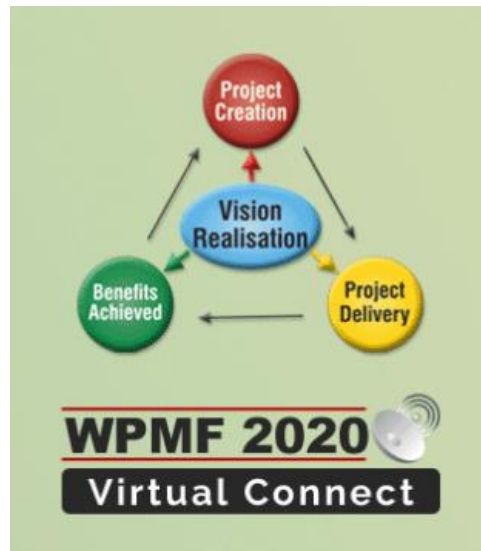


## After 2nd World Project Management Forum (WPMF) Virtual Meet

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The 2nd World Project Management Forum (WPMF) Virtual Meet in connection with the 28th Global Symposium was held from December 14 to 16, 2020. The theme of the 2nd WPMF was **“The Future of Project Management – New Challenges, New Approaches.”**

This report brings some of the WPMF 2020 Speakers together and provides brief information about their presentations.

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## Karen Ferris (Australia)

Balanced Diversity – A Portfolio Approach to Organisational  
Change Management

Realized Through Research | Delivered By Design

Rapid adoption of change and early realization of project benefits are paramount to organization advantage.

Balanced Diversity is a new and innovative framework for every leader of change to determine the practices that will deliver success.

The framework is based on a systematic review of 15 years of research and 179 studies asking how change can become an enduring part of the organization.

The research revealed that the key to project success is to select a balance of practices from each of the four quadrants of the framework.

The framework revolves around an axis of practices for fulfillment and innovation and an axis of informal and formal practices.

The resulting quadrants are:

- Fostering Commitment
- Clarifying Expectations
- Building Momentum For Change
- Instilling Capacity for Change

There are 59 practices distributed across the framework and they are grouped into categories within each quadrant.

Generally, practices used with the intent to embed change are ill-considered, based on bias and filters, comfort zones and repetition.

Practices should be selected based on an understanding of the nature of the change, change history, stakeholder expectation and needs, capability and capacity and time constraints.

With this understanding, the selection of a balanced, yet diverse set of practices from the Balanced Diversity framework, is a based on informed decision-making.

Project success is strengthened.



## Martin Parlett (USA)

A PMO in the Shadow of a Volcano – Unique Context, Universal Challenges

Establishing a successful Programme Management Office (PMO) in any organisation can seem like a Herculean task for even the most seasoned project professional. But setting up a new national PMO on a remote Caribbean island, devastated by volcanic eruption, with a population of just 5,000 people, may be about as extreme as it gets. Using the case study of the island of Montserrat’s relatively new, and award-winning, Programme Management Office, I use my presentation to explore how this seemingly unique project management context holds profound and common lessons for PMOs everywhere.

Montserrat is at a critical point and exciting point in its development journey, and we are currently executing more transformational change than ever before – ranging from significant infrastructure development (think new port development, new national hospital, subsea fibre optic installation, airport improvement etc) to governance and public sector reform. The PMO is therefore at the vanguard of ensuring that we plan, execute, and leverage our change activities to create meaningful new economic, social and partnership opportunities.

In this presentation, I focus on four common challenges faced in setting up or maintaining any project or programme office.

Firstly, how to establish a PMO within an organisation’s ecosystem, noting that a PMO is often “late to the party”, and straddling a number of existing departments or functions. Some of this is mundane (such as ensuring that there is a clear budget and organisational clarity for a PMO), and some is about creating the right culture for the PMO as a centre of excellence in all things project management.

Secondly, I discuss the importance of deploying “Strategic (In)consistency”. By this I recognise that PMOs can mean many things to many people, and defining your PMO services is important, but that PMOs should also be flexible to the need, context, maturity, character and modality of projects and programmes it supports. Relentless agility and tactical deftness is vital for any PMO’s survival – indeed, the only consistent thing about your operation should be its inconsistency! Thirdly, I explore how a PMO must operate in a temporal paradox of the near and short term. New PMOs must demonstrate early and regular “wins” as part of maintaining buy-in and organisational relevance; but PMOs must also constantly follow a blue print for longer term impact and legacy –

including the strategic ends of transformation and capability building. To focus on one of these paths is dangerous (but unfortunately common), leading to a PMO being viewed as too transactional, or overly academic. When establishing your team, you need to have a balance of activities and skills - fruit picking for today and seed planting for tomorrow (for wont of a better expression).

Finally, I argue that the PMO has a critical role in turning Projects into relatable and engaging human stories. PMOs can sometimes be accused of being process-driven and abstract, but I see PMOs as powerful advocates for the human impact of project management. You can quickly gain stakeholder buy-in, sponsorship and outside interest through turning your schedules, milestones, benefits, outcomes etc into stories of real and human consequence, end-user benefits and social impact. A lot of this simply comes down to the language we use – and how accessible we choose to make our PMO environment.



## Mounir Ajam (USA)

Leading Megaprojects, Challenges and Opportunities

The impact of megaprojects failure can be catastrophic to organizations and even countries. The media is full of stories on spectacular failures, at least in terms of project management. Consequently, the current state of practice is not healthy and even flawed. The rate of failures might vary from one industry to another, with the worst hits are infrastructure projects. However, even industrial megaprojects do not do well enough, leaving trillions of US Dollars in lost economic value.

The presentation was based on the speaker book, *Leading Megaprojects, a Tailored Approach*, published by CRC Press (Taylor & Francis) in December 2019.

The presentation was in two parts:

In the first part, Mounir shared the literature research, statistics, and valuable insights on megaprojects' failures. He explained how megaprojects failure is rooted in the "beginning of a project," the front end. This is the case, especially in the absence of proper "framing/shaping the opportunity." Further, Mounir presented the root causes, doom cycle, and the illusion of best practices.

In the second part, Mounir shifted the presentation's focus to the solution, starting with success's critical factors. He stressed the need for project owners to build their organizational capacity and competence. Finally, the speaker introduced the CAMMP for Megaprojects Model, the tailored approach.



## Neil F. Albert (USA)

Global Standards for Integrated Performance Management

Over the last 3-5 years, the International Organization of Standards (ISO) has been developing and publishing Project, Programme and Portfolio Management Standards. With these standards countries across the world have the opportunity to better understand just how to improve management skills and techniques, as well as be able to measure their success using Integrated Performance Management (IPM). This capability happens by bringing together these ISO standards which document the applicability, use and importance of Governance, Project Management, Programme Management, Portfolio Management, Work Breakdown Structures and Earned Value Management. Together they create the ability to manage, improve, address and consistently measure performance management successfully. Integrated Performance Management would not be effective without the combination of these standards and the knowledge of how to apply them.



**Prof. Dr. Ralf Müller (Norway)**  
Governance through Organizational Project Management (OPM)

Organizational Project Management (OPM) extends and integrates the distinct views of projects, programs, and portfolios and describes a governance approach to all project-related work in an organization. That includes the organizational and business-related integration of projects, programs, and portfolios and themes like multi-project strategies, governance paradigms, projectification, governmentality, and project-oriented organization structures.

The presentation outlined how 22 of these themes integrate for effective governance of organization-wide project work. The integration is visualized through a seven-layer onion-like model. Its internal functioning is explained by governmentality theory. Public and private sector organizations worldwide assessed themselves against the model. This identified six generic implementation patterns, mainly influenced by the strategy for the project-based part of the business and by organization-wide Project Management Offices (PMOs). The presentation further showed the development of the model into a Viable Project Governance Model (VPGM) using systems sciences approaches. This positioned the model as a governance approach for organizations in different industries, as well as for megaprojects. Finally, the application of the model for the governance of UN SDG megaprojects was discussed.

<sup>1</sup> Müller, R., Drouin, N., & Sankaran, S. (2019). Modeling Organizational Project Management. *Project Management Journal*, 50(4), 499–513. <https://doi.org/10.1177/8756972819847876>

<sup>1</sup> Müller, R., Drouin, N., & Sankaran, S. (2020). Governance of organizational project management and megaprojects using the Viable Systems Model. In G. Metcalf, K. Kichima, & H. Deguchi (Eds.), *Handbook of Systems Sciences*. Springer Nature, Singapore. [https://doi.org/https://doi.org/10.1007/978-981-13-0370-8\\_14-1](https://doi.org/https://doi.org/10.1007/978-981-13-0370-8_14-1)

<sup>1</sup> Sankaran, S., Müller, R., & Drouin, N. (2020). Creating a ‘sustainability sublime’ to enable megaprojects to meet the United Nations sustainable development goals. *Systems Research and Behavioral Science*, 37(5), 813–826. <https://doi.org/10.1002/sres.2744>



## Rüdiger Geist (Switzerland) The resilience of the turkey thanksgiving

Classical risk management distinguishes between "known unknowns", the project risks to which we have access, and "unknown unknowns", i.e. the "nasty surprises" that experience has shown to be more likely. For dealing with the "known unknowns" the standard literature offers us proven and known procedures. But what about the "unknown unknown"? The universally postulated approach is "monetary reserves based on organization- or industry-specific experience", also known as "management reserve".

But in our world (and in projects), which events are the really devastating ones? Events that were foreseeable and caused little damage? The opposite is the case: So-called "black swans" like 9/11, the banking crisis and Fukushima have changed our world profoundly until today, often by (mostly) men, educated at highly praised elite universities, previously estimated as "impossible" or not even suspected.

Such "black swans" lead our thinking up the slippery slope: Because they can be explained afterwards, they give us the impression that we "somehow" anticipated them.

Are the common approaches to risk management in projects still up to date?

How can we position ourselves in projects in such a way that we are better prepared for "unknown unknowns", or perhaps even draw positive conclusions from them?

Is the much praised resilience enough to stand up to "black swans"?

This talk is intended to provide food for thought on how changes in project management and behavior can help to not only address randomness, but to make it an ally.

Randomness can create options. Look for options that benefit you more when you're right, than harm you when you're wrong. Heinz von Foerster's ethical imperative: "Always act in such a way that the number of choices increases!"



Taleb says: «Optionality is a way - in fact, the only way - to domesticate uncertainty and proceed rationally, without having to understand the future - the exact opposite is reliance on narrative patterns of explanation.



## Oliver Maeckel (Germany)

Project Bionics - How to properly digitize project business!

Digitalization is a global megatrend that is set to forever change the way we do business in the 21st century. Result is a wave of digital solutions, which businesses need to implement in their projects, to stay competitive in today's market.

Project and Solution Business is a core element of Siemens's DNA and portfolio, which is why over the years, we have developed a blueprint to successfully bridge the gap between current Project Business challenges and the digital solution space.

There are four key levers to the digitalization of project business – having a solid understanding of the underlying business processes; another is to always maintain a strategic viewpoint to evaluate benefit and the broader perspective; third is to develop capabilities to digitize processes and workflows that serve the business; however first and foremost is to make the people the primary focal point of digitalization.

We have developed exemplary solutions for the digitalization of project business, using the four levers as guiding principles. All our knowledge stems from decades of project executions and project assessments, based on the PM@Siemens framework.

This blueprint serves as the attitude indicator for us to deploy our methodologies and tools, and continue to ensure successful project business digitalization for our clients.



Veikko Välilä(Finland)  
Disruption and System Change

‘A disruption happens when new products and services create a new market and, in the process, significantly weaken, transform or destroy existing product categories, markets or industries.’ Typically the old system starts to decline slowly and then with an accelerating speed as it reaches the tipping point. The new system grows following an S-curve and the old system collapses at the same time.

Today both solar and wind energy provide the lowest cost of electricity. The cost of combined solar, wind and battery systems will decrease even further by another 70% by 2030. We are already today beyond the tipping point, and the bulk of disruption will unfold rapidly over the next decade.

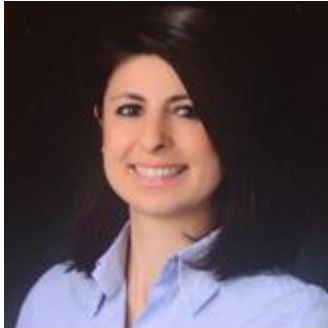
A new invention, Broadbit sodium batteries have a high energy density and a wide operating temperature range. They are non-flammable and cheap to produce. There are no rare elements such as lithium.

The feedstock efficiency of a cow is only 4%. 96% of the feedstock gets wasted in the process. The feedstock efficiency of precision fermentation is 40% to 80%. Precision fermentation is a simple process. Anywhere where you can make beer, you can make protein.

Protein can be produced from thin air as well, without feedstock. You only need electricity and water and CO2 directly from the air, and some nutrients. The microbes take their energy directly from electricity instead of solar radiation. Cheap solar electricity and some water is all you need. The happy farmers of the future are located in Tibet, Saudi-Arabia and Sahara.

The University of Oulu has developed a new type of concrete without cement. Only the most common elements on earth are being used: aluminium, silicon, sodium and potassium. Carbon emissions are 80% smaller than with the traditional cement.

## About the Editor



### **Ipek Sahra Ozguler**

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**Ipek Sahra Ozguler** graduated from the Istanbul University with a Bachelor of Science degree in Computer Engineering and from Middle East Technical University with an MSc degree in Software Management. As a project manager, she has more than 10 years' experience in various areas such as portfolio management, program management, project management, software management, business analysis. She became a certified PMP in January, 2012 and a certified SCRUM Master in 2014.

She has managed a variety of projects across manufacturing, defence, FMCG (Cola Cola), insurance (Euler Hermes), audit (Deloitte), telecommunication, ICT and aviation sectors and gained broader insights. In addition, she has worked as international correspondent for the *PM World Journal* since 2014.

Ipek is the creator and editor of the highly acclaimed book, [The Perspective of Women Project Management Professionals](#), interviews with leading female PM experts and professionals around the world. The book was published in March 2020 and is available [here](#).

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