

PM Trends for 2022

Interview with Dave Garrett¹

Chief Strategy and Growth Officer
Project Management Institute
Pennsylvania, USA



Interviewed by Ipek Sahra Ozguler

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Introduction to the interviewee

Dave Garrett, Chief Strategy & Growth Officer, drives PMI's growth strategy by working across the organization to define, test, and deliver solutions that enable individuals and organizations to create impact and propel change.

Dave was the co-founder, President and CEO of ProjectManagement.com (formerly GanttHead.com), an online community for project professionals, established in 2000 and acquired by PMI in 2014. Since joining PMI, he has held several leadership roles, including dual role as Director of Digital Presence and CEO of ProjectManagement.com. Dave's passion for project management led him to serve in multiple volunteer positions for PMI prior to becoming employed by the organization. Earlier in Dave's career, he also created *Project Pain Reliever*, a just-in-time handbook for managing projects and has

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published and bylined dozens of articles related to project management, technology trends, and more.

Interview

Ipek Sahra Ozguler (Ozguler): First of all, thank you for accepting an interview request from PMWJ about Trends in Project Management. What are share the key project management trends for 2022?

Dave Garrett (Garrett): Thank you for having me. Project management is a rapidly evolving field, and this year is no different. At [Project Management Institute](#) (PMI), it's our job to identify and understand the key trends that project professionals and changemakers alike should keep top-of-mind as they aim to adapt and thrive in the year ahead.

The skillset required of project professionals is never static – rather, as the workplace transforms, so too must the most highly sought-after project management skills. Project managers are increasingly tasked with driving change within their organizations and turning complex and ambitious ideas into reality. For this reason, interpersonal skills such as collaborative problem-solving, communication and flexibility have become just as important as business acumen and technical skills. At PMI, we call interpersonal skills “power skills” because they are essential at all levels of employees in an organization.

Project managers who are dedicated to creative problem-solving, communicating effectively, and using agility to offer flexible solutions when needed are the key to successful collaboration across the enterprise. This is especially true as organizations seek to break down siloes, encourage cross-functional teams, and make remote-first and hybrid work the new ways of working. Remote work can provide more flexibility and autonomy, but it can also make it difficult for employees to find a sense of balance within their personal and professional lives. Project managers must lead with empathy, making sure their team prioritizes their mental well-being and managing expectations to keep productivity high without burnout.

Expertly selecting and tailoring practices and methodologies is another way project managers can help their organizations adapt to change. Now more than ever, it is critical that project managers invest in their professional development through upskilling and reskilling so they can master these new ways of working. Becoming familiar with a broad range of approaches and becoming certified in those that are key to help project managers on their path to gaining new business, technical, and power skills.

These trends have transformed the workplace in the past, but today they're shaping up in new ways and with new implications for project professionals and organizational leaders. Reexamining how we live and work has led to an interesting and important conversation on how the role of project managers within their teams and organizations will evolve in 2022 and beyond.

Ozguler: Why is the certification so important?

Garrett: Certifications allow project managers to advance their skillsets, stay current with evolving practice standards, grow in their careers, and increase their earning potential. At face value, certifications give professionals immediate credibility, making them more attractive as applicants by simultaneously demonstrating their proficiency in the field and showcasing their commitment to continuous learning.

There's a certification for everyone, depending on their interests and career aspirations. For those looking to obtain their first certification, the [Project Management Professional](#) (PMP)®, which equips project managers with the skills to deliver value, drive business results and increase their organization's impact, is a good place to start. We also offer courses focused on specific methodologies and industries, such as the [Agile Certified Practitioner](#) (PMI-ACP)®, which specializes in agile principles, and [Construction Professional in Built Environment Projects](#) (CPBEP)™, which empowers project managers in the construction industry to bring large, complex projects to life. PMI's offerings in Disciplined Agile can help project managers not only learn new techniques, but also help them navigate the world of Agile approaches.

For project managers who are looking for a new job in 2022, adding certifications to your resume can catch the attention of hiring managers, helping you to stand out as a candidate and proving you have a proactive approach to professional development that will allow you to master your next role in project management.

Ozguler: The projects of the present and future need project managers who are strategic partners and changemakers. What will be the new must-have project management skills?

Garrett: According to our recent [Talent Gap report](#), the global economy will need 25 million new project professionals by 2030. And, the skills these professionals need to drive project success will continue to evolve.

There's an increased need for skilled project managers who are strategic partners and changemakers. Project management is no longer solely managing scopes, schedules, budget and asking, "are you done yet?" Artificial intelligence and other new technology help to centralize these more administrative aspects of project management and project professionals are now focusing on influencing outcomes, building relationships, and achieving the strategic goals of organizations.

In fact, according to [PMI and PwC's latest global research](#), a mix of interpersonal skills – what I mentioned earlier and what PMI calls "power skills" – and business acumen skills are deemed critical to the successful delivery of projects. Power skills like relationship building, collaborative leadership, strategic thinking, and creative problem solving, combined with commercial awareness, are essential in contributing to organizations' overarching strategy and will make project managers infinitely more hireable.

Ozguler: Hybrid work brings its own challenges. How can project managers overcome them?

Garrett: As it becomes apparent that hybrid and remote-first work is here to stay, many organizations are thinking through how they can perfect these once-atypical ways of working that have become the norm over the past two years. There is a lot to be gained from these work models – including being able to hire top talent from anywhere in the world – but project managers will need to overcome the challenges of hybrid and remote work for the long haul to align on workday expectations, establish best practices to keep information and ideas flowing, and deliver results.

Project managers will need to use agile approaches to push decision-making down and ownership of outcomes high as the way we work remains flexible. Embracing collaborative technologies that help project managers and changemakers work across regions and time zones will prove to be what truly makes a difference in how these professionals deliver results within their organizations.

And it goes beyond the technologies and technical skills needed to complete tasks and drive project success. Again, project managers need to have power skills to forge deeper connections, easing some of the difficulties of not being in the same physical space and allowing for a more integrated team environment as colleagues work together through technology.

Ozguler: You stated that “mix up practices and methodologies” is another trend. Please explain in detail.

Garrett: As the project management profession continues to evolve, digital transformation drives organizational strategy, and organizations navigate ongoing and rapid change, it’s no longer practical to rely on one practice or methodology that may have worked in the past. Project managers must have a toolkit of project management frameworks at their disposal that they can apply to different projects based on the specific goals, how teams are constructed, and in response to changing market conditions.

In response to the shift away from one way of working and the need for project managers to embrace different practices and methodologies depending on the situation, we’ve updated our product offerings accordingly. For example, our [Disciplined Agile®](#) offerings allow practitioners to browse a broad range of Agile practices, guiding them toward the best way of working for specific projects. These offerings do this while promoting continuous improvement and ongoing learning for individuals and teams. From our perspective, true business agility comes from the ability to select the right approach for the right situation — to expand your horizons and adapt to new ways of working.

As another example, we’ve updated our [Project Management Professional \(PMP\)®](#) certification to have a greater emphasis on a more diverse tool kit, including Agile and hybrid approaches, coupled with critical collaborative leadership skills, new technologies, and improved practices. Because it encompasses such a robust skillset, the PMP® is a way for professionals to “future-proof” their careers by demonstrating their expertise and resiliency, using power skills, and deploying hybrid approaches to lead change and manage through uncertainty.

Ozguler: “PMI recently conducted a survey on driving factors of the Great Resignation and found that 45% of respondents want to learn project management skills in a managerial role, highlighting the need for upskilling no matter where you fall within the organization chart.” What is upskilling? How does the organization upskill employees and why upskilling is so important?

Garrett: Upskilling, or learning more advanced skills through additional education and training, is essential because it’s how organizations and industries evolve. By making upskilling a strategic priority, leaders can demonstrate to employees how invested they are in their success, and they can show stakeholders how dedicated they are to delivering value.

Job seekers want to work at organizations that are willing to invest in their professional development and growth. In fact, [a recent survey PMI conducted](#) of current or recent job seekers in the U.S. found that the opportunity to learn new skills was one of the top motivations for looking for a new job.

Upskilling must be deliberate and something that is encouraged from top leadership, all the way down. For example, at PMI, we've designated "No-Meeting Tuesday Mornings" and encourage our people to invest that time in their own professional development, such as by taking a course or pursuing a certification.

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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