



The 5 PM Emerging Trends You Need to Know!

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CCR: Strategic and Business Management



Your Presenter



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Today's Topics

- ▶ Why Should We Know?
- ▶ The 5 Emerging Trends
- ▶ Your 8-Step Roadmap



Today's Topics

Why Should We Know?



Career Plan by Wally (Dilbert)

- ▶ Avoid work where individual accomplishments are measured
- ▶ Hoard knowledge of legacy system to be indispensable
- ▶ Within 4 years of retiring, only work on projects with 5-year payback



PM Still in Infancy ... and Accelerating

- ▶ 1910-1920: Scientific management
- ▶ Europe: mid-1940s civic reconstruction
- ▶ US: 1950s defense and large corporations
- ▶ 1969: PMI founded
- ▶ 2016: PMI: global market of 52M PMs



PM Deployment Index

- ▶ US growth at end of:
 - 2004: 44%
 - 2005: 86% (spike by major change to PMP cert)
 - 2006: 20%

1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
2.4	4.4	6.4	9.4	13.0	20.3	29.5	51.4	63.5	72.0

- ▶ PMDI (Select Countries, primarily G8+O5)
- ▶ Prediction for 2025 = 710.0

Project Management Circa 2025



*There's never been a better time to
become a PM or advance in a PM career,
and you can lead the way!*

“The best way
to predict the
future is to **create**
it”

Peter Drucker



Important, No Longer Emerging

- ▶ Agile
 - Agile Manifesto in 2001
 - TechBeacon/John Jeremiah: 2/3 are Agile
- ▶ Virtual Teams
 - Washington Roebling, Brooklyn Bridge
 - Slower adoption
 - Growing global mindset



Today's Topics

5 Emerging PM Trends

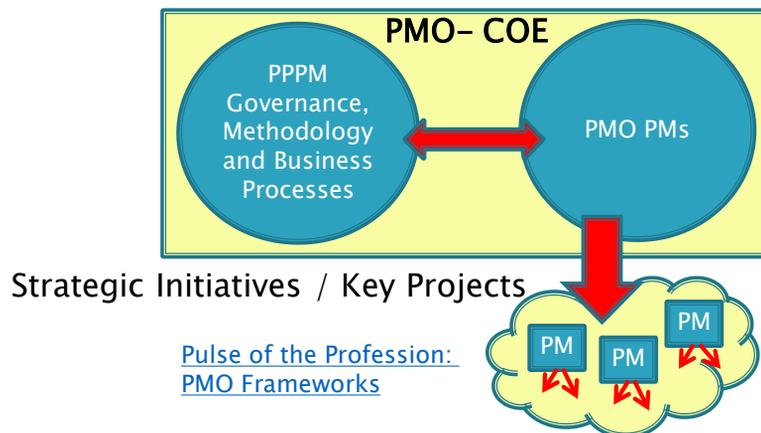


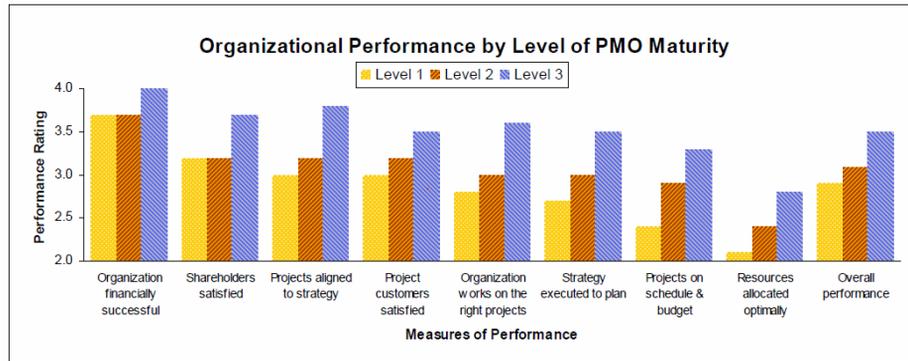
Trend #1: PMO 3.0

- ▶ Getting it right in PMO 3.0
- ▶ Increased divisional integration
- ▶ More controlling and directing role



More Effective PMO Structures





Center for Business Practices – The State of the PMO 2007-2008



FYI



- ▶ PMI sponsors an annual PMO Symposium
 - Next is November 6-9 in San Diego
- ▶ Standards are under development
 - Standard for Organizational Project Management (first released in 2014)
 - Project Manager Competency Development Framework - Third Ed. (now available)
- ▶ [PMO Frameworks](#)



Trend #2: Ethical PM

- ▶ Lapses in ethics have given us, e.g.:
 - Enron
 - Peregrine Systems
 - Enron-by-the-sea
 - Sub-prime mortgage crisis
- ▶ Some projects just move too fast
- ▶ Difficult to admit error



Project-Specific Challenges

- ▶ Need for blame
- ▶ Violation of standards, regulatory issues
- ▶ Biases
- ▶ Violation of HR policy, worker rights
- ▶ “Cooking” the project books
- ▶ Temporary nature of projects and team relationships



FYI



- ▶ Be aware of ethical issues and causes
- ▶ [Read some good books on ethics](#)
- ▶ [Review PMI resources](#)



Trend #3: Disruptive Technology

- ▶ Disruptive Innovation
- ▶ Average life span of Fortune 500 company down to 15 years
- ▶ IT Megatrends
- ▶ Construction Megatrends



Trend #3: Disruptive Technology

- ▶ Biotech/Pharma
- ▶ Nanotechnology
- ▶ Future and Sustainable Energy
- ▶ IT related products and services to support emerging industries



More Focus on Sustainability

- ▶ Smart businesses understand value of PM:
 - Lower costs, increased efficiency
 - Improved customer and stakeholder satisfaction
 - Greater competitive advantage
- ▶ Sustainable organizations will increase these advantages by embedded PM and PMOs



Changing Role of Standards & Values



- ▶ Standards important to new practitioners
- ▶ Standards become reinforcing
- ▶ Executives most value:
 - Leadership
 - Complex problem solving, open ended & ambiguous
 - Familiarity with business environment
- ▶ PMs need more leadership skills
- ▶ New roles: PMO, CPO



Organizational Integration

Those organizations that have the most value-added approaches also place a great deal of emphasis on customization and tailoring of practices. In particular, organizations adapt in order to achieve competitive advantage and to establish alignment around goals. ... The most effective organizations therefore create a balance between proprietary practices and standard approaches.

– Mark Mullaly



FYI



- ▶ Understand changing role of standards and values
- ▶ Develop Leadership and business skills



Trend #4: Reduced Complexity Mindset

- ▶ Everyone loves a “fad” / buzzword
- ▶ Many common activities now called projects
- ▶ Everything a project creates more complexity



Less is More

- ▶ Solution:
 - Define “project”
 - Apply criteria to reduce list
 - Apply smartly to the remainder



[Antonio Nieto Rodriguez,](#)
[Chairman of the Board 2016](#)



Work Smarter, Not Harder

- ▶ Solution:
 - Reduce bureaucracy
 - Increase productivity
 - Reduce waste



FYI



- ▶ CLO.com
- ▶ [8 Types of Waste](#)
- ▶ [Inc.](#)



Trend #5: An Accidental Profession

“A profession arises when any ... occupation transforms itself through "the development of formal qualifications based upon education, apprenticeship, and examinations, ... regulatory bodies with powers to admit and discipline members, and some degree of monopoly rights.”

[Wikipedia: Profession](#)



What are the Professions?

- ▶ Medieval times: Divinity, Medicine, Law
- ▶ US – By 1900
 - Surveying, medicine, actuarial science, law, dentistry, civil engineering, logistics, architecture, accounting pharmacy, veterinary medicine, psychology, nursing, teaching, librarianship, optometry, social work



Milestones of a Profession

- ▶ an occupation is full-time
- ▶ establishment of a training school
- ▶ establishment of a university school
- ▶ establishment of a local association
- ▶ establishment of a national association
- ▶ codes of professional ethics introduced
- ▶ establishment of state licensing laws



How Does PM Stack Up?

- ▶ Full time occupation;
- ▶ University degrees (accredited by PMI GAC), adult education programs;
- ▶ Local Chapters + global organization;
- ▶ Code of Ethics and Professional Conduct;
- ▶ Some countries considering licensure; US has related licenses (e.g. LPA, PE)



Strategy or Commodity? You Decide

- ▶ Commodity
 - Perceived as “core competency”
 - Skills required by all business leaders
 - Pay rates declining
- ▶ Strategy
 - Mission critical projects, recover failed initiatives, and deliver corporate change
 - Organizations struggle to attract senior skills, settle for intermediate



FYI



- ▶ Understand the [PMI Strategic Plan](#)
- ▶ Be an active member and volunteer
- ▶ Be a lifelong learner, continuously upgrading skills and knowledge



Today's Topics

Your 8-Step Roadmap



Some Things Will Never Change

- ▶ Need for both technical and soft skills
- ▶ Ability to manage change
- ▶ Communicate, communicate, communicate
- ▶ Management by influence, not authority



Core Values and Core Deliverables

- ▶ You must possess these to ensure high deliverable teams:
 - Ownership overarching operational value
 - Integrity most important personal core value
 - Healthy organizations have one formal leader
 - No fear of external change factors: embrace and leverage



8 Step Roadmap to Success

- 1) Become a lifelong learner; Join PMI; Be a volunteer
- 2) Become PMP certified (CAPM or PMP)
- 3) Advocate organization-wide PMI membership
- 4) Increase number of certified PMs in your organization
- 5) Advocate PMBOK® Guide framework, implement best practices
- 6) Assess organization's PM environment with OPM3
- 7) Advocate PMO by business case; show problems, value
- 8) Start implementing the OPM3 maturity plan.
Become a Senior Practitioner and value generator



Questions?



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Thank You!

