



Be the
Change

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PMI
PROJECT MANAGEMENT INSTITUTE

Project Management Conference

24 - 26 September 2019

Te Papa, Wellington, New Zealand

www.projectmanagementconference.org.nz

#NZPMC19





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A World Without Project Management

- How Change is impacting Project Management's future

Presented by: Youssef Mourra

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September 26, 2019

Project Management Conference 2019

Te Papa, Wellington

A bit about me...

- 30 years' experience in project, programme and portfolio management in various countries
- For the past 16 years, based in Wellington and servicing customers and clients in NZ and Australia and nearby
- Became a Kiwi in October last year
- I have three children under 17 and when I have time, I enjoy music, reading, fruit trees, cricket, theatre, travel, wine, politics and etymology (the history and study of words).

My presenting history here...

- I'm a regular presenter at these annual Project Management Conferences in NZ and occasionally in Australia. Some of my more recent presentations have been:
 - Eddie Obeng – Project Types
 - The Zombies of Project Management, Programme and Portfolio Management
 - So You think you're ready to be a Consultant?
 - Earned Value using Lego Bricks
 - Human Alchemy – Turning People and Projects into Gold
 - Writing Your First Business Case - Breaking through with Benefits Management
 - What P3M3[®] is and What P3M3 isn't - avoiding the tick box mentality when developing project management maturity

Today, my Objective for you is...

- **Understand** the changes in the way we work +
- **Appreciate** the impact on Project Management that these changes are having on today's Project Manager and the PMO +
- **Agree** (even slightly agree) that project management as we know it is changing and there's more to come

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- **Do something** about preparing yourself or your organisation to a 'world without project management', in other words 'be the change'

Agenda

- Are you serious?
- Understanding the Change and its Impact on Project Management
- What can I do?

I might stop for questions but generally would ask that you leave them to the end.



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A World Without Project Management?!?!

Is this a statement or
Is this a question?

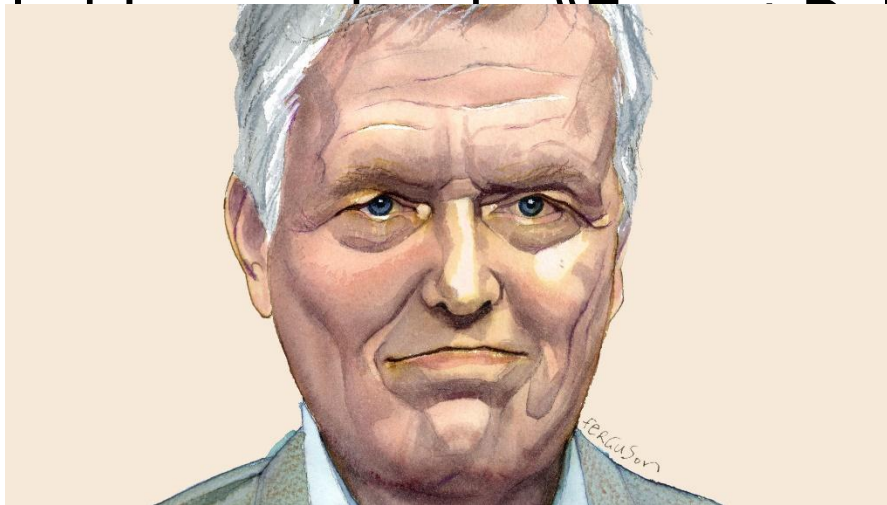
...you can't be serious!!

No project management...so none of these?



Forecasts and Predictions – how accurate?

-  predictions



- **Political Judgment. How Good Is It? How**
< painstakingly tracked the predictions
e fields of politics and economics in
rate they were.
It turned out that what they were really
included more than 82,000 predictions
of professional seers and soothsayers.
The more famous, expert and
renowned the forecaster, the more the
forecast was wrong

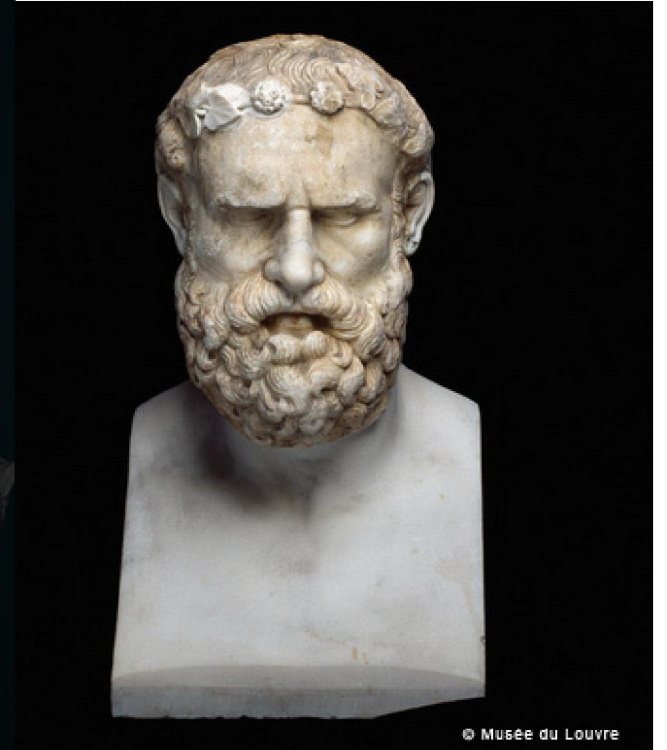
Archilochus

ros

The Fox knows many things-
the hedgehog one big one.

Archilochus

quotefancy



© Musée du Louvre

Are you a Hedgehog or a Fox?



Hedgehogs have one grand theory (Marxist, Libertarian, whatever) which they are happy to extend into many domains, relishing its parsimony, and expressing their views with **great confidence**



Foxes, on the other hand are **sceptical** about grand theories, diffident in their forecasts, and ready to adjust their ideas based on actual events.

Hedgehogs annoy only their opponents, while Foxes annoy across the spectrum, in part because the smartest Foxes cherry-pick idea fragments from the whole array of Hedgehogs.

What's your favourite long English word?

Antidisestablishmentarianism

opposition to the disestablishment of the Church of England

a political movement that developed in 19th-century Britain in opposition to Disestablishmentarianism, the Liberal Party's efforts to disestablish or remove the Church of England as the official state church of England, Ireland, and Wales.

What's the relevance?

Antimonethodogarianism

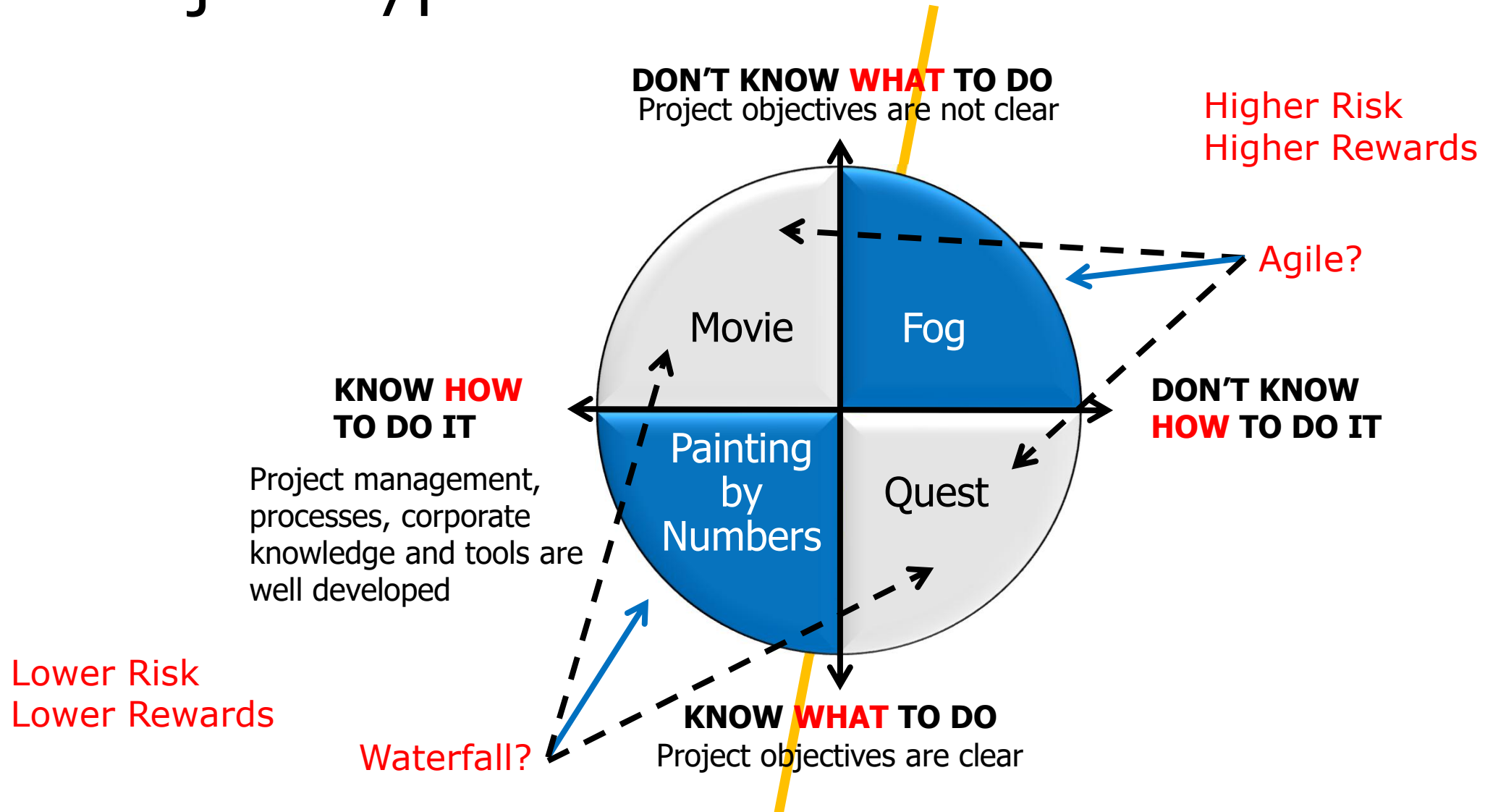
opposition to the implementation of only one delivery methodology in an organisation

a movement in the world of project management developed by those who are **not** entrenched on either side of the methodology 'wars' of the first couple of decades of the 21st century that have divided the project management community almost irrevocably

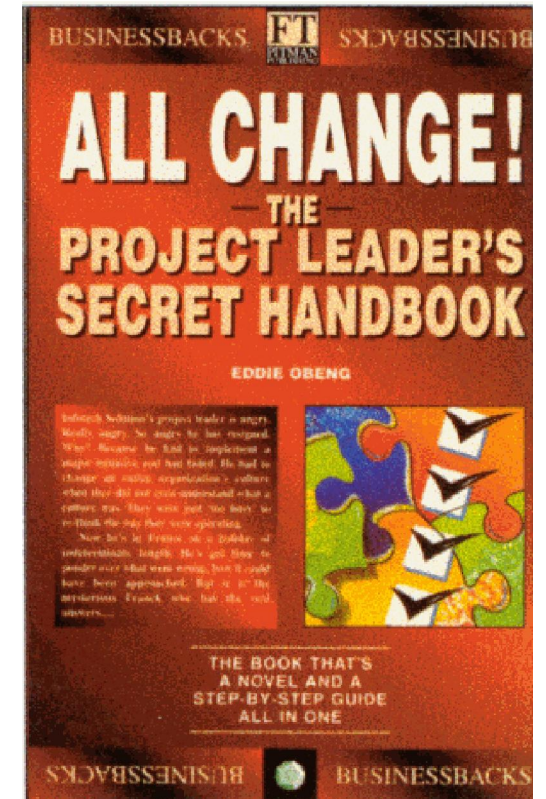
Beware of the zealots (the hedgehogs)

- The Waterfall zealots
 - Agile is silly and promotes chaos
 - They can't even tell me how much money they want to spend or when they are going to deliver anything – ridiculous
 - There's no governance
- The Agile Zealots
 - They refer to waterfall as 'traditional' or 'old-fashioned'
 - We don't need templates
 - Waterfall involves too much bureaucracy, too much paperwork. I can't get things done
- Where will I find them?
 - LinkedIn! – guilt and shaming posts that promote revolution, instead of evolution

Project Types



Introducing Eddie Obeng



All Change!: Project Leader's Secret Handbook by Eddie Obeng (Paperback - 1995)



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Understanding the Change

What impact is it having on Project Management?

Disruption is all around us

- We do taxi rides differently today
 - We access our software differently today
 - We watch TV differently today
 - We read newspapers differently today
 - We communicate with our friends differently today
-
- So, why would Project Management be 'firewalled' by change? Why would it not be subject to disruption?

The way we work has changed

- The rise of the 'gig' economy
 - Shorter engagements
 - Higher skills required
- Remote working
 - The rise and rise of the virtual team
- Changing what we do and what we offer has become so intense it's now regarded as the new 'business as usual'
- The rise of Business Intelligence has led to constant change
- The potential impact of AI is beginning to be understood

What is happening?

- The rate of change is getting faster
 - The teams, divisions and departments need to move more quickly
 - There is a blurred line between Business as Usual and formal projects
 - The PMO is seen as a blocker, so projects are done 'under the covers'
- As a result
 - There has been an increase in the number of the 'Occasional Project Managers' or the 'Accidental Project Managers'
 - At a Portfolio level, there has been a shrinking of the Run the Business portfolio in favour of the Change the Business portfolio but the PMO is not across it all
 - Friction rising on the edges between Continuous Improvement and Project Management

Some conclusions?

- I predict that Project Management as we currently know and define it today will be radically different in 10 years and gone within 20 years
- More and more of the Project Management capability that we have will be diffused in a number of different directions:
 - Artificial Intelligence will take some of the 'donkey work' of what we do
 - Business Intelligence will provide more evidence and insights into what needs to be done and that speed of change will not allow us in many cases to work on 'discrete packages of change'
 - More Project Management skills will be embedded into new and existing employees in every part of the organisation leading to the rise of the 'Everyone is a Project Manager' scenario

What can I do?

How can I 'Be the Change' or 'Be part of the Change'?

Some tips into the future...

- Above all, be a fox
 - Look ahead with confidence. Keep a critical and open mindset. Look for trends coming at you, coming from the sides and do an occasional backward glance (lessons learnt)
- Don't wed yourself to one delivery approach. Remember Eddie Obeng, adopt a multi-modal approach.
- Stop being a blocker and stay relevant
 - Encourage project management in all its forms, from the occasional, to the accidental and to the informal, choose the right and different tools and approaches that suit

Redefine what a 'Project' is in your organisation

- The project classification step has served us well but it's time to refresh it.
- Consider removing the small and medium level size of projects and replace them with new categories – new swim lanes and make these new swim lanes lean and more agile
- Consider renaming these new swim lanes with labels like initiatives or investments
- Recognise and direct people out of projects and into Continuous Improvements or Enhancements or such labels

- Lighten up the Reporting – provide
- Lighten up the Governance
 - Adopt a multi-modal approach to d governance
 - Promote a common set of 'On a Pa freedom within the framework

Slide 25

Stop being a blocker

- How many times have you heard the phrase 'oh no, we can't do that because we are not mature enough or we don't have the maturity'?
 - Trust your people
 - Raise the bar of expectation
 - Provide the tools, training and support for occasional and accidental project managers
- Embrace the new way of working – retain the best of what we know and mix it in with the new

Introducing...

- Baugile
or maybe it should be
- Baugilean
or maybe it should be
- Probaugilean

Start the Baugile Movement. You train ALL staff in the Top 10 Project Management techniques and provide them with a Project Management Toolkit. Easy.

Be comfortable with the future



PMs – you will need to become subject matter experts. Look at your CV. Are you stuck in technology? With the growth of AI and BI, you may need to branch out. What's your knowledge of marketing projects, policy projects, construction projects, new product development projects etc?

PMOs – are you trying to turn everything into a project? Do we only provide insight into formal projects? Are you interested in project management per se as a discrete discipline or is it for everyone? Is there room in your organisation for just the one approach to delivery or do you run a multi-modal approach? Do you look for trends in project management? Do you evaluate all that you do and promote feedback? What's working, what's not?



In Summary...

- All forecasts are fraught
- Are you a hedgehog or a fox?
- Reject zealotry & PM ideology
- Get to know and embrace the changes to the way we work in your organisation
- Be proactive about promoting Project Management and the PMO to remain relevant and valuable
- Rethink the definition of what constitutes a formal project in your organisation and embrace a multi-modal way of working
- Be comfortable with the future



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Any Questions? Any Challenges?

- Please visit <http://www.nonsuch.co> for more information and meet the team
 - The presentation will be available for you to download off the website and it'll also be on SlideShare from Monday September 30
 - If you'd like a PoaP or BCoaP, email me on youssef@nonsuch.co or 021 423 620
- Project Delivery & Resourcing
 - Project & Programme Services (Mobilisation, Rescue, Health Checks, IQAs, Post Implementation Reviews)
 - Portfolio Management Services (Prioritisation & Optimisation)
 - Project Office (PMO, PgMO & EPO) Mobilisations & Reviews
 - Project, Programme & Portfolio Frameworks
 - P3M Maturity Assessments
 - Training, Coaching & Mentoring
 - Microsoft PPM Solutions (Microsoft Project & Project Server)