

July 2026

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The CAPM Study Group 2026 officially started through a collaboration between Project Management Institute Indonesia Chapter, PMII Bandung Branch and Telkom University. The kick off session began with an opening speech from Pak Fuad as President of PMI Indonesia Chapter.

PMI Indonesia Chapter Surabaya Branch successfully held the 9th session of CollabPM, featuring the theme "The Human-Centric Approach: People over Processes, Mastering the Soft Side of PMBOK." We didn't have a PRANKS session in July 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



Everything I Know About Agile I Learned From...the World Cup?

As I write this, the World Cup is underway in Mexico, Canada and the United States. By the time that you read this, many teams' dreams will already have been shattered for another four years.

While watching, I have been struck by the similarities between agile projects and this global sporting event. Let's discuss...

The team

Perhaps the most obvious comparison between football (soccer to U.S. fans) and agile is the idea of the team. But when we think about the World Cup specifically, things are a little different. Unlike club football, where players are together for most of a season and get to know each other's style and approach well, international squads usually only have a few days, or at most weeks, to come together as a cohesive unit.

All of the players selected to represent their country are highly talented, but they may not know each other well. They may be used to different styles of play, different formations, and so on. There is usually at least some criticism of the players selected for a World Cup, as the management team tries to balance skill and talent with the ability to work together—and to adapt to different roles than a player may be used to with their club.

Agile teams are no different. If you have a critically important project that needs to be delivered as well as possible, you might be tempted to find the best people in the organization in each of the key roles and bring them together as some form of "super team" that has the ability to deliver pretty much anything that they are asked.

But what if those people aren't used to working together? There is going to be a natural dip in



performance while they get used to each other.

That may be okay. But if you select a different group of people—individuals who on their own may not be the absolute best in their role, but who have worked together in the past, know how each other operate, and have demonstrated the ability to collaborate effectively to deliver results—well, that may be even better.

You don't always need the best possible set of skills; you need the ability for a group of people to come together with the ability to apply the skills that they have in the most effective and efficient way.

Another aspect of selecting athletes for World Cup squads is choosing players who provide flexibility. Some positions are clearly specialized (goalkeepers, for example). But if there are players who provide options, that's an advantage. Defenders who can play any of the defensive positions, midfielders who can step up as additional strikers...all allow the coach to change their tactics, their formation, and to create more options during the game in response to what the opponent is doing.

In agile, it's common to have multi-disciplinary team members for similar reasons. While people may not completely change roles on the project, the nature of agile is such that the features being developed—and solution being delivered—will shift and evolve with changing circumstances, user feedback, and so on. Having team members who are able to embrace such shifts, without impacting their ability to deliver the work, allows that work to continue with less disruption and a greater overall chance of success.

In addition to countries selecting players that can play well together (rather than simply picking the most talented), coaches work hard in training to develop a rapport and understanding between members of the squad. That allows them to anticipate where a ball will be played, to recognize when someone is looking to run into space, or to position themselves to receive a pass.

That's why you tend to see team dynamics and performance improve over the course of a tournament like the World Cup. As the players spend more time together, both in games and on the training ground, they form a better team—not just a group of individuals.

With agile, there is a lot of focus on having stable teams for similar reasons. Organizations keep teams together from one project to the next, allowing team members to become familiar with how their colleagues work, and to become more effective and efficient than if there were higher levels of turnover among team members. However, in both football and agile, there is a need to be cautious with this approach.

Teams will sometimes find that they have to make changes to the lineup, because of injury, suspension, tactical reasons, etc. That can't be too disruptive, or the overall performance will suffer—and that may result in the team being eliminated.

As a result, even though there is a preferred starting set of players, there needs to be time and effort spent in training with different mixes, with changes being made in the middle of the game, and so on.

In agile, the changes may not be as frequent, but there will be times when an individual moves to a new role or a new employer, or when they aren't available for a particular project. There is also the reality that, over time, there can be a tendency for stable teams to become a little stale. Individuals start taking each other for granted, reducing productivity. Or they make assumptions about each other and the work, reducing innovation and potentially missing the opportunity to develop improved solutions.

Bringing in someone new can reinvigorate the team, just as a substitution or change in the starting lineup can bring fresh energy to a football team. You maintain the stability, while still bringing in fresh ideas and a willingness to challenge assumptions.

The support team

In the World Cup, the focus is on the players on the pitch. The head coach also gets some attention, but success often comes down to the invisible people behind

the scenes. The various assistant coaches working on different elements of the game, the physiotherapists that help with recovery, nutritionists, even the people who help with transport and logistics.

In agile, while the team members may be the primary focus because they do the work, there is a similar support structure. The scrum master helps the team with how they operate, and can be thought of as a similar (but not the same) role as a soccer coach. The product owner is another critical part of the support team, along with agile coaches, users, the business product manager, etc.

Not everyone has a headline role, but when the team succeeds, everyone will have played their part.

The tactics

At the end of a game, a football team will sit down and review what went right, and where they need to adjust. They will then start planning for how they need to approach the next match.

In agile, a sprint review will serve a similar purpose. And while the planning for the next Sprint may not require as many changes in approach as in soccer, there will likely need to be some minor adjustments made. The team that approaches every sprint—or match—in exactly the same way is unlikely to enjoy consistent success.

Conclusions

I doubt that whichever team wins the World Cup will put it down to their awesome scrum master. And I suspect that most of you won't start your next sprint inspired by the performance of your favorite team in that tournament. But there are a number of similarities between soccer and agile.

Success—in business, sports or anything else—comes from doing the right things, in the right way, and working together as a team to achieve a common goal. The ultimate World Cup winners will be the team that wins the most important games. While talent will play a big part in that, so too will the ability to come together as a team, to put the good of everyone ahead of personal ambition. That's also what creates the best project teams—agile or otherwise.

What parallels have you seen with project management and agile while watching the World Cup? What have been your favorite moments and matches?

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.

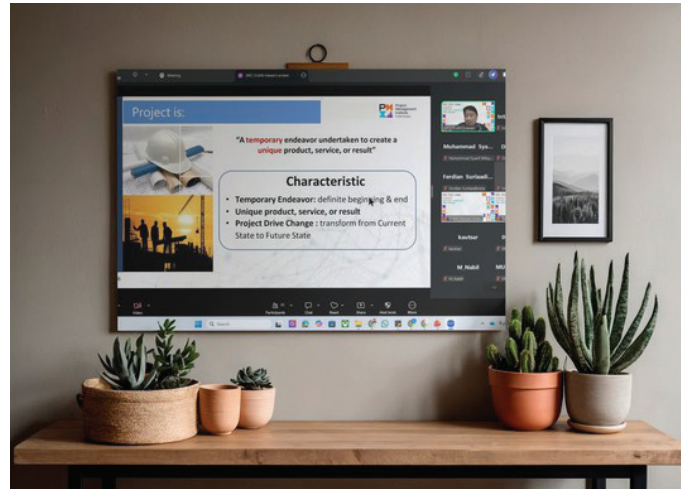
CAPM Study Group 2026 – Telkom University Collaboration

Kick Off Meeting Session

The CAPM Study Group 2026 officially started through a collaboration between Project Management Institute Indonesia Chapter, PMII Bandung Branch and Telkom University. The kick off session began with an opening speech from Pak Fuad as President of PMI Indonesia Chapter. One of the key messages delivered during the session was the principle of “No Pain, No Gain.” Participants were reminded that success in CAPM preparation requires commitment, discipline, and consistency.

After the opening speech from Pak Fuad, the session continued with Pak Erdith Irawan as Board Member of Education. He explained that the CAPM Study Group 2026 is designed as an interactive learning platform for participants who want to strengthen their project management fundamentals while preparing for the CAPM certification exam. The program is based on PMBOK® Guide 6th & 7th Edition, Agile Practice Guide, and the CAPM Exam Content Outline.

During the kick-off session, participants were introduced to the idea that a study group is fundamentally different from traditional training. While training is usually one-way learning, the CAPM Study Group applies a drilling approach combined with two-way discussions between



mentors and participants. The mentors emphasized that there are no wrong answers and no unimportant questions. Every participant is encouraged to actively contribute, ask questions, and develop critical thinking throughout the learning process.

Besides learning theory, participants will also experience different activities such as brain dump practice, FAQ

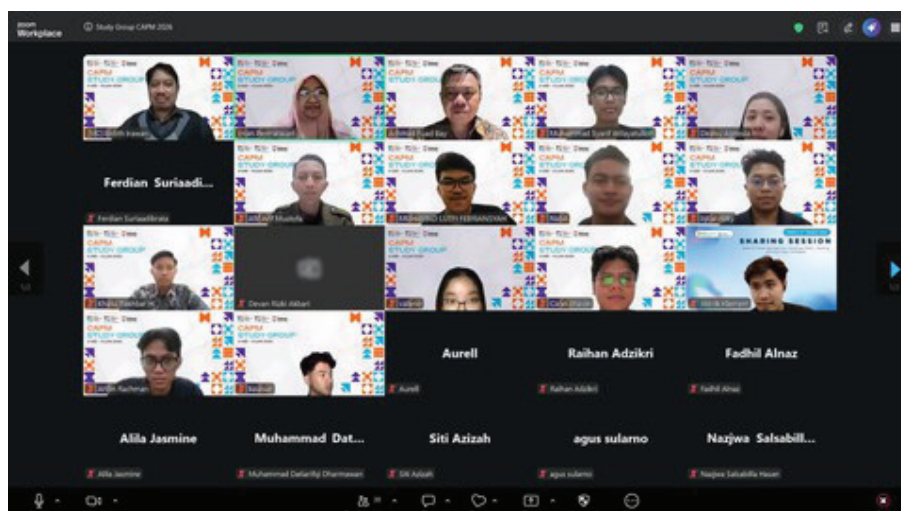
assignments, discussion sessions, and exam simulations. These activities are meant to help participants become more familiar with project management concepts and the way CAPM questions are structured. CAPM preparation is not only about memorizing PMBOK concepts, but also about understanding the mindset and logical thinking process of a project manager when facing real project situations.

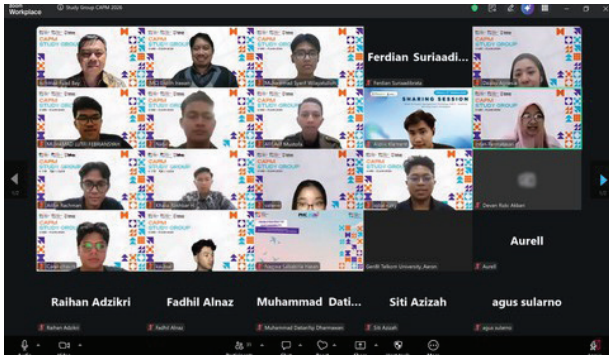
Move to other session and topic highlight related material CAPM. One of the main topics discussed in Session 1 was the difference between project and operation. The explanation was simple and easy to understand. A project has a clear beginning and ending, while operations are continuous and repetitive activities.

Pak Erdith explained this concept using daily-life examples. Creating a new cake recipe is considered a project because it involves experimentation and a unique goal. However, once the recipe is finalized and produced repeatedly every day, it becomes an operation.

Pak Erdith also shared a simple ITTO example using fried rice. The input is plain rice, the process is adding seasoning and cooking it, and the output becomes fried rice. Through this analogy, participants could better understand the concept of input, process, and output in project management.

The session also emphasized the importance of communication and coordination in project





avoid conflicts.

For many participants, this study group became the first real step in understanding project management in both academic and professional environments. CAPM preparation also requires consistency in attending sessions and completing assignments, especially brain dump exercises that help build muscle memory, strengthen understanding, and improve exam endurance.

Participants are encouraged to review materials together before the next session so discussions can become more interactive and effective. As the closing message, PMIIC Bandung Branch wished good luck to all participants and hoped they would become the next generation of project management professionals in the future.

Special thanks to the Project Management Institute Indonesia Chapter and PMIIC Bandung team who attended and supported the session, especially Mas Fuad, Mas Erdith, Mas Sigit, Mba Ika, Mba Intan, Mas Agus, and Mas Azmi.

Bandung Branch

management. Project managers need to work closely with teams, stakeholders, and other project managers to keep projects aligned and



Volunteer Profile

Bayu Waseso

Board Membership

I am a consultant focused on IT Governance, Digital Transformation, and Project Management, helping organizations design effective technology governance, improve IT service management, and leverage digital capabilities to support business strategy.

In addition to consulting, I am also active as a trainer and author, contributing to knowledge sharing and capability development in areas such as IT service management, project management, and digital governance.



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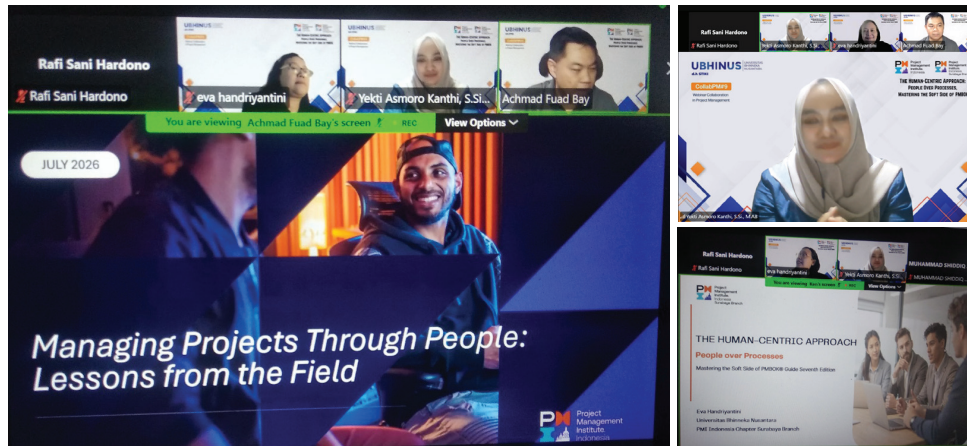
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The Human-Centric Approach: People over Processes, Mastering the Soft Side of PMBOK

PMI Indonesia Chapter Surabaya Branch x Universitas Bhinneka Nusantara



PMI Indonesia Chapter Surabaya Branch successfully held the ninth session of CollabPM, featuring the theme “The Human-Centric Approach: People over Processes, Mastering the Soft Side of PMBOK.” The session aimed to strengthen participant’s understanding of what is Human-Centric Approach and how to use it to achieve success.

Before the webinar was started, 2 board members (Bayu Waseso and Intan Permatasari) promoted Symex 2026 and Prosight 2026 that will be held in Bali on 7-8 October 2026.

The event featured two distinguished speakers:

Dr. Eva Handriyanti, S.Kom, M.MT

Lecturer of Information System subject – Universitas Bhinneka Nusantara, Branch Head Surabaya Branch PMIIC

Eva Handriyanti presented the 4 Human-Centric Principles which are Demonstrate Leadership Behaviours, Create a Collaborative Environment, Effectively Engage Stakeholders, and Enable Change. She also explained five reflections as the core of Human-Centric, which are:

1. People commit to purpose, not just objectives
2. Communication is continuous leadership
3. Stakeholder engagement begins before kickoff
4. Trust reduces complexity
5. Leadership enables people to perform

Achmad Fuad Bay, MPM, PMP, PMI-ACP

President of Project Management Institute Indonesia Chapter (PMIIC)

Achmad Fuad Bay discussed about Managing Projects Through People: Lessons from the Field. He focused in here for the human, where the process is functioning well if the human is ready. Basically the emotional

intelligence must be owned by Project Manager. He presented 7 sessions which are Opening & Context Setting, Human-Centric Reality Projects, Managing Diverse Project Teams, Building Trust & Psychological Safety, Stakeholder Conflicts & Communication, and Leading Teams Beyond Processes.

Closing

PMI Indonesia Chapter Surabaya Branch extends its appreciation to all speakers, participants, and partners for their contribution to the success of CollabPM#9. The Chapter remains committed to advancing project management capabilities and fostering a culture of continuous professional development.

Participant Engagement

The CollabPM#8 webinar attracted strong enthusiasm from a diverse audience, with approximately 98 participants in attendance representing universities, industry practitioners, and professional communities. Throughout the session, participants actively engaged in Question and Answer sessions.

Outcome

As a result of the session, participants were able to:
Understand what is Human-Centric Approach in Project Management.

Develop awareness of what is the purpose and when should use Human-Centric Approach.

The high level of participation and knowledge exchange demonstrated the relevance of the topic to today’s rapidly evolving professional landscape. CollabPM#9 successfully created a learning space where theory met practice, enabling participants to bring actionable leadership insights back to their respective organizations.

Board Communication