Project Management Institute.
Lakeshore, Ontario

PM MATTERS

QUARTERLY NEWSLETTER









SEPTEMBER

2026 ISSUE

Project Management Institute.
Lakeshore, Ontario

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PRESIDENT'S MESSAGE



Turning Vision into Impact
As we move into the final months of 2026, I find myself reflecting not only on what we've accomplished so far, but on the energy, commitment, and people behind that progress.

At the beginning of the year, we challenged ourselves to **Accelerate & Execute: Turning Vision into Impact.** We identified three areas requiring particular attention: **scalable governance, member-centric value, and volunteer sustainability**. Eight months later, I'm proud that these priorities are moving from ideas and plans into action.

We Kept Going

One of the things I'm particularly proud of this year is that **we didn't take a summer hiatus**.

Traditionally, summer provides an opportunity to slow down. This year, we made a different choice. We kept the chapter moving, continuing to create opportunities for members to connect, learn, and engage while also doing important work behind the scenes to strengthen our operations and prepare for what comes next.

That only happens because people choose to show up.

To our volunteers who continued planning events, supporting members, working on projects, attending meetings, and contributing their expertise throughout the summer: thank you! Every hour you give helps create the chapter experience our members experience and strengthens the organization behind it.

Developing Leaders, Not Just Delivering Programs

I continue to believe that one of the most important investments we can make is in our people.

Our commitment to leadership development has therefore continued throughout the year, at both the board and operational levels. We want our volunteers to leave their chapter experience with more than memories of the work they completed. I want them to be able to say, **"I grew because I was here."**

That means creating opportunities to stretch, learn, lead, make decisions, and develop skills that can be carried into careers, communities, and future leadership roles.

I'm also committed to that same expectation for myself.

This summer, I had the privilege of representing PMI Lakeshore, Ontario Chapter at the **first-ever North American Presidents Seminar in Washington, D.C.** Connecting with other Chapter Presidents, sharing experiences, and hearing different perspectives was a valuable reminder that leadership requires us to keep learning regardless of how long we have been doing it.

For me, the value of attending opportunities like this is not simply being in the room. **It is what we bring back from the room.** The ideas, connections, lessons, and challenges should ultimately translate into stronger leadership and greater value for our chapter.

The Year Isn't Over Yet

While there is much to celebrate, **we still have work to do and opportunities ahead of us**.
The remaining months of 2026 are about continuing to turn intention into action. We will keep strengthening our governance, investing in our volunteers, creating meaningful experiences for members, and challenging ourselves to think differently about how we serve a growing and increasingly diverse chapter.

At the same time, we are beginning to look toward 2027. The question I'm asking is not simply, "*What should we do next year?*" It is:
What kind of chapter do we want to become and what do we need to start doing today to get there?

Our theme this year has been Accelerate & Execute: Turning Vision into Impact. As we enter the final stretch, I encourage each of us, Board members, volunteers, and members alike, to think about where we can contribute, where we can lead, and where we can make a difference.

Ultimately, the strength of this chapter isn't defined by any one person, program, or event.

It is defined by what we build together.

Thank you for continuing to be part of that journey.

Jennifer Oxley-Weekes, MSPM, PMP
President
PMI Lakeshore, Ontario Chapter

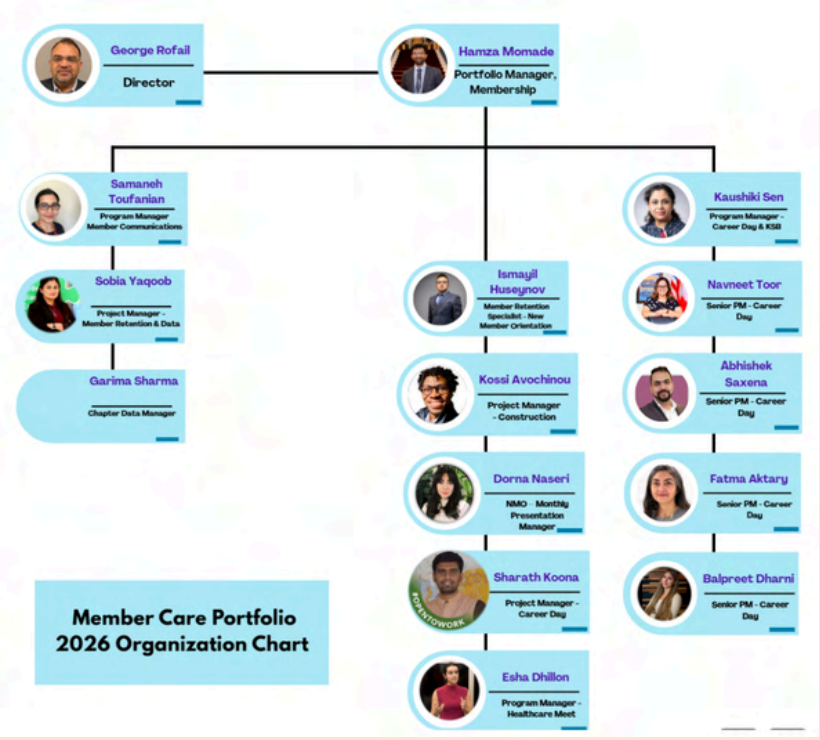
MEMBER CARE



I would like to begin by thanking Tope and Anil: Tope has stepped down from volunteering and Anil will be moving on to the Professional Development Portfolio.
The following three members have newly begun volunteering with the member care team:

- Sobia Yaqoob
- Garima Sharma
- Sharath Koona

The updated organization chart can be found below:



Thank you to everyone who attended the member care lunch and for the birthday surprise!



Congratulations to Kaushiki (winner of the quarter star volunteer) and to Ismayil (nominated).
Upcoming Events:
Our next big event is Career Day. All speakers have been confirmed and the event is currently being marketed.
We are in search of booth organizers: companies that are interested in hiring candidates. If anyone has leads, please reach out to Kaushiki.
Engineering Meet & Healthcare Meet are growing in attendance. We are thankful to Esha, Abishek, and Kossi for leading these events every month, and finding amazing speakers





EVENTS & CULTURE



Creating experiences that help project professionals learn, connect, and grow

Q3 is shaping up to be another active quarter for the PMI Lakeshore Ontario Chapter Events & Culture Portfolio, with programming focused on professional growth, leadership, and community connection.

Q3 So Far
We kicked off the quarter with The **One Thing You Wish You Knew Sooner**, creating space for project professionals to share lessons in life and learn from one another's experiences.

We also hosted the **PMILOC Summer Social Family Fun Event**, bringing members, volunteers, and families together in a relaxed setting focused on networking, conversation, and community.

Coming Up in Q3

There is more ahead this quarter:
- P3 Simplified: What Every Project Manager Should Know About Public-Private Partnerships (PP3) – an accessible introduction to the P3 environment and what project professionals should know.
- Risk Management: Your Project Isn't Telling You The Truth **– e**xploring the weak signals, assumptions, and behaviours that traditional risk registers may miss.
- Balancing Delivery and People: The Dual Role of a Project Leader **–** examining how project leaders can balance delivering results with leading and influencing people.

Together, these programs reflect our continued focus on project **excellence, leadership and the evolving role of the project professional.**

Collaboration Spotlight: PMIgnite 2026

Early into Q3, Events & Culture also collaborated with the Professional Development Portfolio to deliver **PMIgnite 2026**, PMILOC's flagship conference.

The June conference welcomed more than 150 attendees and achieved a **near world-class Net Promoter Score**, reflecting an exceptional response from participants.

PMIgnite was also a great example of how cross-portfolio collaboration can create meaningful member value.

Welcoming New Team Members

Our Events & Culture team continues to grow.

We are pleased to welcome Basvy Soni and Jainish Soni as Project Managers, Events, supporting the planning and delivery of our programs.

We also welcome Roxanna Izamurera and Opeyemi Bello as Project Managers, Event Experience & Media, helping us strengthen photography, video, event storytelling, and collaboration with PMILOC's marketing teams.

We are excited to have all four of them joining the portfolio and contributing their ideas and perspectives**.**

The Team Behind the Events



Members of the Events & Culture team connecting over dinner during another busy quarter.

Behind every PMILOC event is a team of volunteers working on speakers, logistics, communications, and the overall attendee experience.

Our recent team dinner gave many of us an opportunity to connect outside of our regular meetings and reinforced a simple idea: **great member experiences start with a strong team.**

Looking Ahead

For Events & Culture, success is not simply about how many events we deliver. Our goal is to create experiences that help members **build skills, broaden perspectives, make meaningful connections and grow as project and people leaders.**

Thank you to our speakers, volunteers, collaborators and everyone who continues to participate in PMILOC events.

— Events & Culture Portfolio
PMI Lakeshore Ontario Chapter

TECHNOLOGY



Powered by volunteers. Delivering Better Digital Experiences.

Every event you register for, every email you receive, every webpage you visit, and every volunteer or member who accesses our digital tools depends on technology working seamlessly behind the scenes. The Technology Portfolio helps make this possible by supporting reliable digital services, enabling Chapter teams and continually improving how members connect, participate and engage.

Our volunteers bring together project management, technology, content, service delivery and process-improvement skills to support both the Chapter's daily operations and its future transformation. From publishing events and resolving service requests to improving workflows, introducing automation and developing a new website experience, our focus is simple: **use technology to make it easier for people to participate, collaborate and succeed.**

The Technology Portfolio has been busy turning ideas into impact. Alongside handling service requests, the team launched the Website Revamp Project, advanced helpdesk and automation improvements, explored new uses of AI, and welcomed volunteers eager to build project-management and technology experience. These initiatives are helping the Chapter operate more efficiently while preparing for a more connected and user-friendly digital future.

What We Do
The Technology Portfolio supports Chapter portfolios throughout the lifecycle of their digital and operational needs.

Our work includes:

- managing technology service requests through the helpdesk
- supporting the publication of events and Chapter information
- maintaining digital tools, user access and technology assets
- improving workflows through automation and self-service
- supporting Google Workspace and collaboration tools
- managing website content and member-experience initiatives
- providing real-time troubleshooting and technical support

What do our Volunteers say?
Volunteers join the Technology Portfolio to gain hands-on project experience, explore digital tools and automation, build experience in a Canadian professional environment, expand their networks and contribute to initiatives that support the Chapter. It is a place to learn by doing, connect with others and make a visible impact.

Different Reasons. One Shared Experience.
Project Experience | Technology Exposure | Canadian Experience | Professional Connections | Community Impact

"PMILOC gave me my first volunteering experience. Being part of the Technology Portfolio and working with such an amazing team has made it a truly rewarding journey. My passion for building meaningful solutions through technology has been strengthened through volunteering, and I'm grateful for the opportunity to continue learning, growing, and contributing to the PMI community." - Leela Krishna Sarepalli

"Helping others and receiving help has been great."- Yomi Odedeyi

"I expected project work, but I did not expect the strong sense of community and the opportunity to build meaningful professional relationships." - Jaineet Kaur

"My biggest learning has been the importance of collaboration and adaptability. I was lucky to work on a few projects, including chatbot integrations and DEI page redesigning with wonderful people and teams. These experiences taught me how effective communication, teamwork, and being open to new ideas can make even challenging projects successful. I also gained hands-on experience with project coordination, process improvement, and working with digital tools in a collaborative environment." - Neeta Thakur

"I gained hands-on experience using different digital workplace tools, including Google Workspace, osTicket and email administration. I did not expect the team to use such a wide range of digital workplace tools to support its operations and collaboration." - Micheal Adewoye

"I got to explore AI tools with volunteering in technology as our recent work was to find the right AI tool for meeting recording and notes to be used by everyone across our team."- Aarthi Thiravidamani

Technology Is Powered by People
Technology Portfolio volunteers came together for a team lunch to celebrate collaboration, welcome new members and strengthen the relationships behind our shared achievements.



Build Experience While Building the Chapter
The Technology Portfolio offers volunteers the opportunity to work on real initiatives in a supportive professional environment. Whether you want to gain project management experience, explore technology, and gain insight into the Canadian professional environment, expand your network or contribute to the PMI community, the Technology Portfolio offers a place to learn, connect and make an impact.

Current opportunity - https://pmiloc.org/Volunteers #OpenOpportunities
Come for the experience. Contribute through your skills. Grow through the connections you make.

PROFESSIONAL DEVELOPMENT



Igniting the Future: A Look Back at PMIgnite 2026

On **June 20, 2026**, the PMI Lakeshore Ontario Chapter proudly hosted its flagship **PMIgnite 2026** Conference. This big yearly event at PMILOC is a collaboration between the Professional Development Portfolio - Directed by Mazen Zinbarakji and the Event Portfolio - Directed by Adebayo Ajayi with the supervision of the chapter President Jennifer Oxley-Weekes.

Picture of President Jennifer Oxley-Weekes with the keynote speaker



PMIgnite brings together project management professionals for a day of learning, inspiration, and meaningful connections. The conference consisted of two keynotes and 10 breakout sessions. These interactive sessions directly addressed current trends in the industry, the economy, and the needs of our members and attendees.

The conference centered on the theme of **Remapping Competencies for the AI Era**, focusing on:

- How project leaders can thrive in an increasingly AI-driven world
- Leading change, and
- Information on risk management

In addition to the above, there were also discussions on Shadow AI, AI governance, human-AI collaboration, and leading without authority in complex environments.

Attendees left with valuable insights, practical strategies, and new perspectives to help them navigate the future of project management.

While attendees experienced a seamless and engaging event, PMIgnite 2026 was the result of months of planning and collaboration. Beginning early this year, a dedicated team of volunteers worked behind the scenes to coordinate every detail – from speaker engagement and program development – to marketing, logistics, registration, sponsorship, and event operations. Their passion, commitment, and teamwork were the driving force behind the conference's success.

The Professional Development Team



Portfolio Manager**: Dr. Malak Attia**



Program Manager Certificate and Training: **Adish Rampal**



Program Manager of PMIgnite: **Syed Mahmood**
(in the picture with Adish



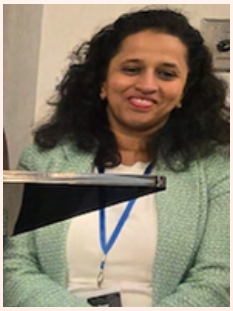
Project Manager-PMIgnite: **Victor Opaluwa**



Project Coordinator: **Nile Aein**



Project Coordinator: **Simranjit Bharaj**



Project Coordinator: **Ketki Rane**

The Event Potfolio Team



Event Portfolio Manager: **Jianfu Wu**



Event Program Manager: **Bhavadas Mandanath**



Event Project Manager: **Obiora Nkwocha**

PMIgnite 2026 at a Glance:

- 100% growth in registrations, doubling attendance compared to 2025, reaching a record of 150 registrations.
- Sold out one week before the event, reflecting the strong interest and enthusiasm from our project management community.
- 8/10 attendee satisfaction rating based on early post-event feedback.





At last but not least, the amazing directors of the Professional Development Portfolio: Mazen Zinbarakji and the director of the Event portfolio: Adebayo Ajayi

Thank you to everyone who contributed in making **PMIgnite 2026** such a remarkable success. We look forward to building on this momentum and continuing to provide exceptional learning and networking opportunities for our members in the coming years.

None of this would have been possible without the incredible dedication of the teams from the Professional Development and the Event Portfolios. Your expertise and commitment helped create an unforgettable experience and demonstrated the strength of our chapter community.

SOCIAL IMPACT & ACADEMIC OUTREACH



Starting Strong, Moving Forward

A new quarter, a new push. We're carrying forward the momentum we built through OUTREACH in 2025 — stronger student clubs, real partnerships with nonprofit organizations, and community ties that go deeper than a handshake. That work didn't just check a box; it gave us a solid launchpad.

Now we're using it. This quarter is about sharpening our focus and moving with purpose — leaning further into career-readiness support, widening the circle of who gets to engage with our community, and opening more doors for the next generation of project leaders coming up behind us.

None of it happens solo. Every new initiative, we tackle it like family — and that's still what makes us hard to stop.

2026 PMILOC Social Impact – Expanding PMILOC's Impact – Phase IV In Planning

From Idea to Impact: Wrapping Up Phases I to III with PMWB and CPAR

Our members and volunteers have been consistent in what they want from their volunteer hours: not just a donation, but a chance to put real project management skills to work. We listened.

On July 31, 2026, we marked a major milestone — the successful completion of Phases I through III of a capacity-building initiative delivered in partnership with PMI's Project Managers Without Borders (PMWB) and Canadian Physicians for Aid and Relief (CPAR). Rather than limiting our contribution to financial support or short-term efforts, we intentionally built a program where our project management expertise could drive sustainable, lasting change. Thank you to every PMILOC CPAR Outreach team volunteer who helped turn that vision into results.

What's next: Under our Social Impact & Academic Outreach Portfolio, **Phase IV is now in planning** — continuing our partnership to support **CPAR Project 302 in Ethiopia**. More details will follow as plans take shape.

2026 Social Impact Initiative Continues: Two New Initiatives

Lace Up, Lakeshore! **CIBC Run for the Cure**

This October 4th, Team PMI Lakeshore Ontario Chapter is hitting the pavement for the CIBC Run for the Cure — and we want you there with us. Whether you run, walk, or just show up to cheer, you'll be helping fund breast cancer research and support programs that touch nearly every family across Canada.

The first 20 to 30 members to register get a Team PMILOC jersey, plus there's water, snacks, and good company waiting at the finish line. Bring your family, your friends, your work bestie — this one's for the whole PMILOC community.

Register for Team PMI Lakeshore Ontario Chapter and tag your posts #CIBCRunForTheCure.
One step at a time, let's get closer to a future without breast cancer. See you on the course!

Read More about the event!

Canadian Blood Services Partners for Life Program

Join Team PMILOC — Because Giving Gives Back

Here's a story we don't tell enough: donating blood doesn't just save someone else's life. It changes yours too.

PMI Lakeshore Ontario Chapter has partnered with Canadian Blood Services through the Partners for Life program, and we're inviting every member to be part of it. Only 2% of eligible Canadians donate — and Canadian Blood Services is aiming to bring in 1 million new donors over the next five years. Our chapter can be part of that number.

Why join Team PMILOC?

- Every donation you make — blood, plasma, or platelets — counts toward our team total once you've joined
- It is a one-time sign-up. After that, every future donation tracks automatically
- It is a chance to connect with fellow PMILOC members around something bigger than project management — real, tangible impact

How to join (takes 2 minutes):

1. Head to myaccount.blood.ca/en/join-team/PMIL0131591 (or Scan the QR code)
2. Set up your account on blood.ca or the GiveBlood app
3. Search "PMI Lakeshore Ontario" under Partners
4. Click "Join the team"
5. Book your appointment through Team Appointments or individually

Before you go:

- You'll need government-issued ID (or your GiveBlood digital donor card)
- Must be 17+ and at least 50kg
- Minimum interval between donations: 56 days for males, 84 days for females
- Eat, sleep, and hydrate well beforehand — your body will thank you

This isn't just a donation drive — it's a chance to build something together. As Canadian Blood Services puts it: it's not just about what they give — it's about what they get.

Read More!

PMILOC Northeastern University Project Management Student Organization (NUPM)

Peer to Peer, Present to Future: NUPM Toronto Marks a Season of Renewal

For NUPM Toronto, Q2 2026 was proof that the best career advice often comes from the person who just lived it. Through Co-op Connect, seven student panelists—now working at organizations like RBC, CIBC, and OP Trust—turned their own recruitment battles and workplace lessons into a practical playbook for peers still navigating the transition from classroom to career.

The quarter also marked a changing of the guard, as a newly elected executive team led by incoming President Basvy Soni stepped up to steer the 2026-2027 term, while the NUPM Summer Social at Riverdale Park gave students a chance to trade spreadsheets for sunshine and strengthen the bonds that make a professional community stick. With a crash-course series on tools like MS Project and Jira, a case competition, and an alumni directory on the horizon, NUPM Toronto isn't slowing down—it's building the infrastructure for the next generation of project leaders to connect, learn, lead, and grow.

Read the Northeastern Newsletter! and join the conversation!

PMILOC Yorkville University Project Management Student Guild (YUPM)

Students Lead the Way: YUPM Guild Closes Q2 2026 with Record Engagement

With fresh energy, new ideas, and a shared commitment to building a stronger project management community, the 2026 leadership team lead President Shristi Adhikari is set to create more opportunities for connection, learning, and growth.

This spring, the Yorkville University Project Management (YUPM) Guild proved that the next generation of project leaders is already in the room and ready to build. Over 60 students packed the Learning Commons for the Guild's flagship event, Navigating Success in Construction and IT, where industry veterans Daro Sharma and Praveen Balkaran—joined by Prof. Ravi Sharma—traded classroom theory for career-ready insight on leadership, cybersecurity, and navigating today's job market. The quarter closed on a high note with a Certificate Recognition Ceremony honoring the Guild's outgoing executive team, a fitting tribute to the volunteers who turned ambition into impact. With CAPM info sessions, a PMILOC guest speaker collaboration, and a "Bridging Academia and the Corporate World" series already on the calendar, the YUPM Guild isn't just closing out a successful term—it's laying the groundwork for the profession's future.

Read the Yorkville Newsletter! and join the conversation!

PMILOC Student Member Monthly Newsletter

The PMILOC Student Newsletter continues to flourish as a dedicated platform for our 500+ (and growing) student members and affiliated student clubs. Created for students and by students, this newsletter showcases contributions from our dynamic volunteer community—many of whom began their journey as student members, transitioned into professional careers, and now serve as inspiring role models. Their stories demonstrate the power of giving back, the impact of volunteering, and how active engagement can shape a student's path to success.

Special thanks to our Student Club Newsletter team led by Project Manager Najmus Saheer and team members: Midhun Thomas, Meera Ram Mohan, and Isha Patel – for their creativity and commitment.

PMO Orientation Series: A First for Our Student Club Leadership Team
Earlier this year, we tried something new — a dedicated PMO Orientation Series just for the student leadership teams of our three student clubs. Over seven Saturday sessions running from April 11 to May 20, 2026 student leaders showed up bright and early at 10 A.M. to dig into everything from PMO fundamentals to the PMO Value Ring Framework, by Prof. Dalia Haggag, a certified PMI-PMOCP and also a volunteer with the Social Impact and Academic Outreach Portfolio.

No recordings, no shortcuts — just live, interactive sessions built around the latest PMI-PMOCP content. And the students showed up for it, week after week by actually being there.

As a pilot program, this was our way of testing the waters with our most engaged student leaders first. Judging by the turnout and energy, it's safe to say the experiment worked. We're now looking at feedback from the group to figure out how to open this up to more student club members down the road.

A big thank-you to Prof. Dalia Haggag for volunteering her time and expertise, and to every student leader who carved out their Saturday mornings to invest in themselves.

PMILOC at ProjectWorld*BusinessAnalystWorld – Canada Toronto 2026

What an incredible experience it was to represent the PMI Lakeshore Ontario Chapter (PMILOC) at ProjectWorld*BusinessAnalystWorld – Canada Toronto 2025!

What started with setting up our booth quickly grew into two dynamic days filled with networking, collaboration, and discovery.

A true highlight was seeing the PMILOC Social Impact and Academic Outreach Portfolio Team — Beaula Prashanth and Krishna Kishore Valluru — work hand in hand with our inspiring Student Club Leadership Team: Basvy Soni and Shristi Adhikari. Together, they proudly showcased PMILOC's unique offerings while giving students the opportunity to represent the Chapter on a big stage.

This initiative not only raised meaningful visibility for PMILOC but also provided our student leaders with invaluable hands-on experience in leadership, engagement, and professional representation. By mentoring and supporting them, we are investing in the next generation of project management leaders.

What truly set PW*BAW apart, however, were the connections beyond our booth — engaging with other PMI Chapters, universities, and industry professionals across the exhibitor floor. Each conversation sparked fresh ideas, strengthened relationships, and reinforced our mission to build a stronger project management community in our region.



PMILOC Social Impact & Academic Outreach Portfolio
Di Melissa Jia/Beaula Prashanth & Team

2026 PMI CHAPTER LEADERSHIP IMPACT AWARD



A proud moment for the PMILOC Chapter!

We are thrilled to celebrate an extraordinary milestone as Beaula Prashanth, PMP, LSSGB has been recognized as one of the seven global honorees of the 2026 PMI Chapter Leadership Impact Award by the Project Management Institute (PMI).

This achievement is more than an individual honor—it reflects the passion, dedication, and collaborative spirit that define our chapter. We are incredibly proud to celebrate this well-deserved achievement and grateful to have you representing PMI LOC on the global stage.

Please join us in congratulating Beaula!

Read about the 2026 PMI Awards Honorees here: https://vist.ly/5huzz

VOLUNTEER MANAGEMENT



PMILOC Volunteer Management – Q3 2026 Newsletter

Grow, Connect & Evolve: Strengthening Our Volunteer Community

As we move through 2026, Q3 has been a quarter of growth, connection, and continuous improvement for the Volunteer Management portfolio. Building on the strong foundation established earlier in the year, our focus has been on strengthening our volunteer teams, improving operational processes, increasing transparency, and creating opportunities for volunteers to connect and grow.

Grow: Strengthening Our Volunteer Team

Growth continued to be a key priority this quarter as we focused on building stronger teams and ensuring we have the right support in place to serve our volunteers and portfolios effectively.

- **New volunteers recruited for the Recruitment Team:** We welcomed new volunteers to the Recruitment team, strengthening our capacity to support hiring requests and ensuring a smooth and consistent recruitment experience across PMILOC.
- **Continued volunteer data cleanup**: We continued the ongoing effort to clean and maintain the volunteer spreadsheet, improving data accuracy, consistency, and reliability. This remains an important foundation for effective volunteer management and reporting.

Connect: Building Stronger Relationships

We believe that strong volunteer relationships are at the heart of a successful Chapter. Q3 provided an opportunity to strengthen connections beyond our regular meetings and day-to-day activities.

- **Volunteer Team Lunch Get-Together**: The Volunteer Management team came together for a lunch get-together focused on team bonding, relationship building, and informal knowledge sharing. It was a great opportunity for team members to connect, recognize each other's contributions, and strengthen the sense of community within the portfolio.



Evolve: Improving Transparency & Operations

Continuous improvement remains an important part of our Volunteer Management strategy. This quarter, we continued investing in tools, processes, and information that make volunteer management more efficient and transparent.

- **Volunteer Dashboard Portal enhancements**: We continued refining the Volunteer Dashboard Portal by adding more information and improving visibility into volunteer activities. The goal is to provide greater transparency and make volunteer information more accessible to portfolio leaders.
- **Operational improvements**: The team continued to identify opportunities to simplify and improve our day-to-day processes, with a focus on consistency, efficiency, and better collaboration across portfolios.

Recognize: Celebrating Our Volunteers

Recognizing the contributions of our volunteers continues to be one of our highest priorities.

- **In the Spotlight Awards**: We will continue the monthly In the Spotlight recognition program, celebrating volunteers who demonstrate exceptional commitment, leadership, collaboration, and contribution to PMILOC.
- **Star of the Quarter – Q3**: We will recognize an outstanding volunteer who has made a significant impact during Q3 through exceptional contributions, leadership, and commitment to the Chapter.

Looking Ahead

As we look toward the next quarter, Volunteer Management will continue to focus on strengthening our volunteer community, improving transparency, and creating meaningful opportunities for development and engagement.

Key priorities ahead include:

- **Leadership Development Training:** Finalizing the logistics and delivering the Leadership Development training planned for October, providing volunteers with opportunities to strengthen their leadership skills and grow within PMILOC.
- **Volunteer Dashboard enhancements**: Continuing to expand the dashboard with useful information and insights to improve transparency and support better decision-making.
- **Volunteer data quality**: Continuing the cleanup and maintenance of volunteer records to ensure accurate and reliable information.
- **Recognition**: Continuing to celebrate outstanding volunteers through the monthly In the Spotlight awards and the quarterly Star of the Quarter recognition.
- **Recruitment & onboarding**: Continuing to strengthen the volunteer recruitment and onboarding experience to ensure new volunteers are welcomed, engaged, and positioned for success.

Q3 has demonstrated what we can accomplish when we grow together, connect as a team, and continuously evolve the way we work.

A sincere thank you to all our volunteers, Program Managers, Portfolio Managers, and Directors for your continued commitment, ideas, collaboration, and support. Your contributions make a meaningful difference to PMILOC and to the volunteer experience across the Chapter.

Together, we continue to build a stronger, more connected, and more impactful volunteer community.

— Portfolio Manager, Volunteer Management
PMILOC

MARKETING, BRANDING & COMMUNICATIONS



Driving Visibility, Engagement & Continuous Improvement

The Marketing & Communications Portfolio continued to build on the momentum established in the first half of 2026, with a focus on strengthening member engagement, improving communication effectiveness, increasing Chapter visibility, and supporting the Chapter's strategic objectives.

The **Marketing & Communications Dashboard introduced last Quarter**, continues to provide greater visibility into ongoing activities, deliverables, timelines, and follow-ups, while supporting stronger coordination and accountability across the portfolio. The Dashboard further supports this collaborative approach by providing a centralized view of activities and deliverables while helping the team identify priorities and follow-up actions.

Communications Team

The Communications Team continued to deliver timely, concise, and impactful communications to keep members informed and connected to Chapter activities, programs, and leadership updates.
As of the end of Q3, the team had successfully delivered **thirteen (13) eBlasts** and **thirty five (35) ad hoc publications.**

The team also launched a weekly **PM Puzzle** as part of the eBlast newsletter, engaging members through fun, project-management-themed challenges with a chance to win prizes for participating.
The team also grew this quarter, welcoming two new members to the Communications Team and adding fresh capacity to support its expanding initiatives.

Quarterly Newsletter Team
The Quarterly Newsletter remains an important platform for celebrating Chapter achievements, recognizing volunteers, sharing industry insights, and showcasing community impact. Over the past two years, the team has successfully delivered **eight (8) editions of the newsletter**, demonstrating consistency, creativity, and collaboration across the Chapter.

The team continues to explore ways to make the newsletter more engaging, interactive, and member-focused, incorporating feedback and creative ideas to enhance the reader experience. This quarter, that included opening the newsletter's pages to the wider membership, inviting PMILOC members to contribute articles to the quarterly newsletter for the first time.

Marketing Team Highlights
The Marketing Team continued to support a broad range of Chapter initiatives, programs, events, campaigns, and stakeholder engagement activities; selling out 2 flagship events, with sustained high engagement across all social media platforms.

To strengthen its operations and build team capacity, the team onboarded 6 new volunteers. The Marketing function was also further structured into key areas, including **Tickets, Quality Control & Assurance (QC&A), Event Recaps, and Member Engagement teams**. While the team is still fully transitioning into this structure, the new approach is designed to improve accountability, workflow management, volunteer engagement, and overall service delivery.

Collaboration between Marketing and Communications also continued to improve, resulting in stronger campaign coordination, consistent messaging, and increased visibility for Chapter programs and initiatives.

Looking Ahead

As we progress through the remainder of 2026, the Portfolio will continue to focus on strengthening the systems, people, and processes that support effective Marketing and Communications.

Our key priorities include:

- Strengthening collaboration between Marketing and Communications.
- Enhancing member engagement through innovative and data-informed content.
- Increasing Chapter visibility through strategic marketing initiatives.
- Building volunteer capacity through clearer roles and structured workflows.
- Improving publication quality and the overall member experience.
- Optimizing workflows through **AI-driven approaches** and technology.
- Leveraging the **Marketing & Communications Dashboard** to strengthen accountability, visibility, and continuous improvement.

With the continued dedication of our volunteers and leadership, the Marketing & Communications Portfolio remains committed to delivering meaningful value, strengthening the Chapter's visibility, and driving continuous improvement across the portfolio.

Delivering Impact, One AV Project at a Time

Lessons from the Front Line of AV Rollouts, Stakeholder Management & Project Delivery



In the world of audio-visual projects, technology may be at the center, but people and planning are what make projects successful. Over the years of supporting AV rollouts across corporate and retail environments, I've learned that great project management is the bridge between great design and real-world delivery.

Stakeholders First

Understanding the needs of clients, designers, installers, and end-users is the first step to successful project delivery.

Plan with Purpose

A clear schedule, defined milestones, and realistic timelines create alignment and reduce surprises.

Communicate Clearly

Consistent updates and transparent communication keep everyone informed and moving forward.

Execute Flawlessly

From site readiness to installation and testing, attention to detail ensures quality and client satisfaction.

Deliver Lasting Value

A successful project is not just about go-live, it's about long-term performance and strong relationships.

> *"AV projects are more than equipment and cables – they are about creating experiences, enabling collaboration, and delivering value through effective project management."*

Behind Every Seamless AV Rollout Is Strong Project Management

During my experience coordinating AV projects, I have supported end-to-end activities across multiple sites, including corporate offices, bank branches, and retail locations. Each project comes with unique challenges, multiple stakeholders, tight timelines, and the need for flawless execution.

Here are some key lessons that continue to shape the way I lead and deliver projects:



Planning & Scheduling
Building detailed project plans, coordinating resources, and managing timelines to keep projects on track.



Stakeholder Management
Working closely with clients, project teams, vendors, and field technicians to align expectations and drive successful outcomes.



Installation Coordination
Coordinating site readiness, equipment delivery, installation, and testing to ensure smooth execution.



Communication & Reporting
Providing clear updates, managing risks early, and ensuring transparency throughout the project lifecycle.

What I Focus On

- Driving clear communication across all stakeholders
- Managing project schedules, dependencies & resources
- Coordinating vendors, installers & internal teams
- Solving problems proactively and keeping projects moving
- Delivering quality AV solutions that meet business needs

Key Takeaway

Technology evolves, but the fundamentals remain the same: people, process, communication, and commitment.

When these come together, projects don't just get completed – they create real impact.

ABOUT THE AUTHOR

Rajat Sharma, PMP, is a project management professional with hands-on experience supporting audio-visual projects, stakeholder coordination, project scheduling, vendor and field-team management, and client communication. In his AV experience, he coordinated project activities from planning through installation and closeout, working with internal teams, technicians, vendors, and customers to keep schedules, deliverables, and project requirements aligned.

His experience has strengthened his ability to manage multiple priorities, communicate project updates, resolve coordination issues, and support teams in delivering projects successfully. He is also advancing his knowledge through Construction Management studies, with a continued focus on leadership, project delivery, stakeholder engagement, and continuous improvement.

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The Adaptable Project Manager: When Following the Plan Is No Longer the Plan

By Paul Whiteley

Project managers are trained to plan. We define scope, build schedules, identify risks, establish governance, assign resources, and track progress. These disciplines matter. They create structure, accountability, and visibility. But what happens when the environment changes faster than the plan?

Priorities shift. Resources disappear. New stakeholders emerge. Requirements become clearer. Dependencies we did not know existed suddenly become critical. A project that made perfect sense six months ago may still have the right objective but requires a significantly different path to get there.

In these environments, one of the most important capabilities of a project manager is **adaptability**.

Adaptability does not mean abandoning project management discipline. It means knowing which parts of the project must remain stable and which should evolve.

The Plan Is a Tool, Not the Outcome

One of the easiest traps in project management to fall into is to confuse adherence to the plan with successful delivery. A project can be on schedule, have a beautifully maintained RAID log and produce every required status report — and still fail to deliver meaningful value. Conversely, a successful project may look quite different at completion from what was imagined at initiation.

That is not necessarily poor planning. At the beginning of a project, we often make decisions with the least information we have during the entire project lifecycle. As delivery progresses - we learn, stakeholders clarify expectations, risks emerge, assumptions are evaluated, and operational realities become visible.

The question should therefore not always be: "**How do we get the project back to the original plan?"**

Often the better question is: **"Given what we now know, what is the best way to achieve the intended outcome?"**

That slight change in thinking can fundamentally alter how a project is managed.

Be Clear About the Outcome, Flexible About the Path

Adaptability works best when the desired outcome is clear. If the destination is uncertain, flexibility can drift. But when the outcome is understood, project teams can make informed adjustments without losing direction. This means shifting some of our attention from activities to outcomes.

Traditional plans frequently emphasize tasks: conduct workshops, gather requirements, develop materials, and execute testing. Those activities may all be necessary but completing them is not the reason the project exists. An adaptable project manager continually connects the work back to the business outcome. When circumstances change, this question provides a useful test:

Does this activity still help us achieve the outcome?

If the answer is no, continuing simply because it appears in the project plan adds little if any value.
Scale the Method to the Project
Adaptability also applies to how much project management we use. Not every initiative requires the same governance, documentation, or reporting. A small operational improvement should not necessarily require the same project infrastructure as a high-risk, organization-wide transformation. The level of governance should reflect factors such as complexity, risk, strategic importance, stakeholder impact, and resource requirements.

The principle is simple: **Use enough structure to enable successful delivery — but not so much that managing the project begins to compete with delivering it.**

This does not mean eliminating governance or documentation. It means making them fit the purpose.

A RAID log that enables a meaningful risk conversation adds value. A status report that helps leadership decide adds value. A governance meeting that removes a barrier adds value. Project management becomes less useful when the production of artifacts becomes an objective in itself.

Treat Change as Information

Project managers are also taught to manage change, and rightly so. Uncontrolled change can undermine scope, timelines, resources, and project outcomes. But change itself is not necessarily a problem. Change often tells us something.

A changing requirement may reflect a better understanding of the business need. A revised timeline may expose a resource constraint. Stakeholder feedback may reveal an assumption that was wrong from the beginning. The adaptable project manager does not automatically resist these changes or automatically accept them. Instead, change is assessed: What is the impact on scope? Deliverables? Timeline? Resources? Dependencies? Risk? Most importantly, does the change improve or weaken our ability to achieve the intended outcome?

Adaptability and control are therefore not opposites. **Good adaptability is controlled change.**

Making Governance About Decisions

Adaptability also changes the role of project governance. Too often, governance becomes synonymous with status reporting. Teams prepare slides; project managers explain red, amber, and green indicators; everyone receives an update; however the barriers affecting delivery remain unresolved. Effective governance should help the project move - that means focusing conversations on decisions required, significant risks, dependencies, resource constraints, scope impacts, and upcoming milestones.

A useful question for any governance meeting is:

“What do we need from the people in this room to help the project succeed?”

Sometimes the answer will simply be awareness. Frequently, however, it should involve a decision, escalation, prioritization, or removal of a barrier. **Governance should enable delivery, not merely observe it.**

Adaptability Is Not the Absence of Discipline

The biggest misconception about adaptability is that it means being less rigorous. I believe the opposite is true - adapting responsibly requires considerable discipline. The project manager must understand the intended outcome, recognize what has changed, assess the implications, engage the right people, and maintain transparency around decisions. The adaptable project manager still plans, manages risk, documents decisions, establishes accountability and monitors delivery. But those practices serve the project rather than the project serving the practices.

A Different Measure of Project Management Maturity

We should therefore reconsider what mature project management looks like. It may not be the organization with the most templates, the most detailed plans, or the most elaborate governance structures. It may be the organization — and the project manager — that knows when each of those things adds value and when a different approach is required. Projects operate in environments that are increasingly interconnected, resource-constrained, and subject to rapid change. We cannot predict every development at initiation, nor should we pretend that we can.

Our responsibility is not to make reality conform to the plan. It is to create enough structure to move confidently through uncertainty, adapt when the evidence tells us to, and remain accountable for the outcome throughout.
Throughout my career, I have often used the simple project management maxim: “**Plan the work. Work the plan**.” I still believe in it. But experience has taught me that it needs one more line: **Plan the work. Work the plan. Know when to change the plan**. That is what adaptability in project management is all about.

TWIN TRANSFORMATION IN PROJECT MANAGEMENT: ORCHESTRATING AI AND SUSTAINABILITY FOR REAL IMPACT





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Project management has always evolved in response to technological innovation and societal change. Today, two powerful forces are reshaping how organizations design and deliver projects: **artificial intelligence and sustainability.** Increasingly, leaders refer to their convergence as **twin transformation**—the coordinated integration of digital innovation, particularly AI, and sustainable development objectives to drive long-term value creation.

The concept is gaining visibility across industries and within the professional community. Yet despite growing awareness, most organizations have not fully integrated these two transformations in their project management practices. In many cases, AI and sustainability are still evolving along parallel but largely independent paths.

Understanding how these two forces interact—and why they should be orchestrated together—is becoming a strategic priority for project leaders.

Understanding Twin Transformation in the Context of Projects

Twin transformation describes the simultaneous and mutually reinforcing adoption of artificial intelligence and sustainability principles across strategy, governance and operations. In a project-driven organization, this convergence has profound implications for how projects are conceived, selected, and delivered.

Artificial intelligence is rapidly enhancing project management through advanced analytics, predictive modeling, and automation. These capabilities allow organizations to improve forecasting accuracy, optimize resources, and support faster, data-driven decision-making.

At the same time, sustainability has moved from being a peripheral concern to a central strategic priority. Organizations are increasingly expected to integrate environmental, social and governance considerations into their activities, including the projects through which strategies are executed.

Twin transformation emerges when these two dynamics reinforce each other. AI becomes a tool for improving sustainability outcomes—optimizing energy consumption, reducing waste, or improving stakeholder engagement—while sustainability principles guide how digital technologies are designed and deployed. Rather than pursuing digital transformation and sustainability independently, organizations begin to align them as part of a shared strategic trajectory.

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