



# Architecting The Future Though Project Management

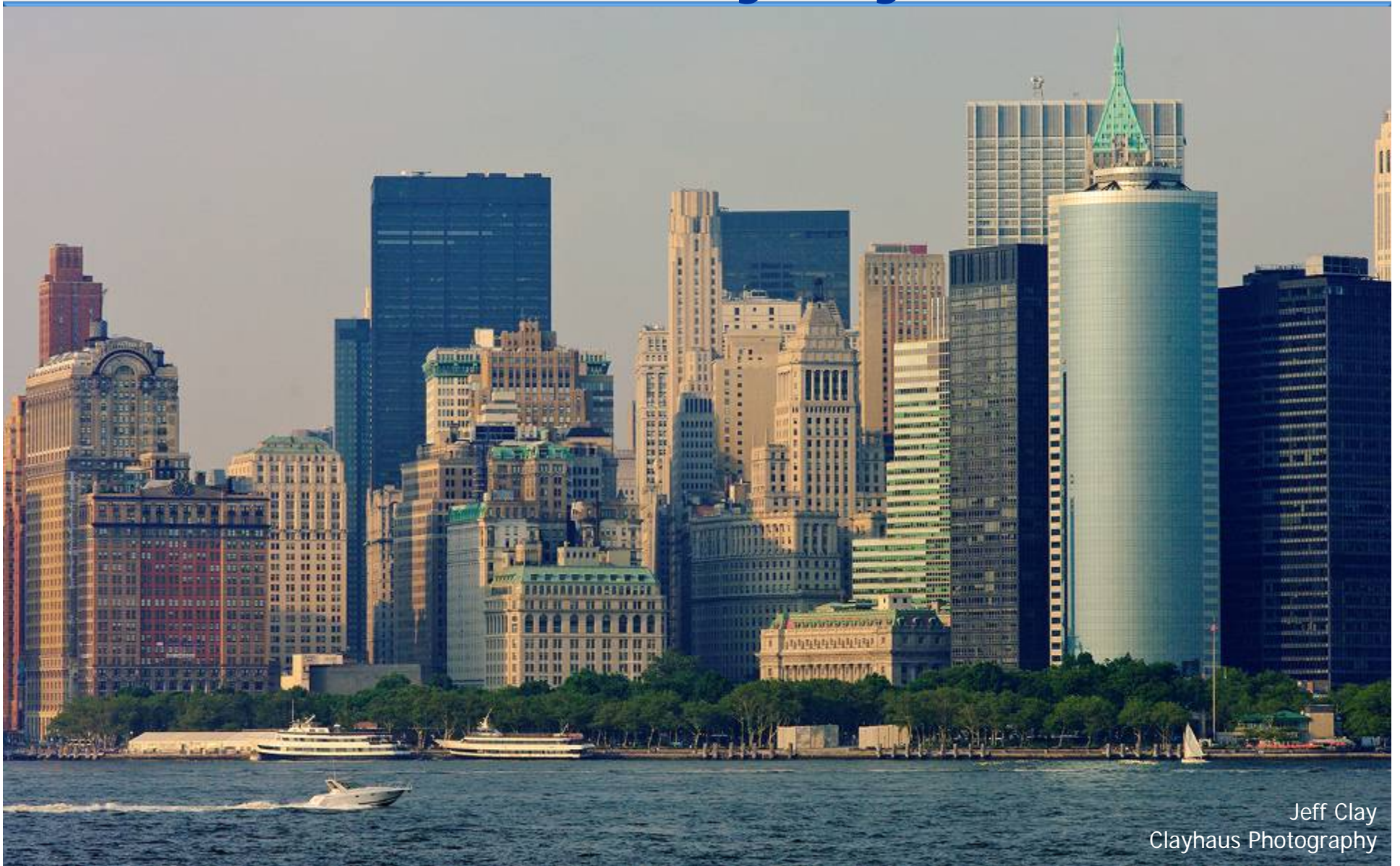
Frank P. Saladis PMP

Jeff Clay  
Clayhaus Photography





# The Value of Project Management can be seen in any skyline...



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## ...or new building project

*\*The right mix of planning,  
monitoring, and controlling can  
make the difference in completing  
a project on time, on budget,  
and with high quality results.*







## A Bit of History

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- One of the jewels of gothic architecture, Notre Dame de Paris took >180 years to build... beginning in 1163 and ending around 1345
- Several project sponsors (kings and bishops) were involved as well as numerous architects and countless team members (laborers)
- Systematic project management was unheard of in the 12<sup>th</sup> Century
- In the 21<sup>st</sup> Century our timelines are more clearly articulated (at least we'd like to think so)



# A Bit of History



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## A Bit of History

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- In the mid-1800's, civic planner Baron Haussmann was tasked with transforming the French capital from a medieval city to the modern Paris we know today
- Haussmann's plans included replacing 500 year old tenements and narrow, twisty streets with 12 broad apartment-lined avenues
- The work was so successful that several cities followed suit with their own Haussmann-like designs, including London, Moscow and Chicago





# A Bit of History



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# The Project Manager's Environment

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- Tourism / Entertainment
- Construction
  - Residential
  - Business
  - Entertainment
  - Governments
- Bio Climatic Architecture
- Education
- Commercial
- Public / Social / Political
- Reconstruction/ Extensions
- Renewable energy





# Imagination At Work

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The Sears Tower, Now the Willis Tower

*" We imagined this project as a Swiss watch in that it had to be very precise and very carefully detailed. "*

- Ross Wimer, Skidmore, Owings & Merrill LLP,  
Chicago Illinois, USA



# Project Management and Architecture Meet

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## 10 Iconic Architecture and Modern Innovation – New Name and New Features

November 3, 2011

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Named one of the  
7 Wonders of the  
Modern world by the  
American Society  
Of Civil Engineers,  
The Empire State  
Building is considered  
A landmark in  
Architectural design  
And engineering

Now the target of a  
\$20 Million  
Sustainability retrofit  
project





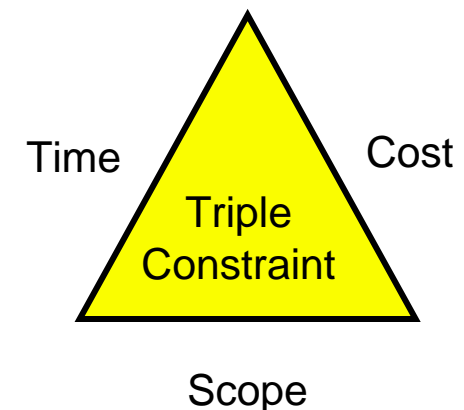
# The Goals of Project Management

## Strategic Level

- Sustain the business / Build / Enhance
- To solve a problem or provide a new product
- To increase business and market share
- To prepare for disaster recovery and business continuity
- Improve performance and reduce cost

## Project Level

- On time
- Within budget
- According to scope and specifications
- With high quality
- To meet customer requirements and achieve customer satisfaction
- To provide the desired deliverables







# Top Drivers of Change in 2010

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1. Consumer preferences
2. Energy costs
3. Tax policies
4. Reverse innovation
5. Non-traditional competitors
6. Extended enterprise risks
7. Exponential growth in information flow
8. Long-term growth strategy

Bloomberg Business Week



# Project Management Today in the Global Economy

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- More than \$ *13 trillion per year* – 20% of gross global product – is spent on fixed capital projects
- Trillions more go into projects in IT, new product and service development, other knowledge work
- *20 million people worldwide work on project teams full-time or part-time*

*Source: PMI GOC, Project Management as a Strategic Competency, Louis Mercken, PMI Fellow, MBA, PMI Director at Large*





## Plan a Winning Strategy

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*The most dangerous person in corporate America is the highly enthusiastic incompetent. He's running faster in the wrong direction, doing horribly counterproductive things with winning enthusiasm.*

– Jay Kurtz, management consultant



# Today's View of Project Management

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- The value of Project Management is becoming more apparent across all industries, in small and large businesses, in government , and in non-profit organizations
- The project manager is sometimes viewed as a leader, a facilitator, a necessary evil
- The Perceived value of Project Management is still evolving



# Today's View of Project Management

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- Project management has evolved into more of a business process rather than just a project management process.
- Today we are managing our business by projects, and project management is being applied to both traditional and nontraditional projects.
- Each project is seen as a collection of value scheduled for realization.

*Dr. Harold Kerzner*



# Today's View of Project Management

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- Some executives think its just a Gantt chart





# Project Integration Management

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Project integration management “includes the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities...”

Integration ensures that the various elements of the project are properly coordinated.

Integration requires strong leadership



# Project Integration Management

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- Ensures a systematic approach to completing project objectives
- Creates a common focus on all project deliverables
- Defines the relationship between product and project scope
- Ensures coordinated project plan execution
- Aligns resources with project priorities
- Ensures that project work is effectively coordinated with ongoing operations
- *Effective integration of project deliverables through leadership creates the foundation for the future through value driven project management*



# Integrated Functions Performed by Project Managers

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- Plan for and organize the project team
- Coordinate planning, scheduling and execution
- Analyze and report project performance
- Manage client relations
- Manage project interfaces
- Perform trend and variance analysis
- Manage change control
- Plan for and negotiate procurement activities
- Manage contractual deliverables
- Provide project leadership



# Leadership and Project Integration Management

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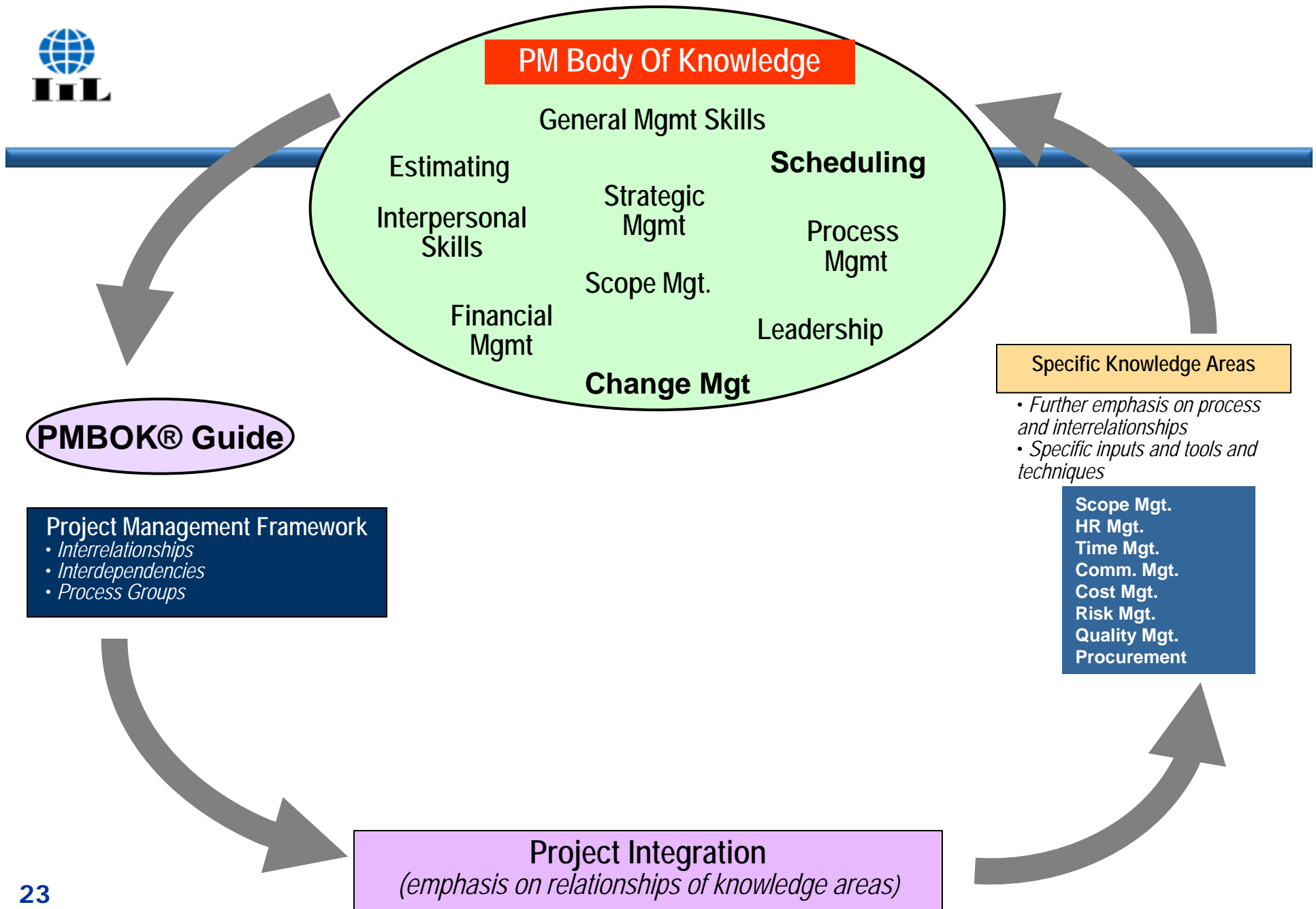
*Effective integration of project deliverables through strong leadership creates the foundation for the future of the profession .*

*Integration with organizational goals is essential*

*A solution based approach for the enterprise and the client is the key*

***This is value driven project management !***







# Benefits of Project Management

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- **Provides a continually improving vision of the deliverables.** Shows what the team expects to deliver, unclear at first, becoming more and more clear as placeholders are replaced.
- **Provides a visible sense of agreement.** Clarifies for everyone -- the team, clients, consultants, and others, exactly what will be delivered, in a concrete unambiguous format.
- **Provides a visible sense of direction.** Everyone can see where we are headed. We all know what the end result should be.
- **Provides a visible sense of progress and accomplishment.** Everyone can see progress each day. We know what's been done and what remains.



# Benefits of Project Management

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- **Provides a feedback mechanism.** Everything is available in one place, to compare, review and coordinate.
- **Provides a concrete basis for discussion.** Tasks and issues are easier to discuss with all relevant knowledge collected and displayed in one place.
- **Makes identifying tasks easier.** Work backwards from deliverables to identify tasks or steps required to produce them.
- **Makes consultant management easier.** Seeing what consultants intend to provide helps identify what needs to be coordinated. Seeing consultant's work updated regularly helps us measure and verify consultant progress.
- **Reduces risk.** Maintaining and reviewing the deliverable package from day-one reduces the chances of something being missed or overlooked.





## The Past: A Recipe For a Mess

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Little Planning + Indifferent Management +

Poor Materials + No Scheduling = Confusion



Out of confusion,  
knowledge may proceed

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# The Future: A Formula For Success

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Creativity + Innovation + Leadership = Project Manager

Project Manager + Business Strategy = The Future





# Idea + Project Management = Endless Possibilities

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# Project Management Is The Future



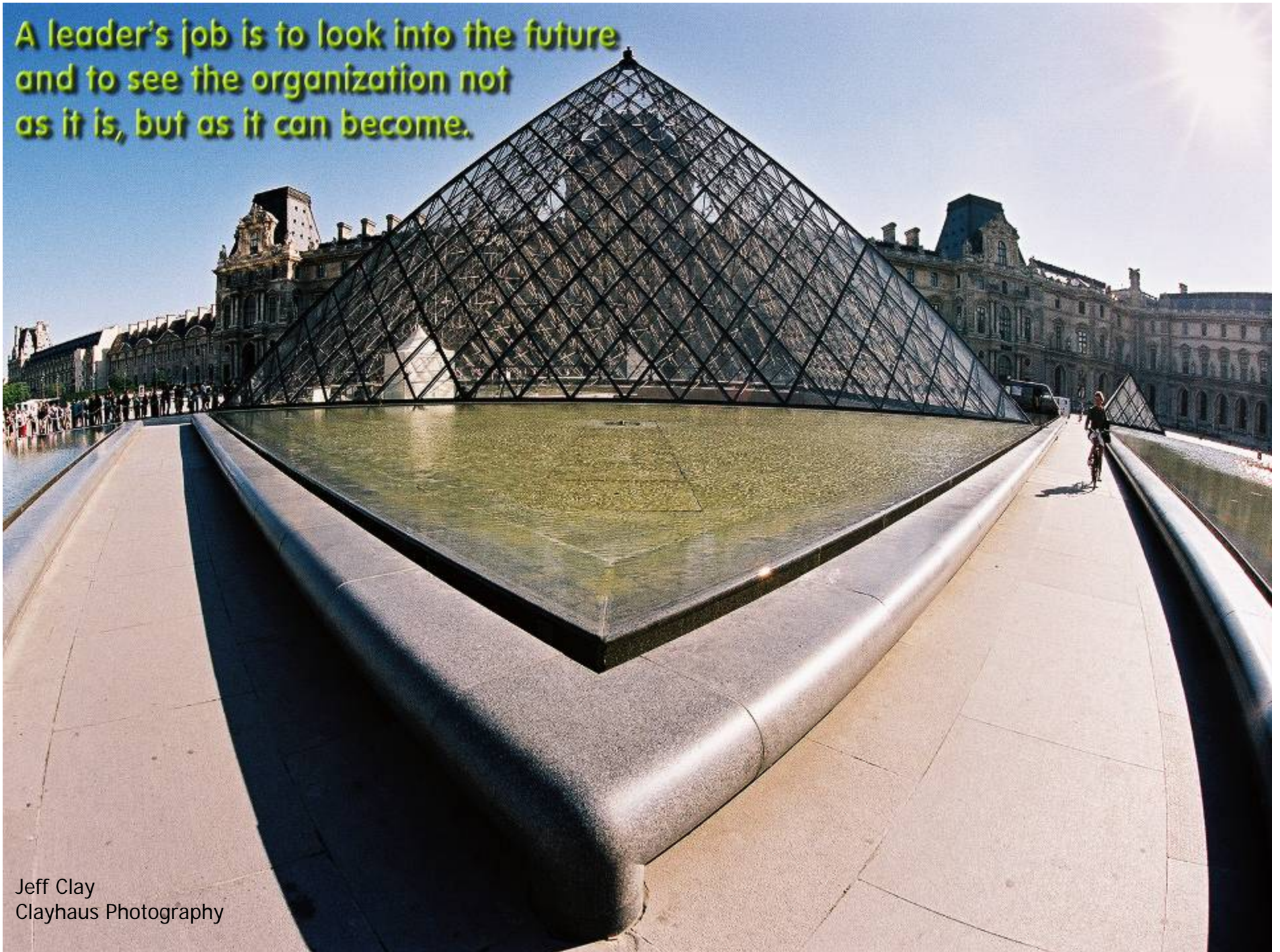


# Project Management Builds on Imagination





A leader's job is to look into the future  
and to see the organization not  
as it is, but as it can become.



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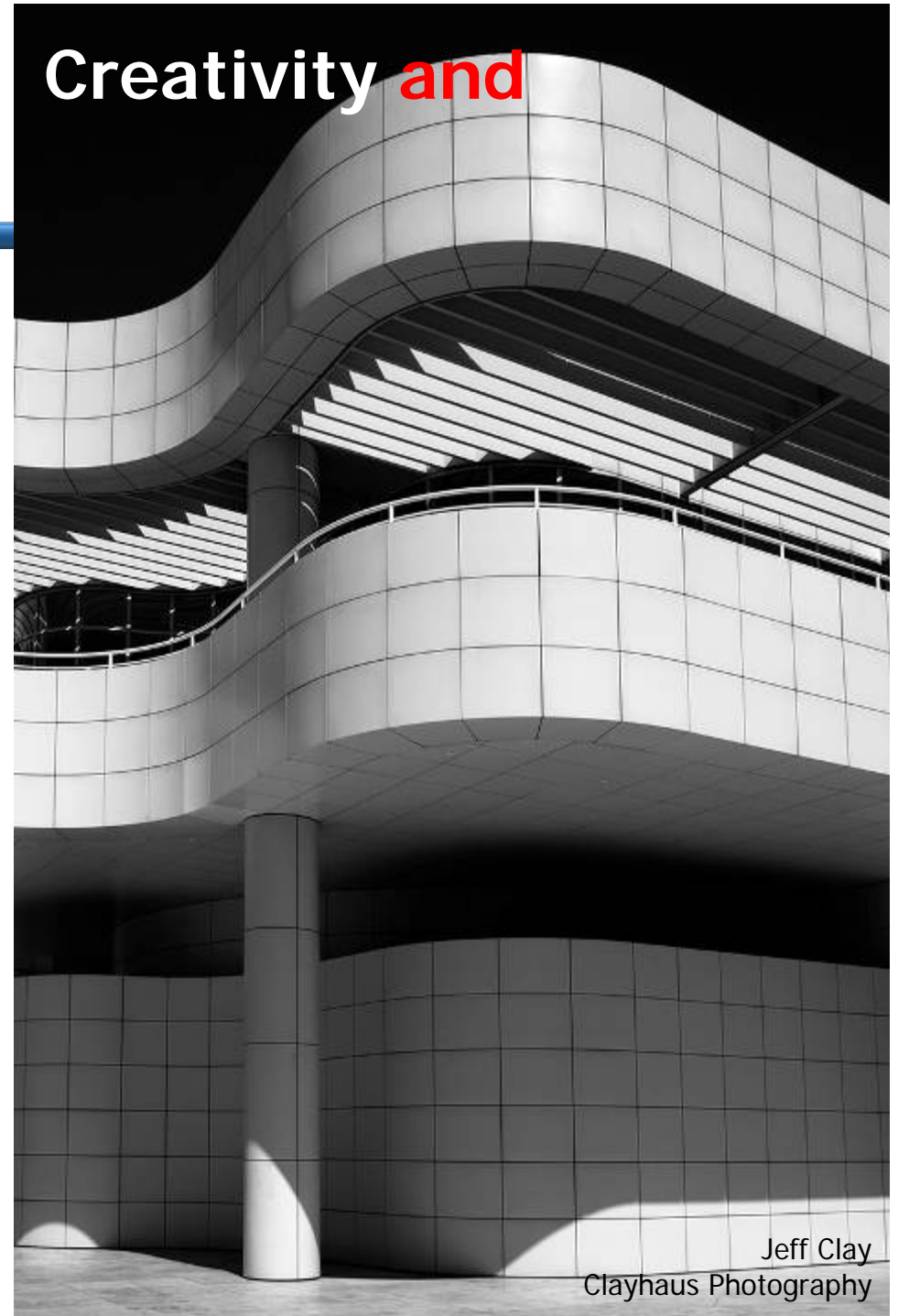


# Artists, Architects, Project Managers

*"Begin with the  
end in mind"*

– Stephen R. Covey

## Creativity and



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## Defining The Mission

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PMI ® - Making Project Management indispensable to business

You – *Making the project manager indispensable to business*



## A Call To Action

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- Today's worldwide economic situation is a call to action for all project managers!
- The skills of the professional project manager can and should be used by organizations to manage and resolve issues and re-establish a strategy for a sustainable future

**Go Viral!**

***The world of  
tomorrow needs  
answers that last***



## A Call To Action – Project Managers Offer:

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- Leadership
- Logic
- Common sense
- Conflict resolution
- Teamwork
- Risk Management
- Technical knowledge
- Cost management
- Effective communication
- Innovation and Creativity
- The ability to coordinate and integrate
- A Business Savvy approach to getting things done



## Beyond the Power of the Profession

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*Project management is a key element of  
strategic planning and business success  
but .....*

*It's the Power of the Professional.....*

*that will produce authentic value*



# The Project Manager and Leadership

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- Agent of Change
  - Sell it
  - Promise it
- Understand and use your power
- Positive attitude
- Provide clear direction
- Motivate – raise the bar
- Take risks
- Build a supportive team
  - Accountability
  - Commitment





# Project Management Continues to Evolve

*"What got you here, won't get you there."*

- Marshall Goldsmith & Mark Reiter

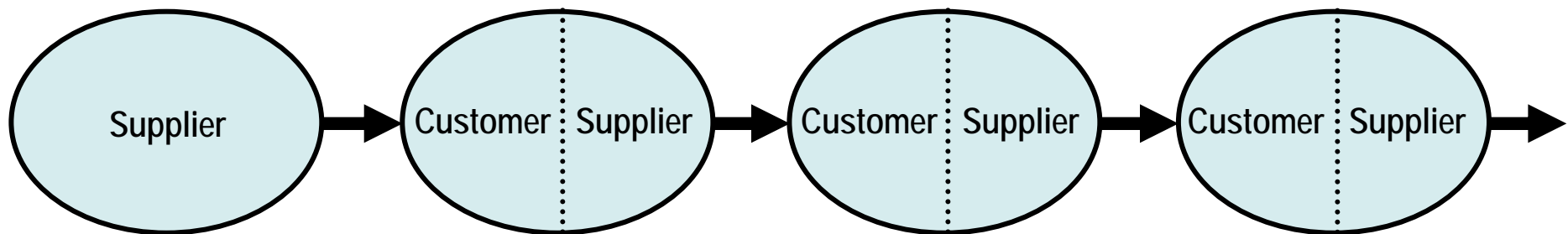


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# The Customer Supplier Model

**In a project, the customer is the next person in the process**



**Set Expectations  
intentionally  
Define Deliverables  
Establish Acceptance  
Criteria  
(for each C/S interface)**

***As of this second  
quit doing less  
than excellent  
Work! Tom Peters***



# **“Engagement” Expectations**

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## **Customer's Expectations**

**Business  
Solutions**



## **Contractor's Expectations**

**Long-Term  
Strategic  
Partnerships**



## Questions to Consider

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- What skills will be required by project managers to meet the changing business environment?
- Will economic and political uncertainties create less or more opportunities for project managers?
- How will rapid advances in technology impact the role of the project manager?
- What new opportunities and challenges are emerging in a world focusing on climate change, energy efficient buildings, and "Green Initiatives?"



## Questions to Consider

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- What do executive managers expect from project managers? Today? Tomorrow?
- Is project management an organizational core competency?
  - *More importantly: How can we establish project management as a core competency?*
- How can project management support strategic organizational goals and profitability?





# What Project Managers are Telling Us

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## Top Five Key Competencies of a PM:

1. Communications Skills-verbal and written
2. Leadership Skills
3. Organizing Skills-planning, time management
4. Interpersonal Skills
5. Negotiating Skills-Diplomacy and mediating
6. *Team Building Skills*
7. ***Technical Skills***



## Move Forward into the Future

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*"We Keep Moving Forward,  
Opening Up New Doors And  
Doing New Things, Because  
We're Curious...  
And Curiosity Keeps Leading  
Us Down New Paths."*

- Walt Disney



# Project Management On The Horizon

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- Smart infrastructure – embedding digital communication technologies into the framework of power systems
- Space travel going private
- Stricter green building standards
- Urban parks – NYC Manhattan High Line
- Smart Cities – high tech, globally competitive, environmentally sustainable
- Mega Projects
- Crisis environments



# The Future

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The future's so bright , you gotta wear shades!

Jeff Clay  
Clayhaus Photography

You are all rising super stars! Hang-on for the ride of your life!

Project Management is ***leadership***

All white-collar work is ***project work!***

Distinguished project work is ***the future of work!***

*(Tom Peters- The Wow Project)*

**47** Project Management is ***Business Management***





# The Future

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- Project Management is a core competency
- Everyone is acquiring project management skills and every job requires those skills
- Everyone is some type of project manager!
- *Business success* and *project management* are inseparable
- The project manager is the value driver



# The Future

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- Globalization: Increased Competition, Diversity of Target Markets, Emerging Opportunities, Inter-cultural skills, Language skills,
- Information Technology & New Challenges: Security, Unlimited Internet Resources, Digitization, IP Voice Technology, e-learning, unlimited chip density / capacity, rapid technology advancement
- Business Practices: Electronic commerce, Wireless PM, “e - everything”, E-PM, Virtual teams, Agile PM
- Natural Disasters: Climate Change, Greater Risk
- Renewable Energy Sources: new technologies
- Green Projects / Wind / Solar / Geo-Thermal / Retrofits



# The Future

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More emphasis on Risk Management...

- Minimizing exposure to risks: Proactive Risk Management
- Exploiting and enhancing opportunities
- Effectively communicating risks to decision makers and providing solutions
- Using information to make more informed Go / No Go decisions
- ***Prevention, Business and Project continuity***, not just disaster recovery
- The Business Savvy Project Manager – Working the right projects, creating authentic value consistently, a strategist and a leader



# The Future

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- Highly productive and *well connected* virtual teams are the norm
- Projects on the super fast-track
- Creativity and innovation are expected!
- Business skills are essential
- Facilitation is a core project manager competency
- **Shift happens fast!** (change is accelerating)
- Continuous advances in enabling technology
- Increased demand for credentialed project managers with solid track records (competency)



## Move Forward into the Future

---

*"We Keep Moving Forward,  
Opening Up New Doors And  
Doing New Things, Because  
We're Curious...  
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- Walt Disney





# Project Portfolio Management

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- From nice to have to must have – a competitive necessity. It drives financial accountability and provides critical data: time to market, cost, quality
- 3 Domains
  - *Manage supply and demand*
  - *Prioritization*
  - *Delivery*
- Standard approaches and best practices are being developed for each domain



# Project Portfolio Management

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- Drives collaboration across boundaries
- Enterprise based solutions
- More reliable performance measurement through the integration of technology and analysis



## Eckerson's 12 KPI Characteristics

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- Aligned with a strategy or objectives
- Owned by a group accountable for the outcome
- Predictive indicator of the future
- Actionable by allowing for improvements
- Few in number
- Easy to understand

Wayne W. Eckerson, *Performance Dashboards: Measuring, Monitoring and Managing Your Business*, John Wiley and Sons Publishers, Hoboken, 2006; pp.201. (ISBN: 978-0-471-72417-9)



## Eckerson's 12 KPI Characteristics (cont.)

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- **Balanced and linked (reinforce each other)**
- **Trigger changes**
- **Standardized (appear in dashboards)**
- **Context driven (have targets and thresholds)**
- **Reinforced with incentives**
- **Relevant (periodically reviewed and refreshed)**

Wayne W. Eckerson, *Performance Dashboards: Measuring, Monitoring and Managing Your Business*, John Wiley and Sons Publishers, Hoboken, 2006; pp.201. (ISBN: 978-0-471-72417-9)



## Powering Up

***How would you use project management  
to make a better world?***

***Businesses need a reason  
to use project management.  
There is much more than the  
Triple Constraint.***

***Rethink what you do.***







# Moving Forward: How do we meet the challenges?

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- Listen
- Focus
- Action
- Measurement
- No Surprises
- Strength
- Integrity
- Innovation
- Professionalism
- Professional Development
- Career Planning
- Certification
- Education and Training
- Process Improvement



# How do we meet the challenges?

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- Use PM Lite...Apply what is needed
- Recognize the difference between a Project Manager and a Project " Damager"
- Remain Flexible - Plans Change
  - Become "change ready"
- Develop an "executive view"
- Link your projects to strategic goals
- Explain how your projects will improve the bottom line



## How do we meet the challenges?

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- Project Management Training
  - Leadership, Motivation, Influencing, Communication, Technology
- Partnerships with suppliers- Better supplier management through intentionally set expectations
- Global / International Business Skills
- ***Project Portfolio Management***
- Create a PMO or PM Center of Excellence



# How do we meet the challenges?

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## *Change your primary success factors:*

- 🌐 On Time, Within Budget, On Scope (these are OK but...)
- 🌐 Define success from the stakeholder viewpoint
  - Visualize from the customer perspective
  - Manage toward value creation
- 🌐 Connect to organizational goals
- 🌐 Support achievement of business objectives
- 🌐 Focus on customer satisfaction
- 🌐 Generate team and employee satisfaction
- 🌐 Innovate to generate new business
- 🌐 Enhance brand recognition and increase loyalty



# The Continuing Evolution of Project Management

*"Change and growth take place  
when a person has risked  
himself"*

- Herbert A. Otto







# The Continuing Evolution of Project Management

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## **“The Project Manager will see you now”**

- Professional image and verifiable credibility
- Source of creativity and innovation
- A source of expertise and solutions
- International view

## **Professional Development and growth**

- Self awareness (competency assessments)
- Continuous education
- Discover how others perceive us



# What it takes to succeed

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- Project Management Skills\*
- Management Skills\*
- Business Skills\*
- Interpersonal Skills\*
- Personal Skills\*
- *Leadership*

\* The World Class Project  
Manager: Wysocki and Lewis



# Extreme Project Leadership: Go Beyond Traditional Thinking

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- Accomplishing work through other people
- High level of trust in your team
- Expert in people skills
- Relationship building- team, suppliers, internal organizations, management
- Collaboration
- Stress Reduction (effective communication)
- Mentor and Coach



# Eight Key Factors to Ensuring Project Success

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Business Case – obtain executive / sponsor support

Critical Success Factors – develop measurable factors with the customer

Planning – provide sufficient detail, clear milestones, ability to estimate accurately

Team Motivation – communication is key

Saying No – don't promise what you can't deliver



# Eight Key Factors to Ensuring Project Success

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Avoid Scope Creep – set expectations, define what will and what won't be included

***Risk Management*** – avoid risk management at your peril!  
Use risk logs and registers.

Project Closure – set criteria for acceptance, plan an exit strategy, transition out in an organized, logical process





## Questions to Consider:

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- What can you do to encourage more collaboration between functional entities, improve the level of project management performance, and increase the value of project management within your organization?
- How can we take the project management profession to higher levels of acceptance within our organizations?



# Strategies That Will Move Us Forward

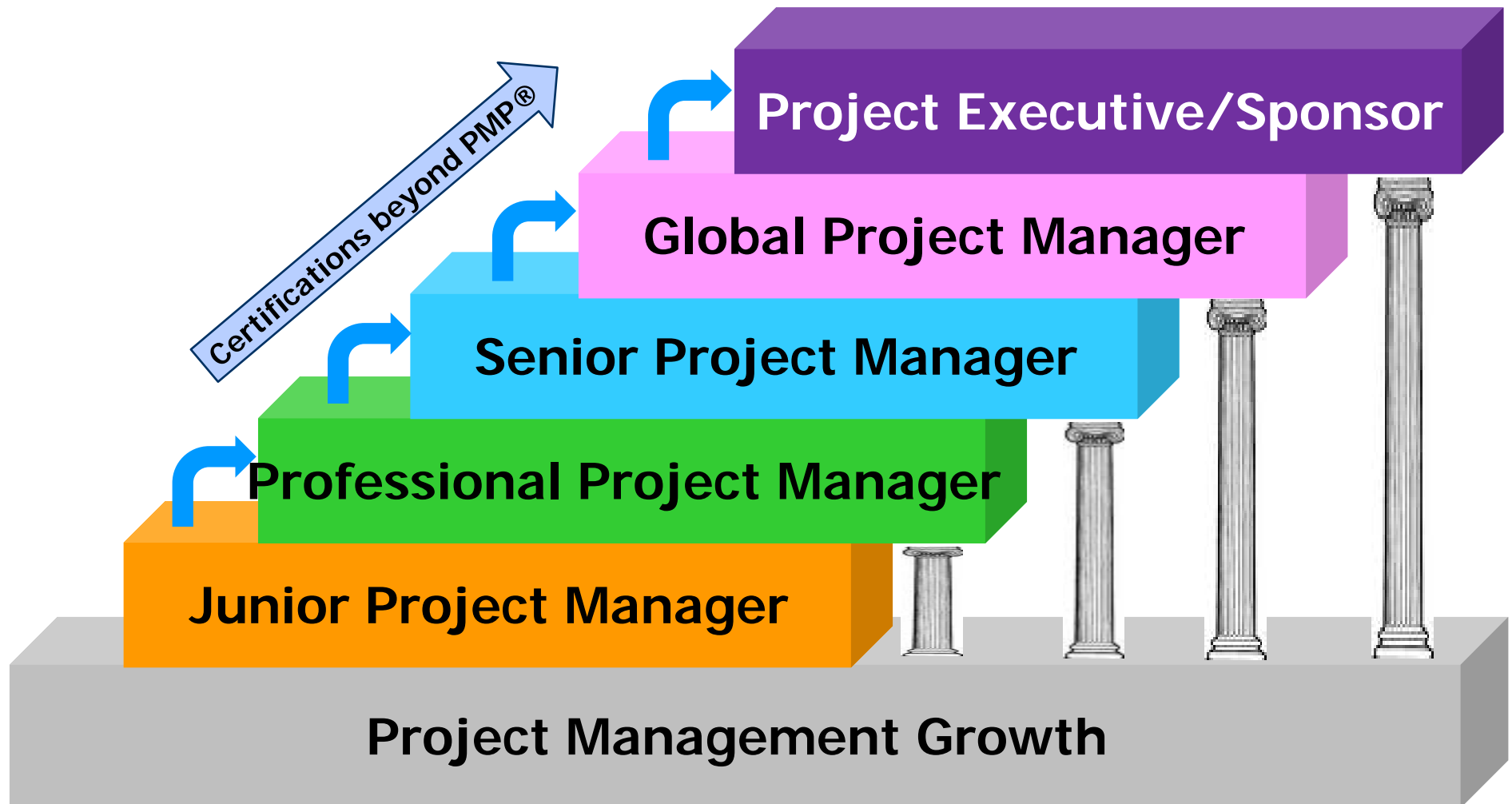
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- Affirmation
- Expectation
- Communication
- Locomotion
- Collaboration
- Celebration

*Christopher Novak, Conquering Adversity*



# Career Path Opportunities





# The Project Manager

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- P - Professionalism at all times
- R - Respect for all stakeholders
- O - Ownership of each assignment
- J - Judicial decision maker
- E - Excellence in execution
- C – Communicator
- T – Team player and team builder



# The Project Manager

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M - Motivator

A - Action oriented

N - Negotiator

A - Always available

G - Genuine commitment

E - Energetic and empowering

R - Responsible for success



## Focus on the Future

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- Project Management *is* a Profession
- The Profession is still growing
- Let's keep a good thing going by celebrating successes and learning from experience
- Be Creative
- Become an outstanding leader
- Continue to raise the bar
- Make a difference
- Balance projects with leadership *and* process
- Develop skills for the international environment





**Engage!**

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