

The background features a dark blue gradient on the left, transitioning into a complex, glowing blue structure on the right. This structure consists of numerous thin, parallel lines that curve and spiral inward, creating a sense of depth and movement, similar to a tunnel or a futuristic architectural element. The lines are more densely packed and brighter in the center of the curve, fading towards the edges.

# PM Competencies For the Future



## Chapter Professional Development

- Do your chapter members request advanced training offerings?
- Do you have chapter members who received their PMP prior to 2015?
- Does your chapter conduct certification study groups led by volunteers?



# PMI Project Management

- Evolved since 1969
- Included a Project Management Framework through the 6<sup>th</sup> edition of the *PMBOK Guide*
- The 7<sup>th</sup> edition evolved to take a “systems view” of value delivery
- Focus on linking project management components to support organizational strategy and business objectives

# PMI® Talent Triangle®

## Ways of Working

Skills including understanding and delivering the critical success factors for the project

Managing the project schedule

Reporting the financial status of the project appropriately

Communicating the status of issues through an issue log

## Power Skills

Critical interpersonal skills to apply influence, inspire change, and build relationships

Dealing with people through their behaviors, being respectful and culturally sensitive

## Business Acumen

Understanding of the business of an organization, business functions, key products or services provided, and competitors

Understanding influence factors across an organization or industry

Crucial to understand and support the changing and competitive nature of organizations today



# Project Management Principles

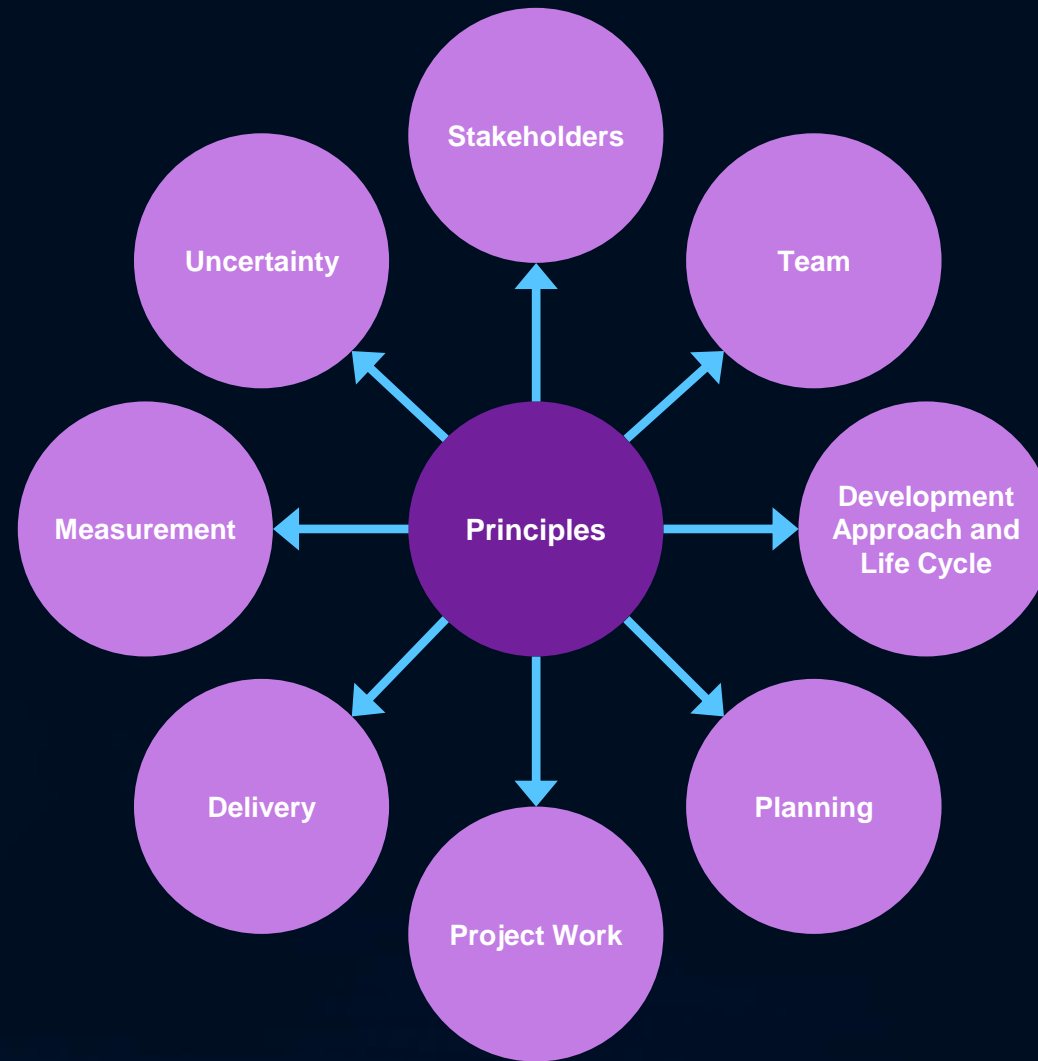
Guidance for All  
Project  
Practitioners

- 
- a. Be a diligent, respectful and caring steward
  - b. Recognize, evaluate and respond to system interactions
  - c. Navigate complexity
  - d. Create a collaborative project team environment
  - e. Demonstrate leadership behaviors
  - f. Optimize risk responses
  - g. Effectively engage with stakeholders
  - h. Tailor based on context
  - i. Embrace adaptability and resiliency
  - j. Focus on value
  - k. Build quality into processes and deliverables
  - l. Enable change to achieve the envisioned future state

# From Principles to Performance Domains

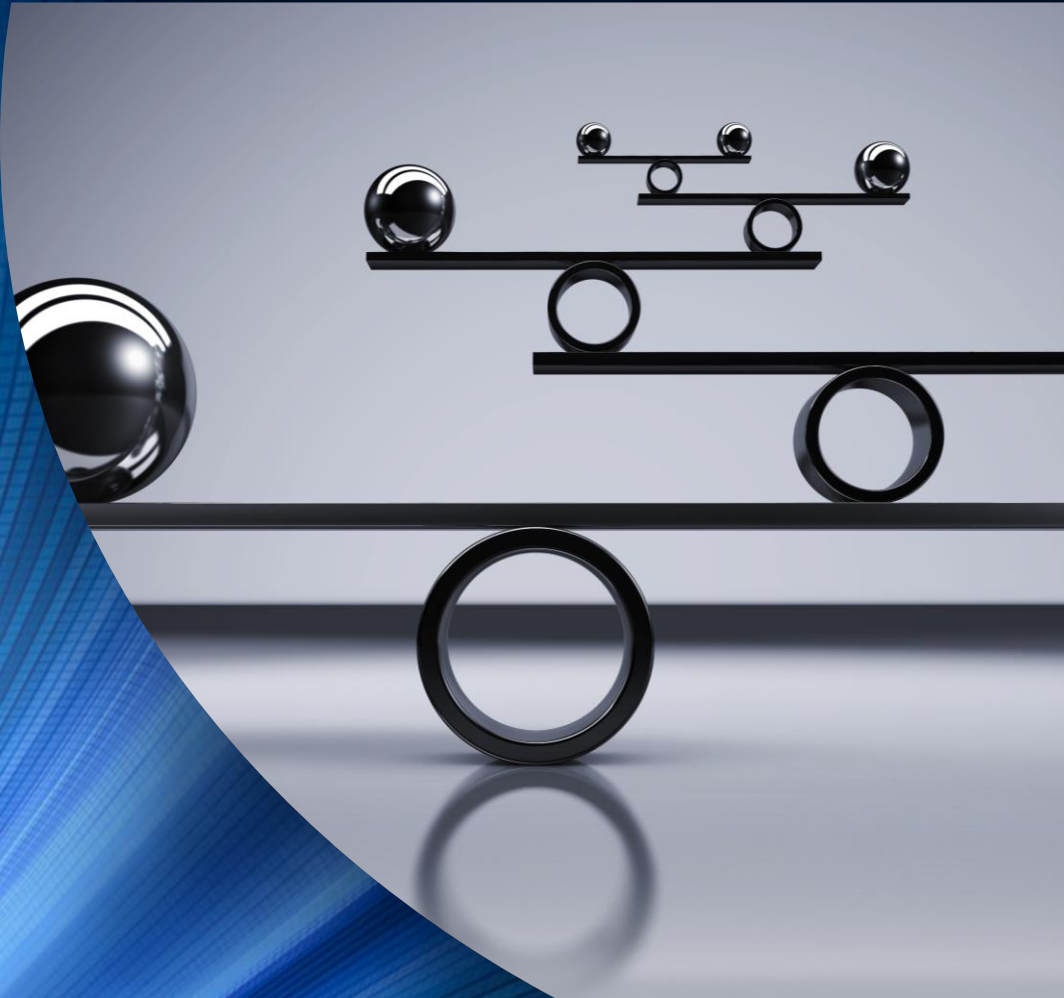
---

Use the 12 principles to guide behavior in the 8 project performance domains



# Development Life Cycle Approaches

*A method used to create and evolve a product, service, or result during the project life cycle.*



- Predictive – plan-driven (waterfall)
- Adaptive – change-driven or agile methods
- Iterative – repeatable cycles
- Incremental – small improvements
- Hybrid – combination of predictive and adaptive

# Hybrid Project Management

- Hybrid project management is about optimization
- Gives freedom to tailor your project management strategy based on the nature of the project.
- Optimize the Predictive/Adaptive/Agile ratio to suit the needs of the project needs





## Hybrid Mindset

- Adopt a flexible, change-friendly way of thinking and behaving
- Understand the purpose of these practices
- Select and implement appropriate practices based on the context of the project
- Internalize project management and Agile values, mindset, and behavior

# Business Analysis

# Needs Assessment

*Analyzing current business problems or opportunities to understand what is necessary to attain the desired future state.*

- Activities performed prior to project initiation, often resulting in business case
- Major input to create project charter
- Activities include:
  - Understanding goals and objectives of organization
  - Review existing documentation
  - Define problems and opportunities and their current impact
  - Define desired future state and identify capability gaps
  - Evaluate various options for a solution scope
  - Participate in development of business case, including cost-benefit analysis of alternative solutions

# Business Documents

## Business Case and Benefits Management Plan

Developed prior to the project starting  
(by a business analyst or key  
stakeholder)

Includes project's objectives and  
contribution to business goals

Used to determine whether a project is  
worth the investment of organizational  
resources (including time and money)

- **Business case:** justifies project and establishes boundaries
  - Cost-benefit analysis
  - Business need
  - Quality specifications
  - Schedule or cost constraints
- **Benefit management plan** should include:
  - Processes for creating, maximizing and sustaining project benefits
  - Time frame for short- and long-term benefits realization
  - Benefits owner or accountable person
  - Metrics
  - Assumptions, constraints and risks

# Benefit Realization

Benefits  
Transition  
and  
Sustainment



Plan transition activities



Transition result



Ensure the result "sticks"



Benefits Owner

Ensure benefit measures are established and reported

# Change Management

# Change Management

*A comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current state to a future state in which they realize desired benefits*

Change management helps support individuals as they embrace change

Projects support change to meet organizational objectives

Often impact individuals

Different from project change control, where changes to documents, deliverables, or baselines are identified, documented, and then approved or rejected



The background is a dark blue gradient with a series of curved, concentric lines that create a tunnel-like effect. A grid of small, light blue squares is visible, particularly in the upper right quadrant, which appears to be receding into the distance.

Leadership

# Leadership ≠ Management

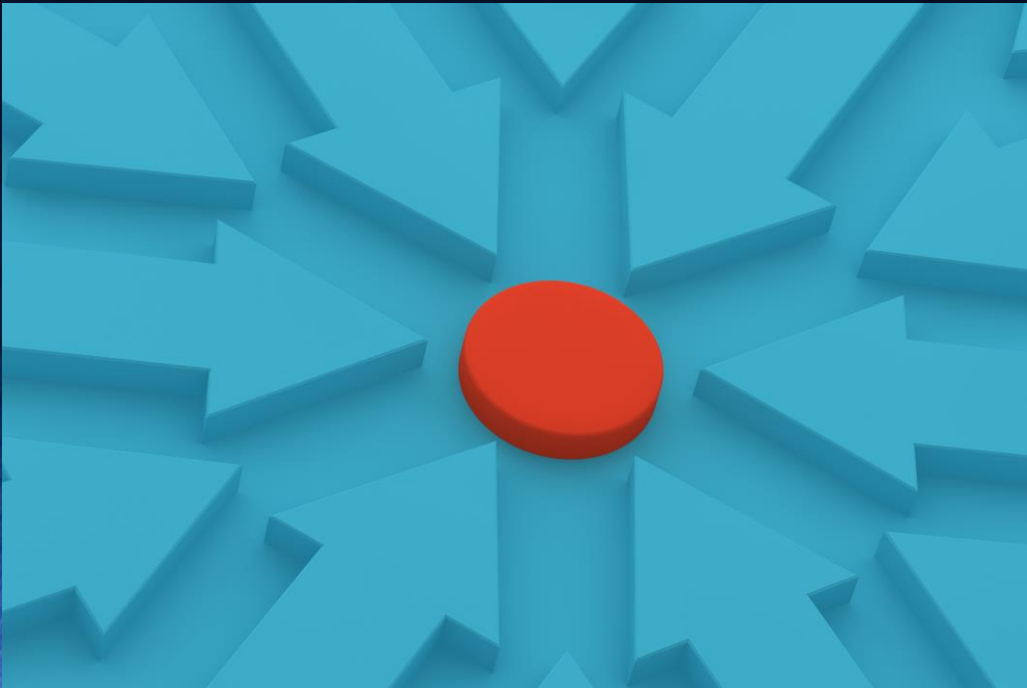
- Leadership – Guiding the team
- Management – Directing actions
  
- Leadership style is adapted to fit situations
- Utilize interpersonal skills, including emotional intelligence

# Servant Leadership



- Redefines relationship of leader's role to team
- Facilitates rather than managing
- Empowers the team
- Characteristics
  - Shield the team from interruptions
  - Remove impediments to progress
  - Communicate and recommunicate the project vision
  - Carry "food and water"

# Hybrid Leadership Principles



Provides for positive environment for team and project

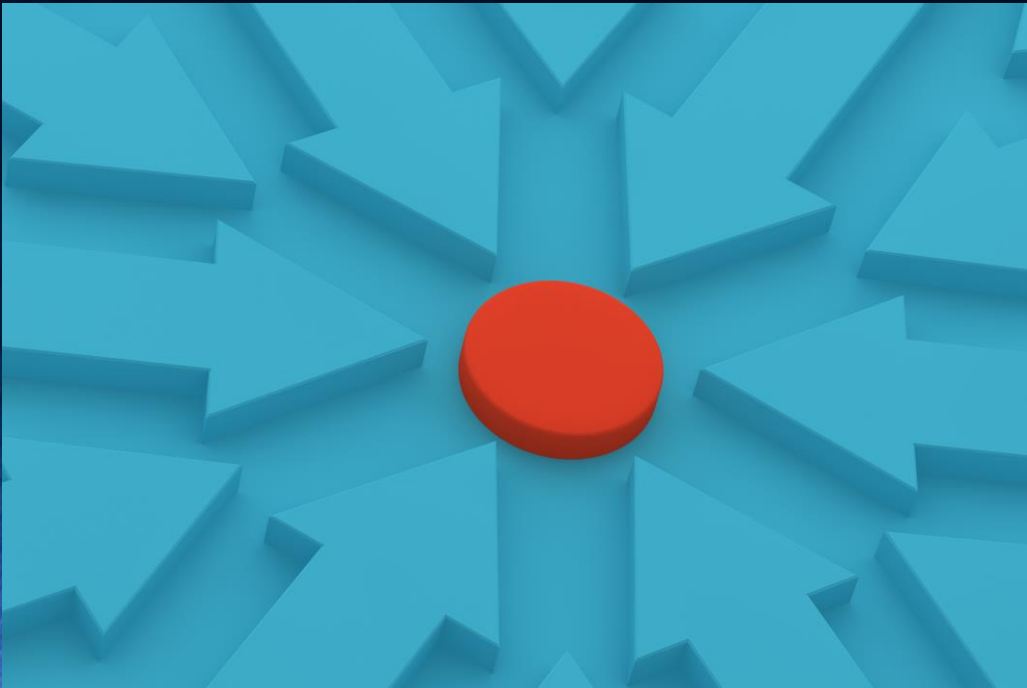
Have a vision of completed project

Support project team development

Recognize team disagreement/conflict as a positive step

Take time to reflect on the project

# Hybrid Leadership Principles (cont.)



Provide transparency through visualization

Experiment with new techniques and processes

Create a safe environment for experimentation

Share knowledge through collaboration

# Continuous Improvement

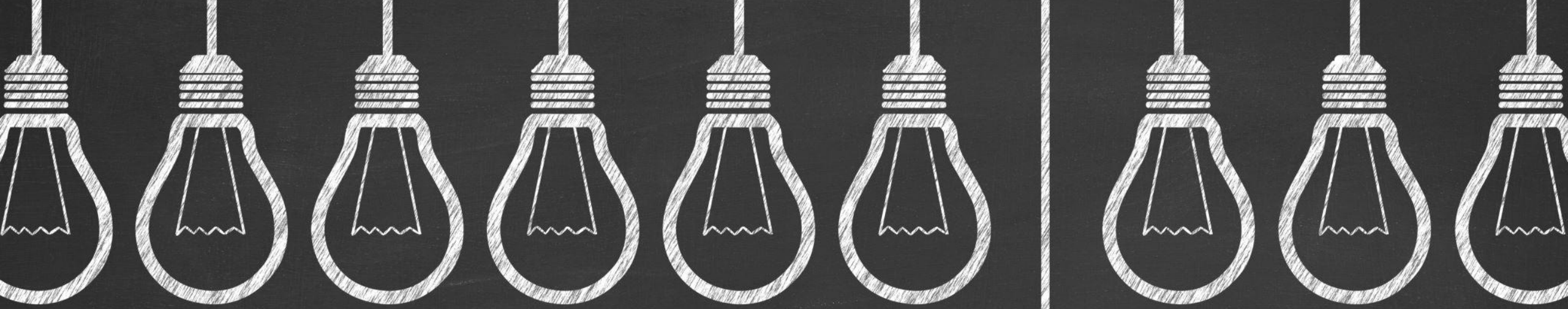


# Continuous Improvement

- Process
  - Process improvement approaches
  - Retrospectives
  - Process tailoring
- Product
  - Agile discovery
  - Product feedback loops
  - Feedback methods
  - Iteration Review (Demo)
- Team
  - Personnel assessment
  - Team assessment
  - Code of ethics and professional conduct

# Knowledge Management





# Knowledge Transfer

- Knowledge transfer occurs during the project between team members and stakeholders
- Lessons learned are consolidated at the end of the project
- Allows transfer of knowledge through historical information for future projects



# Hybrid Project Management

EMBRACING BUSINESS ANALYSIS, CHANGE MANAGEMENT, CONTINUOUS  
IMPROVEMENT WITH PREDICTIVE AND ADAPTIVE APPROACHES

# Pros and Cons of Hybrid Approach

## Pros

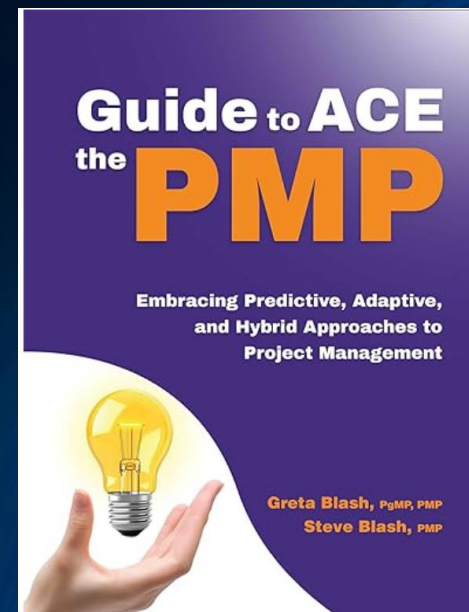
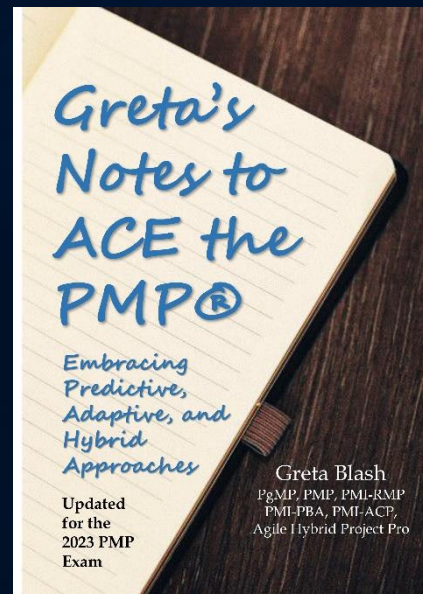
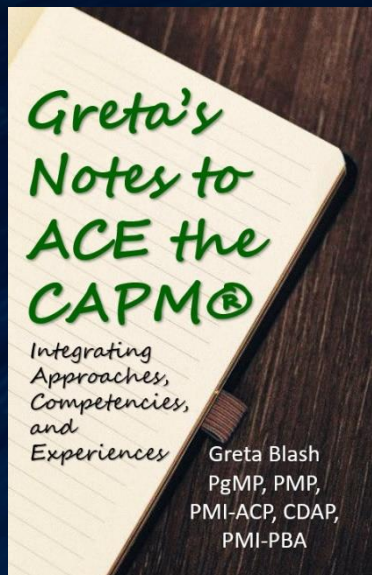
- Frequent delivery of working software
- Able to adapt to changes to provide business competitive advantages
- Continuous quality improvements

## Cons

- Requires change to existing processes and organizational structures

# Thank you

GRETA BLASH, PGMP, PMP, CAPM, ACP, PBA, DASSM  
[GRETA@FACILITATEDMETHODS.COM](mailto:GRETA@FACILITATEDMETHODS.COM)  
[WWW.FACILITATEDMETHODS.COM](http://WWW.FACILITATEDMETHODS.COM)



# How to obtain PDUs for this session:

---

1. Scan this QR code to the Mentimeter Survey
2. Enter Your Name
3. Complete the Presentation Evaluation

If you are having issues with scanning the QR code, then either use the URL listed below or see the session facilitator or registration desk for assistance.

**URL:** <https://bit.ly/44IUvLW>

