

Welcome to the 4Q17 Desai Management Consulting newsletter.



Desai Management Consulting - 4Q17 Newsletter

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Happy Holidays...

It seems impossible, but here we are once again at year end, looking forward to the holiday season, and a more relaxed pace with family and friends. Looking back on all that has happened in 2017, it is ever more important to thank [our customers](#) for their trust in us to provide business value.



I would also like to thank [our team members](#) for their role in our success. As we enter 2018, we continue to add and deploy experienced skills in project and business process management and operational leadership. **Working together we can effectively do our part to add customer value.**

As we grow ever busier, it becomes harder to manage a set of investment projects and programs in an integrated manner, to achieve overall results. [Desai's Portfolio Management](#) services, as part of a Project Management Office, can help to better measure, control, and coordinate investments. Check out the article below on Portfolio Management to read more. I also encourage you to read this quarter's Takeaway article. I offer it as my own story of finding opportunity and success when least expected.

In closing, as always I encourage you to use this holiday time wisely - personally as a cherished time with friends and family and special events, and professionally as a time to recharge your batteries and give thought to next year. Thank you for your continued support of Desai, and for making us a trusted partner in your business success. Please [contact us](#) for more information or any questions you may have.

Thank you for your support!

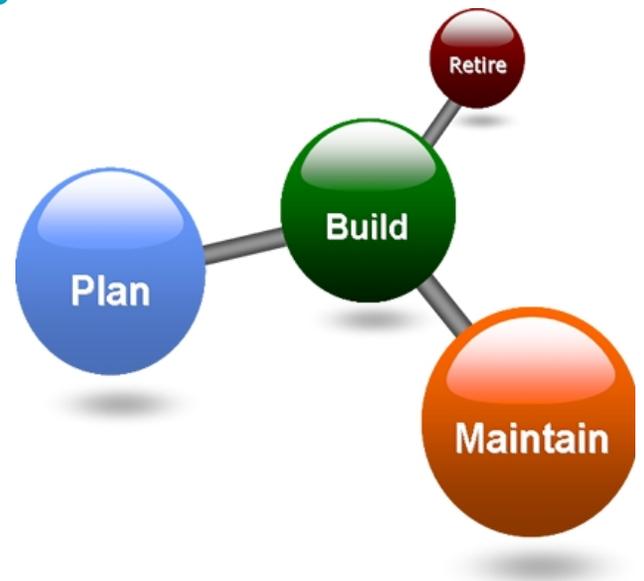
Vijay Desai, Managing Partner

Business Solution

Introducing Portfolio Management

Project and Program management are the initial steps up the experience ladder, and the means by which professionals encounter ever-growing responsibility as a PM. Portfolio Management is often portrayed as the 3rd/next step on that ladder, and in many ways it can be.

It is important, however, to understand the major ways that the Portfolio Manager role differs, so that the areas of experience that will be required and of value are clearly understood. A Portfolio is defined as *"the totality of an organization's investment in the changes required to achieve its strategic objectives."*



Portfolio Management is thus a coordinated collection of strategic processes and decisions that together enable the most effective balance of organizational change and 'business as usual'. Some of the objectives of Portfolio Management are:

- an increase in the number of 'right' programs and projects being undertaken
- removal of redundant, duplicate and poorly performing programs and projects
- more effective implementation of programs and projects via consistent approaches and improved dependency management

As you can see, a Portfolio Manager requires a strong background in Strategy Planning, to understand the business drivers and their associated investment decision-making. They also must be well-grounded in Project/Program Management methods, to ensure that the results of their decisions will be successfully implemented. In practice, the Portfolio Manager is a pivotal role in bridging the gap between strategy and execution - a gap not always closed or closed well. The need to successfully bridge this gap is one of the core tenets of Desai's service offerings, expertise and beliefs

Please [contact us](#) if you'd like to learn more about how to incorporate Portfolio Management into your organization.

Celebrating Together

The 2017 Desai Holiday Party took place recently at "The Essex" Resort & Spa, on Saturday, December 16th. It featured an evening of entertainment, dining, dancing, and a surprise guest!



This year's celebration would not have been possible without the talents, products and services of:

- [The Essex Resort & Spa](#)
- [Funny Business Entertainment](#)
- [Hall-Potvin Photography](#)
- [Marc Sustic & Group](#)
- [Dakin Farm](#)



Consultant of the Quarter - Keith Moran

Desai is proud to announce it's Consultant of the Quarter for 4Q17. This is a member of our team who illustrates through hard work the flexibility, values and strengths the Desai team is famous for. For 4Q, the honor goes to Keith Moran. In his time working for a major Desai customer, he has tackled both assigned and available work, positively impacting the customer's ability to implement controls and financial

management within their project and program. He is considered one with the customer organization, and is relied upon for support, judgement, and consistent value delivery. His energy and personal learning are recognized as key skills to enable continued growth in value to the customer. Congratulations and thank you to Keith!

Latest News and Events

1. David Kearns spoke on Agile methods to undergraduate and graduate students in the [University of Vermont \(UVM\), at the College of Engineering and Mathematical Sciences](#). Also David Kearns and Vijay Desai participated as advisors to students' Capstone Projects.
2. Vijay Desai once again functioned in the role of External Expert for the [SBA Emerging Leaders program](#), held at Vermont Technical College on Oct 20, 2017
3. Maureen Murphy recently participated as a volunteer for the Committee on [Temporary Shelter \(COTS\)](#) fund-raising telethon.
4. Desai will be offering their next [PMI-ACP Certification Bootcamp](#) on March 28-30, 2018 and [PMP Certification Bootcamp](#) on June 27-29, 2018.
5. Vijay Desai has been invited to become a member of the Board of Directors for [Mobius, Vermont's Mentoring Partnership](#).

Community Giving

In 2017, Desai donated or matched team members' donations to the following organizations:

- [American Society for the Prevention of Cruelty to Animals](#)
- [Creatives Inspirit](#)
- [Everybody Wins! Vermont](#)
- [Haven to Home Rescue](#)
- [Indian Cultural Club of Vermont](#)
- [Mobius Mentoring Network](#)
- [Shelburne Farms](#)
- [Technology for Tomorrow](#)

- [Vermont All-Breed Rescue](#)
- [Vermont Foodbank](#)
- [Vermont Technology Alliance](#)

The Takeaway - "Down Leads to Up and Away"

Everyone faces trials in life, and while the world is full of encouraging quotes - at that moment when adversity strikes, whether expected or unexpected, we become chaotic. Our plans for life can be disrupted, or even endangered. I have experienced this many times in life, the greatest of which was my unanticipated layoff from IBM in 2009. Here I was, a long-standing professional employee, with long term plans in place for my family for things such as a home and college education for two kids. And then a sudden stop.

In my culture, such an event can only mean bad things - I was incompetent, or had failed to meet my employer's expectations - many bad thoughts all leading to massive self-doubt and insecurity. Thus one of the first hurdles I had to overcome was my own sense of guilt and responsibility for such an outcome, and to realize that life will continue, and so I must also.

Surprisingly, when I looked back on other of my ups and downs in life, they all fit a simple model. In bad times, other opportunities arose, sometimes planned for, often not; there have always been others present to assist me, both family and friends; their encouragement has always helped me to reach inside myself for the strength and adaptability needed to move forward.

In all of these times, once I caught my breath, and rational thinking returned, I found I was able to not only survive, but ultimately to advance. In hindsight, my recovery was due to three fundamentals - a) a willingness to entertain other opportunities, b) accepting the help of those around me, and c) reaching deep inside myself to find and use my own inner strengths. The result has been learning and results I could not have imagined.

And so I sit here now, having transitioned from an employee of a large company, with limited reach, to the owner of an independent business, able to help many customers with many consultants. I had once feared

that at age 45, I would be forced to leave my home in Vermont, simply to find adequate work, and instead have found survival of a different sort. By accepting help from others and channeling my own inner strengths, I have found both a passion and ability to reach out to help others. I've also found many like-minded people to travel this same path. Blessings could not be greater.

Vijay Desai, Managing Partner

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