Project Management Institute Indonesia

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Project Management Newsletter

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We didn't have PRANKS session in August 2026.

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

Main Article

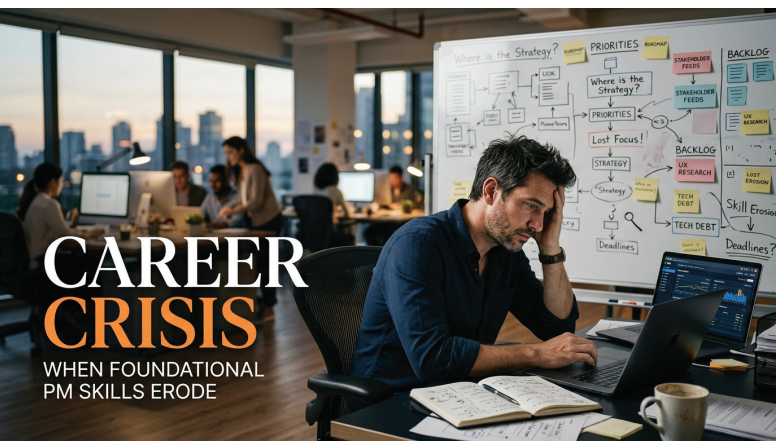
Career Crisis: When Foundational PM Skills Erode

I recently had a very interesting conversation with a project manager who had been leading key initiatives for almost 30 years. They were the go-to person whenever their employer had a particularly important or complex project, and they were liked and respected by everyone from sponsors to team members. In many ways, they are the type of PM that many of us aspire to be, an example of just how successful a project manager can become.

But this PM was starting to feel uncomfortable. Her career had been spent in the plan-driven world, and her foundational skills were developed at a time when PMs still needed to be able to manually figure out critical paths and update Gantt charts.

Sure, there was software, but it wasn't anywhere near as advanced as today's tools. And it often felt as though the applications were creating as many challenges as they were helping to solve.

Now, with much better software tools, she was feeling as though she was becoming disconnected from some of that foundational "hard skill" PM activity because the software was more than capable of doing it all. This PM still had just as much information available to her, and it was generally higher quality than in the past. But because she hadn't been as involved in the production and development of the schedule, risk register, etc., she didn't feel as confident.



Not in the data, but in her preparedness to lead the project.

Looking through a different lens

This project manager described how she felt to me as managing without a safety net. Her previous need to be heavily involved in producing the key artifacts required for a well-planned and structured project reassured her that she was in control. It also assured her that she was reaching a level of understanding of the project that would allow her to deal with the inevitable challenges and issues that would arise.

But without that direct involvement in producing the project framework and plans, she felt exposed, concerned that there would be "gotchas" that she didn't see coming—and wasn't ready to deal with effectively.

What made it worse was knowing that this wasn't a temporary thing. It wasn't just the way that her current project was structured. It's how all projects are structured—and technological advancements are

going to potentially move her even further away from her comfort zone.

This project manager isn't alone in feeling this way, even if she is braver than many in being prepared to admit that the changes are making her uncomfortable. Many experienced PMs are now operating in an environment that bears very little resemblance to the one that they were trained in, and where they gained their first few years of experience.



While some PMs are embracing this evolution, welcoming the ability to leave behind a lot of manual and administrative work, others are nervous. They may not be as comfortable with the technology; they may feel that the role is becoming something different from what attracted them originally, or they may simply not enjoy the new ways of working.

It's not practical for many of those project managers to simply move on to something different. They will have invested many years in project management and won't necessarily be able to move into a different type of work, even if they wanted to—and many won't.

They also shouldn't have to; those individuals still have the ability to lead successful projects. What's more, their employers need them to feel engaged and motivated if they are going to be able to achieve all of their business objectives.

What is needed is a different perspective. It's not just the technology that has changed over the last 30 years; it's the entire focus of project management. While those foundational hard skills that many of us built our PM capabilities on were important then, they are far less so now, at least in relative terms. That was a time when it was universally accepted that project success meant on time, on scope and on budget.

Today we recognize that success requires the delivery of a solution that meets the needs of users and the business, that is developed in a way that can be leveraged for future initiatives, and that is produced in an environment that is positive for everyone involved. Those project management foundations are still there, at least in plan-driven work, but they are a much smaller percentage of the whole story.

So, this project manager shouldn't be feeling uncomfortable that their long held foundational skills are being automated. They should be pleased that they now have a whole host of other skills to leverage that weren't part of their original training or early experiences.

Easy to say, but no less accurate for that.

Time impacts relevance

All of us who have a career in project management need to recognize that the rate of evolution of the profession has been reasonably rapid for an extended period of time (and is set to continue). As a result, skills and experience gained early in our careers may no longer be relevant.

While some aspects of project delivery remain relatively constant—the need for clear communication and effective team building, for example—other aspects change so much that anything from even a few years ago has no bearing on how work gets done.

Communication is an example, too. While the need for exceptional communication remains, the mechanisms for achieving that are significantly different than they were in the past. With the growth of remote working, the increasing use of piecemeal workers, and the multitude of new communication and collaboration tools now available, how PMs communicate has changed immeasurably from the days when in person meetings and email were the norm.

As PMs, in fact as humans, we tend to find it easier to adapt to those evolutions than we do to give up on our "old" ways of working. I'll freely confess that while I am able to adapt to the various online collaboration tools used by various clients, I still find it easier (and preferable) to send an email attachment. That's just how I started sharing content, and it still comes more naturally to me.

I can get away with that because email remains a legitimate, if not preferred, way of sharing information. But for other aspects of communication, and other areas of project management, we have to be able to give up our past practices. And we have to be able to do it willingly while embracing new ways of working.

A career is long—multiple decades—and a lot changes in that time, especially now with the pace of technological advancement. Being able to embrace change—even in things as fundamental as the skills required to perform the work—is necessary if that career is to remain

successful and relevant.

I remember when I was first managing projects, I looked at some colleagues who were slow to embrace greater communication and leadership, preferring to bury themselves in the Gantt chart and manage by task completion. We looked at those PMs as old-fashioned, and quietly wondered how much longer they would keep their jobs.

Well, guess what? We become those people if we don't adapt our own ways of working and accept that things are different now.

Conclusions

There is a tendency for humans to have a "glass half empty" mentality, and I suspect that seasoned PMs may be more likely to feel that way than most. The scars from a career of managing projects can easily result in an assumption that things will inevitably go wrong. But that's a dangerous mindset to have when it comes to how we view our careers.

Yes, things are different than they were when we first started managing projects—and that's true if you have been a PM for five years or 30. But remember that you have a track record of adapting to that change (or you wouldn't still be a project manager).

The project manager who felt that her foundation was being eroded wasn't recognizing that the role had changed so much over the course of her career, that those original foundational elements were simply irrelevant. They were doing nothing practical to help her and were just a psychological support.

That's still important, and it explains why she was unsettled. But she needs to recognize that she must mentally let go. She must embrace the many other skills that she has developed that still help her to be the exceptional PM that she is.

We must all be willing to do the same thing.



Andy Jordan

Andy Jordan is President of Roffensian Consulting S.A., a Roatan, Honduras-based management consulting firm with a comprehensive project management practice. Andy always appreciates feedback and discussion on the issues raised in his articles and can be reached at andy.jordan@roffensian.com





PMP Study Group 24 – Kick Off



On 4 July 2026, the Project Management Institute Indonesia Chapter (PMIIC) successfully launched the Kick Off Study Group PMP 24 in PMIIC Soho Capital, 19th floor, Jl. Letjend S. Parman Kav 29, Jakarta. This event marked the beginning of a comprehensive program aimed at preparing members for the PMP exam and certification.

Purpose and Vision

The primary objective of the Study Group PMP 24 is to equip participants with the necessary knowledge and skills to pass the PMP exam. This initiative reflects PMIIC's dedication to fostering professional growth and excellence in project management.

Leadership and Organization

The event was graced by key leaders of PMIIC:

President of PMIIC : Achmad Fuad Bay
VP of Education Board : Achmad Fuad Bay
Chairman SG 24 : Dimas Yudapranata

Their presence and insights set a positive tone for the study group, emphasizing the importance of commitment and continuous learning.

Program Structure

The study group will run from 4 July to 26 September 2026, providing a structured and intensive learning experience and will span 12 intensive sessions. Participants will utilize the PMBOK Guide 8th Edition as their primary study references, ensuring they are well-prepared for the exam.

Engaged Participation

The program has attracted a diverse group of participants:

- Total Mentees: 60
- Total Committee Members & Mentors: 24

This diverse mix of mentees, committee members, and mentors promises a rich and collaborative learning environment.

Event Highlights

The kick-off event was a resounding success, featuring insightful speeches from the leadership team and interactive sessions that set the stage for the months ahead. This event was open by program review, introduction and ground rules, continued with PMBOK 8 and ECO July 2026 overview. After that there were program artifacts and LMS walkthroughs, and continued with baseline simulation, introducing the mentors, and dividing FGD group. This event was ended with networking lunch. Participants expressed their enthusiasm and commitment to the program, looking forward to the journey towards PMP certification.

From Indonesian Community to the World

This event not only highlights the dedication and commitment of the Indonesian project management community but also showcases their efforts on a global stage. The Study Group PMP 24 is a testament to how local initiatives can have a worldwide impact, inspiring project management professionals around the globe.

Conclusion

The Kick Off Study Group PMP 24 is more than just a preparation course; it is a community of aspiring project management professionals dedicated to achieving excellence. With strong leadership, a well-structured program, and a supportive learning environment, participants are well on their way to achieving their PMP certification.

Board of Communication