



**PM Fair 2022, 7<sup>th</sup> October**

The Royal Museum for Central Africa  
Tervuren, Belgium



Keynote Lecture

# Successful Organizational Transformation Thanks To PMI Best Practices



More info and Registration at : <https://www.pmfair.org/>

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SPACE



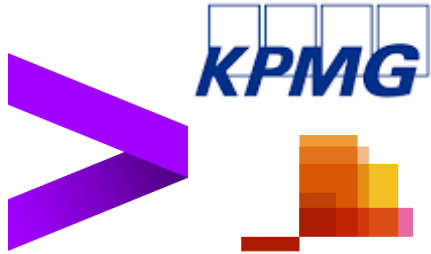
DRAGON

SPACE

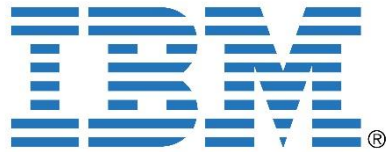


# What is PMI? (Project Management Institute)

The Leading Professional Association for Project Management



US Army Corps of Engineers®



Nestlé



MICHELIN



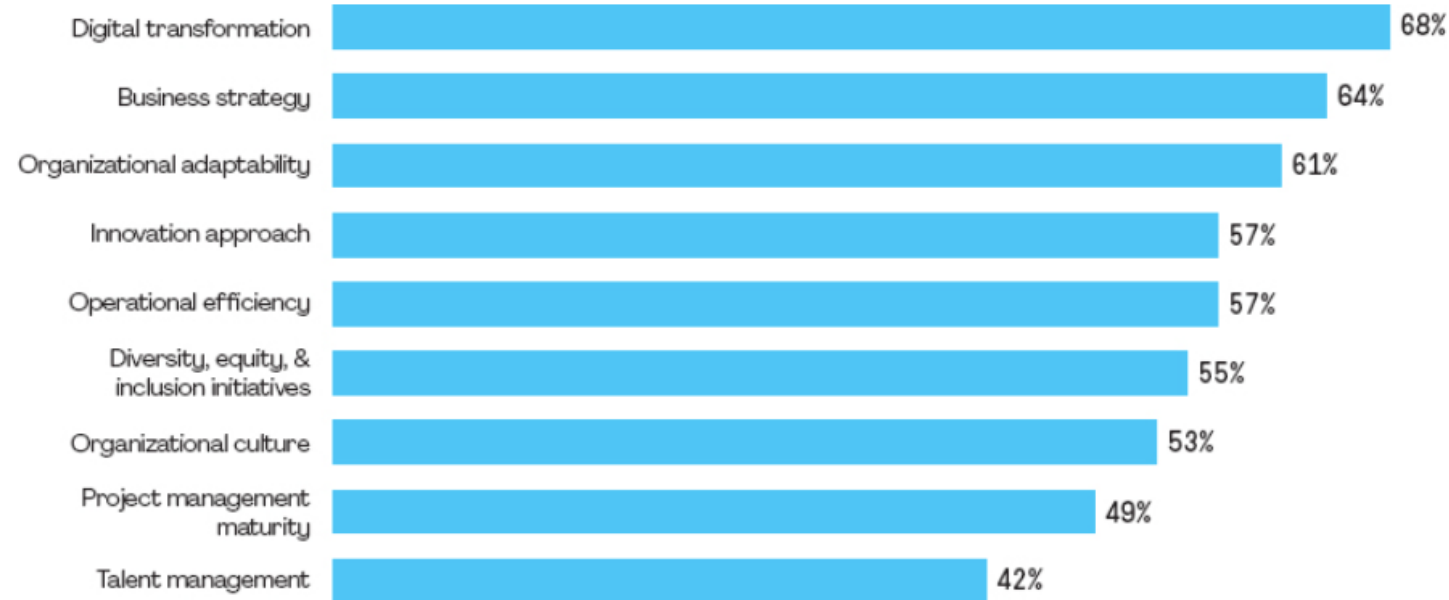
PMI prepares organizations to work smarter so they can drive success in a world of change.

# PMI Pulse of the Profession

Report in a post covid evolving world



## Big Changes



Many Transformation Programs have been undertaken in most of the companies. **#1 is Digital Transformation.** Others include Business, Organizational, Innovation, Operations, DEI, Culture, Project Management and Talent Management.

# PMI Pulse of the Profession

Report in a post covid evolving world



What we're seeing is a **fundamental shift** in how leading organizations and their teams plan and execute initiatives. We call them **gymnastic enterprises**: they are focused on **outcomes rather than process**, with a clear sense of **how to balance structure and governance** with the need to **flex and pivot** on demand.



# Project Management Institute

## Changing Paradigm

### MASTERBRAND

The core entity of our organization



### PMI BRANDS

Entities that operate as a line of business and provide value to a specific audience or for a specific purpose



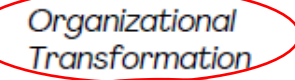
### PMI GROUPS

The communities that are formed of people and groups who serve a common purpose



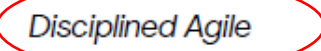
### PRODUCTS AND OFFERINGS

Core offerings of our Masterbrand



Membership

Navigator

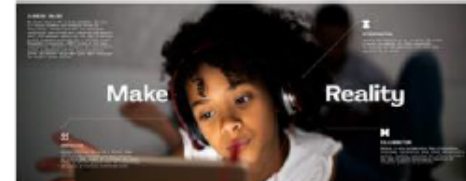


Snippets

PMI Ascent

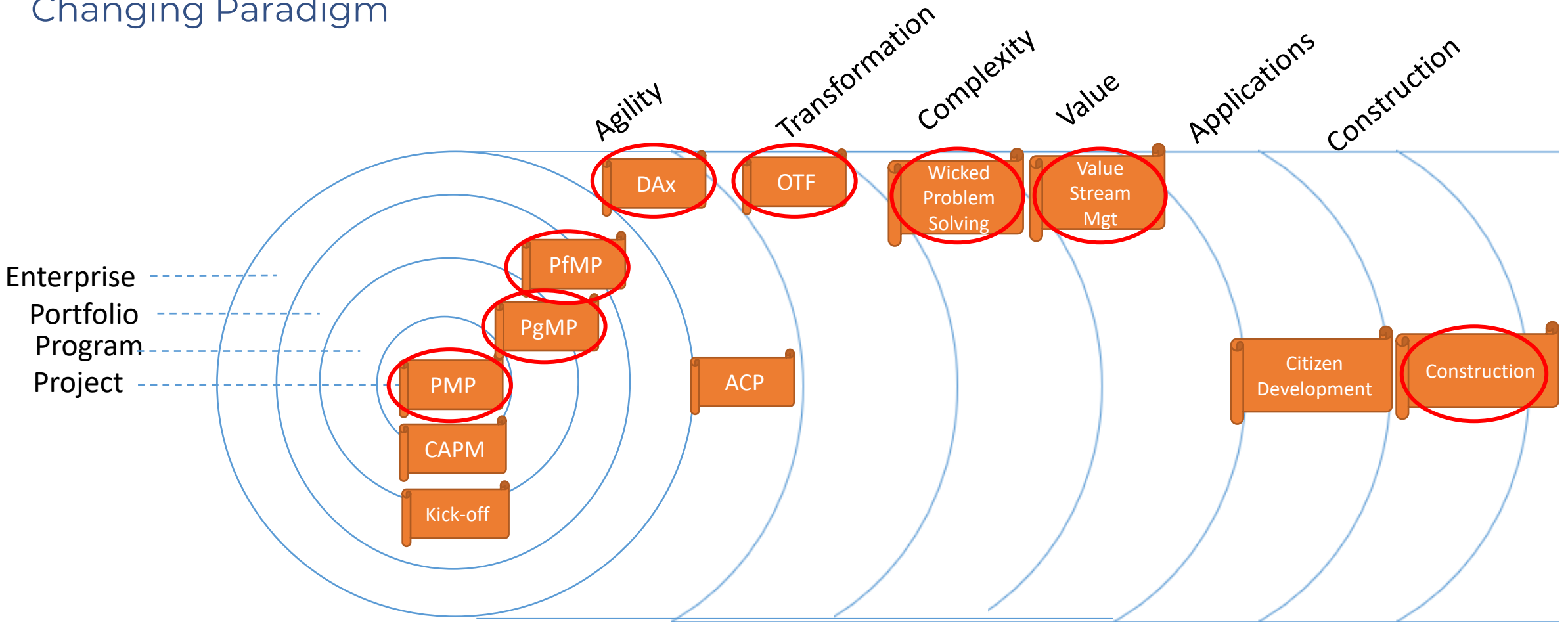
### PROGRAMS

Events, content, and initiatives that may evolve year over year



# PMI Certification Framework

## Changing Paradigm



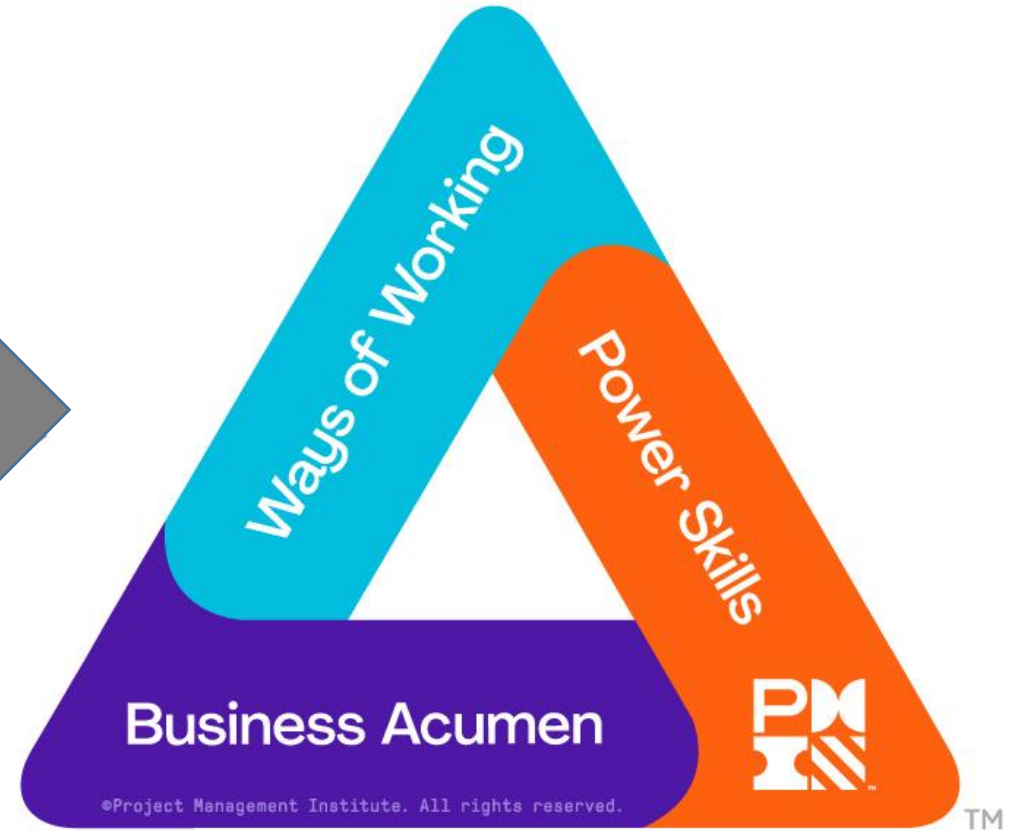
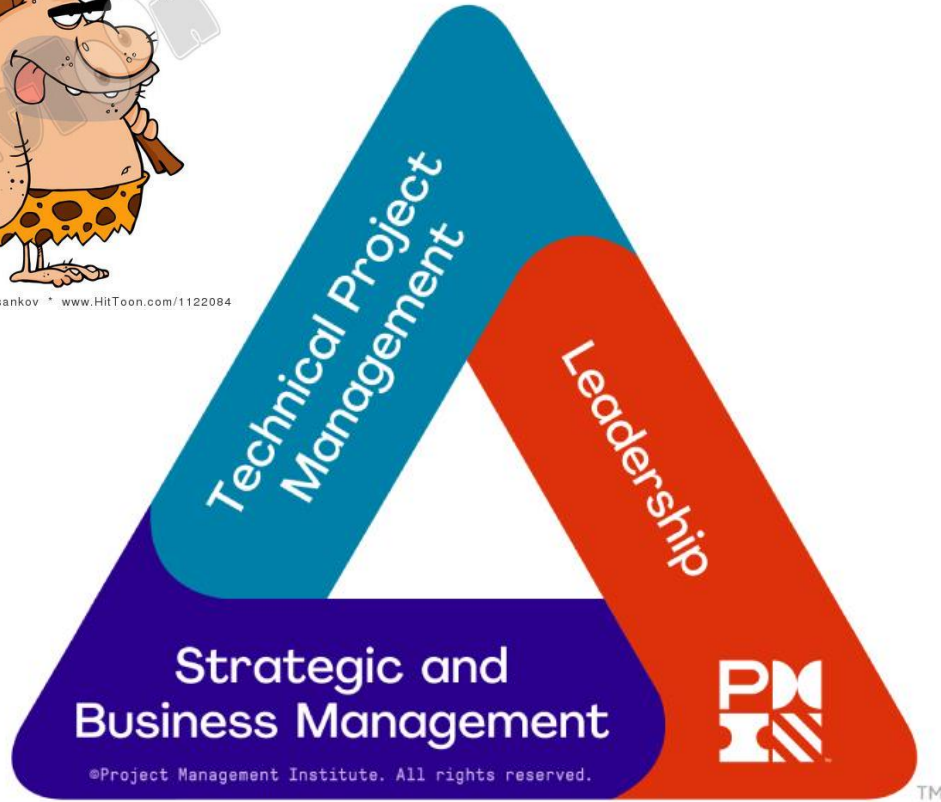


# The New PMI Talent Triangle

Changing Paradigm



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# What is a Transformation?

Some Definitions...



Transformation is a **significant, lasting** and **non-reversible change** to the company's **value creation logic** (Christian Rangen)

Transformation refers to an organization achieving a **sustainable quantum-leap improvement** in performance while **transforming the mindset of employees** and thus the **culture of the organization** (PMI)

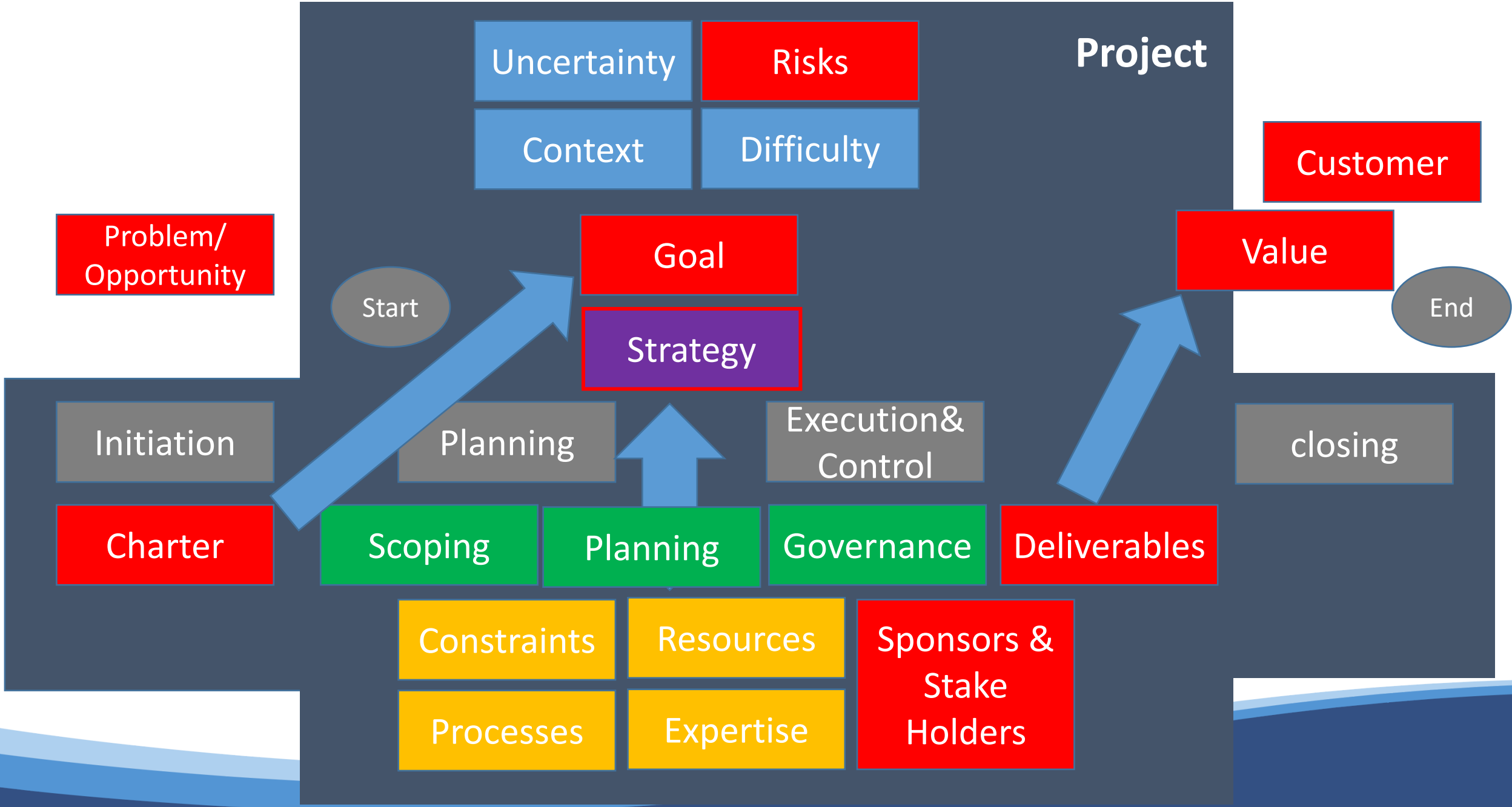
A comprehensive change in **strategy, operating model, organization, people** and **processes** to achieve a dramatic improvement in **performance** and alter a company's **future trajectory** (Boston Consulting Group)

# Transformation Challenges

The Junction Point...



- Strategy vs Exécution...
- Tools vs Culture (Tangible vs Intangible)...
- Delivery vs Adoption...
- Uncertainty, Complexity, Volatility
- From CxO to every employee...
- Continuous...



# Project

Problem/  
Opportunity

Start

Initiation

Charter

Planning

Scoping

Planning

Execution &  
Control

Governance

Deliverables

closing

Constraints

Resources

Processes

Expertise

Sponsors &  
Stake  
Holders

Goal

Strategy

Uncertainty

Risks

Context

Difficulty

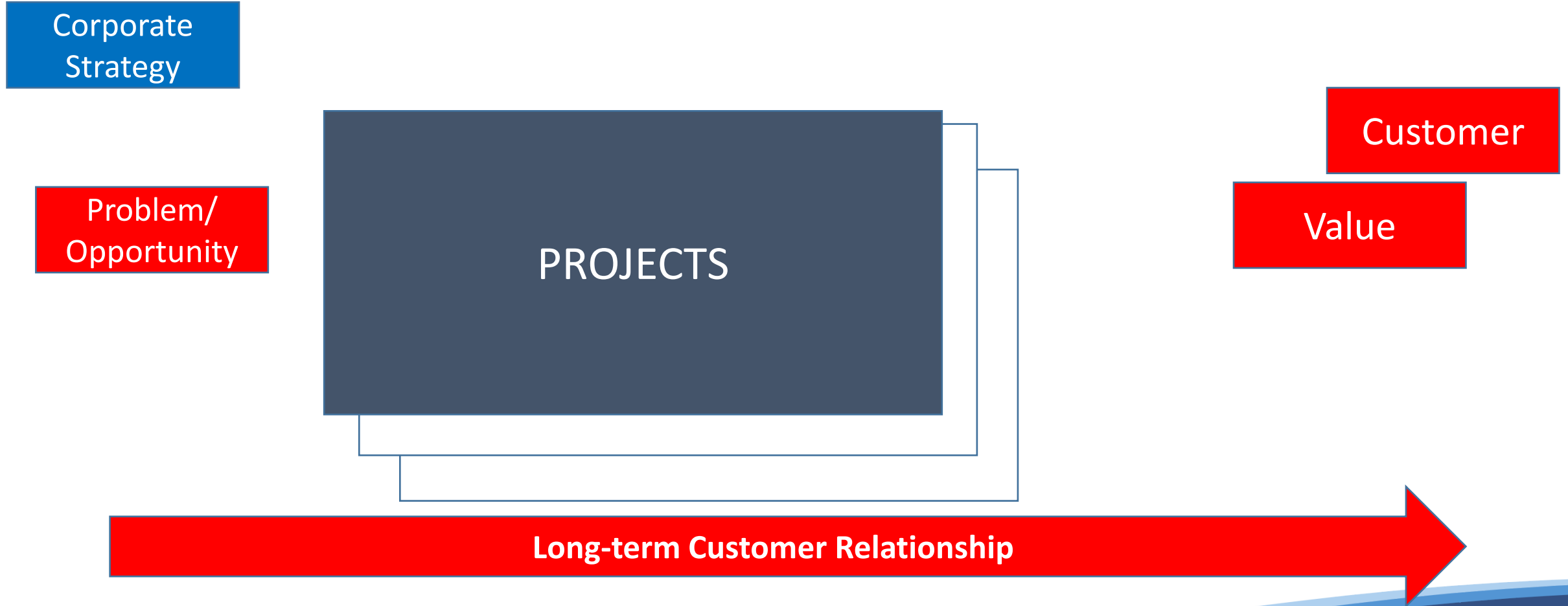
Value

Customer

End

# Understand what Projects Business Ecosystem

From Project View to Value Stream View!



# PMI Organizational Transformation (OTF) Series

## Training Curriculum

### Foundation



Learn the building blocks, fundamental methodologies and people side of transformation.

### Implementation



Learn how to assess the as-is context and capabilities of your organization and its people in order to activate the transformation life cycle.

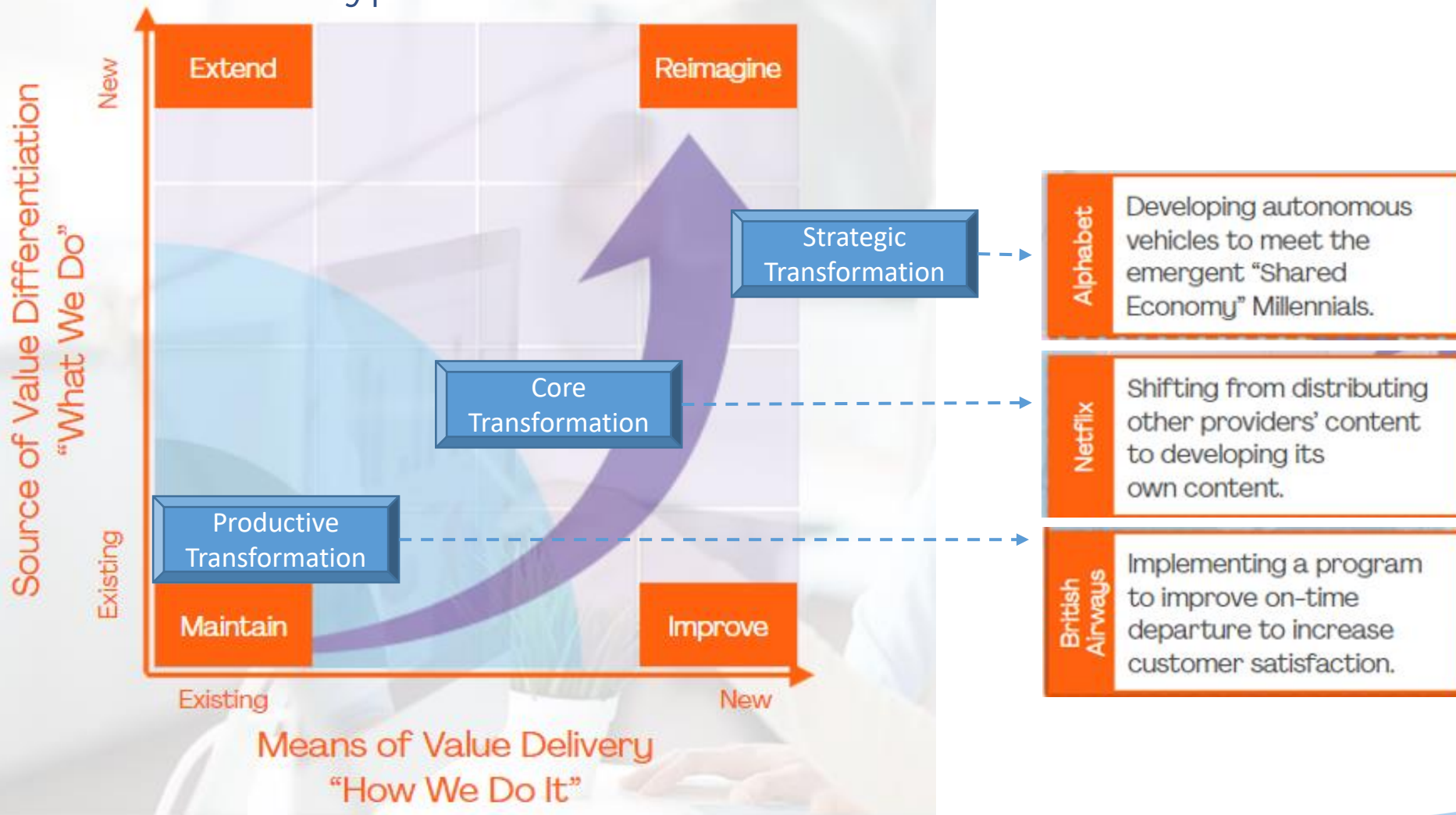
### Orchestration



Learn how to lead a people-centered transformation and anchor the new culture in your organization.

# Organizational Transformation

## Transformation Types



Alphabet

NETFLIX

BRITISH AIRWAYS

# Organizational Transformation

## The **Five** Building Blocks of Transformation

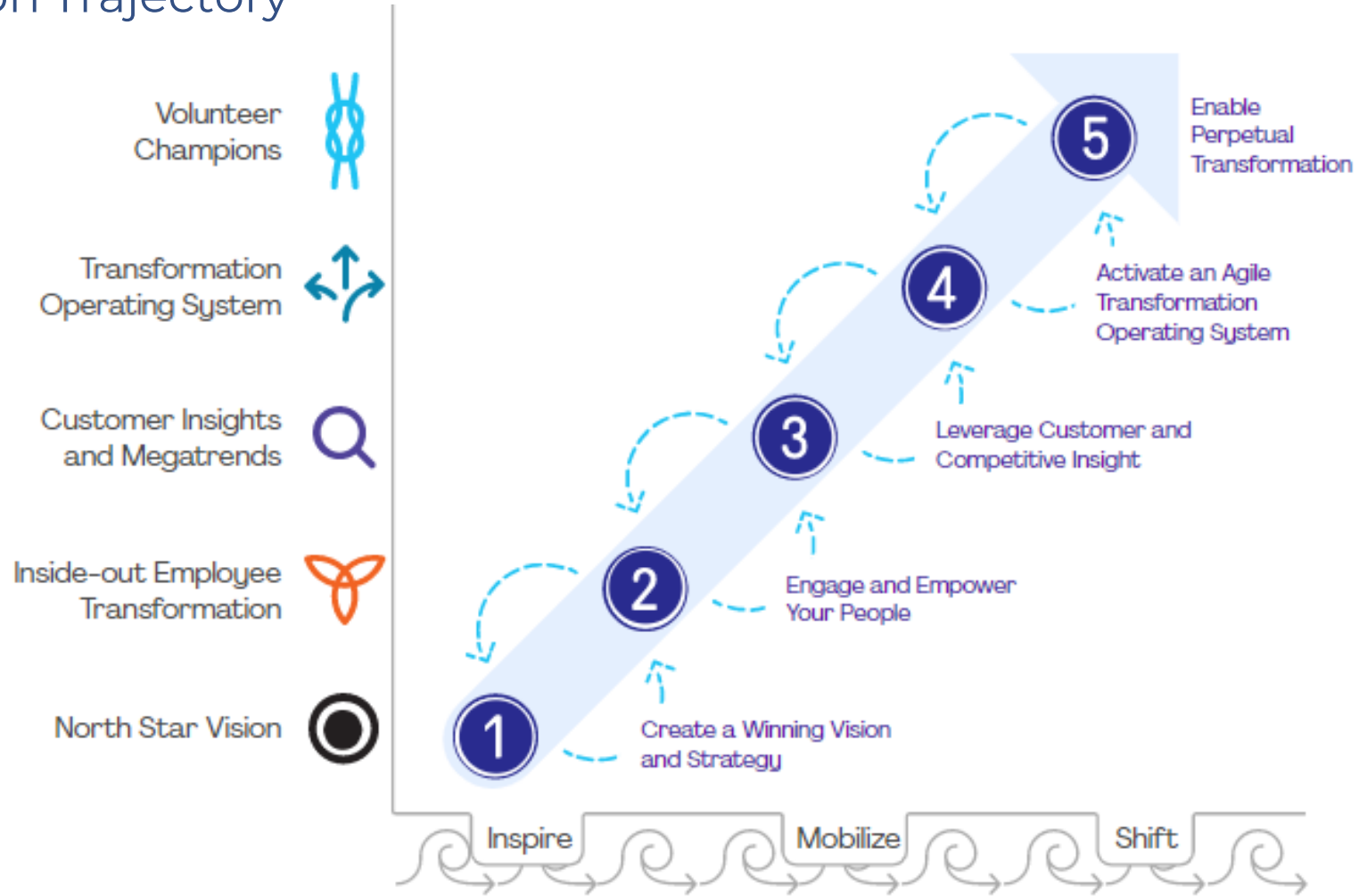


- The **North Star** is an inspiring articulation of the Vision and Strategic objectives for the transformation
- Understanding **Customer Insights and Megatrends** gives you deep knowledge of your Customers. These insights should be embedded in every decision/step/change throughout the transformation process
- The **Transformation Operating System** is a flat cross-functional organization structure that enables sustainable change. It calls for different ways of working
- **Volunteer Champions** encourage thought leadership from across your organization which will drive and support transformation. Find your volunteers in all levels of organization and empower them to be part of the transformation alongside their existing role.
- **Inside-Out Employee Transformation** recognizes that transforming the mindset and understanding the personal aspiration of the employees are just as important as transforming the organization itself.



# Organizational Transformation

## The Transformation Trajectory



# Organizational Transformation

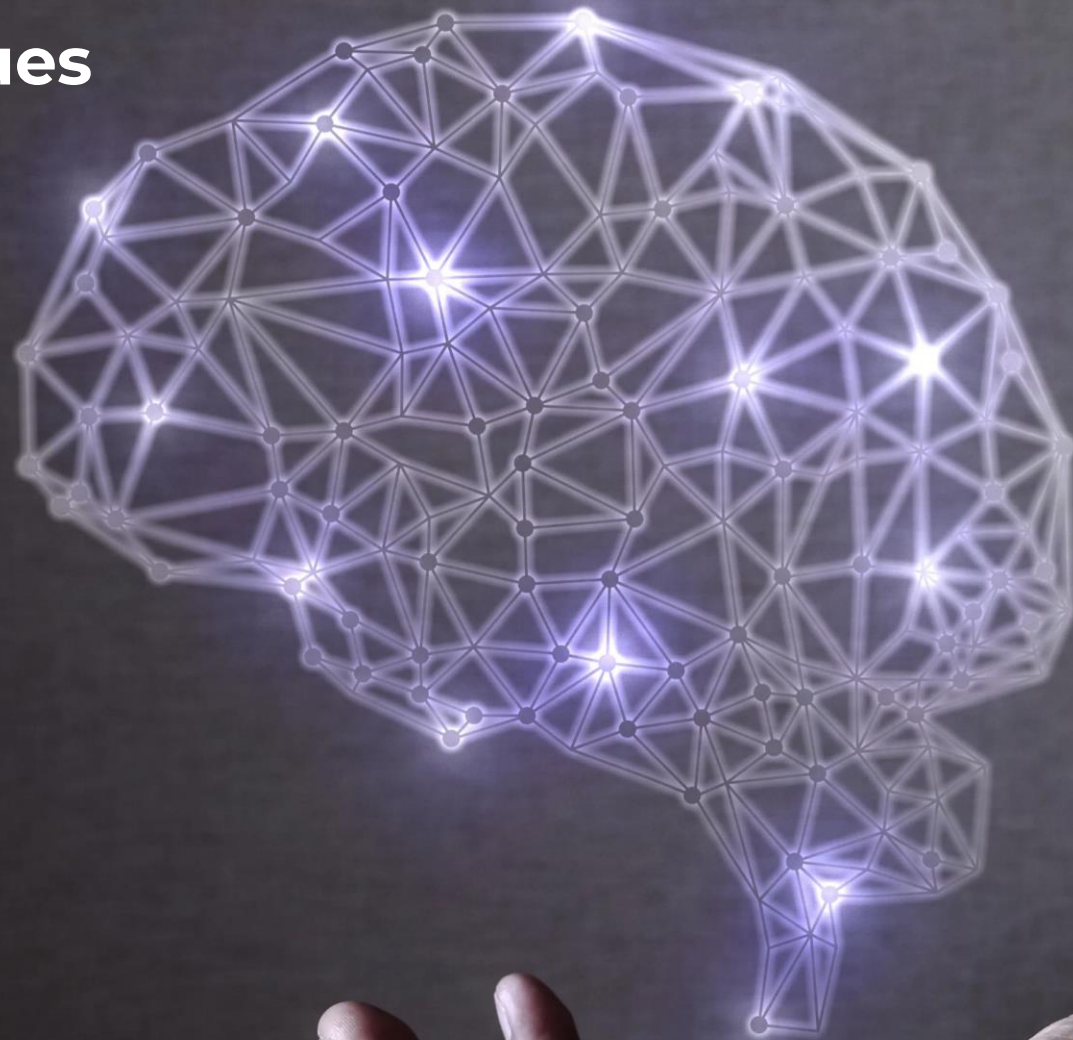
## Operating System



- **Central Team** – Represents Executive Management
- **Program Manager** – Manage the transformation
- **Rapid Response Team (RRT)** – Looks after Transformation items (agile) implementation
- **Volunteer Champions** – Support RRTs

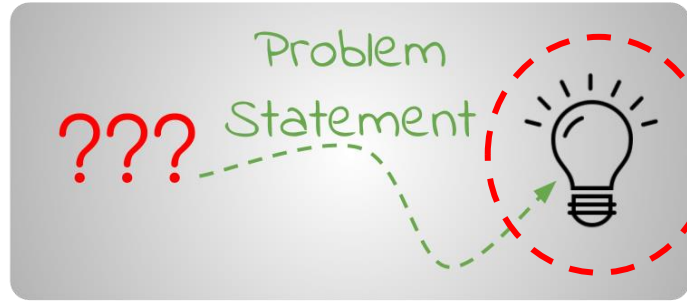
# Transformation Techniques

Secrets from Experience!

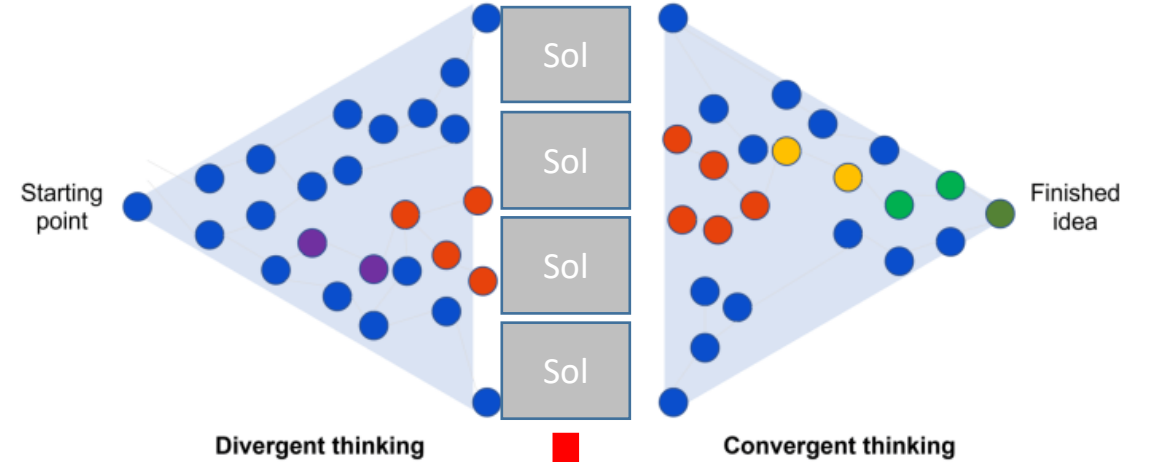


# Secret #1 - Questions are Better than Answers!

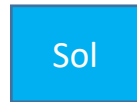
The Art of Asking the Right Questions



## Divergent vs Convergent thinking



Project Charter



# The Project VISION

The Transformation Foundation

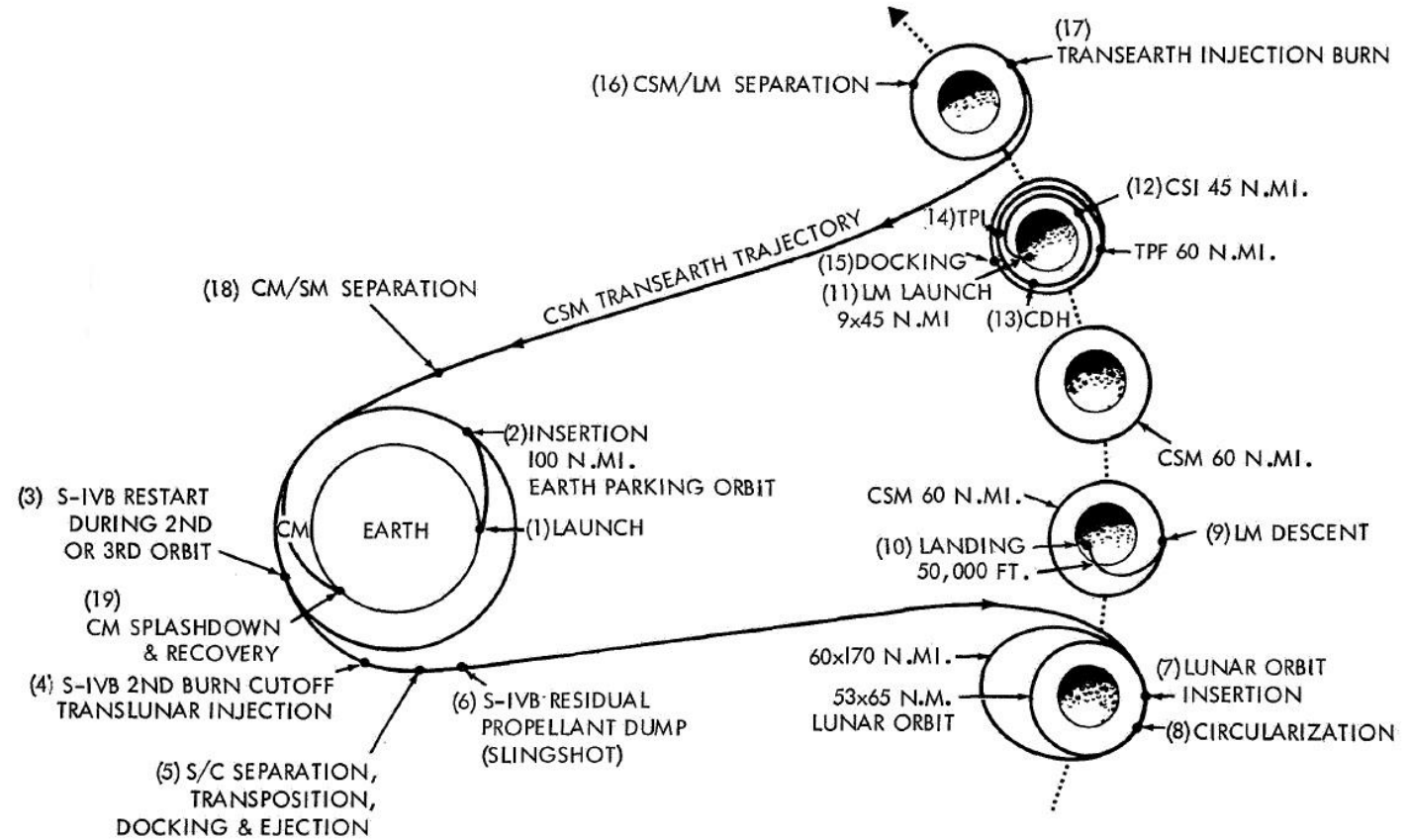
« **We choose to go to the Moon [...]** in this **decade, [...]** because that **goal will serve** to organize and measure the **best of our energies and skills**, because that **challenge is one [...]** which **we intend to win [...]** »

John F. Kennedy (Rice University – Houston, 12<sup>th</sup> Sept 1962)



# The Project Plan

Buzz Aldrin, Margaret Hamilton...



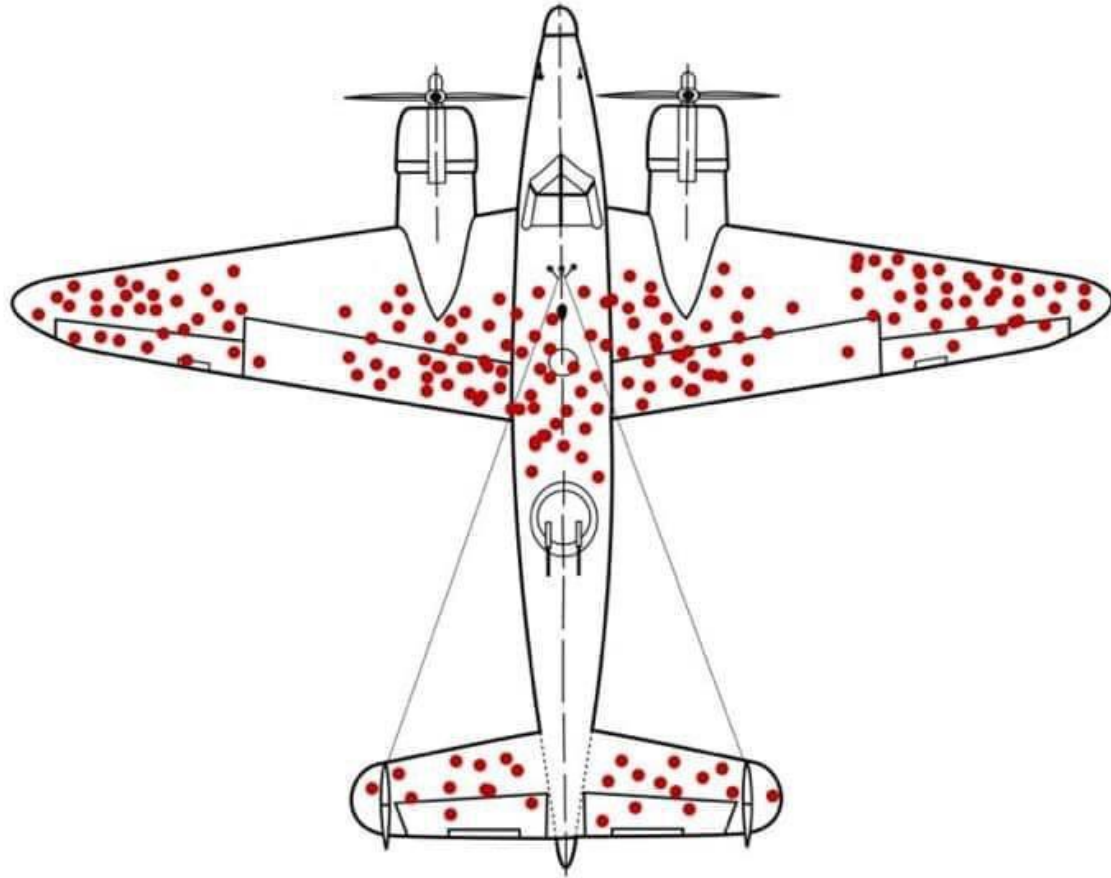
**Give me six hours to  
chop down a tree and I  
will spend the first four  
sharpening the axe.**

**- Abraham Lincoln**



# See the Invisible!

What you don't see is more important than what you see...



*"And now here is my secret, a very simple secret: It is only with the heart that one can see rightly; what is essential is invisible to the eye." - Antoine de Saint-Exupéry, The Little Prince*



# Project Execution

The Real One!



# Path to Excellence!

Pareto Law & Integration/facilitation!

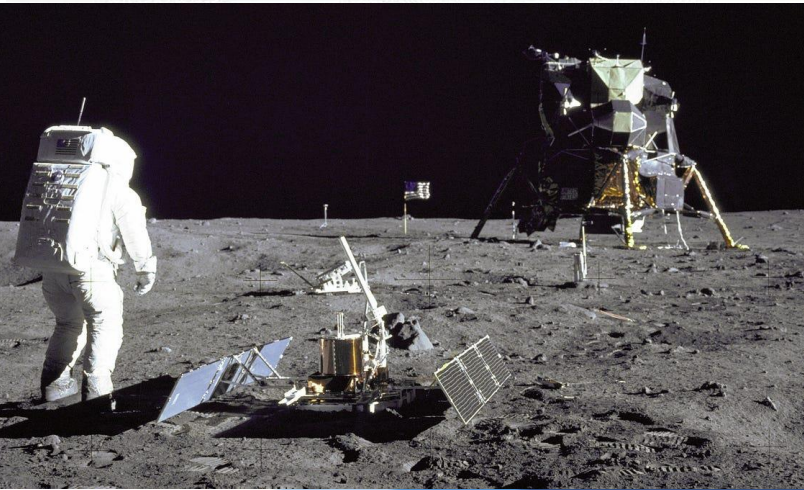


# The Team

Project Brand is the Hero!



PRIME CREW OF FIFTH MANNED APOLLO MISSION  
NEIL A. ARMSTRONG      MICHAEL COLLINS      EDWIN E. ALDRIN, JR.



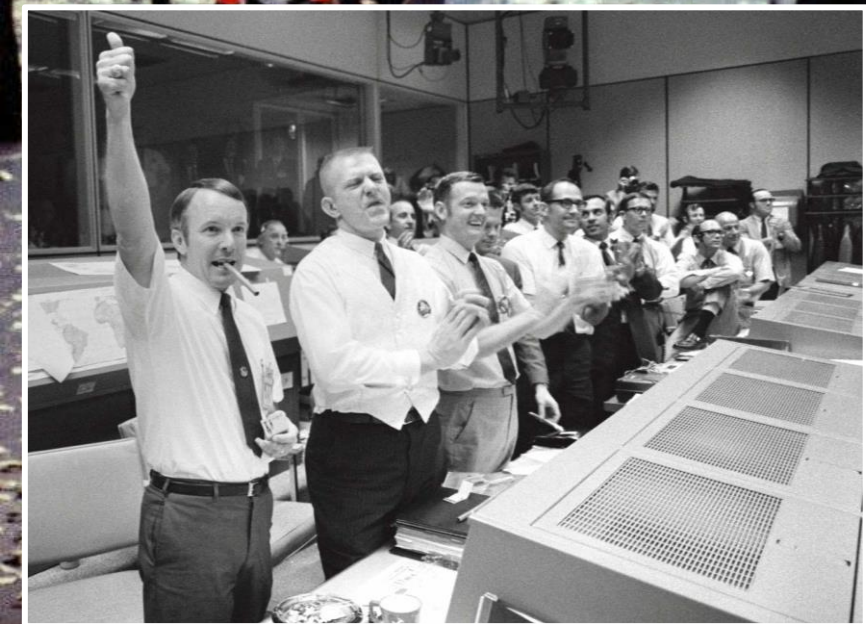
# Transformation is very much about Mindset!

Growth vs Fixed Mindset



# The Project Success is Every one's Success !

Aug 15th, 1969 – New York



# The New Transformer Leader!

## Top **Ten** Critical Characteristics

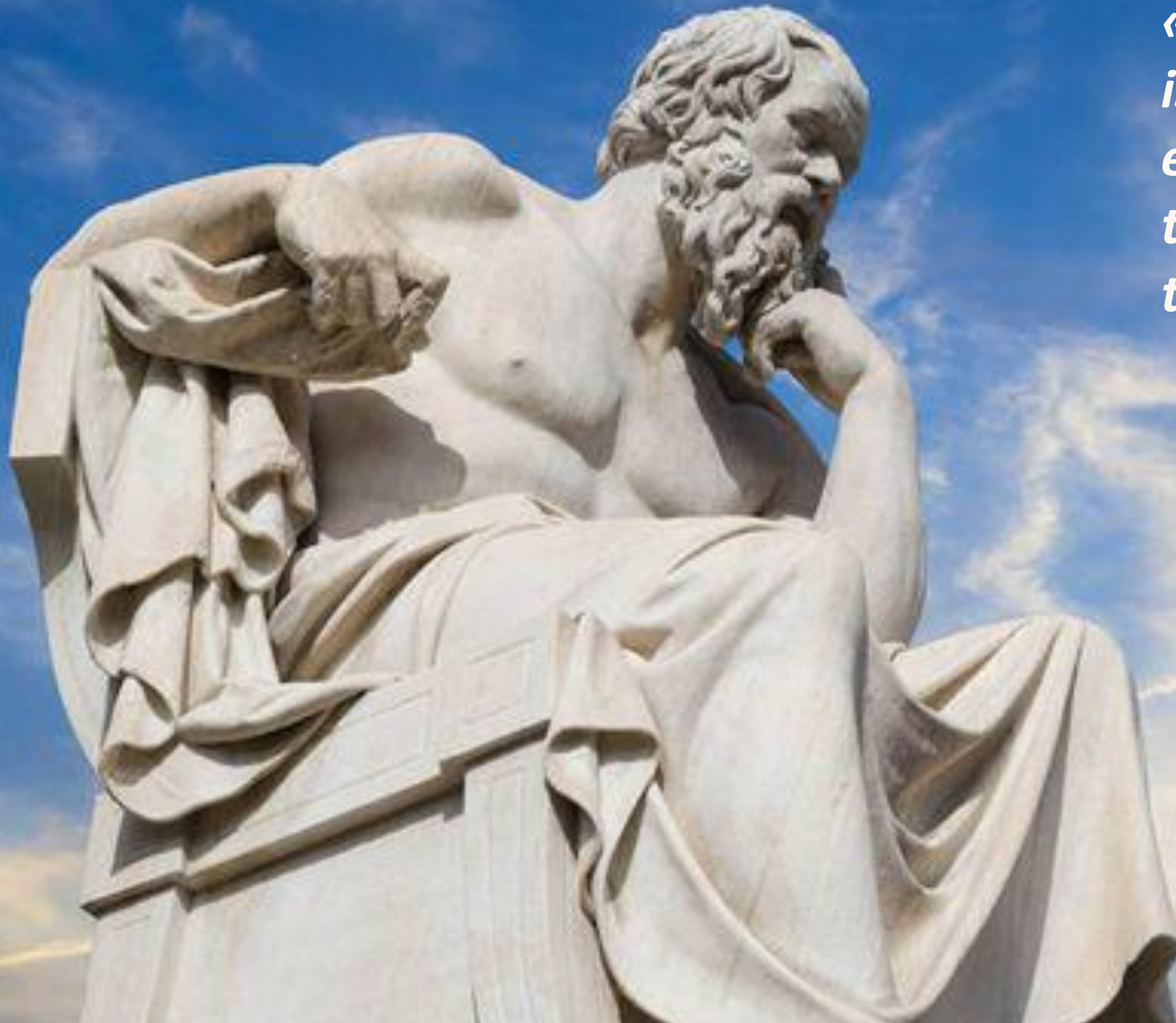


1. Has a Clear **Vision**
2. Has a good understanding of the **organization** and its **ecosystem**
3. Is visibly **committed** to the organization's transformation goals
4. Is **empowered** at the highest level of the organization, has credibility and is respected by employees
5. Has authentic **leadership** skills and drive
6. Has a **multi-dimensional intelligence** (cognitive, emotional, political, situational, intuitive...)
7. Has a solid project management **experience**
8. Fosters **creativity** and **innovation**
9. Embraces **Change** and **Agility**
- 10. Empower People and Inspire Trust**

# Project Closure

Take a New Perspective!





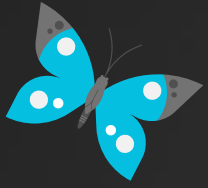
*« The secret of Change is to focus all of your energy, not on fighting the old, but on building the new. » -Socrates*



The best way to  
predict your future  
is to create it.

~Abraham Lincoln





**Thank you!**





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