

Beyond Project Manager Development: How we adapt to lead projects given the faces of change

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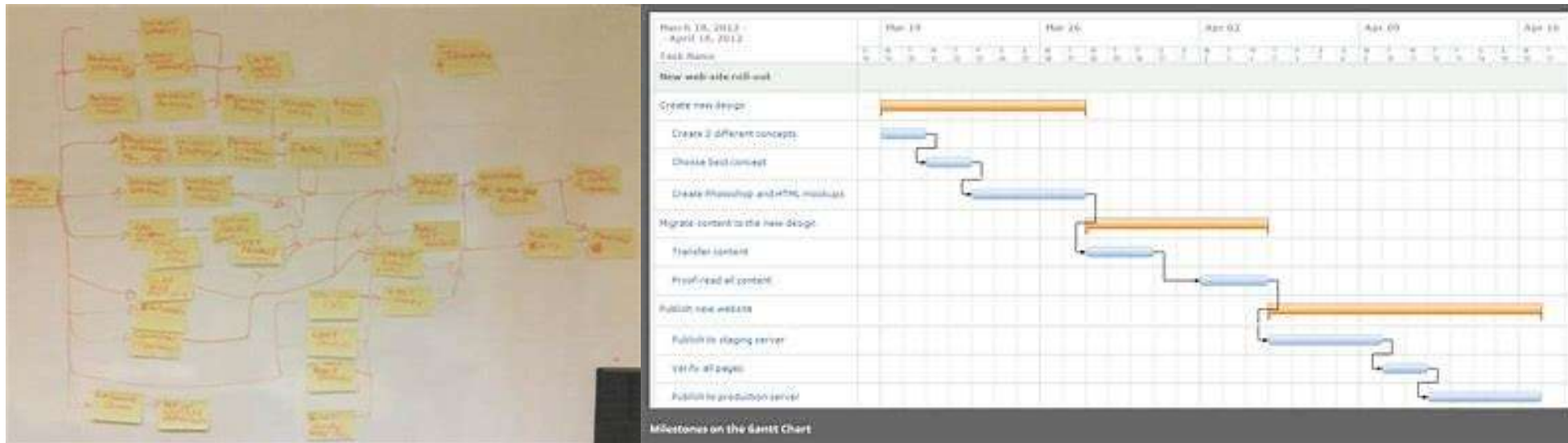
Northeastern
**College of
Professional Studies**

Abstract

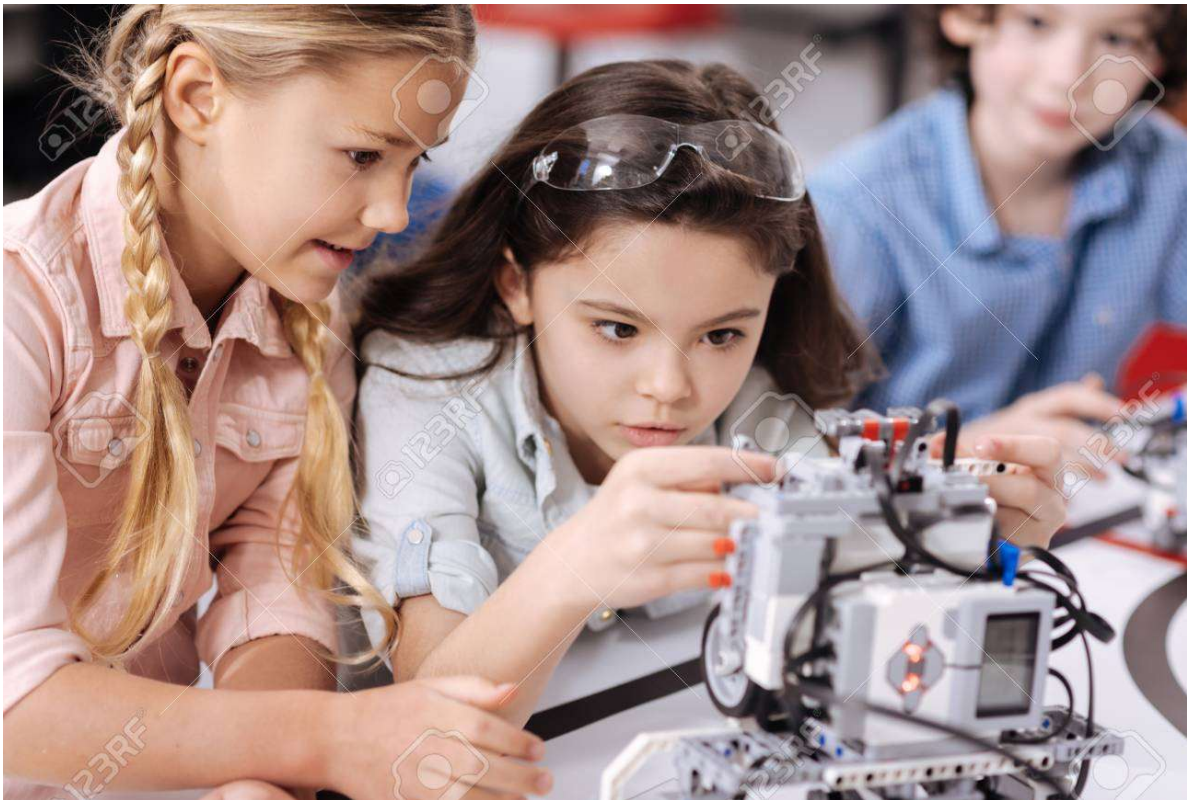
- Having a pipeline of effective project managers – capable of leading critical projects - is a keen interest of organizations. Given that projects are the delivery mechanism for strategy, the increased complexity of these projects and the changing organizational landscape creates ambiguity around how to prepare project managers for future work. What is the best way to lead a team that is 50% AI and 50% people? When having so much data to work with, how does the project manager use the right data to inform project decisions? Though the industry demand for project managers is growing, based on PMI research, how do we ensure that our capabilities as practitioners keep up with the pace of change. These continued organizational shifts will shape the nature of the project manager role and demand that we learn and relearn. The way to solve this is to create a mechanism for lifelong learning. In this session, we will discuss how project managers most effectively develop. Beyond development, as practicing project managers, how do we remain relevant in our role – delivering value-added projects – as the faces of those our projects re-align to the transformations our organizations pursue? Join us for a conversation on continuous capability building through lessons learned, intellectual agility and reflective practices –as project managers navigate changes within their environment and organizations.



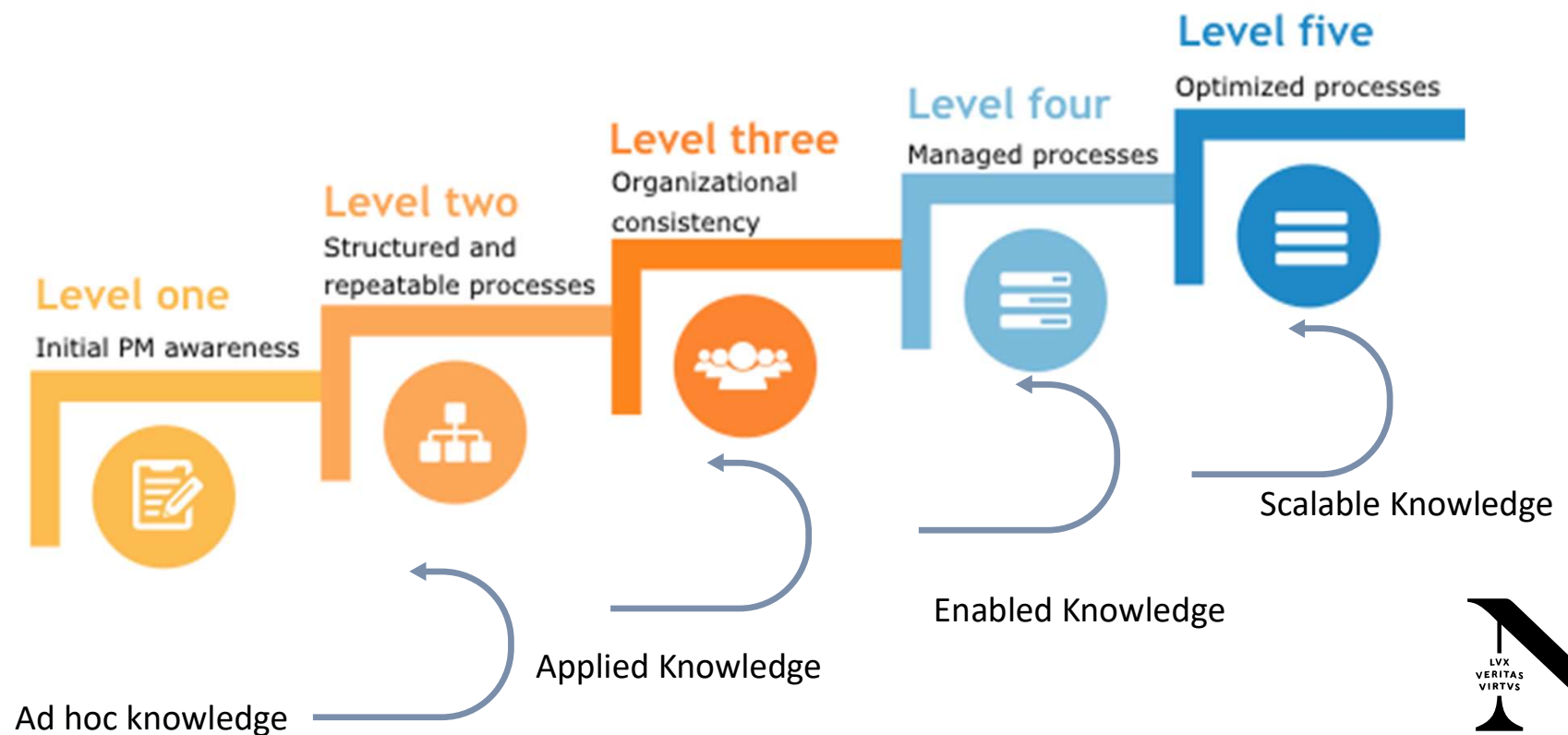
A brief history of the future we faced



Raising Project Managers

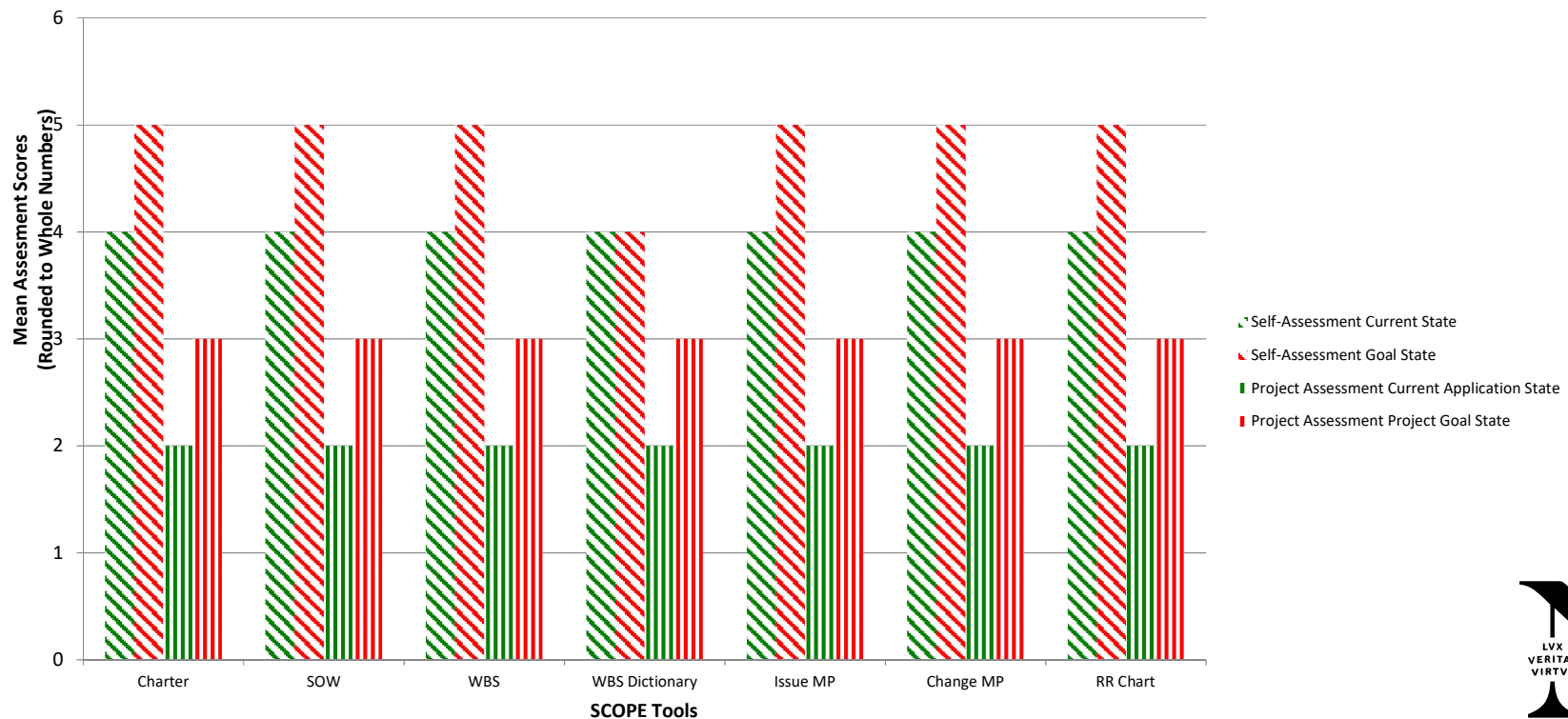


Developing Project Managers

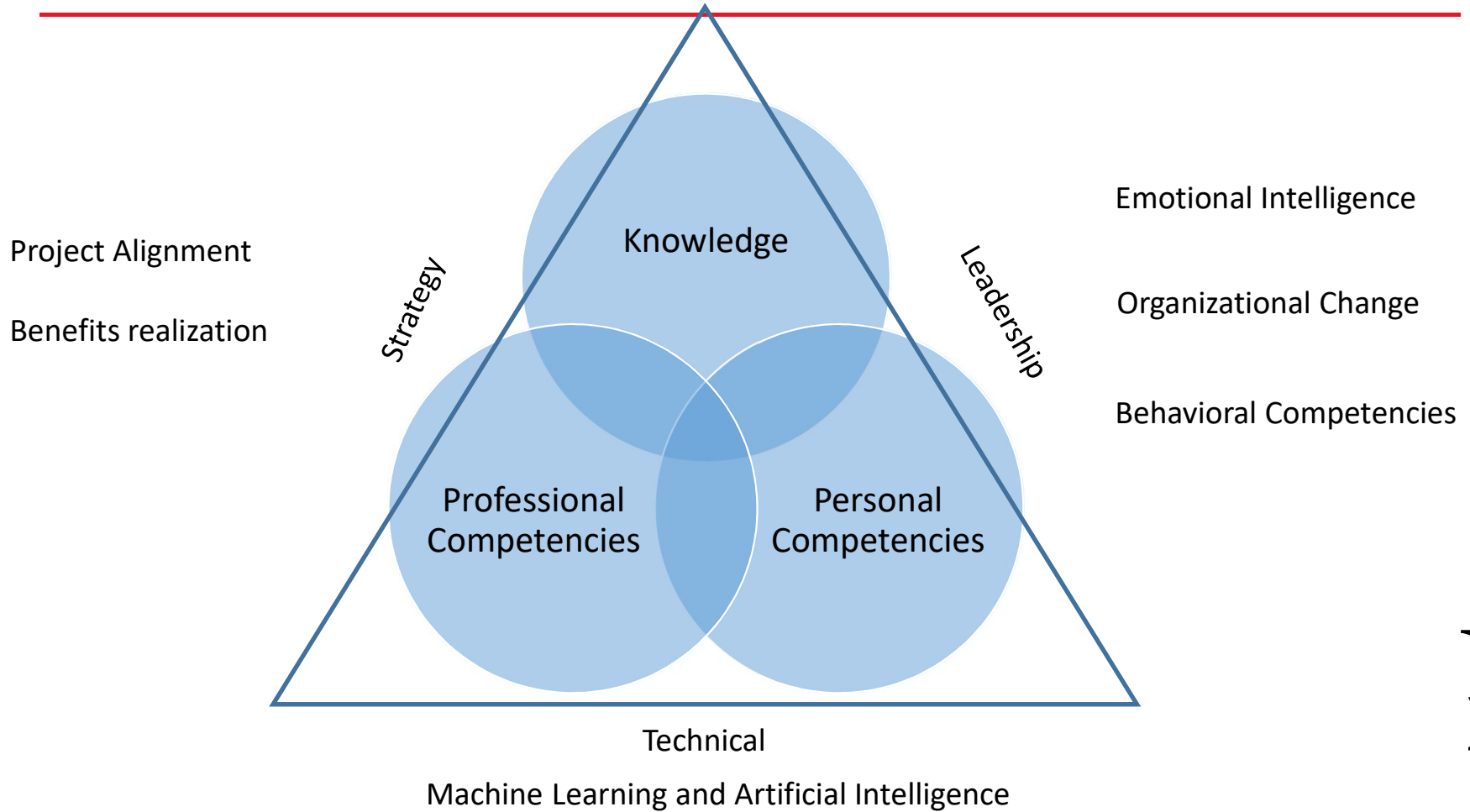


Project Manager Assessment Results: Scope Management

Mean self and project assesment Scores Submitted by Participants on their use of SCOPE tools at Current and Goal states
(excluding missing values)



The Newer PM World



Project Management Career Framework



Program Manager



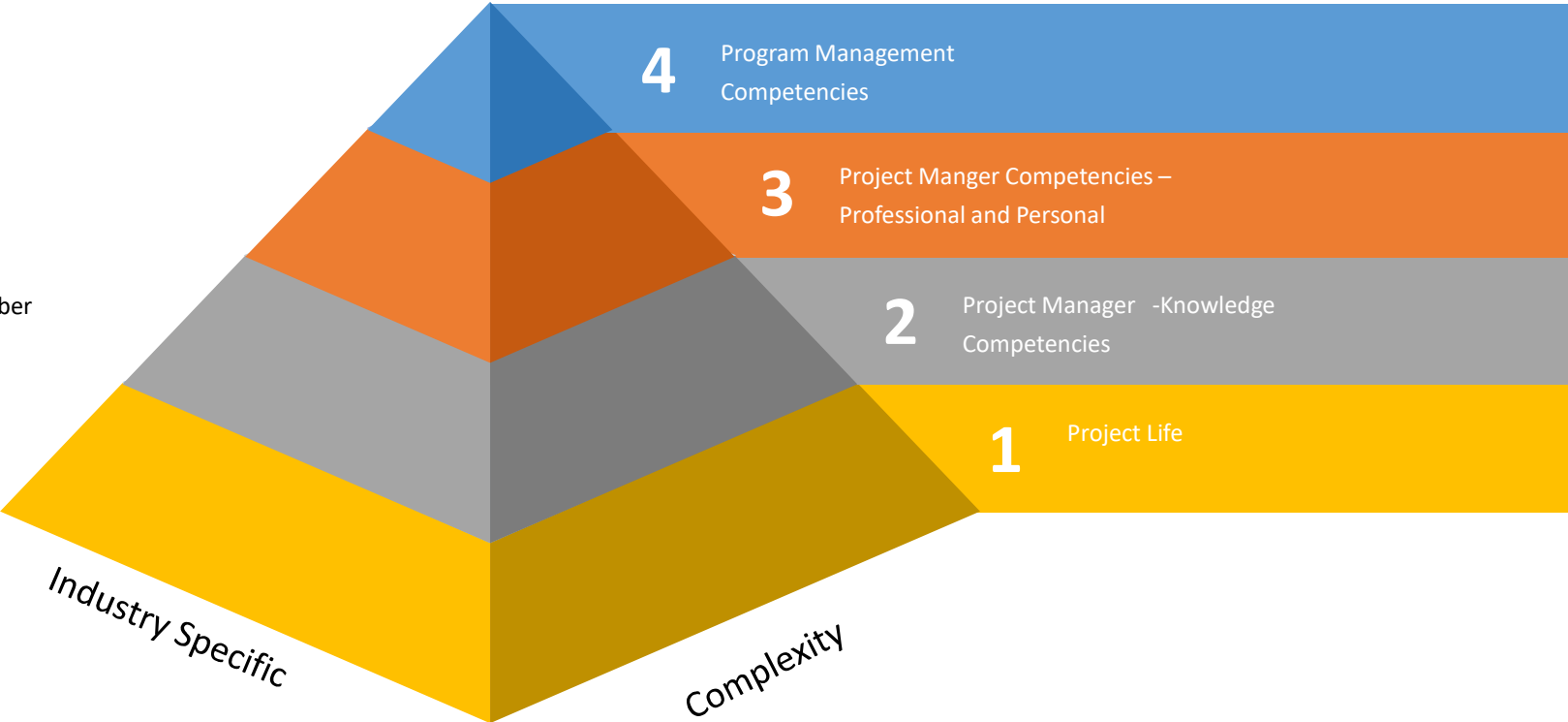
Project Manager



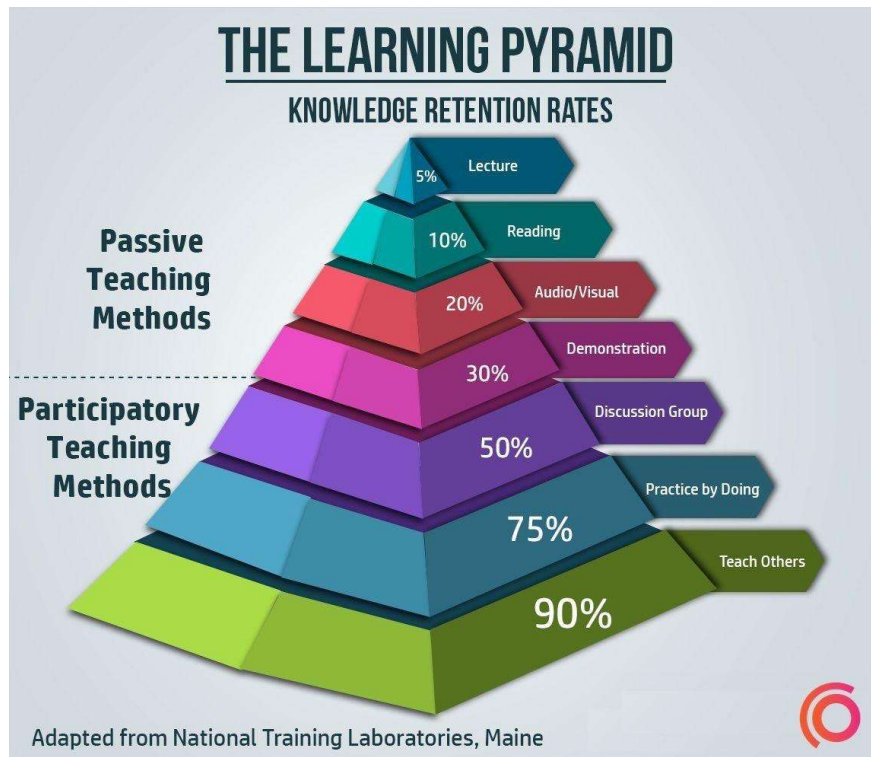
Project Leader/
Coordinator



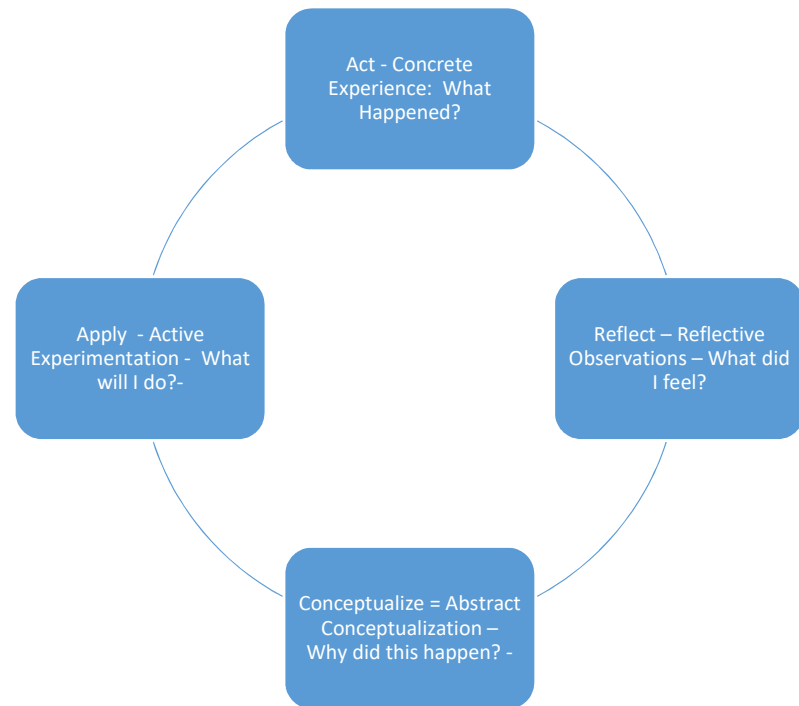
Project Team Member



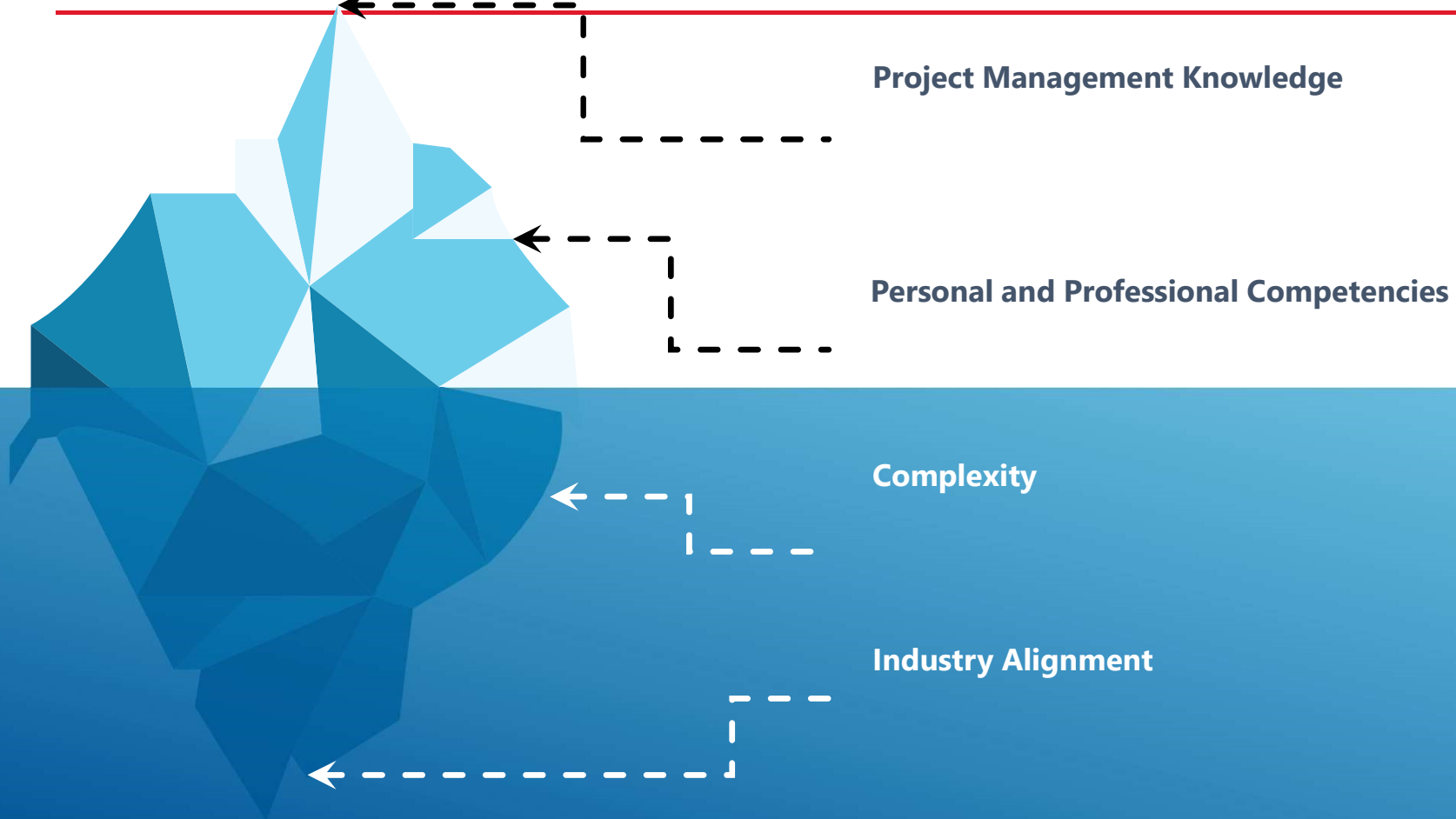
Learning to Application: A Theoretical View



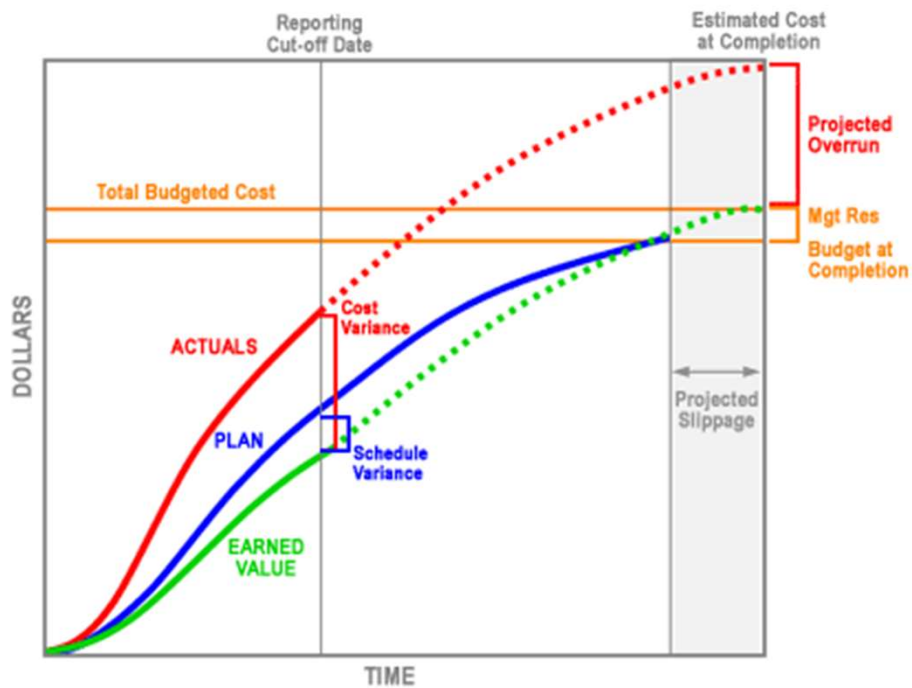
Kolb's Experiential Learning Cycle



What we can and can't see



How will the past predict the future?



EAC	Estimate At Completion	The expected total cost of completing all work expressed as the sum of the actual cost to date and the estimate to complete.	<p>If the CPI is expected to be the same for the remainder of the project, EAC can be calculated using:</p> <p>If future work will be accomplished at the planned rate, use:</p> <p>If the initial plan is no longer valid, use:</p> <p>If both the CPI and SPI influence the remaining work, use:</p>	<p>$EAC = BAC / CPI$</p> <p>$EAC = AC + BAC - EV$</p> <p>$EAC = AC + \text{Bottom-up ETC}$</p> <p>$EAC = AC + [(BAC - EV) / (CPI \times SPI)]$</p>
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What is Driving the Need for Continuous Capability Building for Project Managers?

- We are in a new era that is evolving the way we work
- New demands and experiences in innovation and opportunities



What we do know for sure – there will be projects – and our approaches will continue to evolve

Continuous Capability Building

Subtitle: Are you optimizing your PDU's?



Three Ways to Continue to Build Your Capabilities



Networking and Knowledge



On-the-Job Learning



Strategic Capability Analysis



Networking for Knowledge Acquisition



So many sources so little time

On-the-Job Learning

PROJECTS,
AGILITY
AND LEARNING



Focus on Team
/Customer
Value



Organizational
Change/
Business Value



Artificial
Intelligence

Strategic Capability Analysis - Leading not Lagging





The Reflective Project Manager





“The Right Stuff”

Dr. Owen C. Gadeken

Mr. Bernard J. Cullen

Ms. Nora F. Huvelle

FIGURE 1. PROGRAM MANAGER COMPETENCY MODEL

(Numbers below do not indicate order of importance)

Managing the External Environment

- * 1. Sense of Ownership/Mission
- * 2. Political Awareness
- * 3. Relationship Development
- * 4. Strategic Influence
- * 5. Interpersonal Assessment
- 6. Assertiveness

Managing the Internal Environment

- 7. Managerial Orientation
- 8. Results Orientation
- 9. Critical Inquiry

Managing for Enhanced Performance

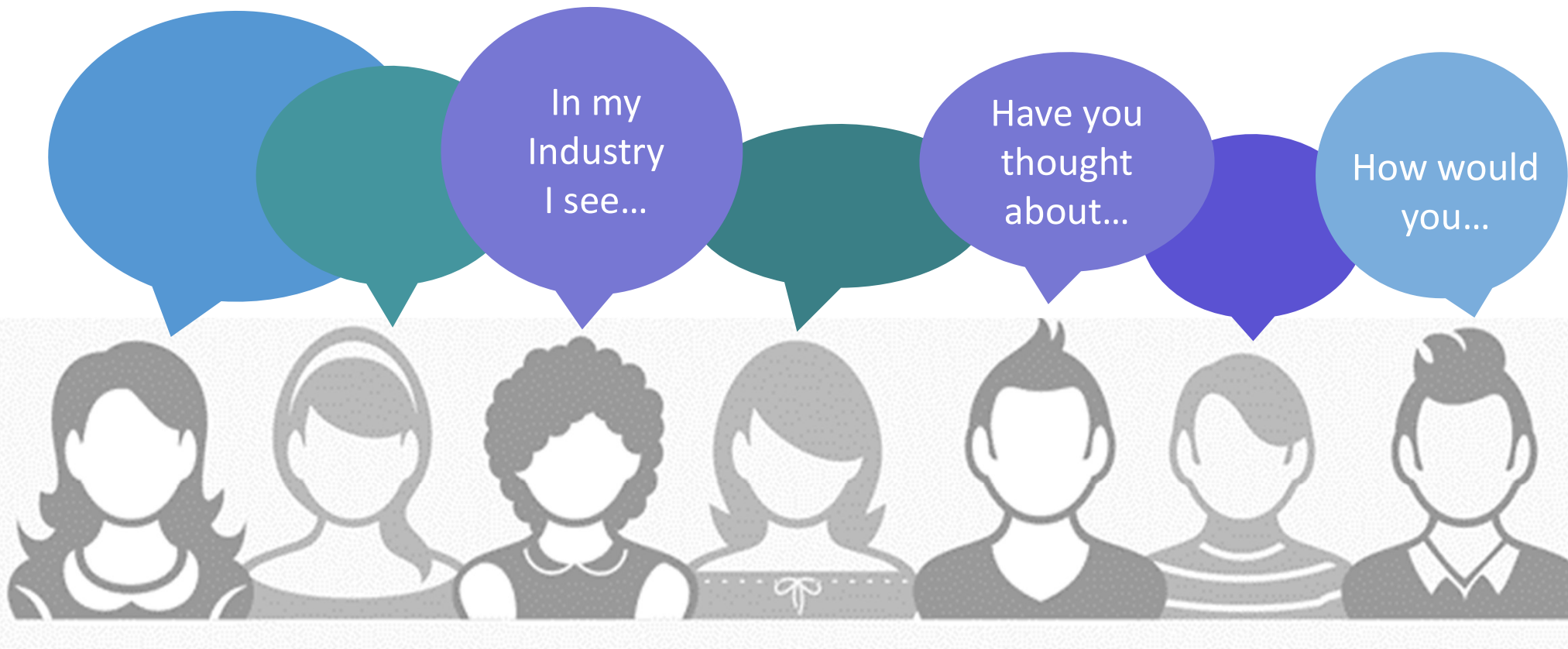
- 10. Long-term Perspective
- 11. Focus on Excellence
- 12. Innovativeness/Initiative
- 13. Optimizing
- 14. Systematic Thinking

Proactivity

- * 15. Action Orientation
- 16. Proactive Information Gathering

* Denotes competencies which distinguish outstanding from effective program managers (at $p < .03$) based on frequency of demonstration





How are you optimizing your PDU's

Your Project Manager Continuous Capability Building Plan

Level 4/5 - Your PM Continuous Capability Building Plan

Organizational Strategy	How does your role support that strategy	What do you need to know/ be able to do to perform that role successfully	Competence Level - Current State	Competence Level - Future State Goal	Development Actions to Close Gap
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Level 1/2/3 - Your PM Development Plan

Competency	Learning Outcome/Desired Behavior	Competence Level - Current State Assessment	Competence Level - Future State Goal	Priority	Development Actions to Close Gap
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Level ALL - Competency Applications – Preparing for Application

Challenges	Tools	Skills	Competencies	Development Needs	Development Actions to Close Gap
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Factors Influencing
Project Management
Educators

Q & A



Thanks!
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**Northeastern
University**