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After PMXPO 2021
by Ipek Sahra Ozguler
Report

After PMXPO

New World. New Challenges. New Solutions.

Compiled and Edited by Ipek Sahra Ozguler
International Correspondent
Istanbul, Turkey

The PMXPO was held on 25 March 2021. The theme of the PXXPO was **"New World. New Challenges. New Solutions."** Recovery is underway and while we are navigating a world defined by challenge and change, we can embrace the opportunity to Make Reality in new and exciting ways.

The report brings some of the PMXPO 2021 Speakers together and provides brief information about their presentations.

Speakers

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Sunil Prashara

President & CEO

PMI

Session 201: Opening General Session: New World. New Challenges. New Solutions.

PMI President and CEO Sunil Prashara, spoke with Dr. Wladimir Klitschko, long-time reigning world heavyweight boxing champion and founder of the "F.A.C.E. the Challenge" method for increasing willpower, on how preparing for a bout in the ring is similar to preparing for a major project. Within this context, the following questions are discussed.

● What are a few tips and techniques you recommend to anyone faced with an insurmountable challenge?

● Can you share with us a time where you helped someone navigate a challenging situation in a new way?

● PMI does charitable work around the globe, through our youth initiatives and the PMI Educational Foundation we are able to reach and mentor many young, aspiring professionals and help them achieve their goals. Talk about your own foundation and how it's helped today's youth?

● You just received the Golden Heart award from the aid organization "Ein Herz für Kinder" for your great contributions to youth through your foundation. What would you say is the most important contribution/change you make to these young individuals? What can any one of us do to create a more equitable world for youth?

● Tell us about the sustainable partnerships you're an advocate for?

● What advice would you give young people to make their dreams a reality?

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Annmarie Curley

Consultant and Business Result Catalyst

Newgrange IT Consulting

From Chaos to Confident: The 6 Pillars Project Leadership Framework

"Be The Leader You Aspire To Be - Unleash Your Potential, Elevate Your Team & Accelerate Your Results"

The 6 Pillars Framework describes the power skills required to effectively lead teams and projects rather than simply manage them. The best project managers feel compelled and empowered to lead - regardless of their title or where they sit in the organizational chart. Leadership is so pivotal to successful project management that I believe we should change the job title to "Project Leader."

The workshop is relevant for new and emerging project leaders and experienced project or program managers. Emphasis is focused on developing a Project Leader mindset and establishing a daily practice to hone necessary leadership skills, in addition to being organized in their ability to plan and manage the required work activities.

Project leaders inspire, influence, communicate, collaborate, guide, organize, and navigate. They bring the organization along on the journey with them as they deliver on projects. They build successful teams that generate successful outcomes. During the workshop, we will assess the core capabilities that project leaders need to develop and outline the steps that you need to take to confidently lead, empower and elevate your team. You will walk away with clarity on what you need to do to boost your and your team's performance in 2021.

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Avinash Patil

Staff Technical Program Manager

VMWare

Managing and Thriving in a Volatile, Uncertain, Complex, Ambiguous (VUCA) World

The future of work is **hybrid.** There will be more remote employees, and the office won't be a place to work but rather a place to collaborate and develop relationships and trust. In the session, we will examine how the ways we work and manage need to change to thrive in the VUCA world, specifically addressing the following:

• Acknowledging that it's a changed world and we **need new approaches and a new culture.**

• Identifying **new approaches to sustain values, beliefs and culture** when most people are remote or work in a hybrid environment.

• Recognizing that teams need to move faster but may move slower because of an old mindset.

 • Addressing the need for project managers to **develop a "micro-culture"** at the team level that will support working in the new world.

• Recognizing the importance of **trust and openness.** Managing across cultures, geographies. **Growing as individual**.

LEARNING OBJECTIVES: At the conclusion of this session, attendees will be able to:

(1) Describe what has changed in the new world; and

(2) Discuss how to manage and thrive in a VUCA world.

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Barbara Trautlein

Principal and Founder

Change Catalysts, LLC

Change Intelligently® Lead through the A.R.C.s of Change and Crisis

As our gut-wrenching experience with COVID-19 demonstrates and neuroscience validates, unexpected, unwanted, and undeserved change can plunge us into fear/threat mode, causing the good stuff that feeds our brain (oxygen, glucose) to rush past our necks so we can fight/flight/flee, robbing us of the cognitive capacity to think clearly and creatively.

During the stress of change, when our IQ inevitably goes down, building our **CQ® (Change Intelligence®),** is like putting our own oxygen mask on first. We remember to breath, separate our knee-jerk, fear-based reaction from a more mindful, adaptive response, and remember that we have options – and the more options we have, the more power we have. Options to lead ourselves and others out of this crisis to emerge stronger than before, individually and collectively.

Every project is a change – so **every project manager is a change leader.** Leading through change and crisis is now a mission-critical competency for career success as well as organizational sustainability. By building Change Intelligence®, PMs position themselves to make a meaningful and measurable difference for the people and organizations they serve, simultaneously propelling their professional impact and positive project outcomes.

To learn more, visit Dr. Trautlein's website, www.ChangeCatalysts.com, where you can download two free chapters of her book and case studies from around the globe.

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Bruce Gay

PMO Lead

UPMC Enterprises

How Conversational Intelligence Software will Boost Meeting Productivity

Digital transformation is hard. Even in the forward-looking profession of project management, we spend countless hours documenting and distributing meeting notes and action items for our teams. Unfortunately, this practice has not changed much over the past fifty years. What if we could automate these processes to leverage **AI and Machine Learning** so that our focus could be applied to higher-value tasks, such as relationship building and strategy?

Help is on the horizon. There are emerging technologies showing potential to boost meeting productivity that project leaders should harness for our companies and for our career growth. These early-stage companies are applying **conversational intelligence (CI) plus machine learning algorithms** to automate processes around meetings.

My PMXPO presentation provides an overview of available platforms, as well as key features and workflows in this space. I share lessons learned from piloting one of the solutions at my company. The emerging solutions show promise but are still very early stage. My team found that true automation is further out and the vendors working in this space need to continue to train models for better results.

I conclude my PMXPO presentation by calling on my fellow project leaders to take control of our destiny to form a "**Conversational Intelligence (CI) Working Group**" for meeting productivity and task automation tools. A Working Group would have many benefits for our profession and could: a) Inform industry requirements and standards, b) Create community and enable sharing of information, c) Assist vendors with refining their solutions, and d) Ensure that our voices are heard in the product development process.

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Emily Hannon-Luijbregts

Project Manager

Siemens Digital Industries Software

Leading Virtual Teams

Emily's presentation was based around best practices for **leading virtual teams.** One of the things that we have learned over the past 12 months is adaptability and she included practical tips based on her experience with teams, organisations and different projects. She used her knowledge to guide the audience through **some of the pitfalls** that can be experienced working virtually and her own lessons learned from her projects. Her motivation for this presentation came from her experience as a mentor and coach and seeing the issues that other Project Managers have experienced in the last year and you could really see that with the engagement from the audience that it was a hot topic right now.

Emily understands that although some of us were working virtually, this was not the case for all of us and with a global pandemic, it has changed how many of us can work permanently and it is not the same environment as it was a year ago. This has caused a massive growth for some teams and organisations and a greater reflection on work/life balance as well as teams mental health. Emily gave the skills that you needed to know as a leader as well as the skills we need for our own self-improvement. What made this presentation stand out was not only the speakers ability to engage with the audience in a virtual format but her ability to give you ideas that you can apply immediately (e.g. setting meeting free days. Setting ground rules around the use of technology and working times).

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Jeannette Cabanis-Brewin

Editor in Chief

PM Solutions, Inc.

PM Maturity and Agile Capability: Meet Up!

Agile and traditional PM: for most organizations, it can't be either/or. Both/and is the way to go.

If you had been a fly on the wall during the early meetings of a team that met weekly last May to update the PM Maturity Model, you would have heard quite a bit of passionate talk about how – or if! – project management and agile can work together.

"But that's not pure agile …"
"Oh, brother. I knew somebody was going to say 'pure agile.'"

You've been there, probably. But our task on that team was to find a way to help organizations that have attempted **a hybrid path** to gauge how that "agile transformation" is going, alongside of measuring the more traditional process maturity. And, as they say, necessity is the mother of invention.

The impetus for this dual update/revision was twofold: we were responding partly to the needs expressed by some clients of our consulting practice, and partly to the strong trend we saw in our 2018 research study, *The Adaptive Organization.* That study indicated that the most successful organizations were pursuing a hybrid strategy for adding agility to their projects. It also showed that those organizations who were having the most success with agile projects also scored high in traditional PM capability. That would seem to indicate that a marriage between these two is not only possible, but beneficial. And, given the focus in the new PMBOK Guide, 7th Edition on results, not processes, it would seem the time is right to ramp up a dialogue about how we can use everything that works to bring home the best business outcomes.

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Lesley Hausmann

Services Principal

Wrike

Collaborated Work Management in Distributed Organizations

We're living in the era of remote work. Not only have digital workplaces changed the way businesses operate over the past few years, but the pandemic transformed remote work from voluntary and occasional into mandatory and constant for many people (and quite suddenly). Not seeing colleagues every day in the office can create difficulties in keeping everyone on the same page about the work on which you collaborate.

When you layer on the typical business challenges project managers confront -- **providing measurable, high-quality outcomes**; **maximizing operational efficiencies and on-time delivery**; and **making data-driven business decisions** -- you get a sense of the increasing pressures that project managers are facing.

In this session, Lesley Hausmann, a Services Principal at Wrike, discusses the future of the hybrid workforce and how the use of Collaborative Work Management (CWM) solutions can help project managers deliver results that exceed expectations. She'll discuss the general benefits of **Collaborative Work Management** solutions, identify specific ways CWM supports distributed workforces, and provide pointers on leveraging CWM for your projects.

After attending the sessions, participants will understand how they can use Collaborative Work Management to:

- Connect strategy, planning, and execution
- Simplify complex processes
- Improve team collaboration
- Achieve intended business outcomes

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Michael Palladino

Director, Agile Center of Excellence

Bristol Myers Squibb

Coaching the Enabling Organizations for Agile Transformation

An Agile Transformation involves more than teaching teams how to use Agile. As teams begin using Agile, supporting organizations experience impacts and must also **change the way they work.**

Coaches must work with these supporting organization and bring them along for the Agile Transformation Journey. **The coaching approach must be different.** For example, Coaches must work with Procurement teams to learn how to modify contracts for Agile based work. With traditional contracts, all of the high- and low-level details are defined, constraining the teams and removing the ability to be flexible. This flexibility is the strength and core of Agile. Contracts for Agile work instead focus on the high-level scope and the mechanism for teams and vendors to make decisions throughout the project.

In finance, traditional projects may only have one large release. Agile projects **deliver incrementally.** Therefore, coaches have to explain how a single asset will need multiple depreciation scheduled based on the releases. Determining the cost becomes easier since expenses are based on a run rate for team plus purchases. Many finance organizations know how to use these variable depreciation schedules and need to understand the relationship to Agile.

Using Agile in validation environments is relatively new. Traditional validation assumes a project starts with a fully defined list of requirements. With Agile, the team discovers the requirements as they build a solution to match the high-level requirements. Quality organizations must change the way they view software development for Agile to be fully implemented in these environments.

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Nick Duffill
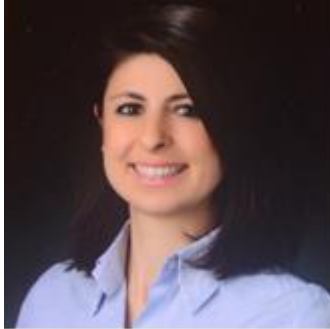
Principal at Harport Consulting and Consultant

MindManager

Visualizing Agile Beyond Software Development

Agile and SCRUM were originally conceived as practical solutions for managing software projects, but the principles behind them can bring clarity across a wide range of business activities. Similarly, many ongoing business processes such as marketing or recruitment can benefit from strategic alignment by applying an Agile approach and structure.

This presentation shows how strategy, objectives, actions and information can be brought together in an **interactive diagram that can be used from inception through to delivery.** Visualising the project goals and Agile process provides clarity for stakeholders, and enables productive discussions and planning. The project owner can organise, evaluate, assign and track tasks through a series of sprints and reviews. The map includes strategic objectives and background information in the context in which it is used, keeping everything together in one place. This visual modelling of "never-ending projects" with regular delivery suits many kinds of activities such as business planning, change management, or compliance with regulations and standards. These kinds of projects are at continual risk of de-prioritisation, and Agile helps to keep them on track.

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About the Editor

Ipek Sahra Ozguler

Istanbul, Turkey

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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To view other works by Ms. Ozguler, visit her author showcase in the PM World Library at http://pmworldlibrary.net/authors/ipek-sahra-ozguler/