

## PMO Summit – June 2021<sup>1</sup>

The image is a promotional graphic for the PMO Summit 2021. It features a red and purple gradient background. At the top, a white box contains the text "2021 KONUŞMACILARIMIZ". Below this, five speakers are listed in a row. Each speaker's name, title, and organization are provided, along with a circular portrait. The dates and days of the presentations are also listed. At the bottom, there are logos for "ADVISORS", "PYO ZIRVESI", and "PMO SUMMIT".

Speaker	Title	Organization	Date	Day
Douglas Weidner	Chairman	Knowledge Management Institute	18.06.2021	CUMA
Antonio-Nieto Rodriguez	Co-founder	Strategy Implementation Institute	18.06.2021	CUMA
Robin Speculand	Global Pioneer in Strategy and Digital Implementation		19.06.2021	CUMARTESİ
Dr. Ibrahim Kebbe	Enterprise Big Data Professional		19.06.2021	CUMARTESİ
Özkan Öncü	Senior Project and Portfolio Manager	KKB Kredi Kayıt Bürosu	19.06.2021	CUMARTESİ

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

PMO Summit is the first and only Project Management Office Summit in Turkey. This year the Summit focuses on: Knowledge Management, Strategy Implementation & Benefit Realization Management, Digital Transformation. The Summit was held between 18 and 19 June.

The report brings some of the speakers together and provides brief information about the PMO Summit.

### Speakers

Mustafa Hafizoglu .....	2
Antonio Nieto- Rodriguez .....	8
Douglas Weidner .....	10
Robin Speculand .....	14
Ozkan Oncu .....	17

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## Mustafa Hafizoglu

Summit Coordinator

Founder of PYO Zirvesi

Strategy Implementation Professional

Knowledge Management Expert

Program Director, SDT

**Ipek Sahra Ozguler (Ozguler):** Good morning Mr. Hafizoglu. Thank you for taking time to be interviewed. Can you please share with the PMWJ readers a little bit about you who you are and what you do?

**Mustafa Hafizoglu (Hafizoglu):** I'm an expert on seeing the big picture, decomposing it into the project level and leading teams to achieve the organization's strategic goals via projects and programs.

Passion on Benefits!

I have 22 years Project/Program Management experience on complex software and hardware R&D Projects; I'm a speaker at Global Congresses and founder of Turkey's first PMO Summit: [www.pyozirvesi.com](http://www.pyozirvesi.com)



I have over 10 years volunteer experience at Project Management Institute at various levels and co-founder of PMI Turkey Chapter and 2017 President of the chapter. I teach at various universities on Project Management. I'm the co-writer of the book: Project Management

Analytic Approach and contributing expert on PMWorld 360 PM Magazine. I'm currently working as the Program Director at SDT Space and Defence Technologies.

**Ozguler: Actually, the PMO Summit was held between 18 – 19 June 2021. Can you tell me a little bit about its history?**

**Hafizoglu:** PMO Summit was first organized in 2019 in Istanbul to gather PMO Leaders and project management professionals. There was a need for an event which was particularly addressing to the PMOs and their problems. Since each PMO has unique characteristics depending on the expectations in their organizations, they tackle with various challenges. PMO Summit aims to establish a platform to share knowledge between PMO Leaders so that the similar challenges they face with can be solved more effectively.

**Ozguler: Can you please tell more about the summit, your role, where the readers can get additional information?**

**Hafizoglu:** PMO SUMMIT (PYO ZIRVESI) is the first summit dedicated to Project Management Offices. I'm the founder of PMO Summit and have been coordinating it for three years. This summit aims to improve the skills of the professionals and guide them to success and also aims to help and guide Project Management Offices create value for their organizations. PMO Summit utilizes two ways to achieve these: Organize an annual summit and give unique trainings. More information can be found at [www.pyozirvesi.com](http://www.pyozirvesi.com)

**Ozguler: What is the uniqueness of this event?**

**Hafizoglu:** PMO Summit is unique in two perspectives: It is the only event in Turkey dedicated to PMOs and gathers PMO leaders to share. It not only gathers PMO Leaders but also hosts world-known experts as speakers.

PMO Summit is not a one-time event in a year. It has a continuous behavior such that PMO Summit gives advanced and unique trainings throughout the year. These trainings focus on project leadership, strategy execution, benefit realization, and knowledge management and they are offered both in English and Turkish. PMO Summit intends to prepare the PMOs for the future.

**Ozguler:** So how was the summit this year? What did attendees talk about, how did the summit compare to other years?

**Hafizoglu:** This year the Summit lasted 2 days with 5 international speakers in an online platform. One of the strength of the summit is that it encourages interactivity. So in these two days, questions were directly asked to the speakers, attendees expressed their opinions, and knowledge was shared.

The uniqueness of this year was actually on the topics covered. These topics had not been mentioned in any other events. The level of awareness on knowledge management and strategy execution was very low. The ways on how to implement digitalization was also an untouched area. Hence attendees were very curious about these topics and I believe this event not only created awareness but also showed ways on how to learn and apply these new topics.

The after-the-event survey shows that the attendees were all satisfied.

**Ozguler:** What are some highlights?

**Hafizoglu:** Douglas Weidner, Exec Chairman of the International Knowledge Management Institute (KM Institute), presented “The Coming Transformation of Program Management - imperatives for PMO change leadership in the Knowledge Age” Douglas focused on human capital and specifically explained engagement drivers. He defined engagement as an

employee who is highly motivated, loves their job, organization, and the other people with whom they work, and who as a result has substantially higher performance than the average worker. The statistics he presented on the average engagement level around the world (25%) was very low. He answered the question whether this low level indicates an opportunity for performance improvement.

Douglas mentioned that the acceleration of disrupted technologies – robots, drones and AI already has and will continue to drastically change our environment and as a result, human occupations will drastically change. We must act now! Knowledge Management (KM) is becoming an imperative; it is the emerging discipline that will manage this transformation.

Antonio Nieto-Rodriguez, Co-Founder of Strategy Implementation Institute, PMI Past Chair and World Champion in Project Management | Thinkers50, presented “The end of the traditional PMO, welcome to the technology-driven Strategy Implementation Office”.

Antonio mentioned that the Project life cycle is about to change. Project managers should also get involved in the ideation phase as well as the phases after the Project is completed. These are the phases where benefits are realized.

Robin Speculand, Global Pioneer and Specialist in Strategy and Digital Implementation, Co-Founder of Strategy Implementation Institute, CEO of Bridges Business Consultancy presented “How to implement digital”. Digitalization is rapidly becoming almost a hygiene factor in leading organizations. Robin mentioned that fewer than one in five digital implementations are succeeding and the top reasons for such a high failure rate is that leaders fail to change their mindset and their organization’s culture. They don’t recognize it’s about transforming the whole business model, not applying “digital lipstick.” The presentation also shared digitalization best practices using cases and secrets from around the world while sharing insights from the Digital Implementation Playbook.

Dr. İbrahim Kebbe, Enterprise Big Data Professional and Senior Lecturer, American University of Beirut presented “Digital Transformation Added-Value Realized though

Enterprise Big Data”. Dr. Kebbe mentioned that the data is the fuel and he introduced a framework on how to reach to a data driven enterprise. Big data is one of the powerful ways to make better decisions for Project managers.

Özkan Öncü, Project and Portfolio Manager at KKB, presented “KKB’s Journey to Gamification and AI” KKB is a credit bureau with the participation of nine leading banks of Turkey and the biggest credit bureau in Europe with its total number of inquiry. Özkan shared the bureau’s best practices on how they used gamification and AI in their projects. 80% more Projects delivered on time, 20% more projects planned in portfolio and 30% shorter product development duration were achieved with these implementations.

PMO Leaders seeking for value has found what they look for in this summit.

**Ozguler: The PMO Summit focuses on Knowledge Management, Strategy Implementation and Benefit Realization Management and Digital Transformation. What is the relationship between them and PMO?**

**Hafizoglu:** The world is going thru a major episodic change, unlike any seen before with high magnitude/impact and speed. These are new trends for organizations to survive in the future. PMOs are the right structures to be able to manage these trends.

**Ozguler: What message would you like the audience to take away from this year’s summit?**

**Hafizoglu:** PMOs are indispensable for organizations in this fast-changing world. Setting up the right PMO will close the gap between strategy and execution, create synergy by working with the other functions, and help organizations become learning organizations.

**Ozguler:** In your opinion, what is the most important trends in PMO for 2021?

**Hafizoglu:** If it's asked to answer this question with one word, this word would be "value". PMOs should focus on how to create and deliver value. There are various ways that PMOs can add value directly or indirectly. This years' PMO Summit aimed to guide PMOs to create value in three ways: Manage knowledge, lead digital transformation and close the gap between strategy and execution. PMOs can either initiate projects to realize value from these areas or establish frameworks to guide the organization to realize value.

**Ozguler:** What do you see for the future in terms of that?

**Hafizoglu:** The value will not be generated only through traditional project life cycle but will be mostly generated at the ideation phase (before a project is initiated) and after the project is completed. Hence project life cycles will be extended in the future. One of the summit speakers, Antonio Nieto-Rodriguez called this as Modern Project Management. Then will project managers have time to deal with such an extended life cycle? Gartner says 80% of today's Project Management tasks will be eliminated by 2030 as artificial intelligence takes over. Hence Project Managers should develop new skills to adapt to this new extended project life cycle.

**Ozguler:** Thank you again for taking the time to hold this interview, Mr. Hafizoğlu.



## Antonio Nieto- Rodriguez

Co-Founder

Strategy Implementation Institute

PMI Past Chair

World Champion in Project Management

Thinkers50

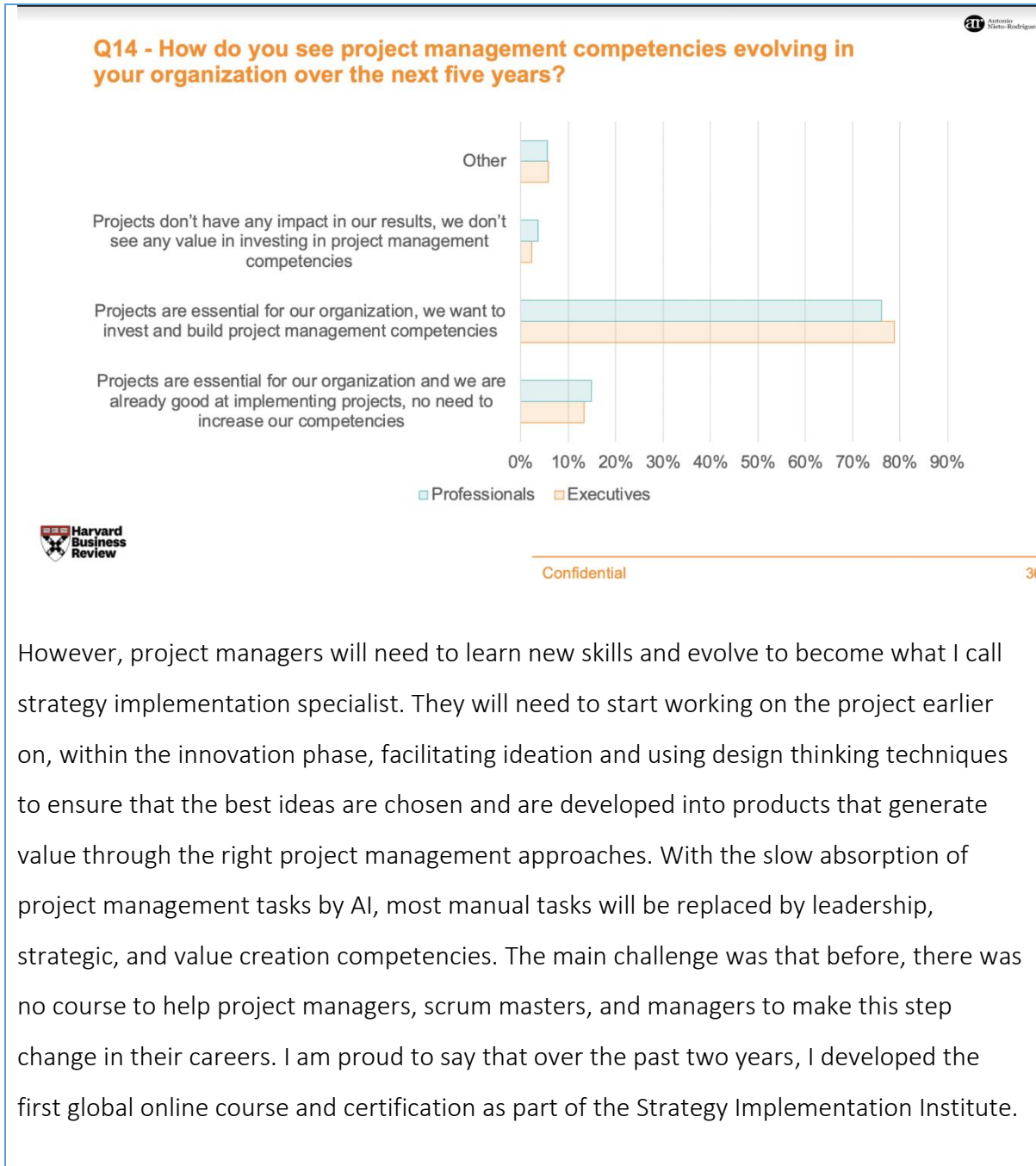
**The Author of the book:**

How To Prioritize Your Company's Projects, HBR

### **From Project Manager to Strategy Implementation Professionals**

It's about the competencies to succeed in the Project Economy. The World Economic Forum, in their Future of jobs report 2020, highlights the growing importance of project management as well as strategic roles. My latest research for the current book I am writing, the Harvard Business Review Project Management Handbook[3] (to be published in Sep 2021), clearly shows that senior leaders see project management as a core competency and invest in them over 2021 and beyond.





However, project managers will need to learn new skills and evolve to become what I call strategy implementation specialist. They will need to start working on the project earlier on, within the innovation phase, facilitating ideation and using design thinking techniques to ensure that the best ideas are chosen and are developed into products that generate value through the right project management approaches. With the slow absorption of project management tasks by AI, most manual tasks will be replaced by leadership, strategic, and value creation competencies. The main challenge was that before, there was no course to help project managers, scrum masters, and managers to make this step change in their careers. I am proud to say that over the past two years, I developed the first global online course and certification as part of the Strategy Implementation Institute.



## Douglas Weidner

Chairman  
International KM Institute

### The Coming Transformation of Program Management – imperatives for PMO change leadership in the Knowledge Age

Douglas used a unique and compelling, organizing scheme for his presentation to caution Project Management Professionals about the coming transformations in Program Management and way forward opportunities. His presentation included these three categories. Here's a summary of each:

**SITUATION** – The world is going thru another major episodic change, unlike any seen before in terms of both magnitude/impact and speed.

**COMPLICATIONS** – These changes are already having a major impact on human occupations and organizations. For example:

- According to the Gartner Group (2019), 80% of PM tasks may be eliminated by 2030.
- The Half-Life of organizations is decreasing – 50% of F500 companies were eliminated between 2000 – 2020.

**Reason:** The driver is no longer muscle, energy or computer power, but “Knowledge is Power!” **SOLUTION** – We must Act Now! Transformational Knowledge Management is

proving to be essential for increased personal and organizational performance, health and sustainment in the Knowledge Age.

Let's briefly consider the **SITUATION**. The world has gone through many episodic changes, including from stone for tools to steel for construction, from muscle, energy and computer power to "Knowledge is Power!"

However, another critical track of episodic changes includes the dramatic shifts in human occupations from the Agrarian Age to the Industrial and Information Ages and now the Knowledge Age, which is variously called the knowledge economy, society or era as well, depending on locale.

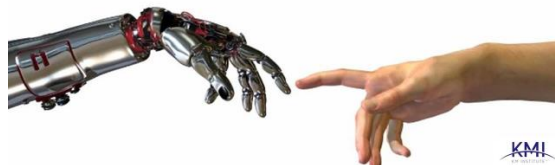
Such dramatic changes, accelerated by many disruptive technologies, create major **COMPLICATIONS**. They are summarized by these two graphics, which depict an obvious story and outcome.

Transformations will cause workplace 'MAKE & MOVE' disruptions.



Do you fully appreciate this impact?

ROBOTS < replacing > HUMANS



**SOLUTION:** There are many possible solutions. However, few solutions will be able to overcome both: 1) the episodic changes in human occupations, which will demand dramatic changes in skills and competencies (**aptitudes**), and 2) the now globally-accepted concept that Knowledge is Power, which will demand recognition that human **attitudes** will be the driver of future performance.

Transformational Knowledge Management is emerging as the singular, viable solution to this present, complex challenge. It is focused on a multitude of concurrent activities, including:

- **Knowledge is Power** – Knowledge Management (KM) has expanded the concept of **human performance** to include traditional aptitudes, but especially **attitudes** (motivations and passions that drive exceptional performance).
- **Proven, Strategic KM Initiatives** – KM has addressed many types of common organizational operating characteristics with proven and **well-documented** solutions. For instance:
  - “Do you have **complex projects** with enough similarities that you could learn from one project to the next?” At the KM Institute, we call that **Project Management** solution the Lessons Learned Management System (LLMP).
  - “Do you need to **retain expert knowledge** being lost due to retirements, turnover, downsizings, personnel disruptions of all sorts?” At the KM Institute we call that **risk of knowledge loss** solution the Knowledge Transfer & Retention Process (KR&T).
  - “Do you have **multiple, essentially identical operations** (assembly plants, marketing, admin, retailing, product development, etc.), where you need to recognize and transfer best practices from one location to another to reduce dramatic performance differentials between operating units by replicating best practices and to reduce duplication of effort.” At the KM Institute we call that obvious operating maxim the Best Practices Management Process (BPMP).
- **Transformational Change** – KM has recognized that the dramatic impacts, based on multi-faceted and simultaneous change, necessitates a transformational change strategy over the more traditional change strategies. At the KM Institute, our

KMBOK™ includes a KM Methodology and maturity models (MATURE)™ that focus on the imperatives of transformational change.

Here's some Knowledge-Age (K-Age) conclusions for experienced Project Managers.

- This most recent, major episodic event has supplanted muscle and computer power with Knowledge is Power.
- The acceleration of disruptive technologies – robots, drones and AI already has and will continue to drastically change our environment.
- As a result, human occupations will drastically change. We must act now! (Call-to-Action, Create a Sense of Urgency)
- Knowledge Management (KM) is becoming an imperative; it is the emerging discipline that has already shown its proven ability to manage this transformation.
- KM (K-Age) needs experienced business practitioners, who know how to manage such complex endeavors, aka Project Managers.
- Leverage your existing PM expertise to excel and lead at KM. Become a PMO executive doing KM and/or a Chief Knowledge Officer (CKO).



## Robin Speculand

Global Pioneer and Specialist in Strategy and Digital  
Implementation

CEO

Bridges Business Consultancy

The Author of the book:

World's Best Bank

A Strategic Guide to Digital Transformation

### How to Implement Digital

One of the first challenges in adopting digitalization is to recognize the role it plays in the overall organization strategy. It is not about creating a digital strategy but having a strategy in the digital world. Framing the question correctly, in strategy, is imperative. The question is not what digitalization can do for your organization but, “What is your strategy, in a digital world, to meet and exceed customers’ new necessities?” To support the crafting of the strategy there are three strategic stages leaders need to consider.

**1. Future Thinking:** Establish a clear digital vision and develop a leadership growth and digital mindset.

The leadership need to identify their digital vision by thinking about tomorrow, their “Future Thinking”. This involves establishing a clear digital vision and developing leaderships digital mindset. The digital vision starts by recognizing that it's not technology disrupting your business but customers, with their new necessities.

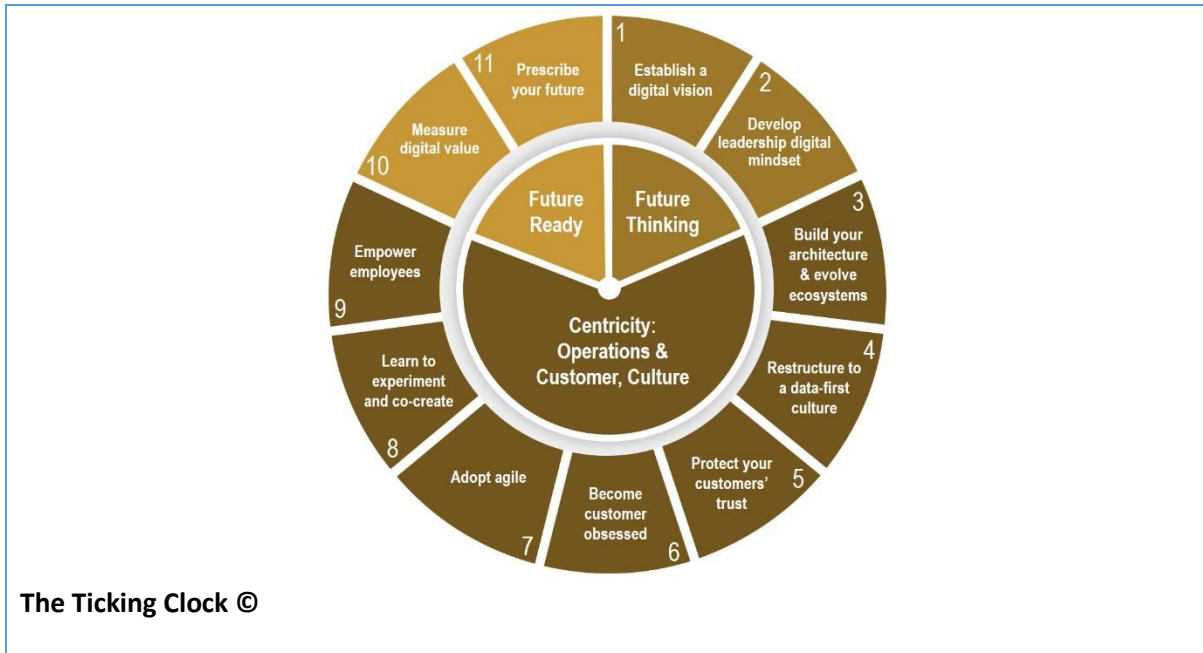
**2. Centricity around Customer, Culture and Operations:** Identify the impact of digitalization on the essential components of your business.

With the digital vision in place an organization then has to examine centricity around his customers, culture and operations. Adopting digitalization fails more often than it succeeds – research puts the failure rate at 84%<sup>2</sup>. A key reason for this is that organizations habitually underestimate the impact on the organization business model. Digitalization requires a whole business model transformation. It's not about tweaking or adjusting the business model but a complete transformation, that starts with the customer.

**3. Future Proofing:** Measure your digital strategy measurement while becoming data driven and building business sustainability.

The leadership team need to ensure continuity and sustainability. Transforming a whole business model transformation takes time, dedication across the whole organization and a discipline, that many organizations often lack. A new strategy requires new measures to track the execution and to take corrective action as required. Many of the measures required for digitalization are new to organizations and require leaders focus and attention to identify what to measure and how. For example, measuring the value of digital customers versus traditional customers.

The three strategic stages make the core of our [Ticking Clock© Model](#) for digitalization. The outer circle highlights the requirements that are evolved into the 11-Steps model as shown below.







## Ozkan Oncu

Senior Project Portfolio Manager

**KKB Kredi Kayıt Burosuna A.Ş.**

### **A Journey to Gamification and AI in Project Management**

Digitalization of project and portfolio management processes helps companies to track business demands and ideas, make better decisions to select right projects that are aligned with the business strategies. It provides visibility on project resources and increase productivity to deliver projects on time and within budget.

Creating a centralized project and portfolio management system also supports companies to store and analyze data generated from ppm activities. Accurate, consistent and up-to-date data enables us to make right decisions and take right actions. But keeping ppm data updated is the most challenging problem for majority of companies.

To overcome this problem, we generated an anomaly detection module on our ppm system. As a self-audited system, it scans ppm database periodically and try to find any anomaly based on missed, wrong or incomplete actions of users. Whenever it detects an anomaly, it does not only warn responsible users, it also provides guidance on how to resolve them. Instead of seeking for top management force on employees to keep the

data updated, the anomaly detection system gently nudges them to motivate taking right actions.

Although the anomaly detection system has many benefits, it does not guarantee employees to fix anomalies as fast as expected. Therefore, we implemented gamification concepts in project management activities. Giving some incentives to them by exploiting benefits of gamification helped us to improve employee engagement, motivation and productivity. In our gamification theme, gamers compete with each other to get the highest score by fixing their anomalies quickly.

In addition to all these, we concentrated on artificial intelligence in project management. According to Gartner's researches, in 2030's 80% of project management activities will be handled by AI. In line with the Gartner Perspective, we started to build an AI driven Autonomous Project Management Assistant consisting of RPA, Chatbot and Machine Learning. We would like to deploy some features of the Autonomous Project Management Assistant at the end of this year.

As KKB, we aim to make big differences in project management with the use of new concepts, trends and technologies.

## 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/>