

Interview with Joe Cahill ¹

Chief Customer Officer
Project Management Institute



Interviewed by Ipek Sahra Ozguler
International Correspondent, PM World Journal
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Introduction to the interviewee

Joe Cahill is the Chief Customer Officer (CCO), at PMI and is responsible for their Global Customer Group. He oversees the Global Customer Engagement Team, the Global Customer Experience Team and PMI's eight geographic regions. Joe previously held the positions of COO, Interim CEO and SVP of Finance and Administration in his time with PMI.

Joe has over 20 years of senior leadership experience including digital transformation, strategic planning, enterprise system implementation and new business development. Across technology, manufacturing and energy sectors, he has effectively helped build companies and lead change in large organizations. Joe also serves as a UN Global Compact Network USA board member, representing NGOs, to help drive initiatives that further UNGC's mission and purpose.

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Interview

Ipek Sahra Ozguler (Ozguler): *First of all, thank you for accepting an interview request from PMWJ about PMI's Talent Gap report. What is the Talent Gap report?*

Joe Cahill (Cahill): Good morning Ipek, thank you for giving me the opportunity of an interview. The Talent Gap Report is a 10-year outlook of project management-oriented employment (PMOE). We analyzed industries that rely heavily on project management skills and projected the need for talent and the size of the talent shortage for PMOE. A methodology was also developed for the report to estimate the global economic impact of such a talent gap.

Ozguler: *What data is used in the Talent Gap report?*

Cahill: To understand the size and growth of the project management profession, we looked at the number of project management-oriented employees currently in projectized industries — industries that rely heavily on project management skills — around the world, the number of new project management employees needed to meet the demand, and the number of new employees needed that will be accelerated by expansion and retirements over the next 10 years. Additionally, we analyzed data across regions and job sectors, from manufacturing and construction to finance and insurance, to help us gain a better understanding of where these crucial gaps are and how we can help fill them.

Ozguler: *What does the report cover?*

Cahill: The report covers projectized industries that will see an increased demand for project management skills, the need for global talent growth, and how to fill that need. The report paints a picture that there are many new job opportunities in PMOE for project professionals and all changemakers — those who, regardless of their role, are inspired and equipped to drive change and turn ideas into reality. The report gives further insight into specific job sectors, regional trends, financial opportunities, and tips for how employers can help fill the talent gap.

Ozguler: *Please explain the methodology used to estimate the global economic impact of the talent gap.*

Cahill: The 2021 Talent Gap report is the fourth assessment of project management employment and industry activity conducted for PMI by the Anderson Economic Group. Regional data is modelled on selected countries within the regions: Asia Pacific (Indonesia, Japan), China (Mainland China), Europe (Germany, United

Kingdom), Latin America (Brazil, Colombia), MENA (Egypt, Saudi Arabia), North America (Canada, the United States), Sub-Saharan Africa (Nigeria, South Africa), and South Asia (India). This regional data was used to project regional trends, as well as global economic and employment-based impact.

Ozguler: *It is stated that the talent shortage is a considerable risk to organizations that rely on professionals to implement strategic initiatives on time and within budget. How do organizations overcome the shortage of talent?*

Cahill: Business leaders can't control how many professionals enter the project management industry over the next 10 years, but they can control how they react to the shortage within their own organizations. There is an opportunity to upskill their current workforce and empower a new generation of talent and changemakers with the necessary project management skills to complete these projects. We're seeing an increased desire from project professionals to hone their skills and learn new ones, so leaders should provide those opportunities for growth by offering training opportunities to their employees. This will help further develop skills and may even result in talent discovering new passion points that will help drive change within organizations.

At PMI, we offer several certifications and courses that organizations can leverage and point employees to for growth opportunities, such as [Disciplined Agile](#), the industry-leading process decision tool kit that helps you learn about your options and guides you to your best next step, and [PMI Citizen Developer](#), which provides an introduction to citizen development—the ability to create applications using no- and low-code platforms—and best practices in citizen development methodology. And, of course, PMI offers the [Project Management Professional](#) (PMP)®, the world's leading project management certification.

Ozguler: *Which industries are analyzed to understand the growth of project management?*

Cahill: We analyzed industries that rely heavily on project management skills to understand the growth of project management and where there is the greatest need. These industries include manufacturing and construction, finance and insurance, information and publishing, management and professional services, oil and gas, and utilities.

Ozguler: *Could you give more information about leading sectors and global project management-oriented employment (PMOE) data in projectized industries?*

Cahill: Many industries, such as publishing and professional services, are becoming increasingly project oriented. The growth rate of PMOE within projectized

industries is expected to be higher than overall employment in these industries, indicating a higher demand for vital roles and qualified people to fill them. For example, we expect the global PMOE demand in the information and publishing sector to increase by 15.2% over the next 10 years, with finance and insurance seeing a 14.9% change.

Ozguler: *“According to an analysis of U.S. Bureau of Labor Statistics data, the largest and fastest PMOE growth will be in software development.” Please explain in detail.*

Cahill: Growth in terms of PMOE occupation in software development is showing a projected increase of 14% between 2019 and 2030, and much of this growth can be attributed to the development of mobile applications, IT security, and a rise in healthcare technology. It's no surprise that we're seeing this accelerated growth given the state of technology today and our increasing reliance on these advancements, so filling this gap will be critical in ensuring projects are completed and technology advances at an appropriate rate given global demand.

Ozguler: *What are regional trends?*

Cahill: The talent gap is likely to impact every region, which could result in a loss of up to \$345.5 billion in global GDP by 2030. But where there is a gap, there is also opportunity, and these regional trends are encouraging in terms of job outlook for those seeking PMOE employment. The data shows that the annual demand for PMOE is highest in China and followed by South Asia — four-fifths of PMOE growth will occur in China and South Asia alone. Sub-Saharan Africa and MENA are the lowest in terms of growth for PMOE, but the potential for economic expansion long term is encouraging as these economies transform.

Ozguler: *Please give more information about projectized industry GDP increase.*

Cahill: Projects, and their successful management, are essential to industry and economic growth. The total GDP of projectized industries is estimated to increase from US\$24.7 trillion in 2019 to US\$34.5 trillion in 2030.

Our findings also show that the benefits of increased productivity correlate with a higher GDP. The share of GDP increase due to productivity improvement in projectized industries is projected to be greatest in Europe, China, and North America.

In order for regions with a lower GDP to sustain growth, higher levels of productivity held up by PMOE will be vital to their future.

Ozguler: *In a recent McKinsey study, nearly 80% of business leaders cited capability building as “very” or “extremely” important to their organization’s growth, compared with 59% before the pandemic. How can organizations integrate training opportunities into their upskilling initiatives?*

Cahill: Business leaders should seek to champion new learning initiatives and build a culture that promotes continual learning to equip changemakers across various industries with the necessary skills to do their jobs effectively and efficiently. Careers centered on project management skills will increasingly revolve around a portfolio of projects rather than a bulleted list of static job responsibilities, so continuous learning is crucial to ensure professionals have the resources, information, and opportunities to succeed. Feedback is important too - listening to employees to help drive conversations around what they need in order to learn and grow will ensure they feel valued and heard.

Ozguler: Thank you for giving detail information.

About the Interviewer



Ipek Sahra Ozguler

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Ipek Sahra Ozguler graduated from the Istanbul University, Turkey with a Bachelor of Science degree in Computer Engineering and from Middle East Technical University, Turkey with an MSc degree in Software Management. As a project manager, she has more than 13 years of experience in various areas such as portfolio management, program management, project management, software management, business analysis. She became a certified PMP in 2012 and a certified SCRUM Master in 2014.

She has gained broader insights in a variety of projects across manufacturing, defence, FMCG (Cola Cola), insurance (Euler Hermes), audit (Deloitte), telecommunication, aviation and finance sectors. In addition, she has been working as an 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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