Excellentia

Agile Leadership for successful Digital Transformation
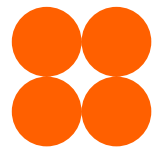
With the proliferation of Digital Transformation to improve the way of working, bring in economies of scale with better efficiency and making informed decisions, leadership style is not isolated from it and is undergoing a 360-degree redefinition. A strong leadership foundation is a critical base for organizational agility required in the Digital Transformation initiative which helps in measuring the performance empirically and delivering continuous business value.

Leadership is a skill which is learned with experience and understanding of the responsibilities it brings along with the role and particularly the

transformation program undertaken. Modern leadership is about moving from linear thinking to non-linear thinking, whereby conventional styles are revamped to bring in faster and impactful urgency for change, reimagining enforcement to embracing techniques and shifting the focus from traditional leadership to servant leadership style. I would discuss subtle differences between traditional leadership and servant leadership styles in a while.

Let us first understand the role of leadership in an organization undergoing a business transformation phase. Leadership is the first and foremost tribe in an organization which is expected to drive a transformation initiative with the support of change agents. It also requires getting required buy-ins from stakeholders and from

the people getting impacted by the change in order to manage the resistance to change. Since business transformation is a change

Project Management Institute® Indonesia

IN THIS ISSUE

**Project Management Institute
Indonesia Chapter**

Talavera Office Park 28th Floor
Jl. TB. Simatupang Kav. 22-26, Jakarta
Indonesia

- : +62 21 7599 7905
- : +62 21 7599 9888
- : www.pmi-indonesia.org
- : info@pmi-indonesia.org
- : pmi-indonesia@yahoogroups.com
- f : PMI-Indonesia Chapter (Group)
- f : Project Management Institute - Indonesia Chapter (Page)
- t : PMIIndonesia
- in : Project Management Institute – Indonesia Chapter

The Project Management Institute of Indonesia was founded in 1996 and is an organization dedicated to enhancing, consolidating and channeling Indonesian project management knowledge and expertise for benefit of all stakeholders. This organization is one of the chapters of Project Management Institute (PMI), a nonprofit, worldwide leading professional organization. Our members and credential holders span numerous industries, businesses and many of the Indonesian leading corporations as well as nonprofit institutions.

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M. Irfani Sahnur
Graphic Designer
Shinugi Media

The newsletter of Excellentia is scheduled to be available every month. The board of editor encourages readers or persons interested in project management area to submit articles any topic relating to the project management. All contents of article published in the newsletter are the responsibility of the authors.

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averonika@pmi-indonesia.org
General Secretary
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bfirmansyah@pmi-indonesia.org
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jsamosir@pmi-indonesia.org
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briyowiyoso@pmi-indonesia.org
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aprasetyo@pmi-indonesia.org
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swibowo@pmi-indonesia.org
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afuad@pmi-indonesia.org

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iavianto@pmi-indonesia.org
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cmunthe@pmi-indonesia.org
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sachlani@pmi-indonesia.org

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ypdamiat@pmi-indonesia.org
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craharjo@pmi-indonesia.org

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General Secretary Team
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bwaseso@pmi-indonesia.org
Program Team
Rosa Indah Vita Damayanti
rindah@pmi-indonesia.org
Devi
dmarbun@pmi-indonesia.org
Hariman Lie
hlie@pmi-indonesia.org
Mohamad Sidik
msidik@pmi-indonesia.org
Marketing Team
Sastra Anugraha
sanugraha@pmi-indonesia.org
Education Team
Teguh Raharjo
traharjo@pmi-indonesia.org
Resha Mochamad Ilham
rmilham@pmi-indonesia.org
Raisyuli Indria
rindria@pmi-indonesia.org
Kartika Melania
kmelania@pmi-indonesia.org
Communication Team
Antonius Sony
asony@pmi-indonesia.org
Handy Matunri
hmatunri@pmi-indonesia.org
Rafi Sani Hardono
rhardono@pmi-indonesia.org

M. Irfani Sahnur
misahnur@pmi-indonesia.org
Membership Team
Gilang Ardiansyah
gardiansyah@pmi-indonesia.org
Aishuia
aishuia@pmi-indonesia.org
Dheni Prasetyo
dprasetyo@pmi-indonesia.org
Miftah Arief
marief@pmi-indonesia.org
Naufal Muhammad Zaki
nmzaki@pmi-indonesia.org
Branch Team
Noerachman Saleh
nrsaleh@pmi-indonesia.org

Branches

**Yogyakarta Branch
Branch Director**
Suci Miranda
smiranda@pmi-indonesia.org

**Bandung Branch
Branch Director**
Wawan Tripiawan
wtripiawan@pmi-indonesia.org

**Surabaya Branch
Branch Director**
Alfina Wijanarno
awijanarno@pmi-indonesia.org

From the Editor's Desk

This year first Virtual Company Outreach to Telkom Sigma was held on 10 th September 2020. This event with title Agile Project Management

From PMI HQ, the article discusses about Time Change: Project Teams Must Prepare to Adapt to Shorter Workweeks. We had two PRANKS session in September and in case you missed them, we feature 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
Editor in Chief
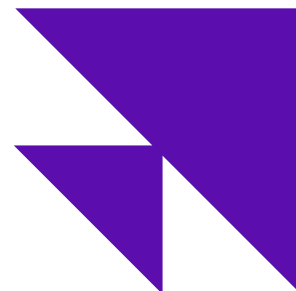
management strategy, there is a need to align all three levers viz. People, Process and Technology which ensure the success of the initiative.

A true leadership-oriented organization never puts blame on people, rather creates a sense of security amongst the employees by providing them with a "fail-safe" environment and motivates them to continuously improve. At the same time, a true leader helps the team in problem solving and challenges them to develop their own solution through collaboration, learning, experimentation and adaptation.

In view of digital transformation, a leader acts as a guiding, propagating and motivating force which helps the team to adopt new technologies easily, identifies waste in non-value-added activities and provides an impetus to the team to maintain the delivery cadence. A leader's role in a Digital Transformation is more of a thought leader who continuously learns on his own and is a go-to person in his area of expertise. Thought leaders are the action-oriented people who move and inspire people with their strategic thinking and innovative ideas. Above all this, thought leaders know and show how to replicate their success.

Let us come back to the original discussion which we paused for a while. The traditional leadership is more of a reporting structure and is focused more on seeking information rather than disseminating the information required for enhancing employee motivation and innovation. They believe in delegation and distribution of work without understanding the skills of their teams. Traditional leaders are more interested in the numbers and continuously seek information with the intent to further pass it on to the top leadership and compare the plan with the actuals. A new style of leadership which is more oriented towards serving people, i.e., "Servant Leadership" is becoming prevalent to make the adoption of the change easier and sustain it. This new practice of leadership was coined by Robert Greenleaf – "Leader as the Enabler" and is associated with participative management style, i.e., one who helps the team and puts people first, removes obstacles, gives them the needed tools, trains them on required skills and protects them from disturbances.

A servant leader is more engaged in the entire transformation journey and specifically in view of digital transformation; a servant leader involves himself with the team in resolving their impediments and help them to move forward. It also requires the servant leader to gain enough understanding on the disruptive digital technologies, its limitations and its impact in order to gain support and general acceptance.

There are few specific characteristics that are required to be possessed by a Servant Leader to embrace the change which are as follows: - (Source: PMI Agile Certified Practitioner (PMI-ACP) ® Courseware, KnowledgeHut, 2016)

- **Facilitation**: A servant leader needs to be a good facilitator in terms of helping the team resolve their issues (technical or non-technical) by getting them the required assistance if he is not able to directly help the team.
- **Listening**: A servant leader needs to be a good listener and understands what the team needs.
- **Empathy**: Getting into the shoes of the team members to really understand the issue, even if they do not readily bring it to the leader.
- **Healing**: Ability to help team members recover from a traumatic situation such as an unsuccessful iteration, bruising conflict with other team members, etc.

- **Awareness**: Being aware of oneself and the team's predicament.
- **Persuasion**: Able to persuade the team members to consider other's point of view, encouraging them to voice their issues or even to let others help them.
- **Conceptualization**: Being able to paraphrase and break down the issues into parts and deal with them.
- **Foresight**: Being able to forecast and predict issues even before they arise, to nip them in the bud.

The top four leadership skills identified for driving a successful digital transformation initiative are as follows:-

- Cultivating a growth mindset- For treating challenges and failures as opportunities to grow.
- Prioritizing communication and influence- For communicating the vision and keeping the employees engaged.
- Ability to navigate innovation and change- For easier adoption of new technology and embracing uncertainty.
- Effective collaboration with other leaders and across teams- For using cross-functional teams to organize their work in an agile environment.

Similarly, an IT Leader must look for the following seven soft skills when building teams for digital transformation.

- Critical Thinking
- Handling complex Communication
- Creativity
- Collaboration
- Emotional Intelligence
- Flexibility and Adaptability
- Productivity and Accountability

Summary

Digital Transformation is not only about adopting and implementing disruptive technologies such as Robotic Process Automation, Intelligent Automation, Artificial Intelligence, Machine Learning, Natural Language Processing, Computer Vision, Cloud computing, Big data, Blockchain, IoT, etc.; but it is also about cultural and mindset shift embracing a positive change to augment the human skills. It also involves improving customer experience, operational processes and business models. Therefore, leadership's role becomes crucial in this paradigm to cultivate effective transformation skills in its leadership style as well as in the team. There is a need to redefine the leadership which is agile and contextual creating the right environment for teams to thrive and also inspires them to take ownership of their work and learn fast from customers.

References and Acknowledgments

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About the Author

Gaurav Dhooper is a strategic thinker, a professional Agile and IT Delivery Leader, an author and a speaker. Gaurav writes articles on Digital Transformation, Agile Transformation, Agile Project Management and Scrum. He also writes articles on Robotic Process Automation, Artificial Intelligence, Machine Learning and Personal Agility in leading online publications. Gaurav has been reviewer for PMI's Standard for Earned Value Management and a book on Agile Contracts. He is also a Webinar and keynote speaker in various global conferences and Reviewing Committee Member in PMO Global Awards 2020. Gaurav also holds the voluntary positions of Digital Media Global Director of PMO Global Alliance and Senior Official of IAPM, Switzerland for Metropolitan area of Noida, India

MoU Signing Telkom University –

Project Management Institute Indonesia (23 September 2020)

On Wednesday, September 23, 2020, the extensions of a memorandum of agreement (MoA) was signed between the Faculty of Industrial Engineering - Telkom University and the Project Management Institute Indonesia Chapter. This activity was carried out online due to a pandemic situation. The cooperation between Telkom University and the Project Management Institute Indonesia Chapter has been going on for a long time and has mutually benefited both parties.

In his opening remark, the Dean of the Faculty, Dr. Agus Achmad Suhendra expressed that the collaboration has been beneficial for the University in formulating and continuously updating their curriculum especially in the subject of project management, as the University prepares their graduates to become future professional's, entrepreneurs and researchers. Upon graduating, students are more than likely to be working in some form of a project. The basic knowledge and experience will enable them to adapt faster to the project environment and the chapter is proud to play a part in this.

The collaboration between Telkom University and PMI Indonesia Chapter began when one of the senior lecturers in Project Management at the Faculty of Industrial Engineering - Telkom University, namely Ir. Imam Haryono stated that we (Telkom University) need to collaborate with a Professional Association, in this case Project Management, to be part of the Project Management Education curriculum at Telkom University Campus. This is based on the use of PMBoK (Project Management Body of Knowledge) as one of the main sources of reference, especially in the world of project practitioners. Therefore, Mr. Ir. Imam Haryono suggested that the campus establish a collaboration with PMI Indonesia Chapter in the fields of education, research and community service.

Starting from this initiative, Telkom University in 2014 signed the MoU and MoA for the first time with PMI Indonesia Chapter. With a delegation from Telkom University, namely Mr. Deden Witarsyah ST., M.Eng., Ph.D, Dr. Heru Wijanto and Dr. Dida Dyah Damayanti, then officially Telkom University collaborates with PMI Indonesia Chapter. The signing coincided with the event the 4th International Project Management Symposium & Exhibition (SymEx), that held in Palembang, September 9-10, 2014.

In the next four years, to be precise in 2018, Telkom University again signed an extension of the MoU with PMI Indonesia Chapter, as well as Telkom University won the trust as the Co-Host for the 2018 Project Management Challenge in Bandung.

Until now, the collaboration between Telkom University and PMI Indonesia Chapter continues to produce positive output. On the academic side, Telkom University receives support for updated information related to PMBoK and the experience of practitioners of PMI Indonesia chapter members who are directly involved in the world of projects. This greatly helps Telkom University institutions in designing project management course curricula. In addition, Telkom University also encourages students to be able to get the CAPM (Certified Associate Project Management) professional certification, as a provision for pursuing a career after graduating from college.

Wawan Tripiawan
Bandung Branch Director

Time Change:
Project Teams Must Prepare to Adapt to Shorter Workweeks

Less might be more when it comes to workweeks. Organizations that have abandoned the standard five-day, 40-hour-a-week template in favor of an abbreviated work schedule are touting higher productivity, lower employee burnout, and an easier time recruiting and retaining talent.

In late 2019, Microsoft Japan completed a pilot project to move select teams to a four-day week—and saw productivity surge 40 percent. Restaurant chain Shake Shack rolled out a four-day week in select Las Vegas, Nevada, USA locations last year and now has adopted the policy for roughly one-third of its outlets. And when the New Zealand estate-planning company Perpetual Guardian concluded its trial of a four-day week, the results were so successful it adopted a 32-hour structure permanently.

Although companies with shorter work schedules are in the minority, the trend is growing. In the United States, a 2019 survey by the Society for Human Resource Management found that 15 percent of companies offer workweeks of 32 hours or less—up from 12 percent in 2018.

"Right now, companies are faced with a series of challenges: the need to cut costs, upskill their workers and find the right people. Experimenting with a shorter workweek is part of that," says Linda Nazareth, a principal at Relentless Economics and senior fellow for economics and population change at the Macdonald-Laurier Institute, Toronto, Ontario, Canada.

Ms. Nazareth notes that while truncated workweeks have deep roots in certain professions, they're less common in project-based environments. But with the proper upfront planning, "it can work in project management," she says. Here, some lessons learned from those who have tried—and thrived.

Facilitate Focus

Nearly half of full-time workers believe they could do their job in less than five hours a day if they had fewer interruptions, according to a global survey by the Workforce Institute. The biggest takeaway: Employees want more than shorter shifts.

Work could be considerably more efficient if "organizations took the time to streamline processes, use automation to eliminate low-value tasks, and consider innovative scheduling, meeting and email practices," says Joyce Maroney, executive director of the Workforce Institute at Kronos Inc., Lowell, Massachusetts, USA.

At Microsoft Japan, for instance, the pilot project to test shorter workweeks included capping meetings at 30 minutes each. "This practice might not work for every organization, but it illustrates the importance of evaluating your current work practices for productivity-improvement opportunities before you make this switch," Ms. Maroney says.

Clarify Expectations

Project and people managers are uniquely qualified to usher in such significant change initiatives—and have them stick. That's because "they're already accustomed to articulating goals and timelines and holding people accountable for meeting those expectations. This skill set is even more important in a flexible work environment," Ms. Maroney says.

While generating buy-in among employees for a shortened workweek might seem effortless, realizing the enterprise benefits requires setting and enforcing expectations. At Planio, a startup in Berlin, Germany that has adopted an abbreviated workweek, team members are asked to sign on to a communication plan that details both when work should happen and why it might sometimes be necessary to work outside those hours to meet a pressing deadline.

Solicit Feedback

Organization is necessary to kick-start the change, but feedback is crucial to keeping it going, according to Planio CEO Jan Schulz-Hofen.

Project leaders should regularly assess: Are team members stretched too thin on a high-stakes initiative? Are external stakeholders frustrated that the company is dark on what would typically be a workday? Problems aren't a mandate to abandon the initiative altogether, but they do mean iteration is in order.

And iterating can be worth it. As Mr. Schulz-Hofen wrote in a blog post to employees: "Working longer hours isn't a sustainable source of competitive advantage. But, almost ironically, working less is."

—Jan Schulz-Hofen, Planio, Berlin, Germany

Company Outreach: Telkom Sigma

This year first Virtual Company Outreach was held on 10th September 2020. This event with title Agile Project Management

This event was led by 2 speakers which are:

Tony Hu, PMP, PMI-ACP
General Secretary of PMI Indonesia Chapter
Jerry M Samosir, PMP, PMI-ACP, PMI-RMP
VP Marketing of PMI Indonesia Chapter

This event was opened by Firdaus Amir who is GM Project Management Delivery at Telkom Sigma. Along with him were also P.A. Wisnudjaja Widia as Project Director for PMO, Lia Gandawiguna as VP Corporate Effectiveness Management, Afendy Santoso as VP Delivery & Operations, and last Sony Kisyono as GM Human Capital Business Partner.

Session 1 was run by Jerry, who brought presentation about "Introduction PMI & PMIIC". Followed by Tony for session 2 with "Agile Project Management". After both speakers delivered their material, teh event closed with some quiz and not forget photo session.

The event is successfully held with good collaboration between PMI Indonesia Chapter and Telkom Sigma. It was attended by 109 participants.

Stay tune for our next Company Outreach.

PRANKS 13:
Crafting Cross-Corporate Project Success

In September, the Chapter hosted its 13th Project Management Knowledge Sharing (PRANKS) hosting our honorable speaker, Oliver Lehmann, MSc, ACE, PMP, Co-Founder of Project Business Foundation, PMI Volunteer, Trainer In Project Management & Project Business Management. He has been a trainer since 1995. His focus is on Project Management and on Project Business Management. His customers include major International corporations, but also small companies. He has been a volunteer for PMI since 2002 and co-founded the Project Business Foundation in 2019. He has written two books and 30 papers with a focus on project business.
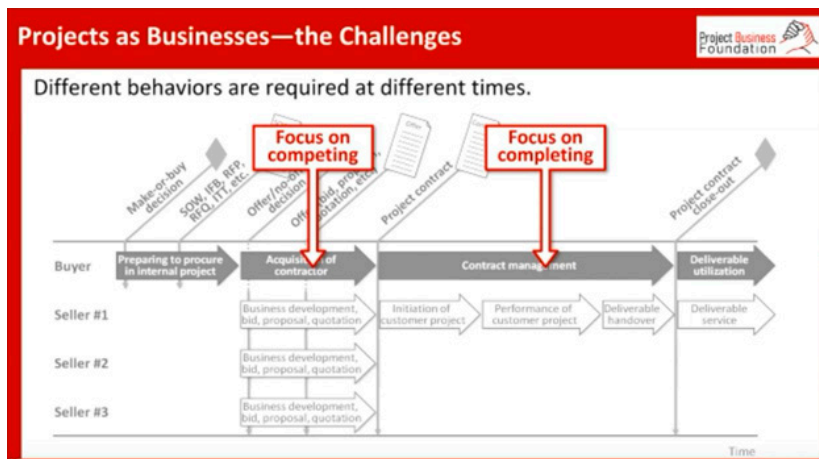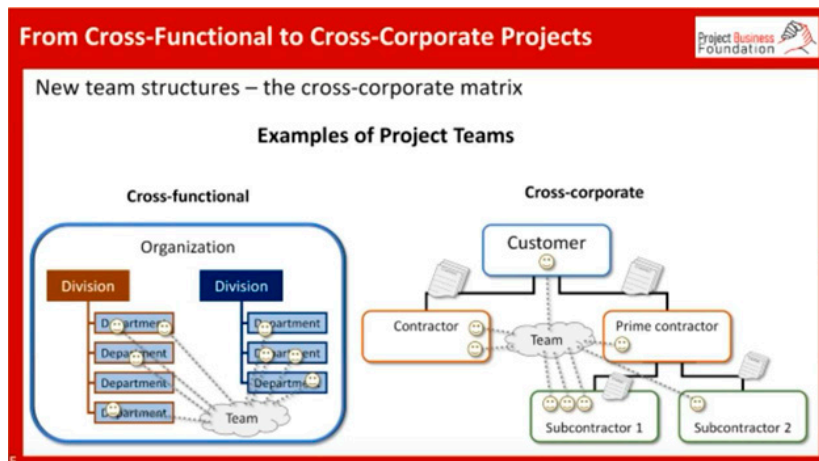
He gave an introduction and discuss the most important tools and techniques for success in Project Business Management. Project Management is undergoing change, which is measurable: From a predominantly cross-functional to a cross-corporate discipline, in which organizations act together as clients and contractors. This makes Project Management a true business discipline, which has already got a name: Project Business Management.

Project Business poses specific requirements on project managers, that are different from those in internal project:

- For the contractor, they have to bring money home, and they need to do that timely to net overstretch the own credit line with excessive outlays for the customer.
- On customer-side, they need to build a cross-corporate "Mission Success First" culture spanning over several organizations, placing completing over competing. A hard job, when many of the contractors are strangers.

Project Business Management requires skills on top of project management in commercial matters and also in contract law. In the worst case, a cross-corporate project may not only fail but end at court.

This PRANKS session attracted 83 members & non members connecting from different parts of Indonesia. If you want to join, please stay tuned and register to the event. They are conducted monthly and is published through the Chapter's communication channels.

Jerry M Samosir, PMP, PMI-ACP, PMI-RMP

Jerry is a seasoned project practitioner with more than 15 years experience. He was a senior project manager at Nokia, leading IP RAN as part of the 600 millon USD nation wide 4G Implementation in Indonesia and was the head of Project Management at Aero Systems Indonesia (Garuda Indonesia Group). He is currently working as a Program Manager at Cisco Systems and looks after several special/ advance multi million projects/programs spread across Southeast Asian Countries.

Jerry is the Chapter's Vice President Marketing and is responsible for promoting the Chapter, partnering with companies, training centers and eventually bring value to our members. Jerry completed his Masters Degree from Binus Business School and he likes to play soccer and other physical activities, reading and traveling.

Mohamad Sidik, PMP

Mohamad Sidik holds a Bachelor degree in Computer Science from University of Indonesia. He is currently pursuing a Masters degree in Business Administration from University in United States and scheduled to graduate in 2021. In more than 10 years of professional career in several companies, he builds expertise in some key areas such as Technology Strategy, Organization Portfolio, Program, and Project Management, IT GRC, and Professional IT Services. He is currently providing services as Professional Project Manager and Trainer for some important clients and training providers in Southeast Asia.

Sidik is a PMP and PMI-SP credential holder and currently contributing as Board Member in Program for PMI Indonesia Chapter. When he is not juggling between project works and workshop classes, he enjoys quality time with his family and friends, while continue to learn and share new knowledge one thing at a time.

From MEMBER

I was getting acquainted with Project Management via PMBOK 3rd edition in 2005. Since then, interest in Project Management has grown. The desire for PMP certification also tempestuous.

Initiate serious to pass the PMP certification start in 2012. First submitted the application to get eligibility ID in 2015, but after the application was approved by PMI, there was no chance to take the exam for one or another reasons.

In 2017 I get information about Study Group program which is facilitated by PMI Indonesia, intended for chapter members and those who already have an eligible ID for PMP exam.

At first attempt, I joined Study Group-10, as an endeavour to pass the PMP exam. Apparently, 13 weeks, 13 chapter without absence, has not made me able to understand PMBOK guide, final trial exam results only 63%. But anyway, SG-10 opens up my way of thinking, to pass the exam, not your project experience is needed, but how you understand the PMBOK guide is important. I impose the first exam in November 2017, and of course FAIL.

In 2019, I returned to SG, which was already 15th series, in accordance with the motto "Pass or not Pass back to SG". With enthusiasm for pass exam, I force myself to change the way of understanding PMBOK, follow PMBOKism, by reflecting on previous failures.

SG-15 also have great improvement, in addition to braindumps and storylines method, new Frequently Ask Questions (FAQs) are drive Mentees to read PMBOK, very great to understanding chapter by chapter. The quality and quantity of mentors also improved, so that more discussion channels were enlightening.

Finally, I passed the exam on November 4, 2019, after a very long journey. For sure, Study Group PMI Indonesia Chapter was very helpful me and for who's serious pass PMP.

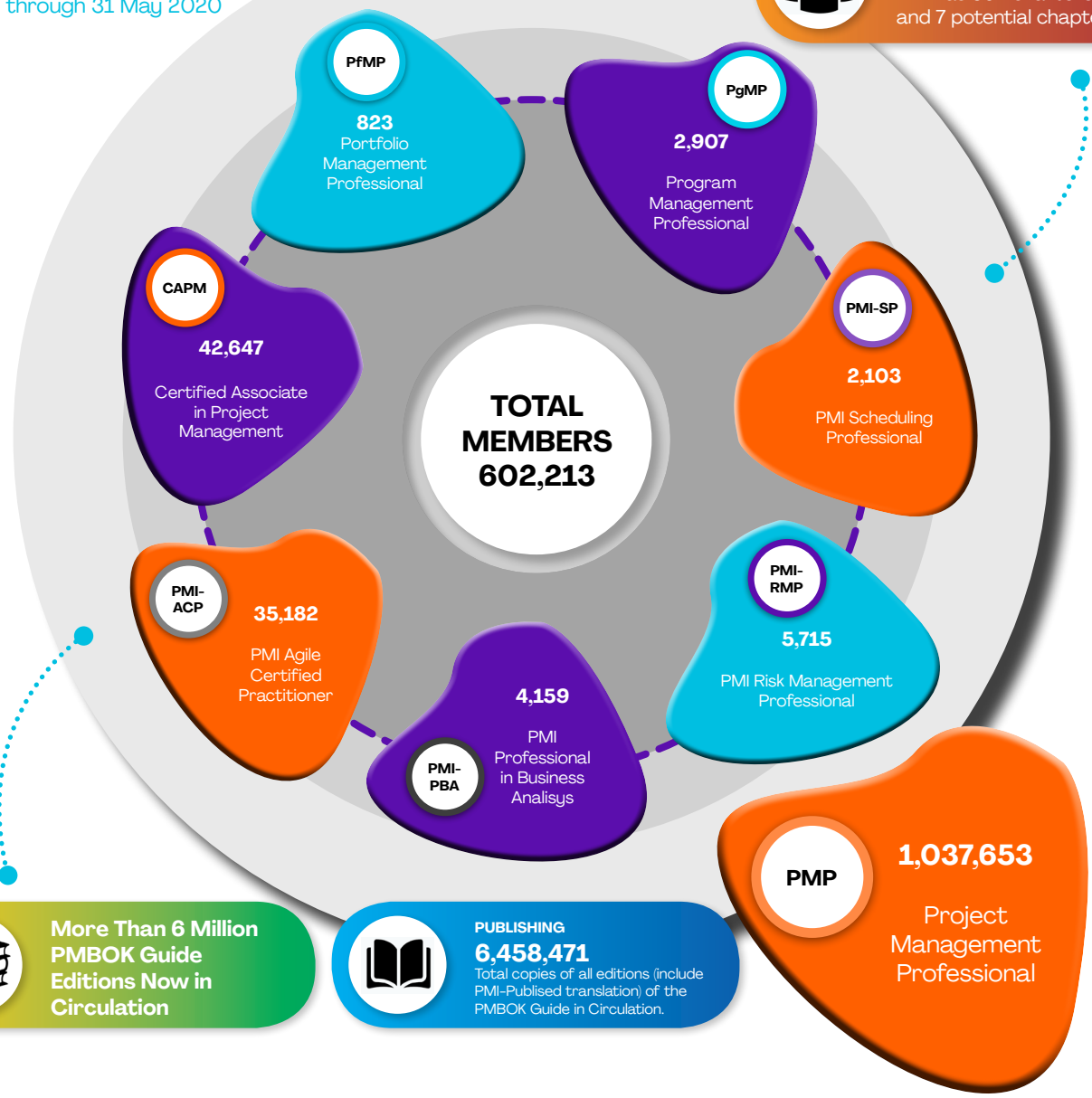**Anton Pane**, PMP®
SG-10 & SG-15 members
Production & Engineering Manager
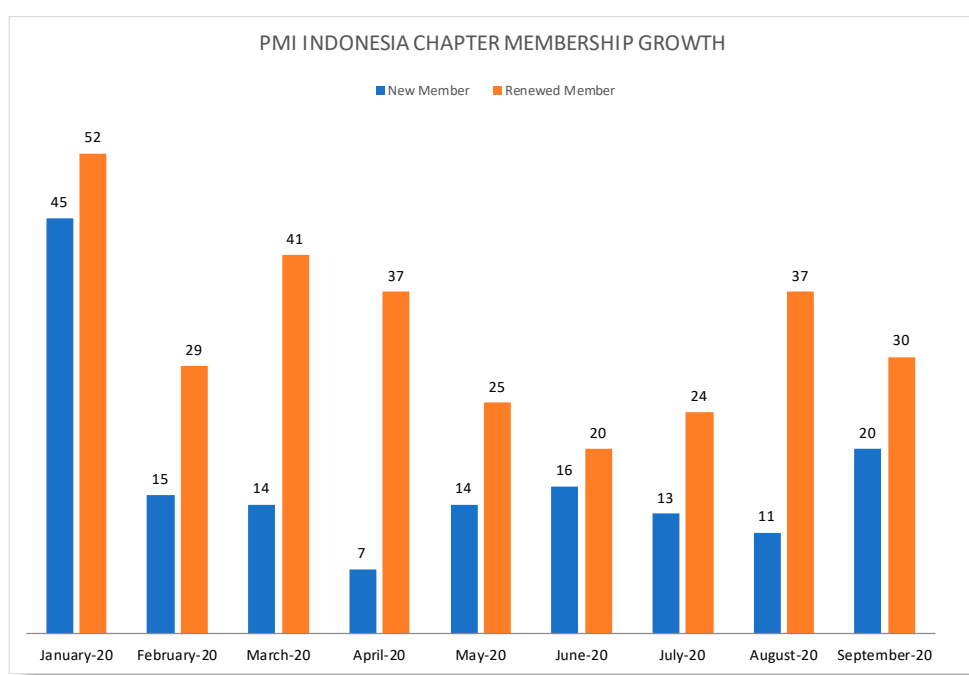PT. Multikarya Asia Pasifik Raya (Mudking Products)

PMI Fact File

215 countries and territories
PMI has 302 chartered and 7 potential chapters

PfMP
823
Portfolio Management Professional

PgMP
2,907
Program Management Professional

PMI-SP
2,103
PMI Scheduling Professional

CAPM
42,647
Certified Associate in Project Management

TOTAL MEMBERS 602,213

PMI-ACP
35,182
PMI Agile Certified Practitioner

PMI-PBA
4,159
PMI Professional in Business Analisys

PMI-RMP
5,715
PMI Risk Management Professional

PMP
1,037,653
Project Management Professional

More Than 6 Million PMBOK Guide Editions Now in Circulation

PUBLISHING
6,458,471
Total copies of all editions (include PMI-Publised translation) of the PMBOK Guide in Circulation.

PMI INDONESIA CHAPTER MEMBERSHIP GROWTH

■ New Member   ■ Renewed Member

Month	New Member	Renewed Member
January-20	45	52
February-20	15	29
March-20	14	41
April-20	7	37
May-20	14	25
June-20	16	20
July-20	13	24
August-20	11	37
September-20	20	30

Chapter Facts

Project Management Institute® Indonesia

Congratulations and welcome to Indonesia chapter for our New Members.

Our sincere gratitude for new members and renew members, your involvement and supports for PMI Indonesia Chapter are very valuable for us. In September 2020 we had 20 new members and 30 members who renewed their membership. We hope next month, with more marvellous activities provided by PMI Indonesia Chapter, more members would renew their membership.

Thank you for join and let's get involved with PMI Indonesia Chapter because good things happen when you stay involved with PMI.

New Members list per September 2020

Ali Kamil
Amellia Putri
Amiel Shanan
Dani Sungkar Mawarni
Dian Permata Sari
Erie Widyanto
Fanny Refael Sibuea
Jenri Doan F. Saragih
Joko Sulistiawan
Lutfi Choirunnisa
Muhammad Husni Rachim
Muqlazh Yusufi
Nara Seta
Rio H
Rizky Prasetya Asgor
Sasikumar Rajapan
Tinton Arif Kristiawan Handoko
Vera Lisnan
Vera Yunita Rachmawati
Yayan Heryanto

Re-join and Renew Members list per August 2020

Adlizil Hazmi
Akbar Azwir
Andi Wahbi
Bayu Aditya Firmansyah
Budi Darjanto Sudono
Budi Setiawan
David Hasibuan
Devi Pratami
Dewanata Haditia
Dian Sulistiadi
Dlandra Andreansa
Erlangga Arfan
Fariz Rachman Kartawinata–Abidin
Ika Puspita
Ipan Pribadi

Jordan Sparta Simanjuntak
Kentaro Sakamoto
Linawati
Mardoni Widyo Sariyanto
Mohamad Sidik
Opyan Freddy Nainggolan
Pratomo Tjahjono
Rizky Indrawan
Sachin Maurya
Sunardo
Sutranta Sutranta
Umar Abdur Rahman
Wahyu Gutomo
Yenni Lee
Zahron Oliviany Fadilah Thomas

PMI INDONESIA CHAPTER MEMBERSHIP GROWTH

	New Member	Renewed Member
January-20	45	52
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PRANKS 14:

Agility over Agile Framework

In late September, the Chapter hosted its 14th Project Management Knowledge Sharing (PRANKS) hosting our honorable speaker, Kyle Griffin Aretae, Agile Coach, Programmer & Teacher. He has 25 years of experience as a programmer, process improvement specialist, and teacher. His extensive knowledge of programming includes C/C++, Android/Java/Groovy, and Python. He has been teaching and implementing XP programming practices since before the Agile Manifesto was written. In the last 10 years, he has worked variously as a lead programmer, agile coach, and trainer/mentor.

His current, always evolving understanding of Agile:

PUFFED PEPPER QUEST

The problems that we face, for which Agile is an attempted solution:

QUEST

Quality (Software must be easy to change)
Unpredictability (You can't predict the future precisely and accurately)
Economics (Opportunity cost -- you don't get everything)
Scope (What we're building is important and uncertain)
Team (Human factors matter most)

To solve those in software organizations, you have to address problems in 6 areas:

PEPPER

People -- how to work together well
Execution -- how to build, deploy, test well
Process -- how to organize work
Product -- what work to do
Enterprise -- Funding, HR, Change management, etc.
Reasons -- "Adopting Agile" fails. Pursue a goal using agile

And the central solution set in Agile is

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Progress -- don't choose a method -- keep improving
Us-theory -- Who does the work: Us (!= you or me or them)
Focus -- Do one thing at a time
Feedback -- Learn fast & change direction fast
Excellence -- continuous focus on quality is essential
Decoupling -- Small, separate pieces that don't rely on one another. It's more than just size.

This PRANKS session attracted 69 members & non members connecting from different parts of Indonesia. If you want to join, please stay tuned and register to the event. They are conducted monthly and is published through the Chapter's communication channels.