Projects Management

Haitham Elkott

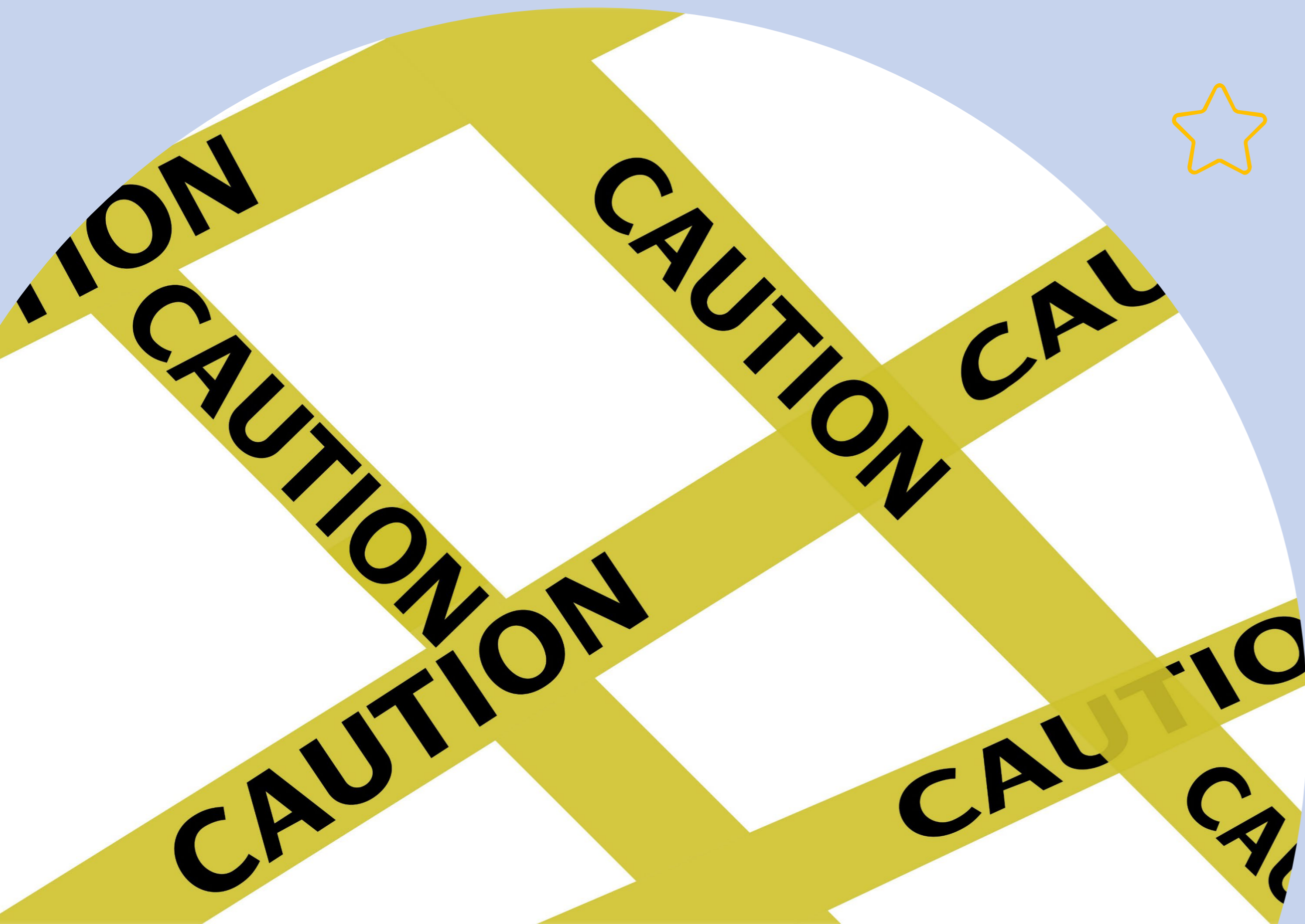## The Evolving future of Project Management:

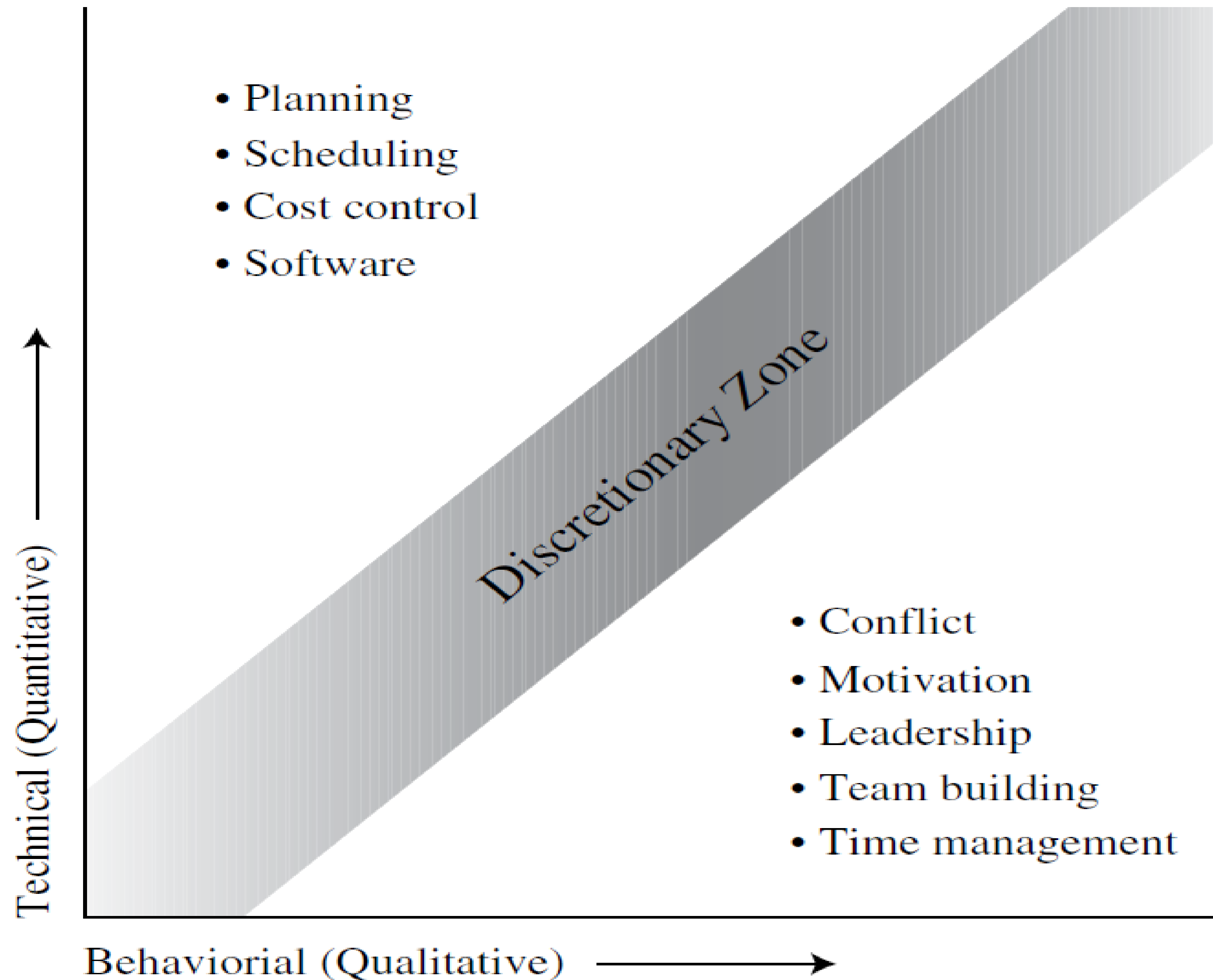## The Cutting-Edge Strategies for the Modern Project Manager's Success

3 Jan,2024

World is changing

New projects have become:

- Highly complex & with greater acceptance of risks that may not be fully understood during project approval

- More uncertain in project outcomes, with no guarantee of value at the end

- Pressed for speed-to-market regardless of the risks

Today's project management training programs include courses:

- Planning
- Scheduling
- Cost control
- Software

Discretionary Zone

- Conflict
- Motivation
- Leadership
- Team building
- Time management

Technical (Quantitative)

Behaviorial (Qualitative)

⭐ **Behavioral** (Qualitative)

⭐ **Technical** (Quantitative)

IDENTIFYING THE NEED FOR TRAINING

A) The quantitative results include:

●● Shorter Project time

●● Faster, higher-quality decisions

●● Lower costs

●● Higher profit margins

●● Fewer people are needed

●● Reduction in paperwork

●● Improved quality & reliability

●● Lower turnover of personnel

●● Quicker "best practices" implementation

IDENTIFYING THE NEED FOR TRAINING

B) Qualitative results include:

- ●● Better focus on results
- ●● Better coordination
- ●● Higher morale
- ●● Accelerated development of managers
- ●● Better control
- ●● Better customer relations
- ●● Better functional support
- ●● Fewer conflicts requiring senior management involvement

Robert Hershock, former vice president at 3M:

The trust, respect, & especially the communications are very, very important.

But we have to keep in mind is that a team leader isn't managing technology; he is managing people.

If you manage the people correctly, the people will manage the technology.

Rose Russett, the program management process manager for General Motors Powertrain

We usually appoint an individual with a <u>technical background</u> as the program manager and an individual with a <u>business and/or systems</u> background as the program administrator

This combination of skills seems to complement one another

The various line managers are ultimately responsible for the technical portions of the program, while the key responsibility of the program manager is to provide the integration of all functional deliverables to achieve the objectives of the program

The correct balance between:

1- Technical skills

2- Behavioral skills

3- Business skills

Group assistant vice president for PM Methodologies & Talent Development

When designing training courses, we determine the correct balance between quantitative skills, behavioral skills, and business skills.

Soft skills & business acumen

are crucial elements for a flawless

project execution

Benny Nyberg, formerly group assistant vice president

ABB

In a technical company employing large numbers of highly skilled engineers, some of whom are promoted to project management, the technical aspects of project management such as <u>planning</u>, <u>scheduling</u>, & <u>cost control</u> are <u>the least difficult to implement.</u>

Junior employees do need training in this area, but the <u>real challenge</u> for reaching operational excellence in project management, a flawless project execution, desirable project results, and a high level of customer satisfaction lies in identifying & developing project managers with the <u>right business acumen</u>

Benny Nyberg, formerly group assistant vice president

ABB

Project management is a management position requiring:

- Excellent commercial skill
- Communications skill
- Leadership skill

A project manager must be very business minded, be able to communicate effectively with a variety of different stakeholders and possess the ability to lead and motivate people.

Benny Nyberg, formerly group assistant vice president

ABB

A precise understanding of the contract

- (i.e., terms and conditions, scope, and any promises made)
- Meet customer expectations
- Assure customer satisfaction
- Project success

Contract understanding is further a requisite for maximizing financial outcome and recognizing up-selling opportunities as they occur

It is very close to the role of a key account manager

Benny Nyberg, formerly group assistant vice president

ABB

The following skills/abilities are among the most important for success:

- Business mind
- Communication
- Negotiation
- Leadership
- Risk management
- Salesmanship

International Institute for Learning " iil "

Given that an organization's strategy is delivered through projects, programs, and other major initiatives, there will be a continuing need for project management education & training, now, and in the future.

- Mostly geared toward advancing the project manager's technical skills

- The focus of training was on the basics: (*planning & control*)

- And the knowledge required to pass PMI's Project Management (PMP)® Certification exam

International Institute for Learning " iil "

In recent years, an increasing number of companies have recognized the importance of:

- **Managing projects more effectively**
- **Analyzing the ways in which projects meet overall corporate goals**

The volume of projects has steadily increased as more and more companies run their businesses through projects

Project management skills have become a competitive advantage for leading companies.

Having this know-how allows a company to complete _projects faster_, at _lower cost_, with greater _customer satisfaction_, & with more _desirable project outcomes_

The complexity & scope of project management methodologies have grown to include new skills & applications. (_Agile & Scrum_)

Courses addressing the "softer" side (interpersonal skills, leadership skills, & other non-technical areas)

International Institute for Learning " iil "

It is always a challenge to try to predict the future, but there are some emerging trends that allow us to take a reasonable stab at this.

There will be the need to develop the appropriate learning responses

PM methodologies will blend with other proven business strategies and frameworks (such as _Lean Six Sigma, Agile, Scrum_, _quality management_, _risk management,_ & _business analysis_)

Project, program, & portfolio management will continue to grow in importance & become a strategic competitive advantage for organizations.

Senior management will become more knowledgeable & involved in project management efforts. This will require project management training to meet their unique needs.

Strategic planning for project management will become a way of life for leading organizations.

Executives will be increasingly involved in activities such as portfolio management, process improvement, supply chain management, and strategic planning specifically for project management. More and more executives are earning project management certifications.

International Institute for Learning " iil "

It is always a challenge to try to predict the future, but there are some emerging trends that allow us to take a reasonable stab at this.

There will be the need to develop the appropriate learning responses

The status of the certified project manager will grow significantly.

The professional project manager will have a combination of technical, business, strategic planning, leadership, & communications skills.

Project benchmarking & continuous project improvement will become essential for leading organizations.

More colleges & universities will offer degree programs in project management & seek to align their courses with international standards & best practices.

Selecting the people to be trained

Dave Kandt

Group vice president, quality, program management, and continuous improvement at Johnson Controls

We began with our executive office, and once we had explained the principles and philosophies of project management to these people, we moved to:

- The managers of plants
- Engineering managers
- Cost analysts
- Purchasing people
- and, of course, project Managers

Selecting the people to be trained

Dave Kandt " Group vice president"

Only once the foundation was laid did we proceed with actual project management & with defining the roles & responsibilities so that the entire company would understand its role in project management once these people began to work

Just the understanding allowed us to move to a matrix organization & eventually to a stand-alone project management department

Johnson Controls

SOME CHANGES IN PROJECT MANAGEMENT EDUCATION

Typical coursework in such programs include:

Core Coursework

- ● Principles of Project Management
- ● Project Scheduling Techniques
- ● Project Estimating Techniques
- ● Project Financing Techniques
- ● Problem-Solving & Decision-Making
- ● Global Project Management
- ● Managing Multiple Projects
- ● Project Management Leadership
- ● Managing Virtual Teams
- ● Project Portfolio Management

Typical coursework in such programs include:

Elective Coursework

- ● Advanced Project Management
- ● Project Quality Management
- ● Project Procurement and Contracting
- ● Project Ethics and the Code of Conduct
- ● Project Monitoring & Control Techniques
- ● Project Reporting Practices
- ● Stakeholder Relations Management
- ● Managing Troubled Projects
- ● Capturing Best Practices
- ● Managing Cultural Differences

PMI Certificates:

PMP, Agile , Certified Associate in Project Management ,portfolio Management Professional , Professional in business Analysis, ScrumMaster ,Scheduling Professional , Disciplined Agile , PRINCE2

SOME CHANGES IN PROJECT MANAGEMENT EDUCATION

The greatest change in project management education appears to be in the softer skill requirements.

Emphasis in the behavioral areas, as well as in some of the technical areas, is now being placed on:

- Problem-solving skills
- Decision-making skills
- Creativity/Brainstorming skills
- Coping with stress/pressure
- Leadership
- Multiple boss reporting
- Mentorship skills
- Negotiating skills
- Conflict resolution skills
- Presentation skills
- Communication skills

Project Manager Job Description

Project Manager

Provides end-to-end project management throughout the lifecycle of a project by _directing_ the efforts of project team(s) using dotted-line authority to deliver a completed product, project, and/or service.

Project Manager Job Description

Project Manager

Has full accountability for managing larger low complexity to high complexity projects, or projects within programs, which may span multiple regions and/or multiple functions; multiple concurrent projects may be managed.

Project Manager Job Description

Project Manager

Includes estimating, scheduling, coordinating, assigning resources, ensuring that project funding is secured, and assisting in recommending business solutions/ alternatives for projects.

Project Manager Job Description

Project Manager

Assesses, plans for, and manages project risks, issues, jeopardies, escalations and problem resolutions.

Project Manager Job Description

Project Manager

Manages project scope, budgeting, & cost reporting, and ensures completion of projects while meeting quality, schedule, and cost objectives using the organization's standard processes.

Project Manager Job Description

Project Manager

Acts as project liaison between IT partners, client organizations and IT leadership.

May assist in supplier management .

May direct Associate Project Managers to provide support with communications & tracking project progress
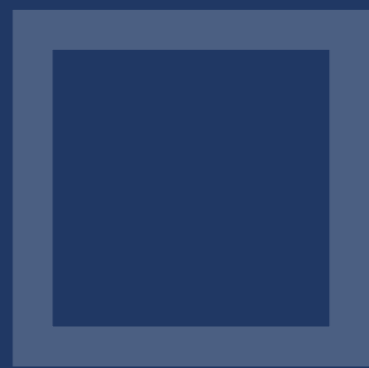
Project Manager Job Description

Project Manager

Must spend 80% or more of time performing the project management duties described above.

Thanks

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Q & A

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