PMI Pune-Deccan India Chapter

CxO Forum Handbook

Purpose, Structure, Membership, Governance and Operating Model



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Issued by: PMI Pune-Deccan India Chapter
Primary Forum Channel: pmipdic.cxo.forum@pmipunechapter.com
Chapter Office: info@pmipunechapter.org
Phone / WhatsApp: 99229 09060 / 86250 16630

Purpose of this handbook

This handbook formalizes the operating framework, membership norms, expected conduct, contribution pathways and governance discipline of the PMI Pune-Deccan India Chapter CxO Forum. It is meant to create clarity for invitees, active members, chapter leaders and the Forum Secretariat while preserving the seniority, dignity and trust on which the Forum depends.

How to Use This Handbook

This handbook is designed as both a governance reference and an invitee orientation document. It should be used to explain why the CxO Forum exists, how it is structured, who it is meant for, what members may contribute, and what conduct principles protect its credibility.

The document deliberately balances two needs: it gives the chapter sufficient governance structure to run the Forum consistently, and it gives senior leaders the assurance that participation will be light-touch, respectful, confidential and non-commercial.

User group	How this handbook should be used
For invitees and members	Understand the Forum's purpose, expected contribution, time commitment, confidentiality norms, renewal process and boundaries.
For the chapter board and leadership	Use this as a consistent operating framework for membership, onboarding, records, annual renewal, communication and impact review.
For the Secretariat	Use the checklists and annual cycle sections to maintain records, coordinate meetings, support VEP onboarding and manage documentation.
For partners and guests	Understand that special participation in a session does not automatically create membership, endorsement or commercial access.

Part A - Purpose, Scope and Strategic Context

Why the CxO Forum exists and what value it is expected to create.

1. Introduction

The PMI Pune-Deccan India Chapter CxO Forum is an invite-only senior leadership platform that brings together accomplished CXOs, founders, board members, institutional leaders, public-sector leaders, academic leaders, transformation leaders and senior decision-makers. Its purpose is to enable high-quality dialogue on leadership, governance, transformation capability, execution excellence and project-driven value creation.

The Forum provides a trusted space for cross-sector learning, thought leadership, mentoring, institutional collaboration and ecosystem-level contribution. It is intentionally positioned as a senior leadership platform rather than as a large community group or regular event series.

Membership is by invitation and review. Active association is subject to eligibility, VEP onboarding, participation discipline and alignment with the Forum's operating principles. These safeguards are necessary to preserve the credibility of the Forum and the dignity of the leaders associated with it.

2. Vision

The vision of the CxO Forum is to establish PMI Pune-Deccan India Chapter as a respected platform for senior executive dialogue, transformation leadership, governance maturity and project-driven value creation across the regional professional ecosystem.

The Forum should become a space where leaders can step back from transactional agendas and engage with peers on long-range issues such as execution maturity, AI-led transformation, future-ready talent, responsible governance and institutional effectiveness.

3. Mission

The mission of the CxO Forum is to convene senior leaders for high-quality dialogue and channel their wisdom toward professional, institutional and regional value creation.

- Create a trusted bridge between CXOs, professionals, institutions, academia, startups and the wider leadership ecosystem.
- Strengthen the relevance of project, program and portfolio management in enterprise and institutional decision-making.
- Support future-ready capability-building through executive insight, mentoring, thought leadership and practitioner exposure.
- Contribute to the development of Pune, Western Maharashtra, Goa and the broader region as a hub for leadership, innovation, governance, transformation and execution excellence.

Mission discipline

The Forum should be useful to leaders, but it should also create value beyond the leaders themselves. Its contribution should flow into member value, professional maturity, institutional collaboration and the regional project economy.

4. Strategic Objectives

The strategic objectives of the Forum define the outcomes that the chapter should seek from this senior leadership platform. They also provide a basis for agenda planning, impact review and annual renewal conversations.

4.1 Executive Dialogue

Create a trusted platform where senior leaders can discuss emerging business, technology, governance, execution and transformation themes in a candid and constructive manner. The dialogue should be curated for depth rather than scale, and should encourage exchange across sectors and functions.

4.2 Thought Leadership

Develop executive insights, leadership perspectives, discussion summaries, surveys, whitepapers, opinion pieces and knowledge outputs that contribute to professional and institutional development. The purpose is to convert senior experience into practical learning for the broader ecosystem.

4.3 Leadership and Capability Development

Support the professional growth of project managers, program leaders, PMO leaders, transformation professionals, young leaders, students and volunteers through selective mentoring, guidance and executive perspectives. This contribution may be formal or informal, but it should be organized and respectful of senior leaders' time.

4.4 Institutional and Ecosystem Connectivity

Strengthen connections between enterprises, public institutions, academia, startups, professional bodies, industry leaders and the PMI Pune community. The Forum can act as a bridge between senior leadership wisdom and the practical needs of professionals and institutions.

4.5 Strategic Input to the Chapter

Provide senior-level perspectives that help the chapter design more relevant programs, member offerings, leadership engagements, research initiatives and ecosystem partnerships. Inputs from the Forum may influence the chapter agenda, but formal decisions remain within chapter governance.

4.6 Regional Impact

Contribute to the growth of the regional leadership ecosystem by promoting better governance, disciplined execution, ethical leadership, transformation capability and professional excellence. The Forum should become a platform for conversations that help strengthen Pune and the wider region as a leadership and execution excellence hub.

5. Scope of the CxO Forum

The Forum may address a wide range of leadership themes because its orientation is horizontal and cross-sector. Themes should be selected based on executive relevance, professional learning value and alignment with PMI Pune's mission.

- Enterprise transformation and strategy execution
- Digital, AI, data and technology-led change
- Governance, risk, compliance and board-level oversight
- PMO maturity and portfolio-level value realization
- Leadership, culture and future of work
- Talent development and future-ready professional capability
- Sustainability, ESG and responsible transformation
- Public-sector transformation and citizen-centric governance
- Startup, innovation and scale-up ecosystems
- Academia-industry collaboration
- Customer experience and operating model innovation
- Ethics, trust, transparency and professional conduct
- Large program execution and institutional change
- Regional economic, institutional and professional development

The scope should remain flexible enough to respond to emerging issues while remaining disciplined enough to avoid drifting into unrelated networking or commercial activity.

6. What the CxO Forum Is Not

The credibility of the Forum depends as much on what it excludes as on what it enables. Clear boundaries help protect members from unwanted solicitation and help the chapter maintain trust.

- A vendor promotion platform or product demonstration forum
- A lead-generation or sales forum
- A sponsorship committee or fundraising vehicle
- A political platform or public lobbying group
- A general networking club
- An operational committee of the chapter
- A platform for individual commercial promotion
- A substitute for the authority of the chapter board
- A platform for sharing confidential member data or organizationally sensitive information

Members are expected to contribute through insight, experience, judgment, leadership and ecosystem commitment, not through commercial solicitation or access-seeking behavior.

7. Governance Principles

The Forum will operate on principles that protect quality, dignity, transparency and trust. These principles should be communicated during invitation, onboarding, annual renewal and session planning.

- Invite-only membership and clear eligibility criteria
- VEP registration for Active Members
- High-quality peer-level participation
- Confidential and respectful dialogue
- Non-commercial conduct and no solicitation
- Conflict-of-interest transparency
- Diversity across industry, function, gender, experience and institution type
- Alignment with PMI values and professional ethics
- Light-touch engagement with high strategic value
- Proper documentation of Forum activities and records
- Respect for the chapter's board, bylaws, governance and policies

Part B - Structure, Roles and Membership Categories

How the Forum is organized and how different participant roles are defined.

8. Recommended Structure

The Forum structure is intentionally simple. It provides enough governance discipline to maintain quality while avoiding bureaucracy or operational burden on senior members.

User group	How this handbook should be used
Forum Chair	Provides overall direction, approves agenda, membership and major external positioning.
Forum Stewardship Council	Supports agenda quality, continuity, relevance, balance and annual review.
Membership Jury	Acts as the quality filter for new invitees, renewals and

User group	How this handbook should be used
	membership category recommendations.
Forum Secretariat	Handles coordination, records, VEP support, communication, documentation and logistics.
Active CxO Forum Members	Senior invited leaders who contribute through dialogue, insight, mentoring and ecosystem support.
Distinguished and Emeritus Members	Senior leaders associated in honorary, selective or legacy contribution capacities.
Special Invitees and Guest Contributors	Non-members invited for specific sessions, topics or knowledge contributions.
Thematic Roundtables	Curated session formats around specific themes; not separate standing bodies.

9. Forum Chair

The Forum Chair provides the anchor for continuity, agenda quality and chapter-level alignment. The role is attached to chapter leadership and ensures that the Forum remains consistent with the chapter's mission, governance framework and member-value priorities.

9.1 Role of the Forum Chair

- Provide overall leadership and direction to the Forum
- Approve the annual agenda and priority themes
- Approve membership invitations and annual renewals
- Preside over formal Forum meetings and senior roundtables
- Ensure alignment with the chapter's mission, values, governance and member-value agenda
- Guide the Stewardship Council, Membership Jury and Secretariat
- Approve public communication, publications and external positioning related to the Forum
- Resolve escalations relating to membership, conduct, confidentiality, conflicts of interest or misuse of Forum association

9.2 Delegation

The Forum Chair may delegate coordination, moderation, documentation, meeting facilitation or event-level responsibilities to designated members, board members, volunteers or the Secretariat. Delegation should improve execution without diluting accountability or creating confusion about authority.

10. Forum Stewardship Council

The Stewardship Council is a small strategic support group. It helps the Forum remain relevant, balanced and outcome-oriented. It is not a governing board and does not replace the chapter board.

10.1 Composition

- Forum Chair
- One nominated chapter board representative
- One senior chapter leader or past chapter leader, where appropriate
- Three to five invited CxO Forum Members
- Secretariat lead as a non-voting support member

The recommended size is 5 to 8 members, small enough for agility and senior enough to preserve relevance.

10.2 Role of the Stewardship Council

- Support the annual agenda and theme calendar
- Recommend priority topics for CxO-level dialogue

- Suggest potential members, speakers and contributors
- Review the quality and relevance of Forum activities
- Help maintain diversity and balance in membership
- Provide feedback on Forum outputs and publications
- Support continuity across the annual operating cycle

10.3 Term of Stewardship Council Members

Stewardship Council members may serve for a one-year term, renewable by the Forum Chair. Staggered rotation may be followed so that the Forum benefits from both continuity and fresh perspective.

11. Membership Jury

The Membership Jury protects the seniority, quality, balance and purpose of the Forum. It should operate with discretion and fairness, using the eligibility criteria and contribution expectations described in this handbook.

11.1 Composition of the Membership Jury

- Forum Chair
- One nominated chapter board representative
- One senior chapter leader or past chapter leader
- Two to three senior CxO Forum Members nominated by the Forum Chair
- Forum Secretariat lead as non-voting documentation support

The final approval authority rests with the Forum Chair, based on the recommendation of the Membership Jury.

11.2 Role of the Membership Jury

- Review proposed members against approved eligibility criteria
- Assess seniority, reputation, contribution potential and alignment with purpose
- Ensure membership is not granted for commercial, sponsorship, vendor or promotional reasons
- Review potential conflicts of interest
- Recommend membership category for each proposed invitee
- Conduct annual renewal reviews
- Recommend continuation, transition, pause or closure of membership
- Protect the credibility and invite-only nature of the Forum

The Jury acts as a quality and governance filter. It should not become an operational committee or a large deliberative body.

12. Forum Secretariat

The Forum Secretariat provides the operational backbone of the Forum. Its role is to make participation easy for senior leaders while maintaining records, compliance discipline and follow-up consistency.

12.1 Role of the Secretariat

- Maintain the member register and records
- Coordinate invitations and onboarding
- Facilitate VEP registration for Active Members
- Schedule meetings and roundtables
- Prepare agendas in consultation with the Forum Chair
- Maintain summaries, action records and consent records where required
- Coordinate communication with Forum members
- Support event logistics and attendance tracking
- Support publication and documentation activities

- Maintain confidentiality and data discipline
- Support the annual membership renewal process

The Secretariat should ensure that members are not pulled into routine administration. The experience for members should feel structured, courteous and efficient.

13. Active CxO Forum Members

Active Members are senior invited leaders who meet the eligibility criteria, are recommended by the Membership Jury, approved by the Forum Chair and complete mandatory VEP registration.

13.1 Role of Active Members

- Participate in curated executive roundtables
- Share leadership perspectives and experience
- Support thought-leadership initiatives
- Contribute to surveys, whitepapers, reports or insight notes
- Mentor selected professionals or chapter leaders where appropriate
- Advise on emerging themes relevant to the profession and regional ecosystem
- Support high-quality institutional and industry connections
- Act as ambassadors for responsible leadership and project excellence

13.2 Nature of Role

The role is strategic, advisory and experience-sharing oriented. Active Members are not expected to run operations, manage volunteers, sell sponsorships, conduct administration or execute chapter activities.

14. Distinguished and Emeritus Members

Distinguished and Emeritus categories allow the Forum to retain association with leaders of exceptional stature or past contribution without expecting the regular participation associated with Active Membership.

- Former Active Members who have completed their active tenure
- Senior leaders of exceptional stature
- Past chapter presidents or senior PMI leaders
- Distinguished contributors to project management, governance, academia, public service or industry
- Leaders who may not be able to participate regularly but whose association adds strategic value

Where a Distinguished or Emeritus Member is expected to have an ongoing formal role, VEP registration may be required as determined by the Forum Chair.

15. Special Invitees and Guest Contributors

Special Invitees and Guest Contributors may be invited to contribute to specific sessions or themes without being admitted as Forum Members. This allows the Forum to bring in specialist expertise while preserving membership quality.

- Policymakers
- Academicians and researchers
- Startup founders and investors
- Public-sector and civic leaders
- Industry association leaders
- Global experts
- Consultants or specialists
- Senior professionals with relevant expertise

Participation in a specific session does not automatically create membership, endorsement, continuity of association or access to member communication channels.

16. Thematic Roundtables

Thematic Roundtables are curated discussions around specific leadership themes. They are not separate standing bodies or committees. They should be designed to produce insight, not routine event traffic.

- AI and enterprise transformation
- Board-level governance and execution oversight
- Future of PMO and strategy execution
- Leadership in uncertain environments
- Digital public infrastructure and citizen services
- Sustainability and responsible transformation
- Future-ready talent and workforce transformation
- Startup-enterprise collaboration
- Project excellence in public and private institutions
- Regional innovation and institutional development

17. Membership Philosophy

Membership is a privilege of invitation and contribution, not a right, entitlement, sponsorship benefit or open application category. The Forum should seek members who add depth, wisdom and perspective.

- Seniority and credibility
- Wisdom and diversity of perspective
- Ethical standing and professional reputation
- Willingness to contribute
- Respect for confidentiality
- Commitment to professional excellence
- Alignment with PMI Pune's mission

18. Membership Categories

Clear membership categories help the chapter maintain a differentiated and respectful association model. Not every contributor needs to be an Active Member.

User group	How this handbook should be used
Active CxO Forum Member	A senior invited leader who participates in the annual cycle and completes mandatory VEP registration.
Distinguished Member	A highly accomplished leader invited for stature, expertise and selective contribution.
Emeritus Member	A former Active Member who continues in an honorary or selective capacity.
Special Invitee	A leader invited for one or more specific sessions but not admitted as a member.
Guest Contributor	A domain expert invited to contribute to a specific discussion, publication, survey or knowledge initiative.

Part C - Membership Criteria, Selection and Renewal

How leaders are identified, onboarded, renewed and reviewed.

19. Eligibility Criteria for Active Members

Eligibility should be interpreted with judgment. The intent is not to create a rigid checklist but to ensure that Active Members bring seniority, credibility, relevance and contribution potential.

- Current or former CXO, founder, co-founder, managing director, business head, board member, independent director, institution head, public-sector leader, academic leader or equivalent senior decision-maker
- Significant leadership experience, typically 15 or more years of professional experience
- Demonstrated contribution to enterprise, institution, industry, public service, academia, entrepreneurship, governance, technology, transformation or professional development
- Ability to contribute meaningfully to senior leadership dialogue
- Strong reputation for ethical conduct and professional credibility
- Alignment with PMI values and the purpose of advancing the project management profession
- Willingness to participate in a light-touch but meaningful engagement model
- Willingness to respect confidentiality, non-solicitation and conflict-of-interest principles
- Ability to contribute to at least one Forum activity or discussion during the annual term
- Willingness to complete VEP registration and related onboarding formalities

20. Preferred Attributes

Preferred attributes help differentiate leaders who can make the Forum more valuable, even where their titles vary across industries or institutions.

- Experience in leading large programs, transformation initiatives, PMOs, governance councils, business units or institutions
- Association with Pune, Western Maharashtra, Goa or the broader regional ecosystem
- Experience in mentoring, speaking, teaching, writing, board advisory, institutional leadership or industry forums
- Interest in developing future-ready professionals
- Ability to support knowledge creation, research, publications or executive dialogue
- Cross-sector experience
- Commitment to inclusive and respectful leadership

21. Non-Eligibility and Exclusion Criteria

The Forum should remain protected from participation that could dilute trust, create conflict or turn the platform into a commercial channel.

- Individuals primarily seeking sales, vendor access, lead generation or commercial advantage
- Individuals whose participation may create unresolved conflict-of-interest concerns
- Individuals without adequate senior leadership experience
- Individuals whose professional conduct or public reputation may adversely affect the credibility of the Forum or chapter
- Individuals unwilling to respect confidentiality and non-solicitation expectations
- Individuals seeking to use the Forum for political, ideological or personal promotion
- Individuals better suited for participation as speakers, volunteers, partners, sponsors or event contributors rather than Forum Members
- Individuals unwilling to complete mandatory VEP registration for Active Member status

22. Membership Size

Membership size should be managed deliberately. The objective is to preserve quality of dialogue and avoid converting the Forum into a large mailing list.

User group	How this handbook should be used
Founding or initial cohort	15 to 20 active members, carefully curated for credibility

User group	How this handbook should be used
	and diversity.
Mature operating size	25 to 40 active members, once the operating rhythm is established.
Upper limit	50 active members, unless specifically approved by the Forum Chair.
Separate categories	Distinguished, Emeritus, Special Invitees and Guest Contributors should be tracked separately and should not dilute active membership quality.

23. Membership Diversity

Diversity is important because the Forum is horizontal and cross-sector. No single organization, vendor category, industry cluster or interest group should dominate the Forum.

- Industry sectors and functional leadership areas
- Enterprise types and institution types
- Public and private institutions
- Large enterprises, GCCs, startups, academia and social impact organizations
- Gender and generational representation
- Technology and non-technology leadership backgrounds
- Established and emerging sectors

24. Membership Nomination and Invitation Process

The nomination and invitation process should be respectful, documented and discreet. It should not feel bureaucratic to senior leaders, but it must be disciplined enough to protect Forum quality.

1. Identification of potential members by the Forum Chair, chapter leaders, Stewardship Council members, existing members or respected ecosystem leaders
2. Preliminary assessment by the Secretariat against approved membership criteria
3. Membership Jury review for fit, relevance, contribution potential, seniority, reputation and conflict concerns
4. Approval by the Forum Chair
5. Formal invitation through authorized chapter communication
6. Acceptance by the invitee and confirmation of role expectations
7. VEP registration and onboarding
8. Formal induction into Forum records and approved communication channels

25. Mandatory VEP Registration

Registration through PMI's Volunteer Engagement Platform, or any applicable PMI-designated volunteer onboarding system, is mandatory for Active CxO Forum Members. No individual should be treated as an Active Member until required onboarding formalities are completed.

VEP registration creates transparency, helps maintain proper records, supports continuity across annual terms and aligns the Forum with PMI volunteer engagement expectations. The Secretariat should facilitate the process and make it simple, respectful and time-efficient.

- Formal recognition of association with the chapter
- Transparency and governance compliance
- Alignment with PMI volunteer policies and expectations
- Proper documentation of the role
- Completion of required declarations, where applicable
- Consistency with PMI's volunteer engagement and ethics framework

26. Tenure of CxO Forum Membership

Membership of the CxO Forum is for a period of one year. Renewal is not automatic. This ensures that membership remains active, relevant and mutually meaningful.

At the end of each one-year term, membership may be renewed for a further one-year term based on continued consent, participation, relevance, conduct alignment, VEP status, recommendation by the Membership Jury and approval by the Forum Chair.

- Continued consent and willingness of the CxO Forum member
- Participation and contribution during the previous term
- Continued relevance of the member's experience to the Forum agenda
- Alignment with the Forum purpose, values and conduct expectations
- Completion or renewal of VEP requirements
- Recommendation of the Membership Jury
- Approval of the Forum Chair

27. Annual Membership Renewal Process

The annual renewal process should be light-touch but formal. It should preserve dignity and discretion while allowing the chapter to keep records current and membership purposeful.

9. Secretariat prepares the list of members whose one-year term is nearing completion
10. Secretariat seeks confirmation from each member on willingness to continue
11. Secretariat prepares a brief participation and contribution summary for each member
12. Membership Jury reviews each renewal case
13. Membership Jury recommends renewal, non-renewal, transition or deferment
14. Forum Chair reviews the recommendation and approves the final decision
15. Secretariat informs the member respectfully and updates Forum records
16. Renewed members complete or refresh VEP requirements and declarations as applicable

28. Standard Membership Term Statement

Each Active Member of the PMI Pune-Deccan India Chapter CxO Forum is appointed for a one-year term. Membership may be renewed annually by mutual consent, subject to the member's willingness to continue, recommendation by the Membership Jury, completion or renewal of VEP registration requirements and approval by the Forum Chair.

Renewal should be based on continued alignment, contribution, availability and relevance to the Forum's purpose. The statement may be used in invitation letters, onboarding notes and renewal communication.

Part D - Conduct, Confidentiality and Communication

The operating norms that protect trust, dignity and credibility.

29. Attendance and Participation

The Forum respects the professional commitments of senior leaders. Participation is encouraged but should not be burdensome. The expectation is meaningful engagement rather than mechanical attendance.

- Attendance at one or more CxO Forum roundtables during the year
- Participation in one leadership dialogue, publication, mentoring session, survey or insight initiative
- Response to important Forum communication where inputs are requested
- Respectful engagement with fellow members

Absence from three consecutive Forum engagements without communication may trigger a membership review. The purpose of such review is not punitive; it is to keep membership active and relevant.

30. Code of Conduct

The Code of Conduct protects the dignity of the Forum and ensures that senior leaders can participate in a trusted environment. The expectations apply to members, invitees, guests and contributors.

- Act with integrity, responsibility, respect and fairness
- Respect confidentiality of discussions
- Avoid self-promotion and commercial solicitation
- Listen actively and engage constructively
- Share experience without imposing advice
- Respect diverse views and backgrounds
- Avoid personal attacks, political arguments or inappropriate remarks
- Declare actual or potential conflicts of interest
- Use the Forum name and association responsibly
- Protect the dignity of the chapter and the Forum

31. Confidentiality

The Forum is intended to be a trusted space for candid executive dialogue. Confidentiality enables leaders to speak honestly about leadership challenges, transformation lessons and institutional realities.

Members and invitees must not attribute views, comments, organizational examples or sensitive information to any individual or organization without explicit consent. Broad, anonymized insights may be used for knowledge outputs when no individual, organization or confidential matter is identifiable.

Session notes should capture themes and insights, not sensitive verbatim remarks. When in doubt, the Secretariat should err on the side of discretion.

32. Non-Solicitation

The Forum is non-commercial. Members should not use the Forum to sell products or services, prospect for clients, push vendor offerings, seek sponsorship commitments, promote personal commercial interests, circulate sales material or use Forum directories for unsolicited outreach.

Business relationships that arise independently between members must remain outside the Forum and must not create pressure, obligation or conflict within Forum activities.

33. Conflict of Interest

Members and contributors must disclose any actual, potential or perceived conflict of interest where personal, professional, financial, organizational or commercial interests may affect Forum participation or chapter interests.

- Vendor relationships
- Sponsorship discussions
- Paid consulting interests
- Competing institutional affiliations
- Personal financial interests
- Direct benefit from chapter decisions
- Use of Forum access for commercial gain

The Forum Chair may decide whether the concerned member should participate, abstain, recuse or continue with disclosure. The guiding principle is transparency with dignity.

34. Use of Name, Title and Affiliation

Members may describe themselves as “Member, PMI Pune-Deccan India Chapter CxO Forum” only during their active term and only in a manner that does not imply employment, elected office, board authority, endorsement or formal representation of PMI or PMI Pune.

Use of the PMI Pune name, logo, member list, photographs, event branding or Forum affiliation for external promotion requires prior approval. The chapter may list Forum Members publicly only with their consent.

35. Communication Protocol

Official Forum communication should be sent through approved chapter communication channels. The Forum’s primary email channel is pmipdic.cxo.forum@pmipunechapter.com. General chapter communication may be routed through info@pmipunechapter.org. Office phone and WhatsApp-enabled channels may be used for coordination where appropriate: 99229 09060 / 86250 16630.

- Email distribution list
- Calendar invitations
- Meeting notices
- Curated WhatsApp or messaging group, where appropriate
- Member register
- Attendance and participation records
- Consent records
- VEP registration records

Participation in informal messaging groups should be optional. Sensitive matters should be handled through official email or documented channels.

Part E - Meetings, Knowledge Outputs and Contribution Model

The annual rhythm and value-creation mechanisms of the Forum.

36. Meeting Cadence

The recommended annual cadence balances predictability with flexibility. It helps members plan participation while allowing the Forum to respond to emerging themes.

User group	How this handbook should be used
Quarterly CxO Roundtables	Four curated executive roundtables per year, designed for depth and senior-level relevance.
Annual CxO Forum Conclave	One larger leadership gathering, subject to chapter approval and resource availability.
Selective Leadership Dialogues	Fireside chats, closed-door briefings, special roundtables or moderated conversations on priority themes.
Thought-Leadership Outputs	One or two annual executive insight notes, surveys, position papers or discussion summaries.
Mentoring / Leadership Contribution	Selective mentoring or leadership contribution opportunities, subject to member availability.

37. Suggested Annual Operating Calendar

The annual calendar should be used as a planning anchor. It need not be rigid, but it should create a rhythm for agenda-setting, dialogue, ecosystem contribution and renewal.

User group	How this handbook should be used
Quarter 1: Agenda and Priorities	Confirm annual themes, review membership and new invitees, conduct agenda-setting roundtable and identify knowledge outputs for the year.
Quarter 2: Executive Dialogue	Conduct curated leadership roundtable, launch survey or insight initiative and identify collaboration opportunities.
Quarter 3: Ecosystem Engagement	Conduct thematic roundtable, host leadership or mentoring interaction and develop draft thought-leadership output.
Quarter 4: Reflection and Forward Planning	Conduct annual reflection, release insight note or summary, review participation, complete renewal and recommend next-cycle priorities.

38. Meeting Formats

The Forum may use different formats depending on the objective, sensitivity of conversation, size of audience and intended output. Smaller formats are often more valuable for candid dialogue.

- Closed-door roundtable
- Boardroom-style leadership dialogue
- Fireside conversation
- Executive breakfast or dinner
- Curated peer discussion
- Thematic briefing
- Annual conclave
- Research and insight session
- Mentoring circle
- Institution-hosted leadership interaction

39. Roundtable Design Principles

Each roundtable should be deliberately designed. The quality of framing, participant mix and moderation will determine the value of the session.

- Clear theme and session objective
- Limited and relevant participants
- Senior-level conversation
- No sales presentations or vendor pitches
- Moderator or discussion lead
- Short framing note circulated in advance, where useful
- Candid peer exchange
- Summary of non-attributable insights
- Follow-up actions where needed

Sessions should prioritize depth over scale. The best Forum sessions should feel like thoughtful boardroom conversations rather than public seminars.

40. Recommended Meeting Size

Meeting size should be aligned with purpose. Larger gatherings are useful for visibility, while smaller groups are better for trust and depth.

User group	How this handbook should be used
Closed-door roundtable	10 to 18 participants
Executive dinner / breakfast	12 to 25 participants

User group	How this handbook should be used
Fireside chat	25 to 60 participants
Annual conclave	75 to 150 participants
Peer circle	6 to 10 participants

41. Suggested Agenda Format for Quarterly Roundtable

A typical quarterly roundtable may follow a simple structure that encourages focus and discussion without turning the session into a long presentation-heavy event.

17. Welcome by Forum Chair
18. Context setting and theme introduction
19. Opening insights by invited speaker or discussion lead
20. Moderated peer discussion
21. Experience-sharing by members
22. Key takeaways
23. Possible implications for professionals and institutions
24. Closing remarks
25. Networking, where appropriate

42. Documentation

Documentation should be adequate for governance and learning, but not so detailed that it compromises confidentiality or discourages candor.

- Member register
- Invitation records
- VEP registration records
- Attendance records
- Agenda documents
- Non-attributable discussion summaries
- Action items
- Consent records
- Publication approvals
- Annual activity summary
- Renewal records

Sensitive discussions should not be captured as verbatim minutes unless explicitly required and approved.

43. Knowledge Outputs

Knowledge outputs allow the Forum to create value beyond individual meetings. They should be concise, high-quality and respectful of confidentiality.

- Executive insight notes
- Discussion summaries
- Leadership point-of-view papers
- Survey findings
- Benchmarking notes
- Annual trend reports
- Articles
- Event summaries
- Recommendations for chapter programs

Any external publication must be approved by the Forum Chair. Attribution to individual members requires explicit consent.

44. Mentoring and Contribution Model

Mentoring is an optional but valuable contribution pathway. It should be structured, respectful and aligned with member availability.

- Mentoring emerging project leaders
- Addressing senior project professionals
- Guiding students or early-career professionals
- Speaking at leadership sessions
- Advising on executive learning themes
- Supporting leadership development initiatives
- Sharing career and transformation lessons

The Secretariat should avoid open-ended demands on members. Instead, it should create specific, time-bound opportunities that match each member's interests and strengths.

Part F - Governance Interface, Recognition and Review

How the Forum relates to the chapter, sponsors, members and wider ecosystem.

45. Relationship with Chapter Board

The CxO Forum operates under the overall governance of PMI Pune-Deccan India Chapter. It may provide strategic inputs, ideas and recommendations; however, formal chapter decisions remain with the chapter board.

- The Forum does not replace the chapter board
- The Forum does not make binding governance decisions
- The Forum does not control chapter finances
- The Forum does not appoint chapter officers
- The Forum does not override chapter bylaws or policies

46. Relationship with Sponsors, Partners and Vendors

Sponsors, partners and vendors do not automatically qualify for Forum membership. A sponsor or partner may be invited as a Special Invitee or Guest Contributor only if the Forum Chair determines that the individual brings relevant senior leadership value to a specific discussion.

Sponsorship should not influence membership approval. Commercial partnerships must remain separate from Forum membership.

47. Fees and Financial Expectations

Membership in the CxO Forum may be honorary and non-commercial unless the chapter board defines a specific approved model. Forum Members are not expected to make financial contributions, sponsor events or underwrite chapter activities.

The chapter may separately define event fees, sponsorship arrangements or participation costs for specific programs, subject to board approval and applicable policies. No member should be pressured for financial support.

48. Recognition

Recognition should be dignified, accurate and consent-based. The chapter may recognize Forum Members through website listing, event acknowledgements, thank-you notes, certificates of appreciation, invitations to select chapter programs, public recognition for specific contributions and annual appreciation communication.

Recognition should not exaggerate the member's role, imply endorsement, or create confusion between Forum membership and chapter governance authority.

49. Resignation

A member may resign from the Forum by informing the Forum Chair or Secretariat. The resignation should be recorded respectfully, and the member may be thanked for their contribution. Where appropriate, the member may be invited to remain associated as a Distinguished or Emeritus Member.

50. Review, Suspension or Removal

Membership may be reviewed, suspended or discontinued if participation, conduct or compliance concerns arise. The review should be handled with discretion and respect for the seniority of the member.

- Repeated non-participation
- Conflict-of-interest concerns
- Breach of confidentiality
- Commercial misuse of Forum access
- Conduct inconsistent with Forum principles
- Reputational concerns
- Misuse of PMI Pune or Forum name
- Failure to complete or maintain required VEP registration
- Actions that may adversely affect the chapter

The Forum Chair will make the final decision after appropriate review.

51. Success Measures

The Forum's success should be measured through quality and impact, not merely attendance numbers. Indicators should reflect depth of contribution, quality of dialogue and value created for the chapter ecosystem.

- Quality of CxO participation
- Diversity of sectors represented
- Number of meaningful leadership dialogues conducted
- Member satisfaction and feedback
- Thought-leadership outputs created
- Strategic inputs provided to the chapter
- Mentoring or leadership development contributions
- Institutional connections strengthened
- Visibility and credibility created for PMI Pune
- Contribution to member-value enhancement
- Continuity of active participation
- Timely completion of VEP registration and annual renewal process

52. First-Year Recommended Priorities

The first year should focus on discipline, quality and proof of value. The Forum should not rush to expand until the operating rhythm, records and contribution model are working well.

26. Establish founding membership cohort

27. Complete VEP onboarding for all Active Members
28. Finalize annual theme calendar
29. Conduct four curated CxO roundtables
30. Publish one executive insight note
31. Create one annual CxO Forum conclave or leadership dialogue
32. Develop a mentoring contribution model
33. Build a database of approved Forum Members and contributors
34. Establish documentation, consent, confidentiality and renewal processes
35. Review membership and impact at year-end
36. Recommend priorities for the next annual cycle

53. Recommended First-Year Themes

The following themes are recommended as a practical starting point. They are broad enough to interest senior leaders and relevant enough to create professional value for the chapter ecosystem.

- From Strategy to Execution: Why Transformation Fails and How Leaders Can Fix It
- AI, Automation and the Future of Enterprise Leadership
- The Evolving Role of PMOs in Board-Level Governance
- Building Future-Ready Talent for a Changing Economy
- Governance, Risk and Accountability in Large Transformation Programs
- Digital Public Infrastructure and Enterprise Innovation
- Leadership in Uncertain and Volatile Markets
- Sustainability and ESG as Execution Challenges
- The Future of Work, Capability and Human-Machine Collaboration
- Pune as a Leadership, Innovation and Transformation Hub

54. Founding Cohort Approach

The founding cohort sets the tone for the Forum. It should be curated slowly and thoughtfully rather than expanded rapidly. The first group should reflect credibility, diversity and willingness to contribute.

- Represent diverse sectors and functions
- Reflect seniority and credibility
- Help shape the Forum's first-year agenda
- Set standards for future membership
- Contribute to the first annual insight output
- Help position the Forum as a serious leadership platform
- Complete mandatory VEP registration before being treated as Active Members

55. Recommended Member Mix

A balanced Forum may include leaders from manufacturing, engineering, IT, technology services, GCCs, BFSI, fintech, healthcare, life sciences, education, academia, public sector, civic institutions, startups, innovation ecosystems, consulting, professional services, infrastructure, real estate, sustainability, social impact, customer experience, business services and board governance roles.

No single sector should dominate the Forum. The value of the Forum comes from cross-sector perspective and the ability to connect different leadership lenses.

56. Member Onboarding Checklist

- Profile reviewed
- Eligibility assessed
- Membership Jury recommendation completed

- Invitation approved by Forum Chair
- Formal invitation sent
- Acceptance received
- Role and expectations shared
- VEP registration initiated and completed
- Consent for listing obtained
- Conflict-of-interest declaration obtained where applicable
- Confidentiality commitment obtained where applicable
- Communication preferences recorded
- Member added to approved communication channels
- Member included in annual calendar
- Member record created

57. Annual Renewal Checklist

- List of members due for renewal prepared
- Participation summary prepared
- Member willingness to continue obtained
- VEP status checked
- Any required VEP renewal or update completed
- Membership Jury review completed
- Membership Jury recommendation recorded
- Forum Chair approval obtained
- Member informed respectfully
- Forum records updated
- Communication channels updated where required

58. Standard Member Expectations

Every member should understand the basic expectations that allow the Forum to operate with dignity, trust and consistency.

- The Forum is invite-only
- Participation is based on contribution and seniority
- The Forum is not a business development platform
- Confidentiality must be respected
- Members should participate when possible
- Members should maintain dignity and professionalism
- Forum affiliation must not be misused
- Members may be invited for selective contribution based on expertise
- Membership is for one year at a time
- Renewal is not automatic
- Renewal requires member consent, Membership Jury recommendation, valid VEP registration and approval by the Forum Chair
- The Forum Chair’s decision is final in matters of membership and conduct

59. Standard Invitation Positioning

The Forum may be described in invitations as an invite-only senior leadership platform that brings together distinguished CXOs, founders, board members, institutional leaders and transformation leaders for meaningful dialogue on governance, execution excellence, transformation, leadership and future-ready professional capability.

The invitation should clearly state that Active Membership is for a one-year term and may be renewed annually by mutual consent, subject to Membership Jury recommendation, VEP registration and approval by the Forum Chair.

60. Recommended Operating Principles

The following principles should guide day-to-day decisions, meeting design, communication and membership management.

- Curated, not crowded
- Strategic, not operational
- Contribution-led, not title-led
- Confidential, not performative
- Non-commercial, not transactional
- Inclusive, not elitist
- Insight-led, not event-led
- Chapter-aligned and governance-aware
- Documented, but not bureaucratic
- High-impact, low-burden
- Renewed annually, not automatically
- VEP-compliant and governance-aligned

61. Implementation and Review

The handbook should be reviewed annually as part of the Forum's operating cycle. Updates may be made to improve clarity, align with chapter governance, reflect PMI requirements, or incorporate lessons from the Forum's actual experience.

The Secretariat should maintain the latest approved version and ensure that invitees, members and relevant chapter stakeholders have access to the current version. Any major change affecting eligibility, tenure, renewal, confidentiality, communication or member conduct should be reviewed and approved through appropriate chapter governance.

Closing Note

The PMI Pune-Deccan India Chapter CxO Forum is a senior leadership platform built on trust, credibility, contribution and shared commitment to professional excellence. Its success will depend less on the number of people associated with it and more on the quality of conversations, consistency of conduct, strength of documentation and seriousness of contribution.

The Forum should remain curated, confidential, non-commercial and useful. It should help senior leaders exchange ideas with dignity, support the development of future-ready professionals, and strengthen the regional ecosystem for governance, transformation and project-driven value creation.

Operating reminder

Curated, not crowded. Strategic, not operational. Contribution-led, not title-led. Confidential, not performative. High-impact, low-burden.