

人才 · 创新 · 战略

趋势的力量

Talent · Innovation · Strategy  
— The Power of Trend

2017 项目管理大会

Project Management Congress 2017

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23-24 SEP. 2017 Shanghai · China



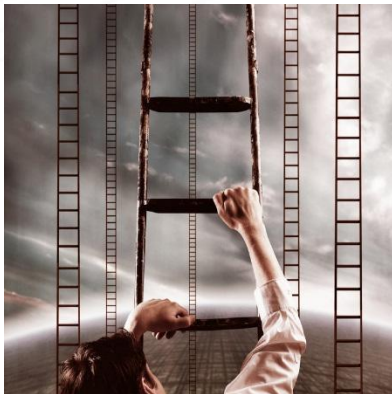
# Project Excellence in A VUCA World: From Process to Performance

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**VUCA**



**Commitment to  
Improve**



**An Innovative  
Framework**

# Changing environment




**Volatility:** From disruptive technologies to unlikely competitors, the nature and magnitude change has become unpredictable and its pace has accelerated.

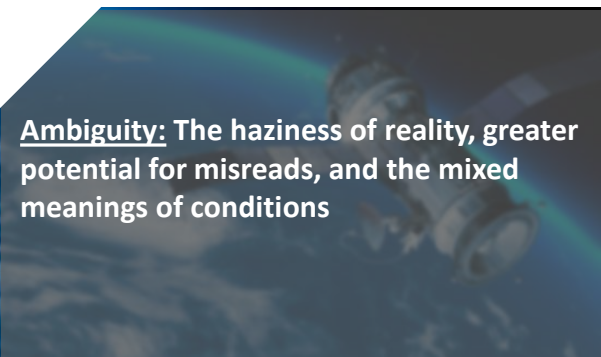


**Uncertainty:** Less predictability and greater prospects for surprise, there is no guidebook for the new situations and decisions

## Strategy Execution

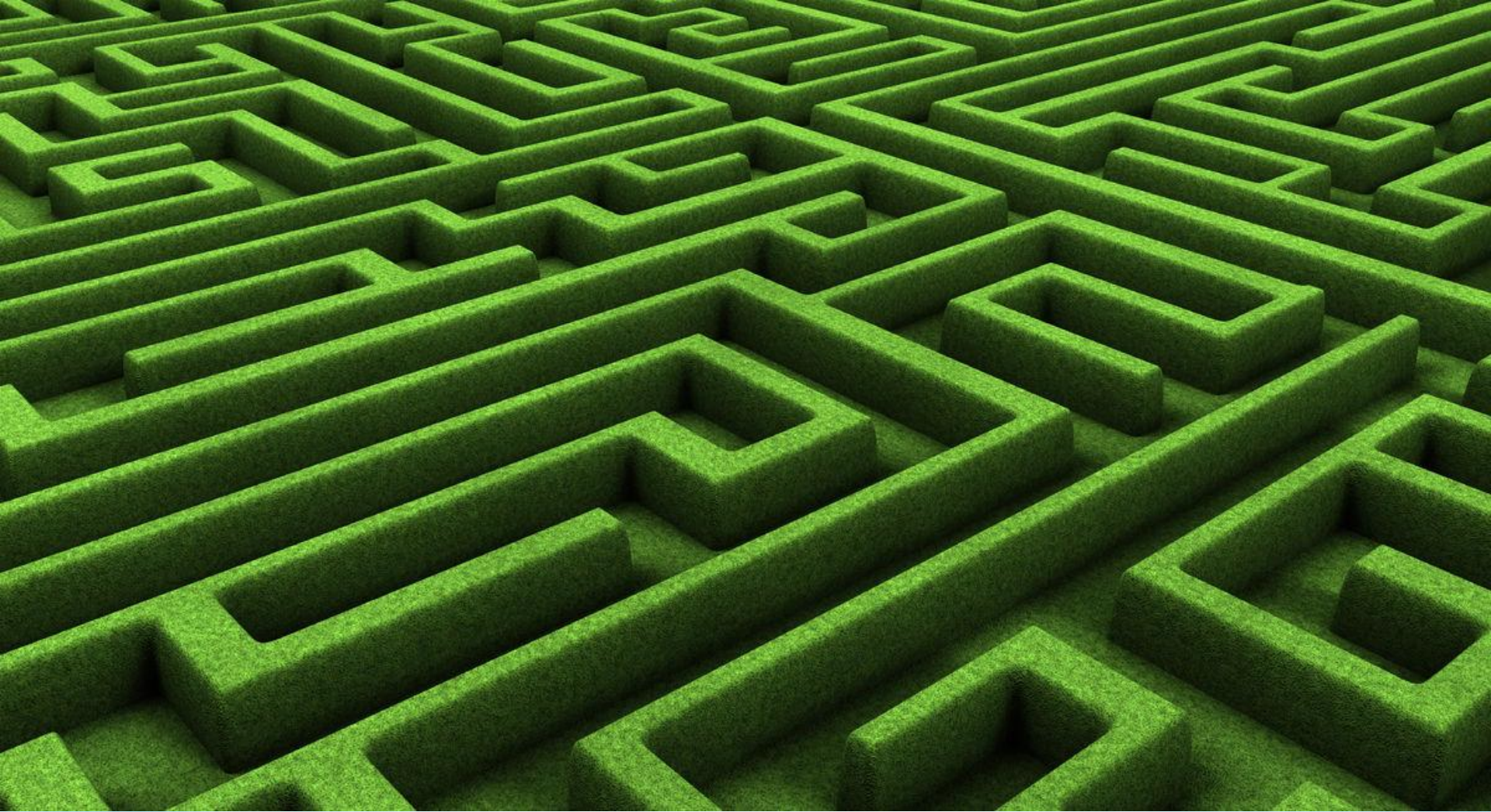


**Complexity:** People, industries, events, even everyday objects are all interconnected in ways that they never have been before.

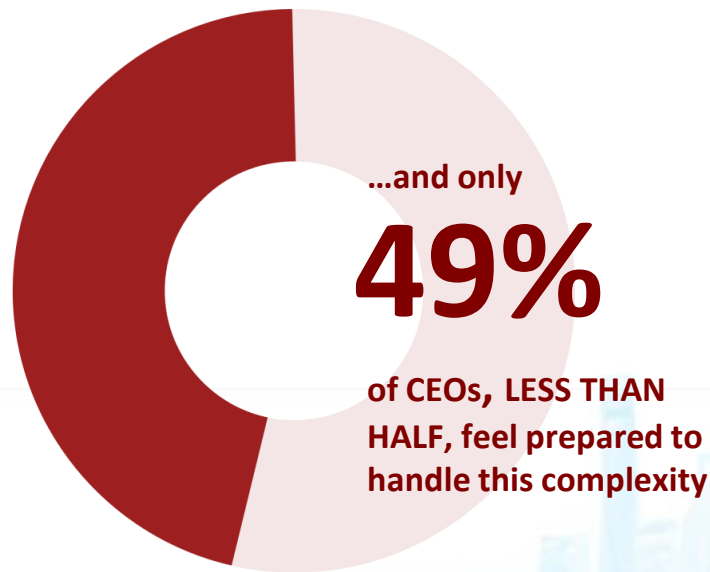
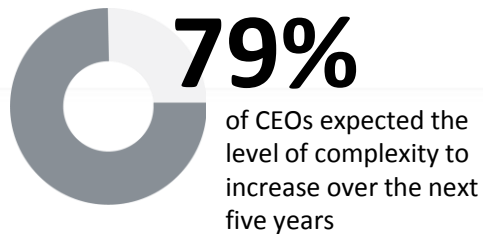
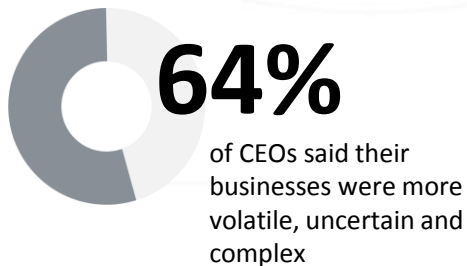


**Ambiguity:** The haziness of reality, greater potential for misreads, and the mixed meanings of conditions





# Business is Becoming Increasingly Complex

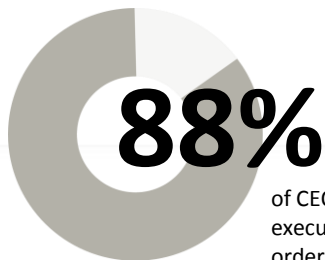


# This Complexity is Negatively Impacting Strategy Execution

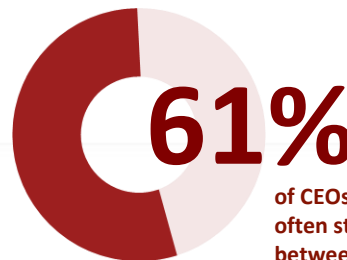
“

*While most CEOs recognize that those who execute faster and better are positioned to capitalize on changes, they concede that their organizations are not well prepared to execute.*

”



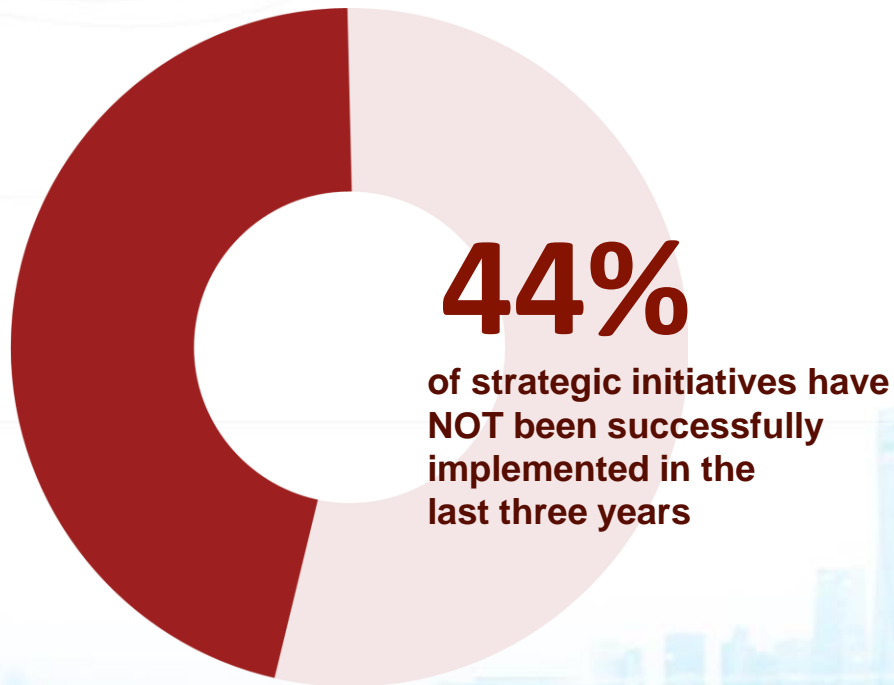
of CEOs say that successfully executing initiatives/projects in order to deliver strategic results is the most important area of strategic implementation



of CEOs acknowledge that their firms often struggle to bridge the gap between strategy formulation and its day-to-day implementation



# Causing High Failure In Strategic Initiative Implementations





# Traditional PM is NOT going away

- It is still an essential performance platform
  - Methodology (waterfall, Agile, others)
  - Strategic alignment
  - Business Analysis excellence
  - Leadership skills
  - Team dynamics

A commitment to improve

# Clients



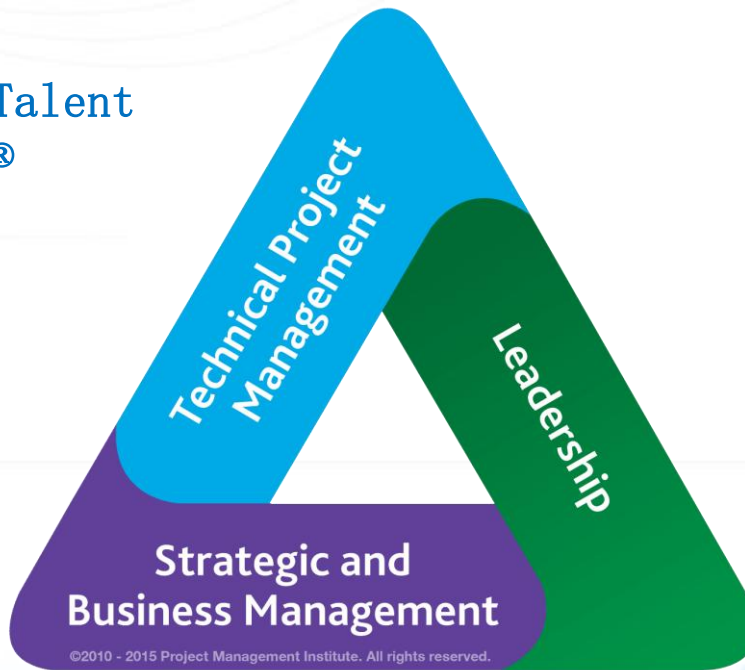
# Commitment

- ✓ Clearly state reasons for investing in project management
- ✓ Develop project management talent
- ✓ Create a career path and competency model
- ✓ Project Management certification system
- ✓ Continuous improvement



# PM Career Path and Competency Model

The PMI Talent  
Triangle®

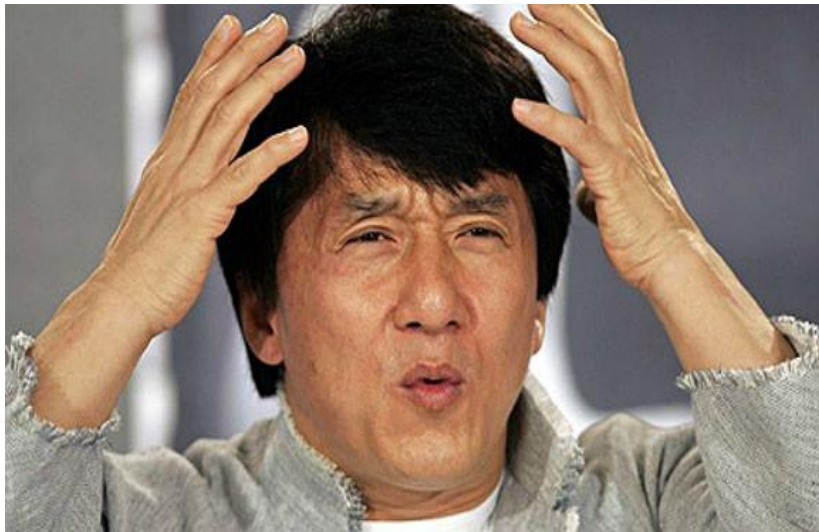




# PM Career Path and Competency Model

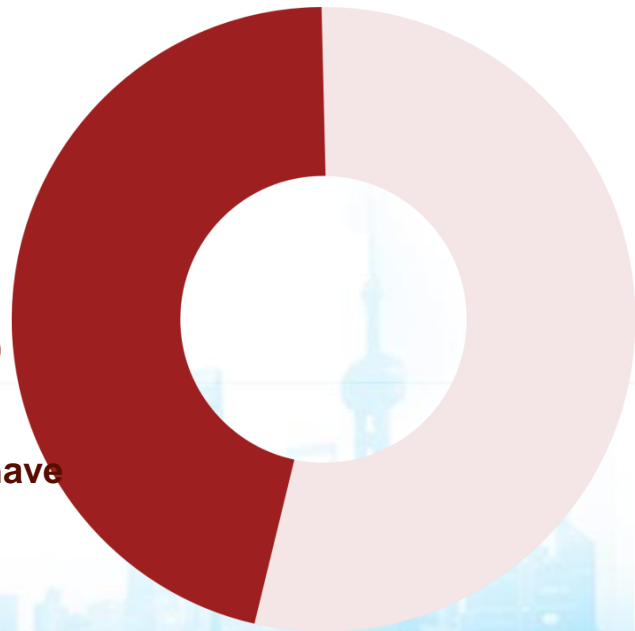
		Level 1	Level 2	Level 3	Level 4
ROLE DELINEATION		Project Team Member Individual Contributor 2-5 Years Project Experience Does Not Manage Project Team	Individual Project Contributor 5+ Years of Project May Have Management Authority Over Small Teams or Hardware	Senior Manager or Director Level Managing 1+ Large, High Profile Projects 8+ Years of Project Experience	Project Managers and Director Report Functionally Focused Marketing, Customer Support, Technology Support
COMPETENCIES	Business Management Track	Understanding of Basic Project Management Skills and Applications	Application of Project Management Skills Understanding of Business Skills Understanding of PM Process by PMO	Expert Project Management Skills Management of Teams Application of Business Skills	Management of Functional Area Oversee Multiple Projects or Project Managers Application of PM Process by PMO
	Technical Track	Advanced in Specific Applications Pertinent to Role Understanding of Basic Business Analysis Skills	Understanding of Basic Business Skills	Expert in Specific Technology Area	Management of Technology Area
TRAINING OPPORTUNITIES	Business Management Track	Establishing a Business Mindset Project Management Life (Internal)	High Impact Communications Critical Thinking and Problem Solving Financial Considerations for Business Decision Making	Coaching and Mentoring for Improved Performance	Program Management Aligning Project Management with Organizational Strategy Taking Charge of Organizational Change
	Technical Track	Introduction to Business Analysis (Optional) How to Gather and Document User Requirements (Optional) Facilitation Techniques for Requirements Development Process Modeling Management	Use Case Modeling Negotiation Skills for PMs High Impact Communications		
CERTIFICATIONS			ESI's Professional Certificate in Business Analysis (Optional)	ESI's Professional Certificate in Business Skills (Optional)	

# WHY Such High Failure Rates In Strategic Initiatives?



**44%**

of strategic initiatives have  
**NOT** been successfully  
implemented in the  
last three years



# VUCA Summary

- Business environment is Becoming Increasingly **VUCA**
- This Complexity is **Negatively** Impacting **Strategy Execution**
- Project-Based Work is Becoming Increasingly **Strategic, Complex and Costly**
- Over a **Quarter** of Project-Based Strategic Initiatives **Fail**
- **Navigating Strategic Project Complexity** requires **Adaptability**

# I Know What You're Thinking.....





# Strategic Execution Framework (SEF)



Who are you?

What is the context?

Where are you going?

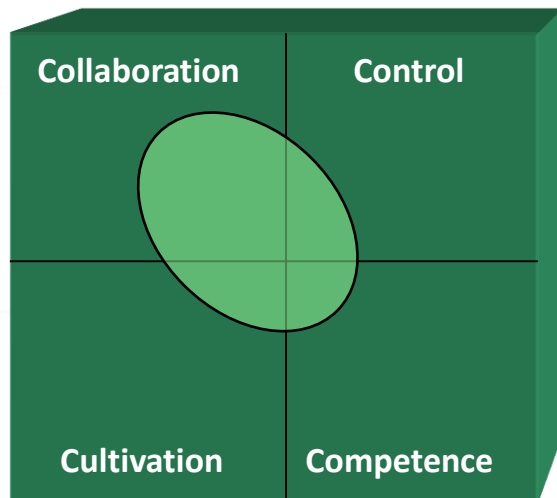
What needs to be created?

How will we build it?

How will you operate?

# Thinking about culture...

**Every organization has a predominant culture and may have subordinate cultures.**



**Source:** William E. Schneider. The Reengineering Alternative: A Plan for Making Your Current Culture Work. Burr Ridge, IL: Irwin Professional Pub., 1994.

# Culture and Geoffrey Moore's Strategic Value Disciplines

Differentiate through superior matching of customer expectation with offer fulfillment—demanding higher price

Thinking outside the box, imagineering, new paradigms



Differentiate through superior execution measured by productivity & ultimately, lower price

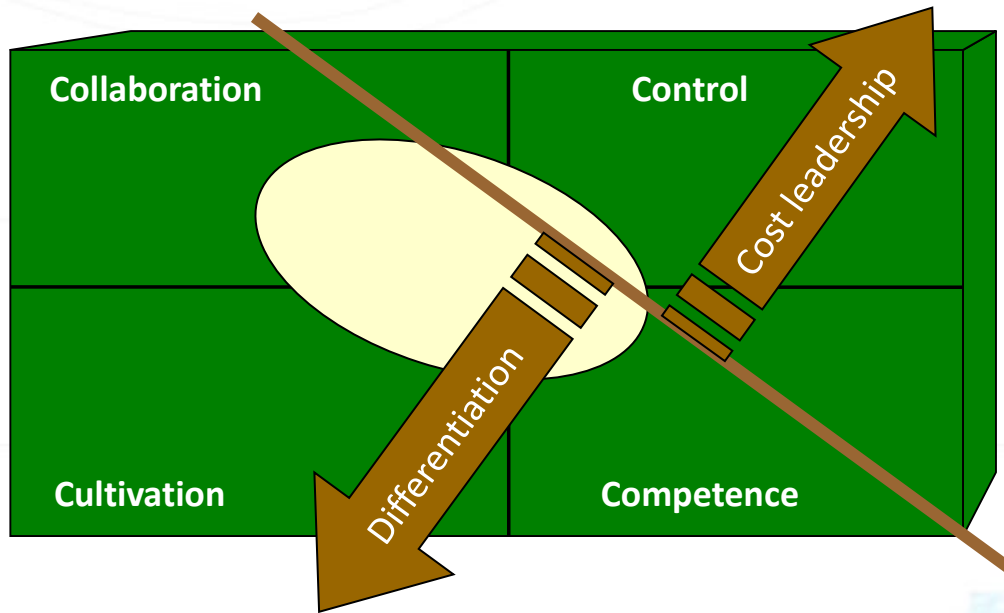
Differentiate through superior design and engineering yielding higher performance—demanding higher price

## Sources:

William E. Schneider. The Reengineering Alternative: A Plan for Making Your Current Culture Work. Burr Ridge, IL: Irwin Professional Pub., 1994.

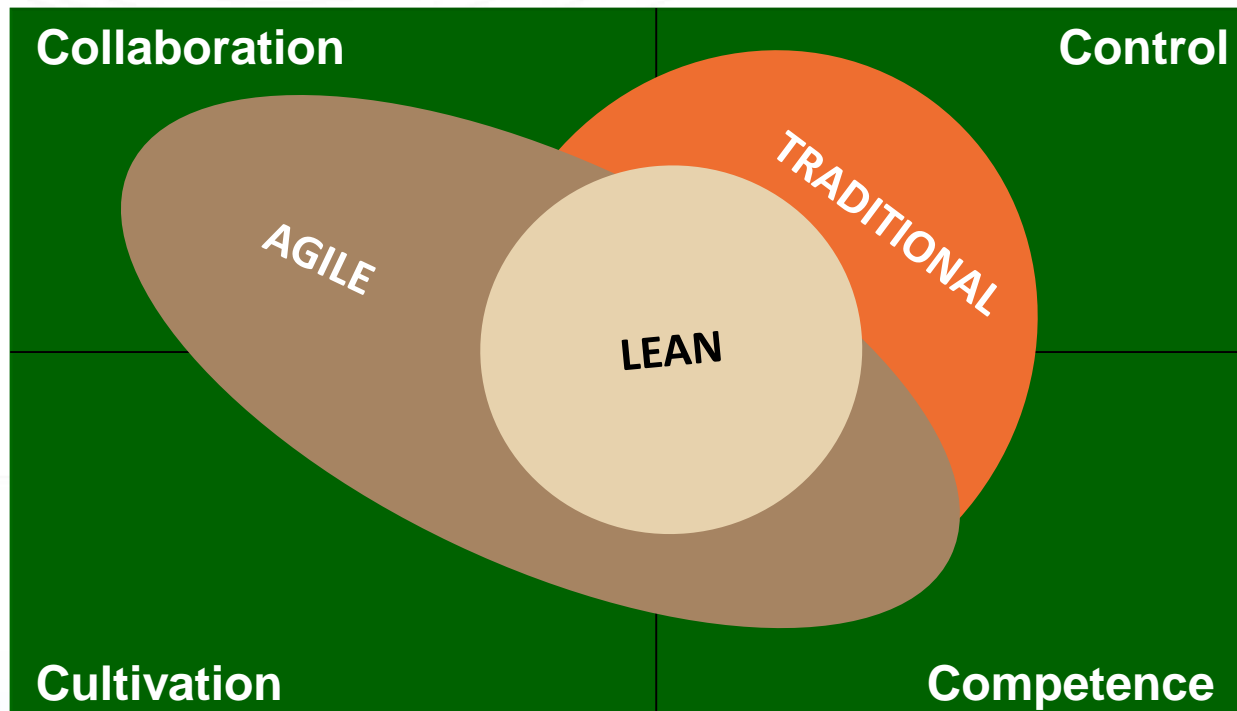
Geoffrey A. Moore. Living on the Fault Line: Managing for Shareholder Value in Any Economy. Rev. ed. New York: HarperBusiness, 2002.

# Does your strategy align with your culture?





# Culture and Today's Work Approaches



# Start These Conversations Early



# Xie Xie Ni! Questions?

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