Bring them in early and treat them like collaborators, not resources or cranks to turn. When people feel like they are working with you, not for you, they perform differently.
- 3. Protect your partner teams as if they are your own.** Start pushing back on requests for your partner teams, or speaking up when you see something going in the wrong direction. Make sure they have what they need, and protect them from churn. Don’t pass any chaos downstream; protect them from it. Have respect for the team, and they are more likely to have respect for your project.
- 4. Follow through on the small things.** A good way to lose trust fast is to drop action items, forget follow-

ups, or let decisions linger. Leading across means being the most dependable person in the room—not just when things are exciting, but also when they are tedious. Send the notes, keep the board updated, and close out actions. Consistency builds credibility.

- 5. Celebrate their wins.** If your partner team does something great, call it out—publicly. Thank them in email, at the top of your next update, mention them in a leadership update...whatever. Build a culture where collaboration gets noticed and recognized. When people see working with you gives them recognition, they’ll want to work with you more.
- 6. Know when to get out of the way.** Great lateral leaders aren’t micromanagers; they create space and trust. If Engineering is in execution mode, don’t ask for twice daily updates. If Design is deep in creation, resist the urge to keep checking in. Be present and available, but not overbearing. Let teams own their work. Influence is powerful, but leadership requires restraint.

Cross-functional leadership isn’t about control, it’s about alignment, understanding and momentum. Get that right, and you’ll have all the influence you need without the authority.

Takeaways:

- Managing up keeps your work visible, but leading across actually gets it done.
- Authority doesn’t move modern projects, relationships do.
- Lateral leadership is a core project management skill, not a “nice to have.”
- Common traps—like escalating too quickly, or not seeking to understand your partners—can undermine trust, making your job even more difficult.
- Credibility comes from consistency, empathy, and sharing victories and wins together.



Bart Gerardi

Bart has been in ecommerce for over 20 years, and can’t imagine a better job to have. He is interested in all things agile, or anything new to learn.



13th International Symposium & Exhibition on
Project Management
**Charting the Future: Transforming Project
Management in the Age of AI and Innovation**

8-9 October 2025

Bridging Academia and Industry: PMIIC & UAD Host Insightful Lecture for Future Industrial Leader



On May 31, 2025, the Industrial Engineering Program at Universitas Ahmad Dahlan (UAD) Yogyakarta held a special General Lecture and Practitioner Class aimed at equipping students with practical industrial knowledge. The event featured two distinguished professionals from different yet complementary fields: Project Management and Supply Chain Management.

The event commenced with an opening speech by Hapsoro Agung Jatmiko, S.T., M.Sc., Head of the Industrial Engineering Study Program at UAD Yogyakarta. He emphasized the importance of bridging academic knowledge with industry practice and encouraged students to actively engage with the insights shared by the speakers.

In Project Management Session presented by Sigit A Wibowo, MSM., PMP., a Senior Project Manager at PT Ecomindo and VP Branch of the Project Management Institute (PMI) Indonesia Chapter, discussed the role of AI in project execution. He explained how students can start, manage, and complete a project effectively. While AI can be a valuable tool, He also highlighted that human

analytical ability remains essential. He encouraged students to start leading projects to gain practical experience, enhance their skills, and increase their value as future professionals.

In SCM Session who presented by Abi Wafa, S.T., M.BA., as the Procurement Manager at Garuda Maintenance Facility (GMF) Aero Asia, shared insights the concept of building resilience in supply chains, especially in the aviation industry where processes are complex and parts can be large and difficult to manage. He emphasized the crucial role of industrial engineers in supply chain management due to their analytical and adaptive skills.

This event provided students with valuable knowledge and motivation to face real-world industrial challenges.

#ProjectManagementInstitute
#PMIIndonesiaChapter #ProjectManagement
#UniversitasAhmadDahlanYogyakarta
#IndustrialGeneralLecture



CAPM 2025 Study Group has Officially Started!



"The CAPM 2025 Study Group has officially started! A total of 24 mentees from Telkom University will join 8 intensive sessions in collaboration with PMI Indonesia Chapter and PMI Bandung Branch. Together, we're shaping future globally certified Project Managers!"

[pmi_indonesia_chapter](#) [pmi-indonesia-chapter](#) [pmi-indonesia.org](#)

PMI Indonesia Chapter and PMI Indonesia Chapter Bandung Branch have teamed up with Telkom University to launch the CAPM 2025 Study Group!

A total of 24 mentees from Telkom University are joining this program to prepare for the Certified Associate in Project Management (CAPM®) certification exam scheduled for the end of July 2025.

The kick-off session was held online on Thursday, June 5, 2025, and was officially opened by Tony Hu, PMP., PMI-

ACP., PMOCP., General Secretary of PMI Indonesia Chapter, representing the PMI Indonesia Chapter and speech remark by Ika Arum Puspita ST. MT., PMP, Secretary of Industrial Engineering Study Program, representing Telkom University and PMIIC Bandung Branch

Involving to this session mentors Sigit A. Wibowo, MSM., PMP., Wisnu Pratomo, PMP., Rezza Suhendra, PMP., Azmi Faiq Ash, PMP., PMOCP., Aufa Ibadur Rahman, PMP., Tantika Gusti Rahma, CAPM with voluntary and highly dedicated contribution to support student learning and preparation for the CAPM exam.

This learning journey will span 8 intensive sessions, running from June 5 to July 24, 2025 — designed to equip mentees with strong project management knowledge and readiness to earn a globally recognized certification.

To all our mentees: Good luck and stay committed to your journey! This is more than just preparation for an exam — it's a step forward in shaping your career, mindset, and leadership potential.

Wishing all mentees the best on this professional journey. Let's build the future of project leadership together, one milestone at a time.

We can't wait to see your growth and celebrate your success. The future is in your hands — and it starts now!

#ProjectManagementInstitute
#PMIIndonesiaChapter #ProjectManagement
#PMIIBandungBranch #UniversitasTelkom
#SGCAPM2025 #CAPMJourney



Volunteer Profile

I am a highly motivated and dedicated academic professional to contribute to the field of Project Management. I have expertise in Project Management as evidenced by my CAPM and PMP certifications from the Project Management Institute (PMI). My passion is to share my knowledge with others through research and projects with fellow academics and professionals. I contribute to several publications, am actively involved in teaching, volunteering, and mentoring students pursuing a career in project management.



Ika Arum Puspita
Branch Head - Bandung Branch

Brain Tease

A company is about to undertake a project that will use new technology. It is expected that the customer will request a very large number of changes throughout the entire project life cycle. The project sponsor indicated that delivering incremental value to the customer frequently while maintaining the cost baseline under control is of the utmost importance for the project.

Which of the following would help the most in addressing the frequent changes?

- a. Time-boxing
- b. Integrated change control
- c. Risk register
- d. Quality control measurements

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



The Winners of last edition's Brain Tease
Bambang Hery Santoso (PMI# 8499851)

Project Management Knowledge Sharing (**PRANKS**)

On our last PRANKS:

In **116th PRANKS**, we discussed about "The Synergistic Interplay of Projects, AI, and Sustainability: Exploring the Integration of AI and Sustainability in Project Management" that delivered by Vaibhavi Chavan. This presentation explored how AI-powered predictive analytics enhances project selection, project planning, risk management, resources optimization and stakeholder decision-making.

In **121st PRANKS** that led by Adebayo Ajayi, we discussed about "Leading with Impact: Transforming Project Management through Visionary Leadership". The webinar equipped project managers with the essential leadership skills to inspire and unite diverse teams,

align stakeholders with a compelling project vision, and navigate complex challenges with adaptability and emotional intelligence.

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