

# **Anything is possible when you work with passion <sup>1</sup>**

## **Interview with Jean-Luc Favrot**

Consultant, Coach, Trainer, Speaker  
Tahiti, French Polynesia



## **Interviewed by Yasmina Khelifi**

International Correspondent, PM World Journal  
Paris, France

### **Introduction to the interviewee**

Jean-Luc Favrot is a consultant, coach, trainer, and speaker, in the field of agility, innovation, and project management. He is currently based in Tahiti (French Polynesia, South Pacific) but travels the world regularly, either virtually or physically.

His career path has allowed him to hold responsibilities in large public and private organizations, and to create companies specializing in agile and digital transformation in Europe and Oceania.

He is one of the co-authors of the PMBOK Guide 7th edition, and he is currently pursuing his commitment through the contribution to the strategy and content of the PMIstandards+ digital platform.

Social media: <https://www.linkedin.com/in/jlfavrot/>

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## Interview

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First of all, thank you for accepting an interview request from PMWJ.

**Q1:** You were a member of the PMBOK7 Development team. I bought the book and it is different from the former ones. What guided you and the team during the conception of the PMBOK7?

**Jean-Luc Favrot (Favrot):** I would say passion. We came from all over the world, from different industries, and different cultures. But throughout our work I think we all shared a very strong team spirit, and an incredible enthusiasm. We didn't always agree, but I feel that everyone showed open-mindedness and respect, and that we very quickly developed a great friendship.

**Q2:** What are the main changes in PMBOK7?

**Favrot:** Since projects are made by people for people, the project management standard focuses on the mindset that should guide the behavior of anyone working on a project, in order to deliver value.

Thus, we have moved to a new standard made up of principles, intended to be less prescriptive than the previous process-based standard. For example: "Focus on value", and "Tailor based on context".

The 12 project management principles are complemented by 8 project performance domains. A project performance domain is a group of related activities that are critical for the effective delivery of project outcomes. For example: "Stakeholders", "Uncertainty".

These project performance domains may use models, methods and artifacts, not supposed to be exhaustive in the book. Their list is detailed, illustrated and extended on the PMIstandards+ digital platform.

**Q3** How will it help the project managers in the new normal?

**Favrot:** Value, outcomes, people, uncertainty, and tailoring are in a way the central themes of the book, regardless of the development approach (predictive, adaptive, hybrid).

I do think that all of them are helping project managers in the new normal.

**Q4:** You live in Tahiti. French Polynesia is an overseas collectivity of France, made of many islands dispersed on a territory as large as Europe, and at 24 hours by plane from

France. Are there some particularities in project management there? Could you elaborate?

**Favrot:** French Polynesia is a tiny territory (280 000 inhabitants) but has a strong level of autonomy within the French republic. It's a country inside the country. This means it has its own government, social welfare system, telecommunications company, etc. This means that to deal with the same complexity, you have far fewer people available. Everyone has to be as multi-skilled as possible, and we all have to be pragmatic if we want projects to succeed. It requires probably more energy than in any large country. It is even more complex because of the isolation and remoteness of the islands inside our vast territory, and the isolation of our entire territory in the middle of the Pacific Ocean.

**Q5:** What are the main industries where project management is used there?

**Favrot:** Public services, telecommunications, construction, tourism, etc. I also work regularly in New Caledonia, another French overseas territory, and there is a large nickel-based mining industry there.

**Q6:** How are the practises of project management influenced by the local cultures?

**Favrot:** I would say: human values, trust, proximity, collaboration,

**Q7:** You are also specialized in Agile and digital transformation? How are they implemented in French Polynesia?

**Favrot:** It is still quite new, but people are mostly enthusiastic. There is a great movement towards innovation, open to the world.

**Q8:** You are not originally from the French Polynesia: what did you learn about project management, working there?

**Favrot:** Here, even more than in mainland France, projects are not only made of processes; they rely heavily on people (all kinds of stakeholders: sponsors, team members, customers, users). So, I have probably progressed in human relationships.

Here you feel that you can have a quick and real impact for the well-being of people. For example, I am currently helping the Department of Labor on innovative methods to help unemployed people find a job and, more generally, to catalyze a very specific labor market. My impact would not be as direct if I were in a large company in a large country.

As a consultant, the size of the project is not a motivation in a small territory. On the contrary, you find meaning in the extraordinary diversity of your missions and the impact you can have on the ground.

**Q9:** How many members to PMI France are there in the French Polynesia? Are there some exchanges with other Chapters (Australia, New Zealand, etc)?

**Favrot:** We are very few at the moment but this is growing, as I strive to train more and more people in project management (and PMP certification) in French Polynesia and New Caledonia. I hope that, even though we don't share the same native language, we will soon be able to develop exchanges with other international chapters in Oceania.

**Q10:** Do you have a last message to PWJ readers, please?

**Favrot:** Anything is possible when you work with passion! Two years ago, I would never have imagined that I could contribute to a global impact on my profession through my role on the PMBOK 7th Edition Guide, being based on a tiny island lost in the South Pacific, introverted and speaking poor English.

So get rid of the limitations that people, geography, or even yourself assign to you, and dare to move forward, you may get further than you expected.

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## About the Interviewer



**Yasmina Khelifi**

Paris, France



**Yasmina Khelifi**, PMP, PMI- ACP, PMI-PBA is an experienced project manager in the telecom industry. Along with her 20-year career at [Orange S.A.](#) (the large French multinational telecommunications corporation), she sharpened her global leadership skills, delivering projects with major manufacturers and SIM makers. Yasmina strives for building collaborative bridges between people to make international projects successful. She relies on three pillars: project management skills, the languages she speaks, and a passion for sharing knowledge.

She is a PMP certification holder since 2013, a PMI- ACP and PMI-PBA certification holder since 2020. She is an active volunteer member at PMI France and PMI UAE, and

a member of PMI Germany Chapter. French-native, she can speak German, English, Spanish, Italian, Japanese and she is learning Arabic. Yasmina loves sharing her knowledge and experiences at work, in her volunteers' activities at PMI, and in projectmanagement.com as a regular blogger. She is also the host and co-founder of the podcast [Global Leaders Talk with Yasmina Khelifi](#) to help people in becoming better international leaders.

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