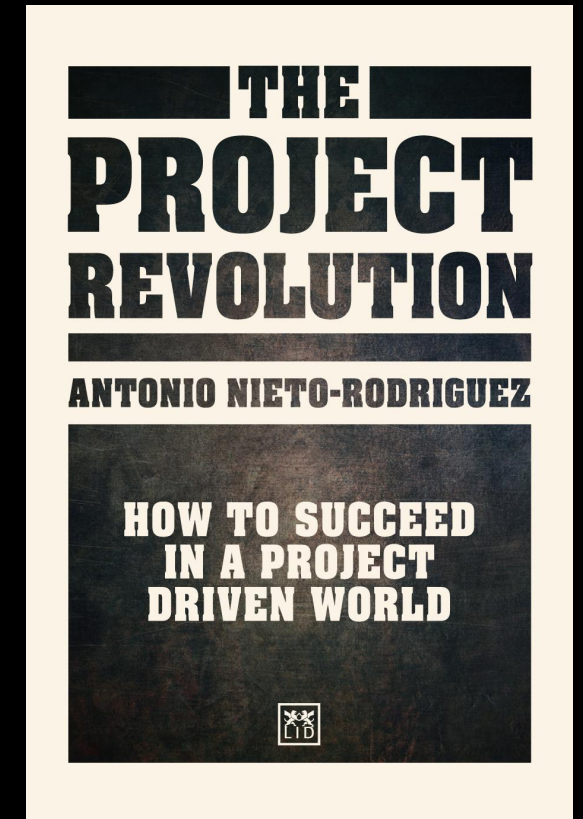


The Project Revolution

Antonio Nieto-Rodriguez

PMI Belgium Chapter

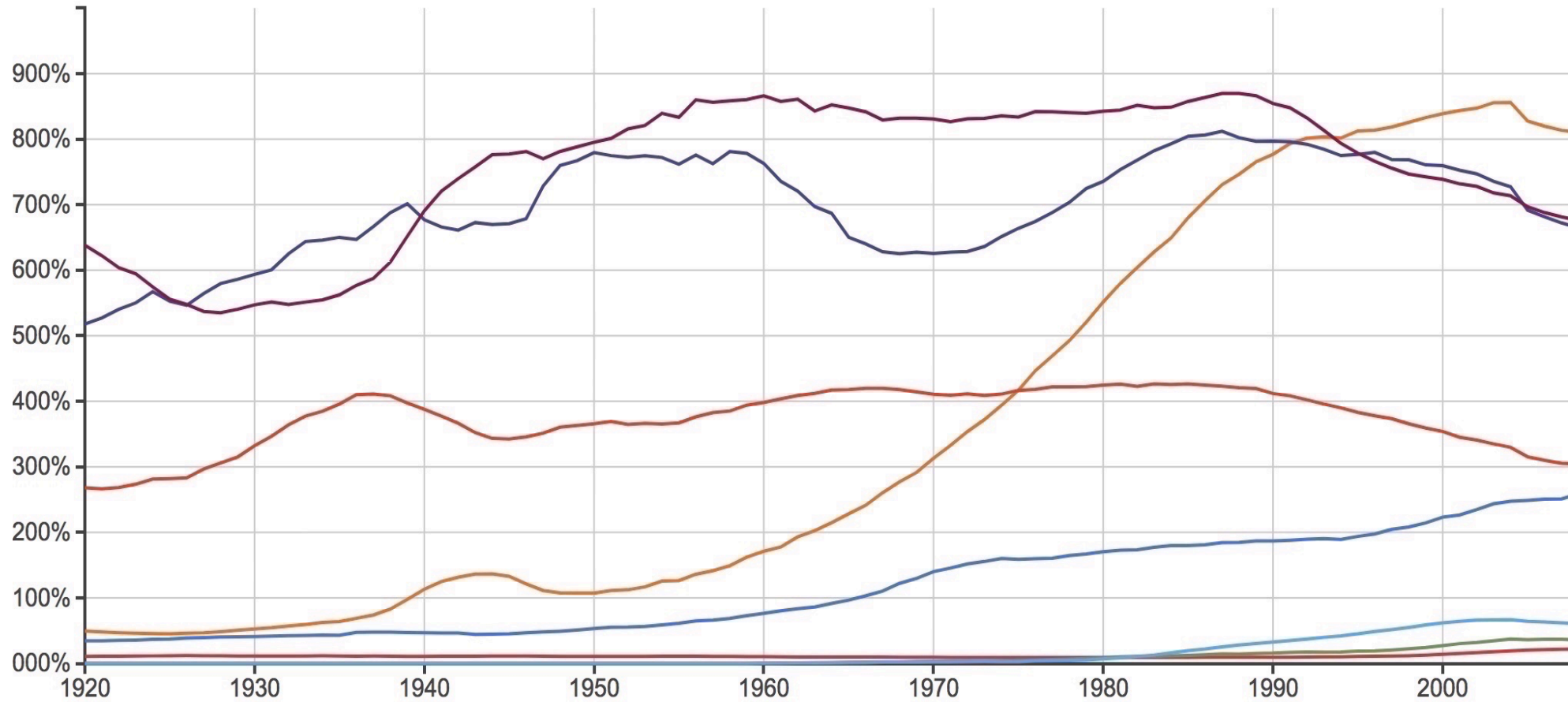
13th March 2019



Agenda

1. Silent Disruption: What is the **Project** Revolution?
2. Reinventing **Project** Management
3. The Best **Projects** in Modern History
4. Skills needed to succeed in a **Project** Driven World?

How Big is the Gap?



Innovation

Agile

Project
Management

Strategy

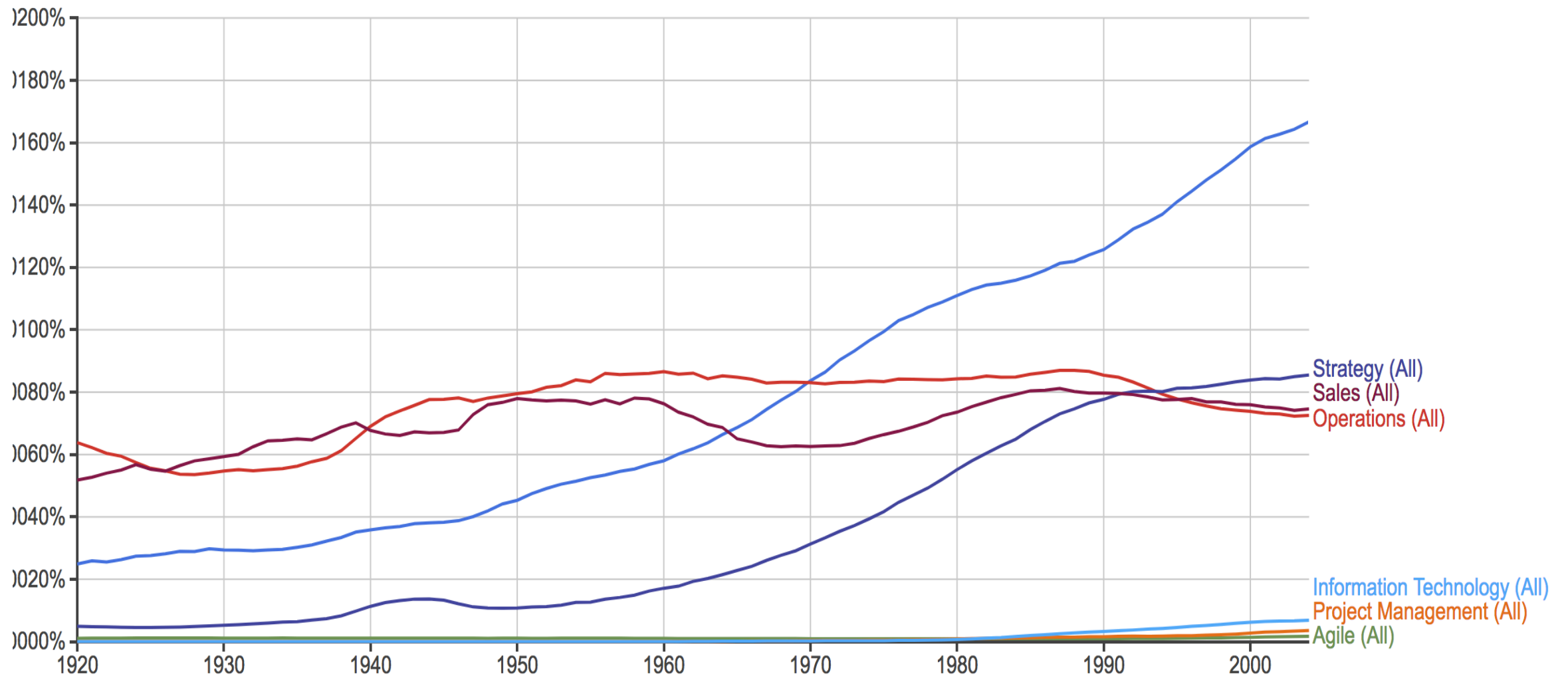
Finance

Sales

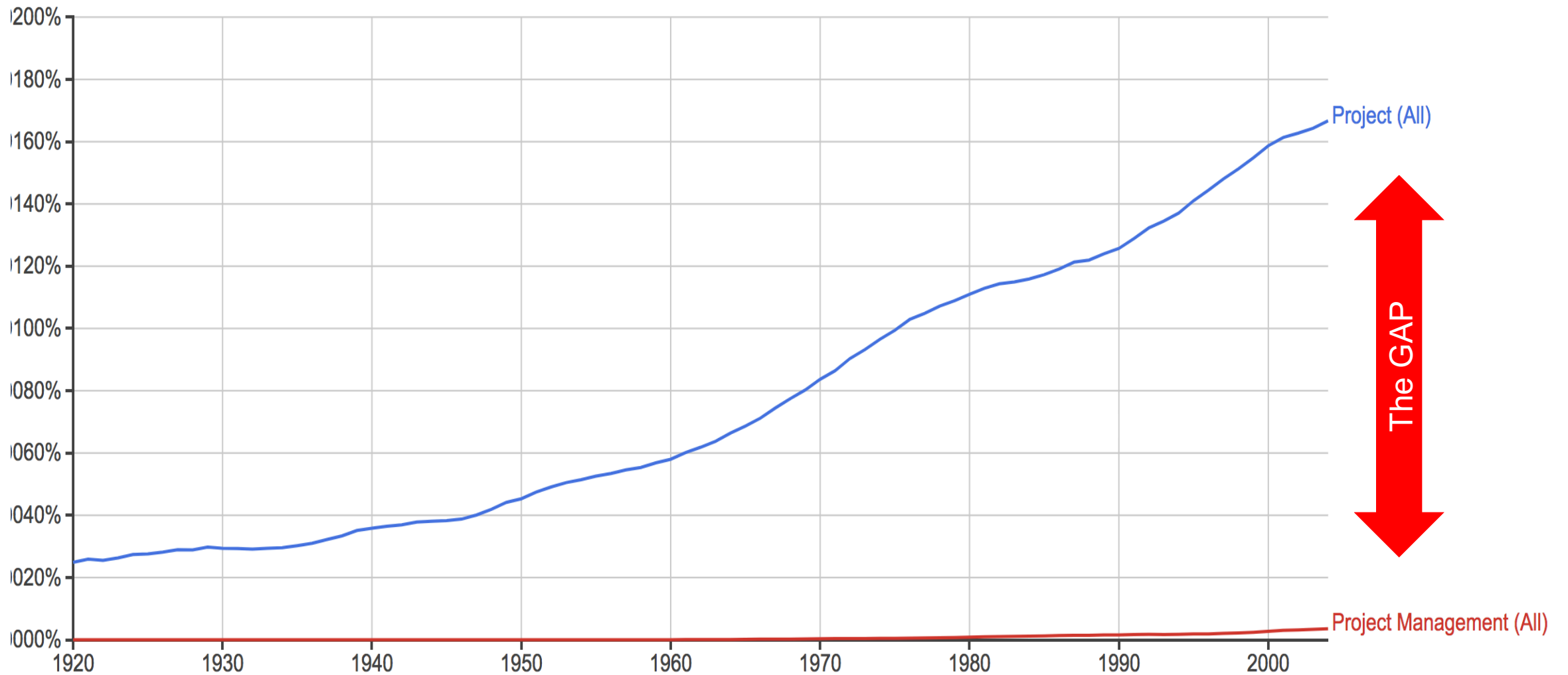
IT

Operations

The Silent Disruption



Need To Close The Gap



In Germany, approximately 40% of the turnover and the activities of German companies are performed as **projects**. This is only going to increase.**

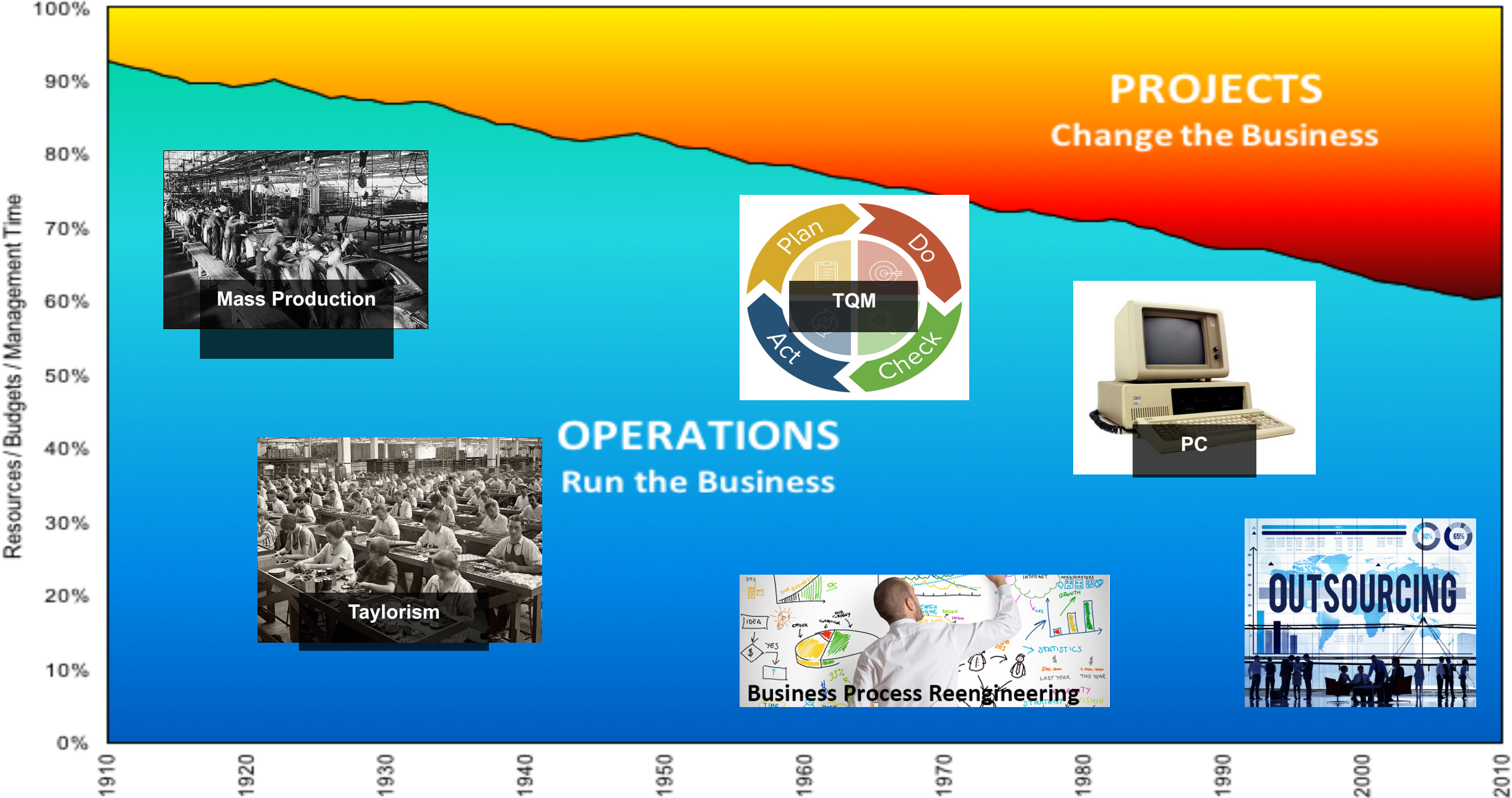
The value of economic activity worldwide that is **project** oriented will grow from \$12 trillion (in 2013) to \$20 trillion (forecast 2027).*

The number of individuals working in **project**-based roles will increase from 66 million (in 2017) to 88 million (forecast 2027).*

*Project Management Job Growth and Talent Gap Report 2017–2027 (Project Management Institute, 2017),

**https://www.gpm-ipma.de/know_how/studienergebnisse/makrooekonomische_vermessung_der_projektaetigkeit_in_deutschland.html

Unnoticed yet Relentless Business Model Radical Shift

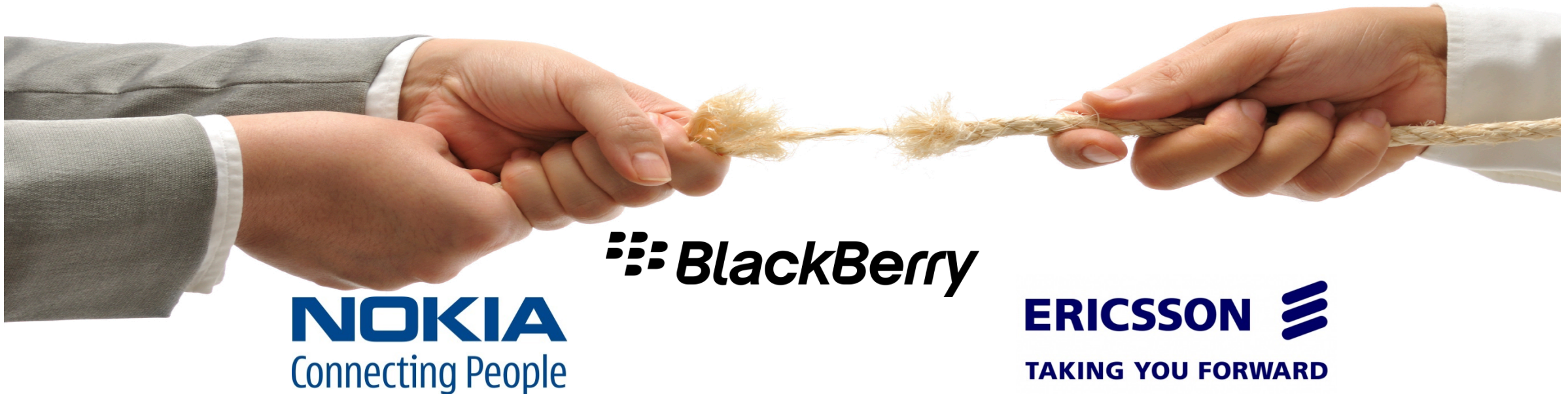


Source: Research done on UK's GDP Evolution on economic history

Implications of the **Project** Revolution

Business Operations
Running-the-business

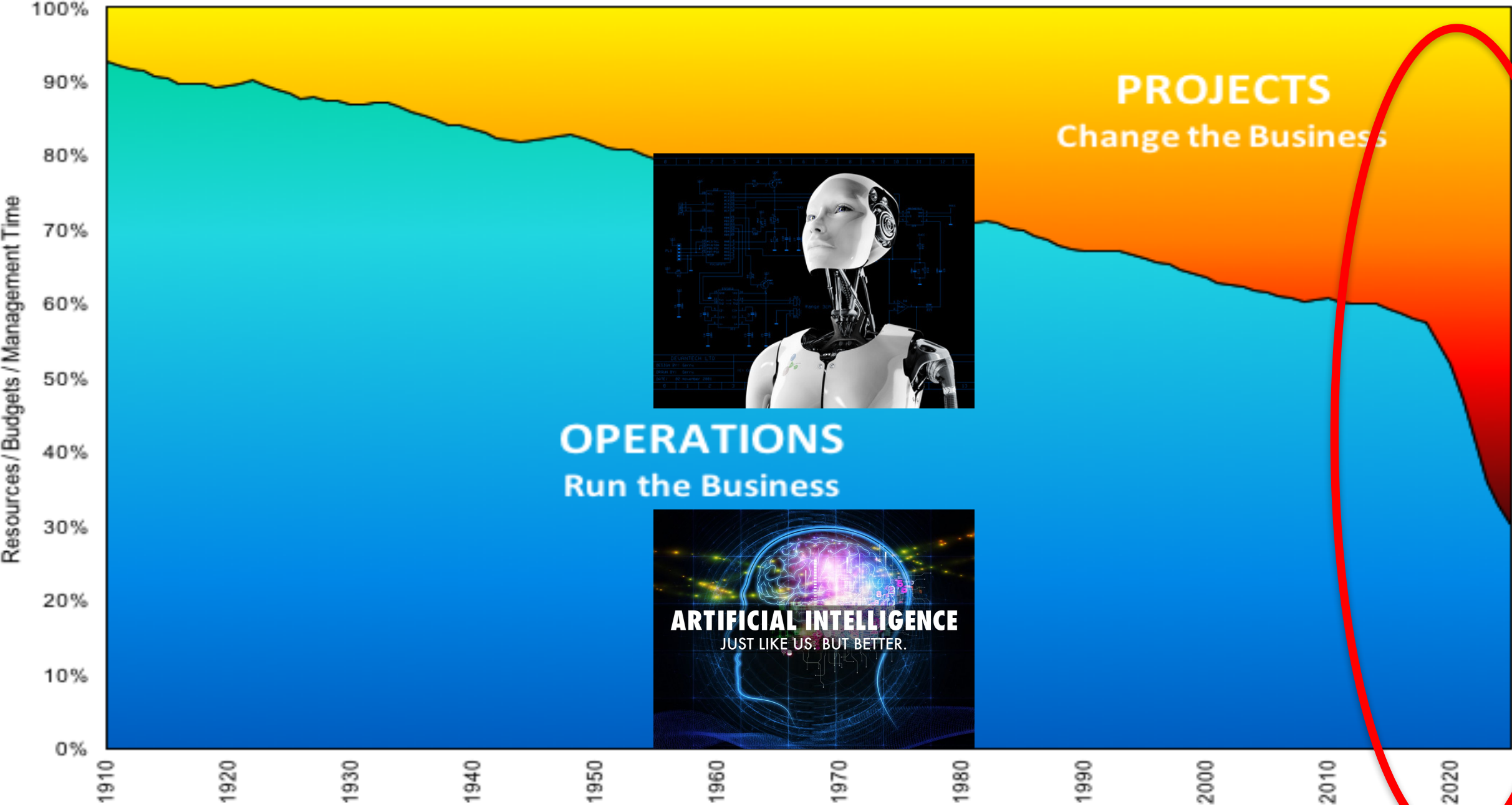
Strategic Initiatives
Changing-the-business



It is very difficult to focus on both dimensions at the same time

- **Too much focus on running** – competition will catch up
- **Too much focus on changing** – you sacrifice today in the hope of a better future

Unnoticed yet Relentless Business Model Radical Shift



Source: Research done on UK's GDP Evolution on economic history

Implications of the **Project** Revolution

1. **Silo mentality**, internal competition
2. Working on what is **urgent and short term (fire-fighting)**
3. **Strategic goals and priorities** not clear, not understood
4. **Lack of focus**, spreading too thin
5. **Too many projects**, easy to start, never finish
6. **Resource planning** complex and ignored
7. **PPM tool**, very expensive, yet limited use
8. **Lack of engagement**, hard to retaining talent (and millennials)

High performance. Delivered.

"Recent research shows that 79% of executives agree the workforce of the future will be structured more by projects than by job functions."

Humanizing work
through digital

Agenda

1. Silent Disruption: What is the **Project** Revolution?
2. Reinventing **Project** Management
3. The Best **Projects** in Modern History
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Reinventing **Project** Management

1

Simplification of **Project** Management Frameworks so that anyone can apply them and be successful

2

Expanding the reach of **Project** Life Cycle to encompass the start and end stages

3

Developing two additional **Project** Triple constraints to reflect the new reality

PROJECT CANVAS

The Project Revolution

WHY

Rationale & Business Case

What are the expected Benefits?



Purpose & Passion

"Why" are we doing the project?



WHO

Executive Sponsor

Who is accountable for the success of the project?



Governance

Who is responsible for what?



WHAT, HOW & WHEN

Scope

What will the project produce and deliver?



Time

When will the project be completed?



Cost

How much will the project cost?
How many resources do we need ?



Quality

How do we ensure meeting the quality standards?



Risk Management

Have the key risk been identified?
Do we have a plan B?



Procurement

How are we going to manage the external contributors?



Human Resources

What skills do we need?
How are we going to keep the team motivated?



Stakeholders

Are key and impacted parties supporting the project?



Change Management

How are we going to engage the stakeholders and remove barriers to change?



WHERE

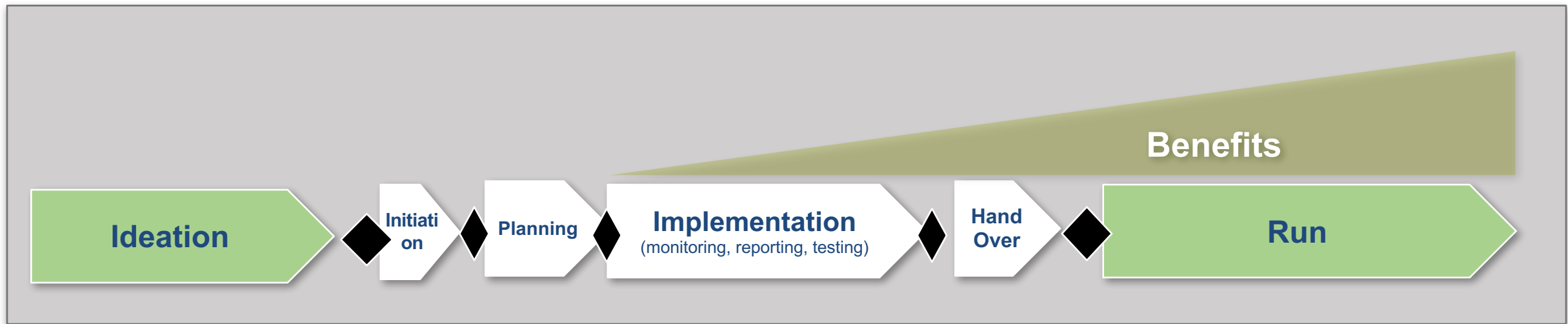
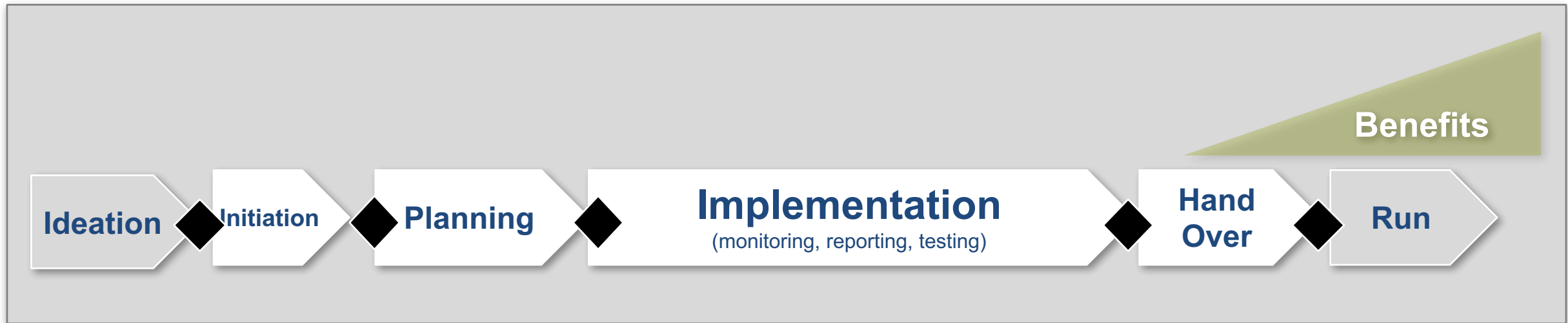
Project Driven Organization

Culture, Structure, Priorities, Competencies

Has our organization and culture been adapted to succeed in a project driven world?

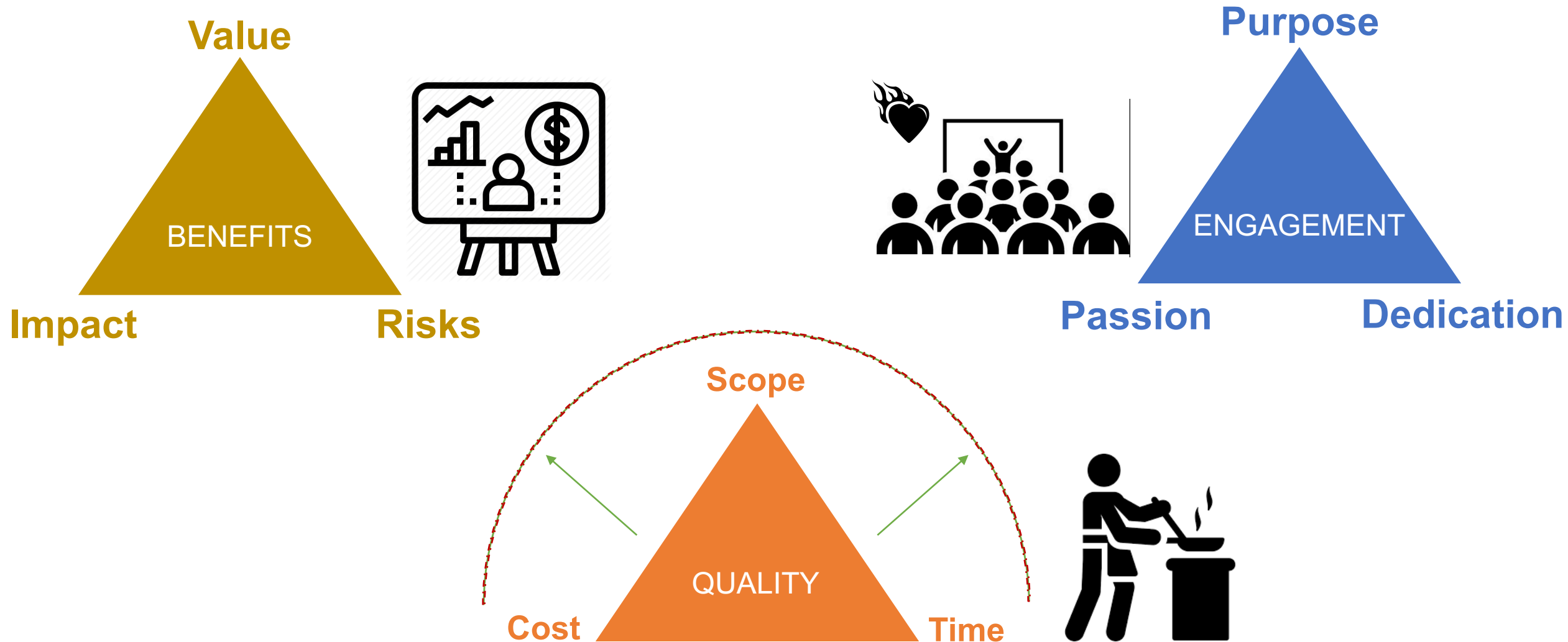


Expanding the **Project** Life Cycle





Two Additional **Project** Triple Constraints



Agenda

1. Silent Disruption: What is the **Project** Revolution?
2. New and Old Challenges
3. The Best **Projects** in Modern History
4. Skills needed to succeed in a **Project** Driven World?

A person wearing a dark suit and a striped tie is holding a white rectangular board with both hands. The board has the word "WHO?" written on it in a large, black, handwritten-style font. The background is plain white.

WHO?

*"We're starting a new **project**. It's so **secret**, I can't even tell you what that new project is.*

I cannot tell you who you will work for.

*What I can tell you is if you choose to accept this role, you're **going to work harder than you ever** have in your entire life.*

You're going to have to give up nights and weekends probably for a couple years"



PROJECT CANVAS

The Project Revolution

PROJECT PURPLE



ar Antonio Nieto-Rodriguez

WHY

Rationale
What are the reasons for the project?

Smart Phone Disrupt Industry



Purpose & Mission

"Why" are we doing the project?



WHO

Executive Sponsor

Who is accountable for the success of the project?



Steve Jobs as Sponsor 40% in the Project



WHAT, HOW & WHEN

Scope

What will the project produce and deliver?



Fixed Deadline January 2007

Time

When will the project start and end?



Cost

How much will the project cost?
How many resources do we need?



Quality

How do we ensure meeting the quality standards?



Risk Management

Have the key risk been identified?
Do we have a plan B?



Human Resources

Are we getting the best team?



Best Team 100% dedicated



Are key and impacted parties supporting the project?



Procurement

How are we going to manage the external contributors?



Change Management

How are we going to engage the stakeholders and remove barriers to change?



WHERE

Project Driven Organization

Culture, Structure, Priorities, Competencies

Has our organization and culture been adapted to succeed in a project driven environment?

Top Priority Project for Apple





BREXIT

March 30th, 2019, To Brexit or not To Brexit



PROJECT CANVAS

The Project Revolution

BREXIT



WHY

Rationale & Purpose
What are the reasons for the project?

The main motivation was emotional



Purpose & Mission

"Why" are we doing the project?

WHO

Executive Sponsor

Who is accountable for the success of the project?



No experience of leading large projects



WHAT, HOW & WHEN

Scope

What will be delivered?

no one really knows what it entails



Time

When will the project be completed?



Cost

How much will the project cost?
How many resources do we need?



Quality

How do we ensure meeting the quality standards?



Risk Management

Have we identified the risks?
Do we have a plan B?

No Plan B



Procurement

How are we going to manage the external contributors?



Human Resources

What skills do we need?
How are we going to keep the team motivated?



Stakeholders

Are key and impacted parties supporting the project?



Half the country against



WHERE

Project Driven Organization

Culture, Structure, Priorities, Competencies

Has our organization and culture been adapted to succeed in a project driven world?





Saturday 7 August 2010, 3pm, Atacama Desert, Chile



PROJECT CANVAS

The Project Revolution

CHILEAN MINERS



WHY

Rationale
What are the reasons for the project?

Safe Human Lives



Purpose & Mission
“Why” are we doing the project?



WHO

Executive Sponsor
Who is accountable for the success of the project?



Minister of Mining
100% Dedication



WHAT, HOW & WHEN

Scope
What will the project produce and deliver?

Of the Essence
Everyday less
Chances



Time
When will the project be completed?



Cost
How much will the project cost?
How many resources do we need?



Quality
How do we ensure meeting the quality standards?



Risk Management
What are the risks of the project?

Plan A, B, C



Human Resources
Who is the team?

Best Team
100% dedicated



Are key and impacted parties supporting the project?



Procurement
How are we going to manage the external contributors?



All Stakeholders Full
Engaged and
Supportive



WHERE

Project Driven Organization
Culture, Structure, Priorities, Competencie
Has our organization and culture been adapted to success in the new world?

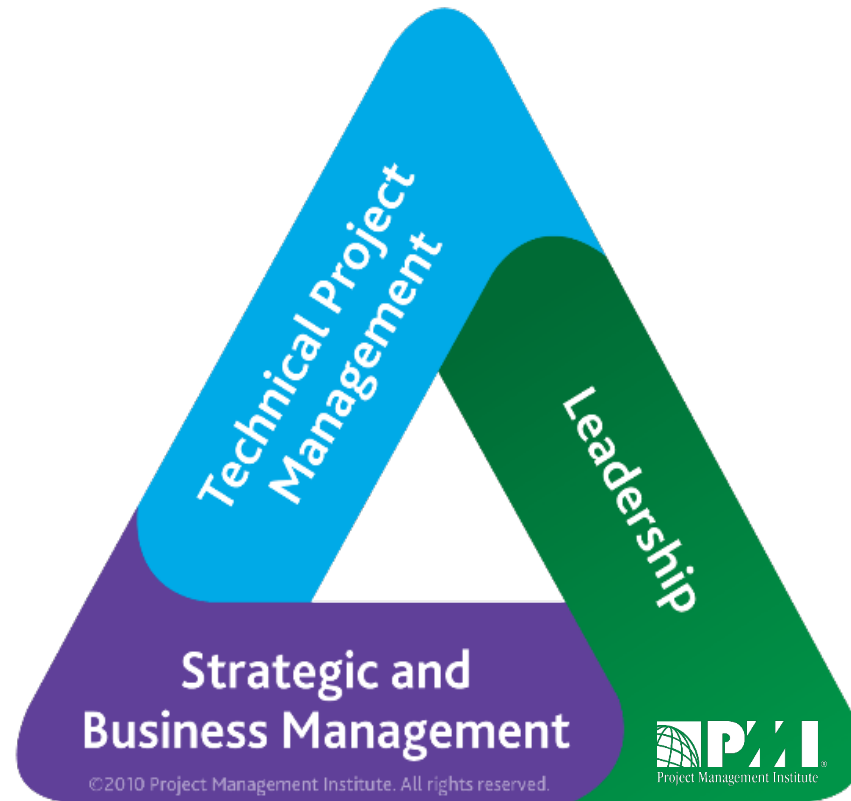
Top Priority for
Chile



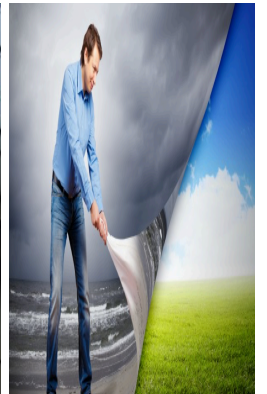
Agenda

1. Silent Disruption: What is the **Project** Revolution?
2. Reinventing **Project** Management
3. The Best **Projects** in Modern History
4. **Skills needed to succeed in a Project Driven World?**

How to Succeed in a **Project** Driven World



Running the Business
90%



Changing
the Business
10%



Running the Business
40%



Changing the Business
60%

A person wearing a dark suit and a striped tie is holding a white tablet. The tablet displays the text "Can a Project Manager become CEO?". The word "Project" is in red, while the rest of the text is in black. The background is white.

**Can a
Project Manager
become CEO?**





Cesar Cernuda
Microsoft President

