

PROJECT MANAGEMENT DISCUSSION

WBA Future Leaders Workgroup

"To improve is to change; to be perfect is to change often." Winston Churchill



INTRODUCTIONS

- Name
- Organization
- Role

How are *Projects* impacting you?

OVERVIEW

- Available Resources and Ownership
- PM Certifications
- The Project Economy
- AI's Impact on Organizational Project Resources
- Organizational Efficiency vs. Change
- **Concept:** Project Canvas
- **Concept:** Four Project Phases
- **Concept:** Stakeholder Management



[Project Management Institute](#)

[Project Management Newsletter](#)

[Harvard Business Review](#)

[MIT Sloan Management Review](#)





**Project
Management
Institute®**

Core Certifications

- [Certified Associate in Project Management \(CAPM\)®](#)
- [Project Management Professional \(PMP\)®](#)
- [Program Management Professional \(PgMP\)®](#)
- [Portfolio Management Professional \(PfMP\)®](#)

HARVARD BUSINESS REVIEW ARTICLE

The Project Economy Has Arrived

by Antonio Nieto-Rodriguez



AUTHOR

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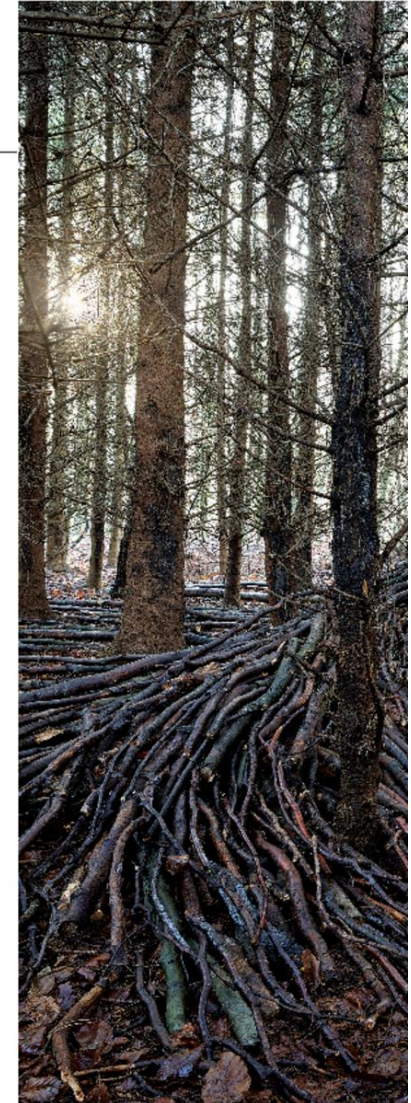
The Project Economy Has Arrived

Use these skills and tools to
make the most of it.

QUIETLY BUT powerfully, projects have displaced operations as the economic engine of our times. That shift has been a long time coming.

During the 20th century, operations (which involve the *running* of organizations) created tremendous value, and they did so through advances in efficiency and productivity. But for most of the current century, productivity growth in Western economies has been almost flat, despite the explosion of the internet, shorter product life cycles, and exponential advances in AI and robotics.

Meanwhile, projects (which involve the *changing* of organizations) are increasingly driving both short-term performance and long-term value creation—through more-frequent organizational transformations, faster development of new products, quicker adoption of new technologies, and so on. This is a global phenomenon. In Germany, for example, projects have been rising steadily as a percentage of GDP since at least 2009, and in 2019 they accounted for as much as 41% of the total. Precise data is hard to come by for other countries, but similar percentages are likely to apply in most other Western economies. The percentages



STRAIGHT TALK

WITH PMI



HARVARD BUSINESS REVIEW PROJECT MANAGEMENT HANDBOOK

HBR Project Management Handbook



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Harvard Business Review

Project Management
Handbook

How to Launch,
Lead, and Sponsor
Successful Projects

ANTONIO NIETO-RODRIGUEZ

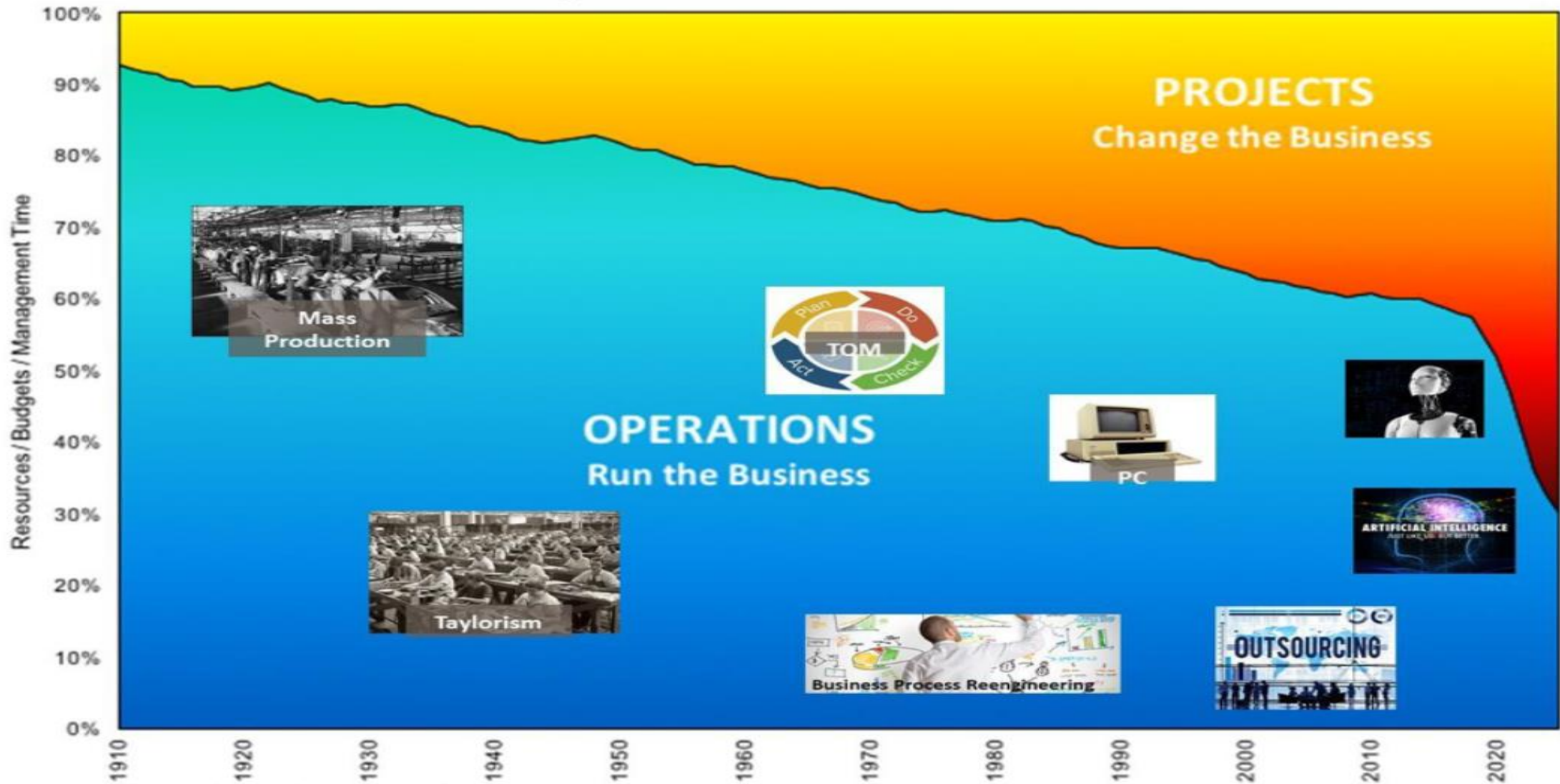
Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects

by [Antonio Nieto Rodriguez](#)

\$29.99 (USD)



Unnoticed yet Relentless Business Model Radical Shift




Source: Research done on UK's GDP Evolution on economic history

Source - <https://antonietorodriguez.com>

*TOM = Target Operating Model

Disrupting all Organizations Fundamentals

World Driven by EFFICIENCY

Period	Today
Objectives	Generate Revenues, Survival
Culture	Command, Control, Discipline
Focus	Efficiency, Volumes, Costs, Products
Plans	Business / Operational Plans
KPI's	Commercial, Financial, Performance
Skills	Deep Expertise
Key Role	Chief Operating Officer (COO)
Finance	Yearly Budgeting Cycle
Results	Predictable and Tangible
Systems	ERP, APM, DevOps
Process	Standardized, Automated
Structure	 Hierarchy Silos

World Driven by CHANGE

Period	Future
Objectives	Vision, Purpose
Culture	Entrepreneur, Collaboration
Focus	Innovation, Transformation, Benefits
Plans	Strategic Roadmaps
KPI's	Strategic
Skills	Deep Generalist
Key Role	Chief Project Officer (CPO)
Finance	Project Based
Results	High Risk and Intangible
Systems	MSP, PPM
Process	Unique, Non-repetitive, Evolving
Structure	 Networks Project Based Self-Managed

*ERP = Enterprise Resource Planning

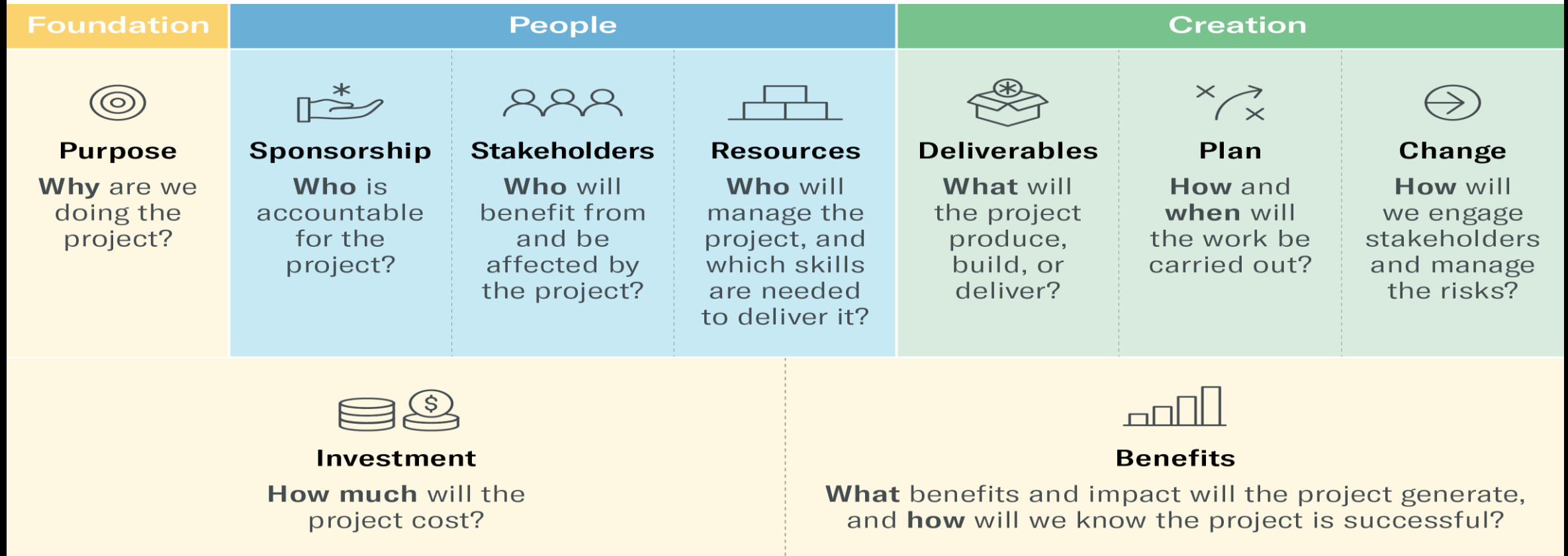
*APM = Application Performance Management

*MSP = Managed Service Provider

*PPM = Project Portfolio Management

The Project Canvas

This framework ensures that every project has a purpose and lines up with your organization's strategy. It is a living document, to be revisited anytime you face a major decision or make changes to the scope of the project.



PROJECT CANVAS

The Project Economy



WHY	Rationale & Business Case What are the expected Benefits?	WHO	Executive Sponsor Who is accountable for the success of the project?	Governance Who is responsible for what?
	Purpose & Passion "Why" are we doing the project?		Risk Management Have the key risks been identified? Do we have a plan B?	Human Resources What skills do we need? How are we going to keep the team motivated?
WHAT, HOW & WHEN	Scope What will the project produce and deliver?	Procurement How are we going to manage the external contributors?	Stakeholders Are key and impacted parties supporting the project?	Change Management How are we going to engage the stakeholders and remove barriers to change?
	Time When will the project be completed?		Quality How do we ensure meeting the quality standards?	Project Driven Organization Culture, Structure, Priorities, Competencies Has our organization and culture been adapted to succeed in a project driven world?
	Cost How much will the project cost? How many resources do we need?			
	Quality How do we ensure meeting the quality standards?			

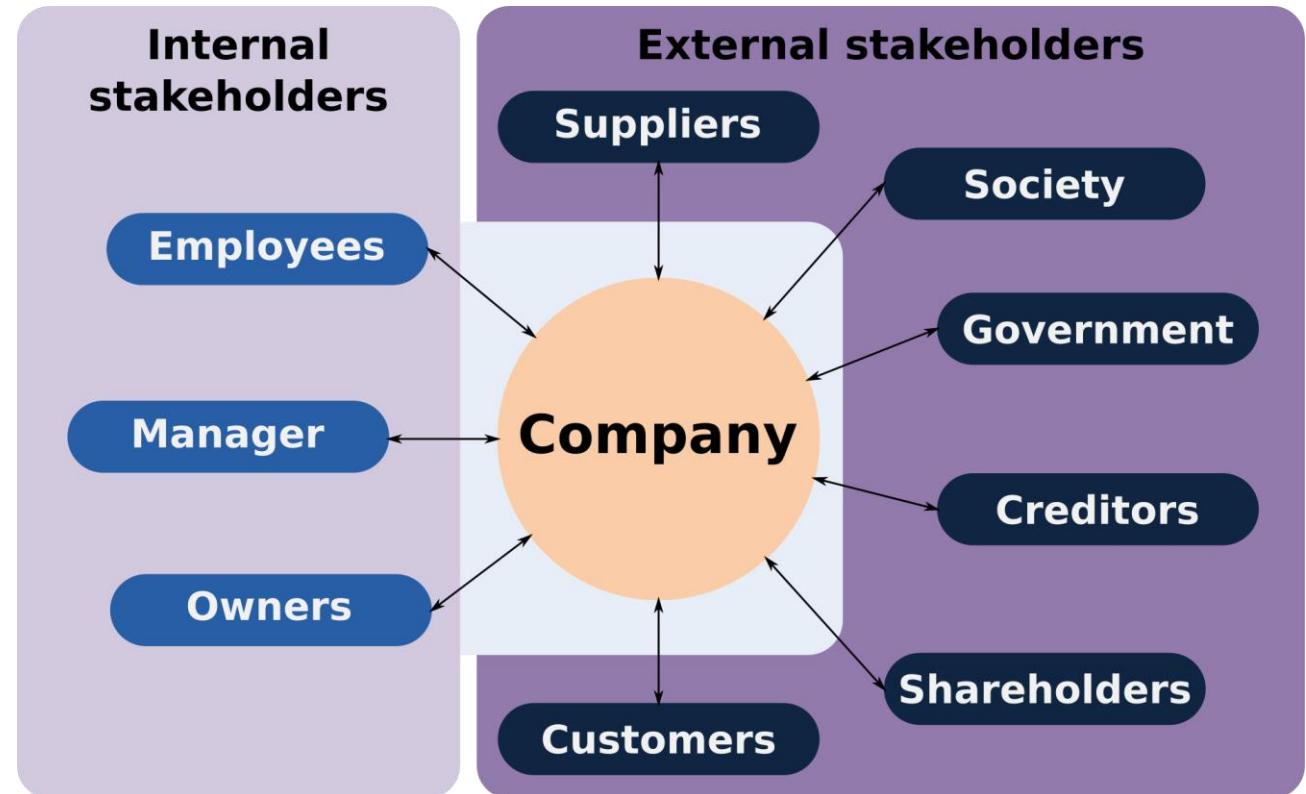
FOUR BASIC PROJECT PHASES

- Planning
- Build-Up
- Implementation
- Closeout

PROJECT PHASES

Planning	Build-up	Implementation	Closeout
ACTIVITIES			
Determine the real problem to solve	Assemble your team	Monitor and control process and budget	Evaluate project performance
Identify stakeholders	Plan assignments	Report progress	Close the project
Define project objectives	Create the schedule	Hold weekly team meetings	Debrief with the team
Determine scope, resources, and major tasks	Hold a kickoff meeting	Manage problems	Develop a post-evaluation report
Prepare for tradeoffs	Develop a budget		
KEY SKILLS			
Task analysis	Process analysis	Supervising	Follow-through
Planning	Team building	Leading and motivating	Planning
Cost-benefit analysis of options	Delegating	Communication	Communication
	Negotiating	Conflict management	
	Recruiting and hiring	Problem solving	
	Communication		
TOOLS			
Work Breakdown Structure	Scheduling tools (CPM, PERT, Gantt)		Post-evaluation report: analysis and lessons learned

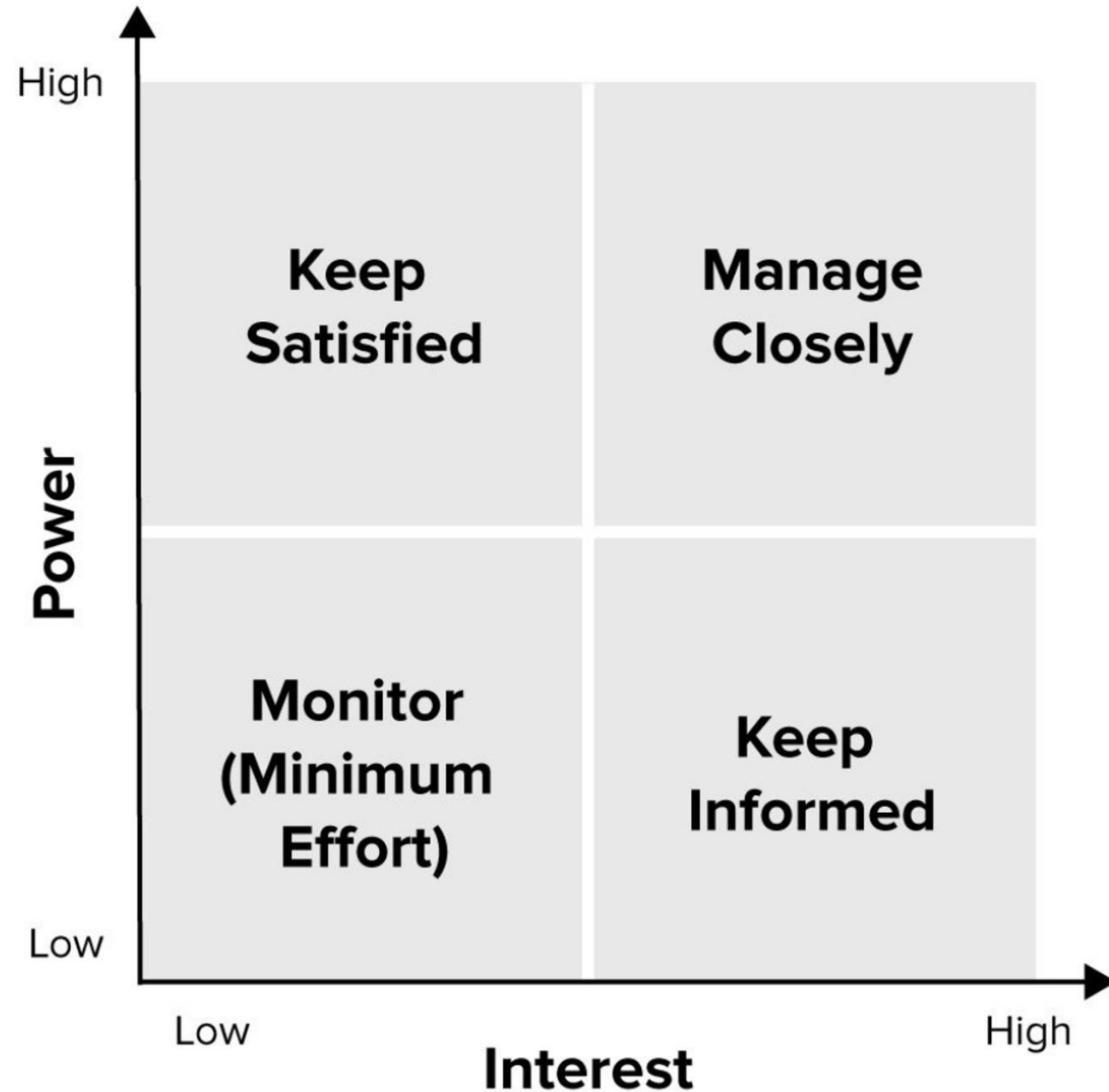
WHO ARE OUR STAKEHOLDERS?



STAKEHOLDER MAPPING

Power vs. Interest

Each Quadrant Tells Us How To *Prepare, Inform, Update, or Respond*





Implementing a Stakeholder Approach

QUESTION

So where does the Leadership come in?

Project sponsors and managers are role models. They create a safe, respectful, nonjudgmental environment in which the project team can build trust and communicate openly.

- Antonio Nieto-Rodriquez



THANK YOU

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