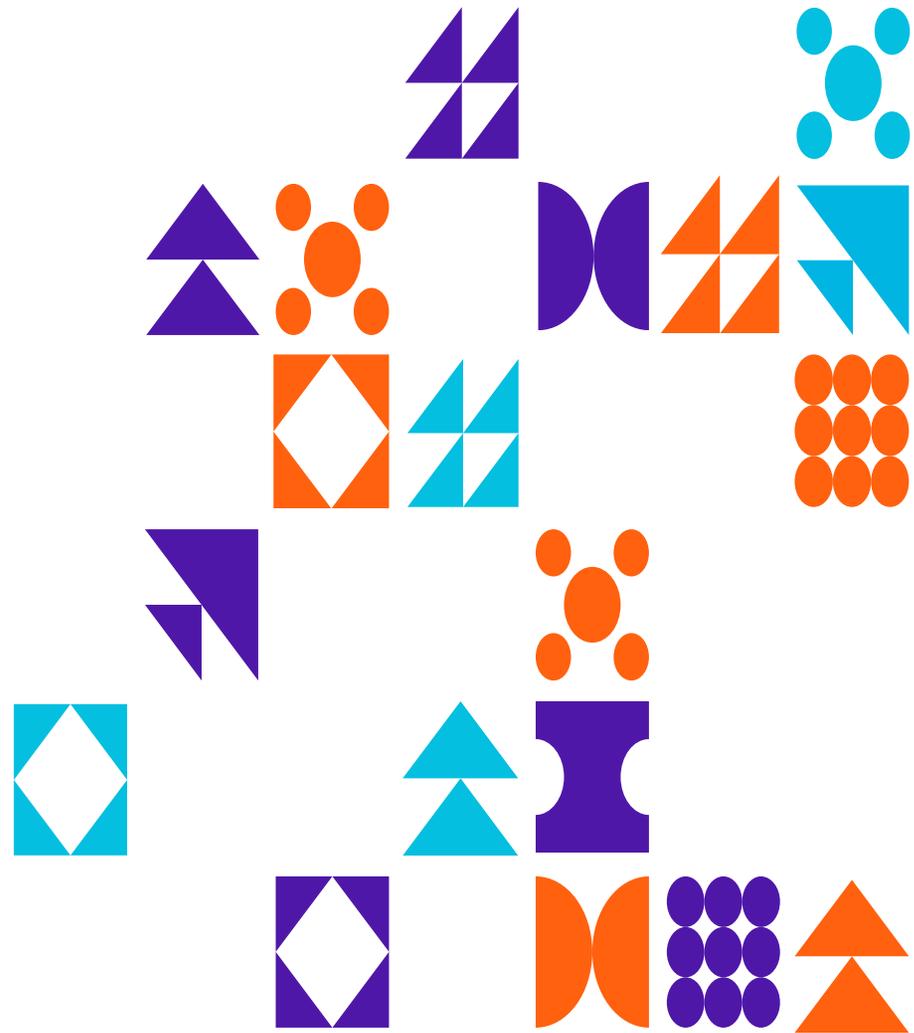




PMI TRANSFORMATION

What Project, Program, Portfolio Managers (PPPMs) Can Expect

Gary Dagenhart | PMI Mile Hi Chapter
26 February 2020



Today's Roundtable Discussion

- ❑ This Roundtable discussion is in response to Roundtable attendee survey requests for updates on changes to
 - ❑ The Standard for Project Management Sixth Edition,
 - ❑ A Guide to the Project Management Body of Knowledge (PMBOK® Guide) Sixth Edition, and the
 - ❑ Project Management Professional (PMP®) Examination.

This session focuses mainly on changes to these documents. Today we will:

- ❑ Recap PMI actions that have happened over the past few years,
 - ❑ Look at ongoing activity and to see where this transition is taking PMI
- ❑ The information in this presentation was gleaned from the pmi.org website to includes blogs, projectmanagement.com, and various sources linked to the website. Sources are listed on slides denoting where the material originated

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Overview of Discussion

- Why Change?
- The PMI Strategic Plan
- PMBOK® Guide Changes
- PMP® Certification Exam
- What Should Project, Program, Portfolio Managers (PPPMs) Do to Adapt?



Why Change?

“ Our strategy is simple: deliver value,
be relevant, grow. Let's do great things together.

– **Mark A. Langley**
PMI President and CEO
December 2010 – 2018

PMI's new strategic direction is driven by shifting workplace priorities, evolving demographics and behaviors, as well as emerging technology and trends in business and society.



PMI Standards is on the Critical Path!!

PMI is in the midst of a transformation. PMI has decided to engage with the PMI community through the Critical Path blog (see link below). Going forward, you can check online for updates and opportunities to share your thoughts and reactions around how PMI is progressing on that journey.

Transformation is based on the [2017 Strategic Plan](#). Within PMI standards publications, PMI separated fundamental concepts from the way in which those concepts are applied. As a result, the content within these publications falls into three categories, which you will see referenced in future blog postings:

- Standard, the essential considerations required for effective delivery;
- The body of knowledge, what is currently known regarding the discipline; and
- Practice, tools, and techniques for implementation.

Organizations are adopting more project-based approaches to deliver value. Project management professionals require tools to drive success. These tools include

- *The Standard for Project Management*
- *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)*

Source: Excerpts from The Critical Path Blog by Marjorie Anderson, Kimberly Whitby, Laura Schofield
<https://www.projectmanagement.com/blog-post/54940/PMI-Standards-is-on-the-Critical-Path-> July 15, 2019



PMI STRATEGIC PLAN



PMI Strategic Plan - 2017

Strategy is about choices. The PMI Strategic Plan¹ examines our three-pronged strategy aimed at sharpening our strategic focus, building out capabilities to be customer centric and stressing organizational agility.

PMI adopted the Playing to Win² framework, used by leading organizations to develop and communicate strategy. This framework asks several questions:

- What is our winning aspiration?
- Where will we play?
- How will we win?
- What capabilities must we have? And,
- What management systems do we need?

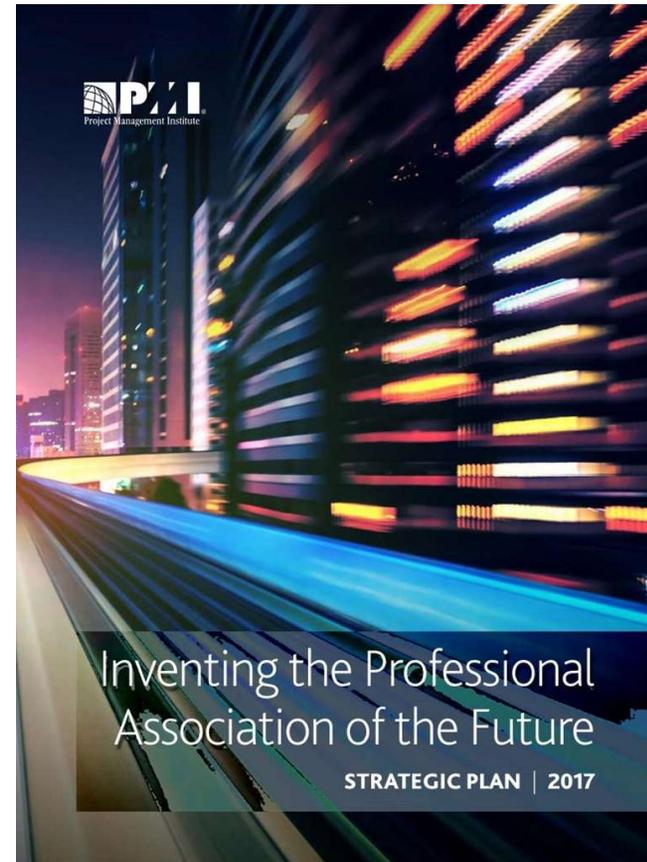
PMI Winning Aspiration:

- “Empowering people to make ideas a reality.”

Provides the vision that will guide PMI to PMI2.0 and beyond.

1. Strategic Plan: <https://www.pmi.org/about/leadership-governance/strategic-plan>

2. Playing to Win: How Strategy Really Works by A. G. Lafley, Roger L. Martin.



Focusing on the Individual

PMI will strive to serve individuals so well that they become champions in their organizations and professional circles



Organizations benefit directly from the certifications, skills, experiences, and training PMI provides to individuals, so it is extremely important for PMI to understand (1) an organization's project management needs, (2) how are those needs changing and evolving, and (3) ID new emerging methodologies to complete projects more efficiently.



PMI Roadmap and Strategic Objectives

PMI three-pronged strategy

1. Strategic Focus

- Narrow the focus to the individual

2. Customer-centricity

- Gain deep understanding of customers

3. Organization Agility

- Improve PMI's ability to identify and respond to emerging opportunities



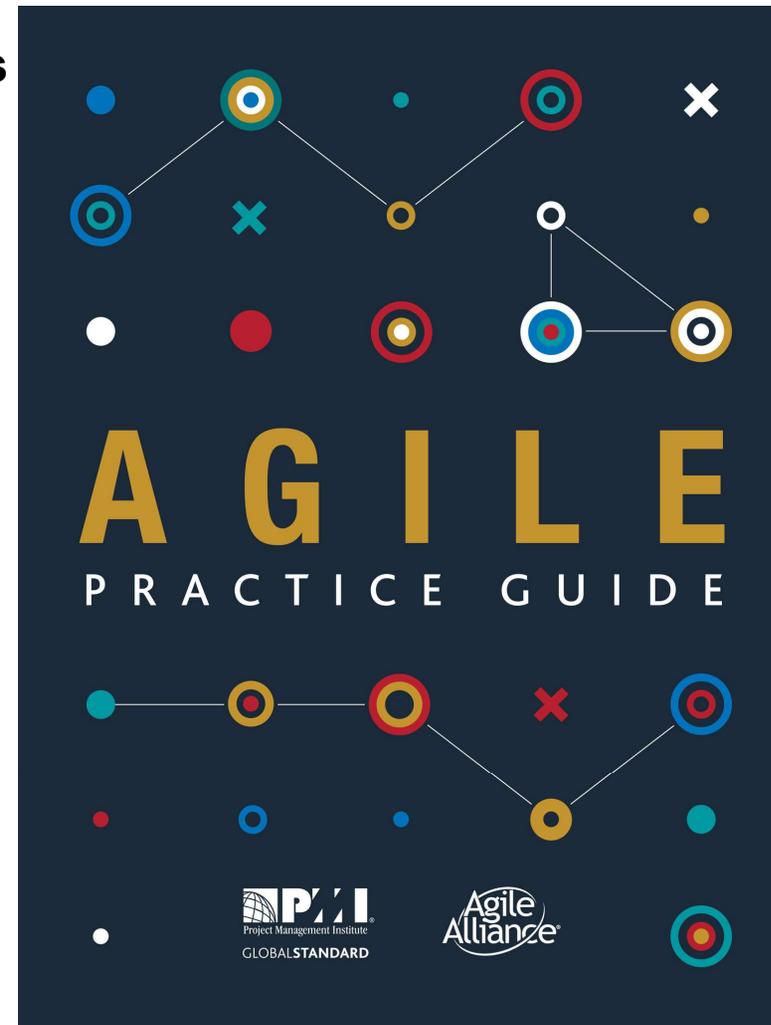
PMI Strategic Plan: Strategic Objectives

1. Strategic Focus
 - Exit Non-Primary Products & Markets
 - Develop and Offer Segment-Specific Value Propositions
 - Transform Digital Capabilities
2. Customer Centricity
 - Strengthen And Integrate Sensing, Responding, and Partnering Capabilities
 - Develop End-to-end Experiences That Constantly Evolve, Improve, and Endure
 - Transform PMI's Culture To Encourage Learning, Ownership, and Customer Centricity
3. Organizational Agility
 - Leverage Alliances And Partnership To Speed Up Time-to-market
 - Increase Productivity
 - Streamline Processes And Work
 - Maintain Nimble Platforms

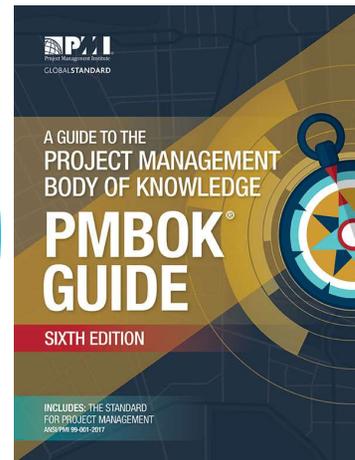


Example: PMI Transformation Actions to Expand Agile Offerings

- 2017. PMI® & Agile Alliance® partner to create Agile Practice Guide.
 - Goal: Allow PMI to release the Agile Practice Guide with the PMBOK® Guide – Sixth Edition in Q3-2017.
- August 2019. PMI announces Disciplined Agile (DA) acquisition. DA toolkit is seen as world's only comprehensive agile body of knowledge (BOK)
- September 2019. PMI Announces Acquisition of FLEX from Net Objectives. FLEX approach is an industry leading agile approach based on Lean-Thinking and patterns that improves an organization's ability to achieve business agility



PMBOK CHANGES



PMBOK® Guide – The Next Generation: An Innovation Working Session

The workshop was led by Cynthia Dionisio, Mike Griffiths, and Stephen Townsend. Cyndi and Mike are the co-leads for the new PMBOK® Guide Seventh Edition and Stephen represents PMI. Interviewer: Cornelius Fichtner, PMP®, CSM President, OSP International LLC

- ❑ the move from process-based to principles-based standards,
 - Don't tell you what to do (drive safe versus 50mph), include tailoring, adding value. All standards will move to be principles based
- ❑ what will happen to the domains and knowledge-areas,
 - Won't have KAs or Process Groups. Domain is about an area of focus
- ❑ how the next guide will cover the entire delivery spectrum,
 - Focuses more on outcome versus outputs (example: risk register is an output, not outcome)
- ❑ why it will be much shorter than the current edition
 - 200-300 pages (est.). The Input, Tools & Techniques and Output (ITTOs) are coming out and moving to PMI's emerging digital content platform

Listen to podcast
for further details

Note: Listen to 34-minute podcast of the workshop interview from the PMI Global Conference held in October 2019 Episode 440: PMBOK® Guide Seventh Edition (Free) #PMOT <https://www.projectmanagement.com/blog-post/58780/Episode-440--PMBOK--Guide-Seventh-Edition--Free---PMOT>



Major Changes in PMBOK® Guide-v7 from a Reviewer

❑ Inputs from a Review Team Member

The PMBOK® Guide – Sixth Edition and Agile Practice Guide were created to complement each other.

Kiron Bondale, Trainer, trusted advisor, speaker & coach, World Class Productivity Inc. Ontario stated, I can't provide too many details as those of us who were in Review Team One were required to sign the usual non-disclosure documents, but some key points:

- It is principles rather than process-based
- It is a full rewrite of the document and is expected to be under 200 pages
- It does cover agile, hybrid and traditional approaches in a more natural fashion than the "bolt on" approach taken for the Sixth Edition
- It does a good job of balancing the people side of the profession with the hard skills

Note: The PMI Timetable for Revised PMBOK® / Standard is Q4 2020

- Source: <https://www.projectmanagement.com/discussion-topic/148999/What-will-be-the-major-changes-in-PMBOK-v7->



PMBOK® Guide Becomes a Principle-Based Standard

With project delivery approaches evolving more rapidly than ever before, there is no singular way to deliver outcomes. This is why our new project management standard will shift from a process-based standard to a principle-based one. Here's what that means:

Process-based standards, while effective in supporting good practice, **are prescriptive** by their very nature. The focus on process results in a standard that **cannot reflect the full value delivery landscape of approaches** and cannot rapidly evolve with the profession.

By shifting to a **principle-based standard**, PMI can reflect effective management of projects based on **predictive, agile, hybrid, or emerging approaches**. (This is in alignment with other recently published standards.)

The principles, which are under development, will be built around a set of statements. The **principle statements capture generally accepted objectives and underlying concepts for the practice of project management**. Then, the principle statements provide broad parameters within which project practitioners can operate and still remain aligned with the standard.

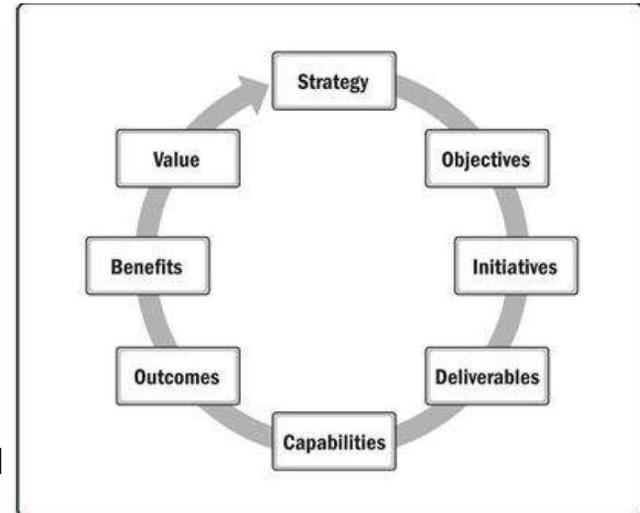
The result of this transformation **will be a standard that reflects our current and future practitioners' needs** – and **remains relevant** as practitioners identify the appropriate approaches to deliver outcomes.



PMBOK® Value Delivery - Section 2.1 Exposure Draft

Project are undertaken to release value. Indicators that projects are advancing an organization's objectives include:

- **Strategy.** Overarching objectives that determine organization's direction
- **Objectives.** Breakdown of strategy into desired outcomes.
- **Initiatives.** Portfolios, program, and projects created to deliver strategic objective
- **Deliverables.** Products, services, or results generated by portfolios, program, and projects
- **Capability.** The ability to add value or achieve objectives through a function, process, services, or other proficiency
- **Outcomes.** The results obtained from by portfolios, program, and projects outputs, tangible or intangible
- **Benefits.** Gains realized by organization and beneficiaries through portfolios, program, and projects outcomes
- **Value.** The next results realized less the cost of, or effort for achieve these benefits, tangible or intangible



The Value of a Principle-based Standard for Project Management by [Dave Violette, PMP](#)

- Standard setting organizations are now starting to embrace the concept of defining Principles to guide the fundamentals involved in the practice of managing projects and delivering outcomes.
 - Focusing on Principles provides broader and more adaptable delivery guidance.
- So, where does the value of following these Principles arise?
 - A set of Principles are used for guidance, rather than dictating how decisions are made or appropriate approaches adopted.
 - Principles remain solid, provide stability, and focus on adapting behavior and thinking in the rapidly changing world of PM.
 - Principles capture and summarize concept(s), action(s), condition(s), or consideration(s) generally recognized as necessary for guiding or influencing PM delivery success.
- **Example 1:** Using a fundamental Principle could be around the proactive engagement with stakeholders.
 - Would guide the selection of specific approach for effective identification of stakeholders—those who have significant influence on project delivery outcomes.
 - Provides guidance for the selection of processes to allow for stakeholder interests, rights, and expectations to be understood at a level where stakeholders are effectively engaged.
 - Flexible and adaptable to specific delivery/business environment, effectively engages the stakeholders..
- **Example 2:** A fundamental Principle of maintaining a focus on value. Realizing value is a key determinant for project delivery success, the organization either realizes intended value or it does not.
 - Tenet of this focus is continuous evaluation during project delivery considering both the benefits and the costs to realize them—this is Benefits Realization Management.
 - Adhering to a value-focused principle helps ensure alignment with business objectives and intended outcomes rather than a specific deliverable or result.
 - A value-focused principle allows team to craft metrics and processes that work in their environment.

Posted by Marjorie Anderson on January 08, 2020 08:37 AM | [Permalink](#)



What are Performance Domains, and Why Should I Care?

PMI will no longer test the proficiency of PMP® certification exam takers on the domains of project management process groups: Initiating, Planning, Executing, Monitoring & Controlling, and Closing. PMI will test on the following 3 domains:

1. **People (42%):** These skills and enablers are required to succeed as a project manager who coordinates, motivates, manages, and leads a project team.
2. **Process (50%):** These skills and enablers fall into the traditional project management landscape of the ten knowledge areas spanning the technical aspects of project management.
3. **Business Environment (8%):** These skills and enablers are required to ensure projects are not siloed efforts but connect to the business environment and help achieve the business goals and objectives.

The three new domains of People, Process, and Business Environment match very well with PMI's Talent Triangle®. The table below shows a correlation between the talent triangle and the new domains.

PMI Talent Triangle®	New PMP® Exam Domain
Technical Project Management	Process
Leadership	People
Strategic and Business Management	Business Environment



Visualizing the Shift from the PMBOK® Guide 6th Edition to the 7th Edition

PMBOK® Guide 6 th Edition		PMBOK® Guide 7 th Edition																						
<p><i>A Guide to the Project Management Body of Knowledge</i></p> <ul style="list-style-type: none"> • Introductions, Project Environment, & Role of PM • Knowledge Areas <table border="0" data-bbox="310 613 846 805"> <tr> <td>• Integration</td> <td>• Resource</td> </tr> <tr> <td>• Scope</td> <td>• Communications</td> </tr> <tr> <td>• Schedule</td> <td>• Risk</td> </tr> <tr> <td>• Cost</td> <td>• Procurement</td> </tr> <tr> <td>• Quality</td> <td>• Stakeholder</td> </tr> </table>	• Integration	• Resource	• Scope	• Communications	• Schedule	• Risk	• Cost	• Procurement	• Quality	• Stakeholder		<p><i>The Standard for Project Management</i></p> <ul style="list-style-type: none"> • Introduction • Value Delivery • Project Delivery Principles <table border="0" data-bbox="1024 561 1766 797"> <tr> <td>• Stewardship</td> <td>• Tailoring</td> </tr> <tr> <td>• Team</td> <td>• Quality</td> </tr> <tr> <td>• Stakeholders</td> <td>• Complexity</td> </tr> <tr> <td>• Value</td> <td>• Opportunities & Threats</td> </tr> <tr> <td>• Holistic Thinking</td> <td>• Adaptability & Resilience</td> </tr> <tr> <td>• Leadership</td> <td>• Change Management</td> </tr> </table>	• Stewardship	• Tailoring	• Team	• Quality	• Stakeholders	• Complexity	• Value	• Opportunities & Threats	• Holistic Thinking	• Adaptability & Resilience	• Leadership	• Change Management
• Integration	• Resource																							
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<p><i>The Standard for Project Management</i></p> <ul style="list-style-type: none"> • Initiation • Planning • Execution • Monitoring and Control • Closure 		<p><i>A Guide to the Project Management Body of Knowledge</i></p> <ul style="list-style-type: none"> • Performance Domains <table border="0" data-bbox="1010 963 1736 1092"> <tr> <td>• Team</td> <td>• Navigating Uncertainty & Ambiguity</td> </tr> <tr> <td>• Stakeholders</td> <td>• Delivery</td> </tr> <tr> <td>• Lifecycle</td> <td>• Performance</td> </tr> <tr> <td>• Planning</td> <td>• Project Work</td> </tr> </table> <ul style="list-style-type: none"> • Tailoring • Models, Methods, and Artifacts 	• Team	• Navigating Uncertainty & Ambiguity	• Stakeholders	• Delivery	• Lifecycle	• Performance	• Planning	• Project Work														
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<p><i>Appendices, Glossary, and Index</i></p>		<p><i>Appendices, Glossary, and Index</i></p>																						



Visualizing the Shift from the PMBOK® Guide 6th Edition to the 7th Edition

PMBOK® Guide 6 th Edition		PMBOK® Guide 7 th Edition
<i>A Guide to the Project Management Body of Knowledge</i>		<i>The Standard for Project Management</i>
<i>The Standard for Project Management</i>		<i>A Guide to the Project Management Body of Knowledge</i>
<i>Appendices, Glossary, and Index</i>		<i>Appendices, Glossary, and Index</i>
		
<p style="text-align: center;">Standards Plus Digital Content Platform</p> <ul style="list-style-type: none"> • The platform links to the PMBOK® Guide via the Models, Methods, and Artifacts section while further expanding on that content. • Platform incorporates content from all PMI standards as well as content developed specifically for the platform. • Content reflects “how to...” in actual practice including emerging practices 		

Source: <https://www.pmi.org/pmbok-guide-standards/standard-for-project-management-exposure-draft/changes-to-the-pmbok-guide-seventh-edition>



Exposure Draft PMBOK® Guide Review Process

- ❑ Draft available for public review and comment from, 15 January 2020 to 14 February 2020.
- ❑ License Agreement required
- ❑ Download draft and instructions at <https://ed.pmi.org/>
- ❑ Only part of draft provided (I got 27 pages of Standard for Project Management)
- ❑ Add, Edit, or Delete Comments using ED Tool until the Review Period Closes
- ❑ Can see all comments on reviewed area
- ❑ Documents are removed when review window closes

1/26/2020

ExposureDraft - The Standard for Project Management - 7th Edition

The screenshot shows the first page of the PMBOK Guide 7th Edition Introduction. A red callout box with white text and a white underline reads "Consensus-Based Revision Process".

1 **1**

2 **Introduction**

3 This section describes the purpose of *The Standard for Project Management*, identifies the
4 audience, and provides a brief overview of the structure of the standard.

5 **1.1 Purpose of The Standard for Project Management**

6 *The Standard for Project Management* – Seventh Edition provides a common basis for and
7 understanding of project delivery. This standard applies to any project or delivery
8 approach—such as predictive, agile, and hybrid—across industries.
9

PMI logo in the bottom left corner.

JARY 2020 in the bottom right corner.

21

Myths About PMBOK® and PMI®

Learn the truth about our PMBOK® Guide & Standards Transformations. Learn the truth about our PMBOK® Guide & Standards Transformations.

- Myth. Transformation won't have any impact on standards.
 - **FALSE: All standards will eventually be revised**
- Myth. The PMBOK® Guide is the standard for project delivery. Guide has 2 parts: Standard & Guide to PMBOK.
 - **PARTIALLY TRUE: The PMBOK® Guide will now take a systems approach using performance domains: People, Process, Business Environment. It will focus on outcomes vice just approach (predictive, agile, hybrid)**
- Myth. PMBOK® Guide is a test prep tool to study for the PMP® exam.
 - **FALSE: PMBOK® is input for exam but not meant as test prep tool**
- Myth. PMI only supports a predictive approach to project management.
 - **FALSE: Not anymore. Based on principles and not standards**
- Myth. PMI is abandoning ANSI and ISO Affiliations.
 - **FALSE. PMI still fully committed to ISO/TC 258 (Project, programme and portfolio management) & ANSI.**

Source: Busting Standards Myths. <https://www.pmi.org/rep-program-resources/update-center/standards-overview/mythbusters>



PMP® EXAM CHANGES



PMP® Exam is changing 1 July 2020 cont'd

Why is the PMP® exam changing?

- Every 3 - 5 years, we conduct research to understand how the profession has progressed, the impact of emerging trends, and how the responsibilities of project managers have changed. The last research was conducted in 2015 and resulted in the current PMP® Exam Content Outline .
- Subject Matter Experts from leading organizations from around the world have worked with us to define the PMP® of the future. We will continue to share information here to keep you informed – whether you are thinking about earning the PMP® or preparing to take the exam soon.
- The NEW PMP® Exam Content Outline provides the framework of what you can expect on the PMP® Exam after 30 June 2020.

Source: <https://www.pmi.org/certifications/types/project-management-pmp/exam-prep/changes>



5 Major Changes Coming to the PMP® Exam

1. **New focus** – Switching from the previous domains (initiating, planning, executing, etc.), the new exam will be based on three new domains: people, process and business environment.
2. **New content** – The job task analysis revealed that many project managers are using agile approaches, or some agile concepts in hybrid life cycles. To reflect this, the new exam covers the complete value delivery spectrum including predictive, hybrid and agile approaches.
3. **New questions types** –
Depart from the tradition multiple choice format of four options and one correct answer. The new format questions include drag-and-drop and clicking on a graphic region. These new question types allow questions such as asking the test taker to select the graph/chart that best fits a described scenario or identify what part of an image applies to a described situation. Moving away from A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – The PMP® exam is not a test of the PMBOK® Guide.
4. **Education evolution** – No doubt it will be a big change for Registered Education Providers (REPs) as they update their materials. Many PMP® preparation courses followed the knowledge areas and domains of the old exam content outline. Now, with more of a focus on people and the decision to embrace the entire value delivery spectrum, training materials should be changed to better reflect the new exam content outline. This will take time but will result in a more practical exam.



New PMP® Exam Pilot Option Available

As part of the new PMP® exam launching 1 July 2020, PMI is offering PMP® candidates the opportunity to be part of a pilot group that takes the exam before its global launch. Here's what you need to know:

- Dates to sit for the pilot exam are **9 March through 20 March**
- The pilot exam is available in English language only.
- PMI Members will receive a rebate of USD \$81 for the \$405 exam fee.
- Non-PMI Members will receive a rebate of USD \$111 for the \$555 exam fee.
- All pilot participants are eligible for a re-take of the exam at no cost.
- 600 participants, with global representation, will be accepted.
- Pilot participants should prepare using the PMP® Exam Content Outline and the list of top used reference books.
- PMP® candidates can choose to participate in the pilot when they pay for their exam.
- Pilot participants will not receive a pass/fail score immediately after taking the exam but will receive their results in May 2020.

Source: <https://www.pmi.org/update-center/certification-changes/pmp-pilot>



PMP® Exam Content Crossover Map

The PMP® Exam Content Crossover Map will help you identify areas of content to update your PMP® Exam Prep Course, so it is aligned to the 2020 Exam Content Outline (ECO). This document is only a guideline to identify what possible content from your old course you may want to repurpose.

Use the following exam content outlines found online at <https://www.pmi.org/update-center/certification-changes/pmp> in conjunction with the crossover document to identify content:

- Current PMP® Exam Content Outline
- Exam Content Outline for 1 July 2020
- 2020 PMP® Exam Content Crossover Map



Certification Central Discussion Forum

Looking for best practices in taking the current PMP® exam? PMI created the Discussion Forum - Certification Central to provide helpful tips and feedback from PMI community members.

<https://www.projectmanagement.com/blog-post/59648/New-Discussion-Forum---Certification-Central->

Forum discussion topics include:

- Which is the best PMP® exam simulator to prepare for PMP® exam?
- PMI - PBA Simulation / Practice Exams
- (Currently) Free PMP® Practice Exam in pmi.org's Marketplace...
- And many more.....



PMP® Exam Reference Materials

<https://www.pmi.org/certifications/types/project-management-pmp/pmp-reference-list>

Exam candidates should be aware that the Project Management Professional (PMP)® examination is not written according to any single text or singularly supported by any particular reference. PMI does not endorse specific review courses, resources, references or other materials for certification preparation. The references listed here are not inclusive of all resources that may be utilized and should not be interpreted as a guaranteed means of passing the exam.

1. Agile Practice Guide. Author: Project Management Institute; A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 6th Edition; Author: Project Management Institute;
2. Project Management: A Systems Approach to Planning, Scheduling, and Controlling; Author: Harold Kerzner
3. Effective Project Management: Traditional, Agile, Extreme, Hybrid; Author: Robert K. Wysocki
4. Fundamentals of Technology Project Management, 2nd Edition; Author: Colleen Garton with Erika McCulloch;
5. Project Managers Portable Handbook, 3rd Edition; Author: David Cleland and Lewis Ireland
6. Information Technology Project Management, 7th Edition; Author: Kathy Schwalbe
7. Essential Scrum: A Practical Guide to the Most Popular Agile Process; Author: Kenneth S. Rubin
8. Project Management: The Managerial Process; Author: Erik Larson
9. The Project Management Tool Kit: 100 Tips and Techniques for Getting the Job Done Right; Author: Tom Kendrick



WHAT SHOULD A PROJECT, PROGRAM, PORTFOLIO MANAGERS (PPPMS) DO TO ADAPT



PPPMs – Adapting to Change

Create Your Vision!!!

- Achieving 2020 Vision Bruce Garrod - January 2, 2020
 - We have arrived at a new decade. In the hectic world in which we live, each decade seems to end quicker than the one before. As 2020 kicks off, there is a unique opportunity to learn from the past and look excitedly toward a New Year and a new decade.
 - Reflection is something we know we should do, but never seem to find the time to actually do. Now feels like the perfect moment to pause, reflect, prepare and take a confident step forward. Stop and think: “What was I doing as 2019 kicked off?”
 - Or, if you are really brave (and have a good memory or filing system), think back to when the decade kicked off 10 years ago. For a real leap back in time, think about those anxious moments as the clock clicked past the final seconds of the previous millennia
- **Read Bruce’s article:**
<https://www.projectmanagement.com/articles/600997/Achieving-2020-Vision>



PPPMs – Adapting to Change

Making Career Development More Proactive

Andy Jordan - April 24, 2019

- ❑ Reactive vs. proactive
- ❑ Project roles are changing, and so is the overall approach to work
- ❑ Being proactive

Read Andy's article

<https://www.projectmanagement.com/articles/542831/Making-Career-Development-More-Proactive>



Change—What's Next in Project Management

Perspectives- What Priority Capabilities That PMs Need Over Next 5 - 10 Years

Narasimha Acharya, Asst Dir Client Technology, Ernst & Young Atlanta	Mike Palladino, Head Agile Center of Excellence, Bristol-Myers Squibb Philadelphia.	Fernando Antonio Oliveira, E2 Program Director Embraer, Brazil.
<p>The role, the knowledge, the experience that we need to be successful is of course changing. And it will continue to change.</p> <p>Adapt and keep with evolving trends (i.e. digital art technologies, automation, etc.). Become more of a leader than manager.</p> <p>Be the voice of change in organizations, advocate change and have knowledge needed to provide strategic leadership.</p> <p>So go ahead and get the knowledge. It could be taking a course; it could be talking to a mentor, getting involved in the community. Try to learn some of these strategic skills that would be expected from tomorrow's leaders.</p>	<p>We've been through change. There's always been change. The current top 10 jobs today did not exist 10 years ago..</p> <p>And I think that's the same trend we're seeing in the business community, where we need to understand change is just going to be there. Let's just accept it. Let's not worry about what the change is. If we're keeping on top of our professions, we're keeping on top of our industries, we're building a self-learning culture, we're building an organizational learning culture and just: Okay, next thing comes in, let's learn it. Let's be excited about it. Let's understand it. Let's figure out how do we adopt it.</p> <p>It's less about the technology; it's less about the specifics. It's more about the way that we think, the way that we manage that change.</p>	<p>First, everybody needs to get hard skills first, the softer skills, the strategic view, but we will see a lot of changing the way we treat data, the way we collect data, to the way we understand how the project is going, or a big program is going, and you need to use that capability of artificial intelligence or better tools or better management to see even further what will happen. Not to react from what has happened but preventing what will happen.</p> <p>We are responsible for shaping the future of the world from now on....</p> <p>And then based on that, you don't need anybody to tell you what to pursue. You have an inner fire that will guide you to learn more, to learn the hard skills, to learn the softer skills, to think strategically and to contribute a lot to that vision.</p>

Source: <https://www.pmi.org/learning/training-development/projectified-podcast/podcasts/project-management-trends-2020> 18 December 2019



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