


What's so **MODERN** *about*
PROJECT MANAGEMENT

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Thriving in the Knowledge Age

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“Without an appreciation of the larger shifts that are restructuring our society, we act on assumptions that are out of date. Out of touch with the present, we are doomed to fail in the unfolding future.”

-John Naisbitt, *Megatrends*

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“...we are the final generation of an old civilization and the first generation of a new one...”

-Alvin and Heidi Toffler, *Creating a New Civilization*

“Everything discussed here (the Knowledge Age) has already happened, it is only the full impacts that are still to come. But few, I suspect, have asked themselves, ‘what do these futures mean for my own work and my organization.’”

-Peter F. Drucker, *Managing for the Future*

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What is Changing?

The WORK We Do

Continuing Efforts	Single-Time Efforts
<ul style="list-style-type: none"> ■ Ongoing, repetitive work ■ Highly consistent process ■ Predictable results 	<ul style="list-style-type: none"> ■ Performed once within a reasonable period of time ■ Requires significant creativity and ingenuity ■ Customized end results

Many of the fundamental practices of Project Management assume you are performing a Continuing Effort.

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What is Changing?

The WORKERS We Employ

Continuing Efforts	Single-Time Efforts
<ul style="list-style-type: none"> ■ Task-based workers ■ Single, defined skills ■ Well-defined duties ■ Predictable career path ■ Just-in-time training 	<ul style="list-style-type: none"> ■ Knowledge workers ■ Multiple skills ■ Simultaneous project assignments ■ Customized career path ■ Continuous education

Resource Management must be redefined to support Single-Time Efforts.

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What is Changing?

The PLANS We Create

Continuing Efforts	Single-Time Efforts
<ul style="list-style-type: none"> ■ Clearly defined objectives and scope ■ Repetitive operation ■ Significant early detail ■ Limited revision ■ Controlled on time 	<ul style="list-style-type: none"> ■ Unknown objectives and scope ■ General framework ■ Progressive, iterative ■ Continuous revision ■ Controlled on deliverable completion

The failure to recognize the reality of iterative, progressive plans forces an organization to react to avoidable "surprises."

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The CLASSICAL Application of Project Management

- Repeated performance of a stable process
- Predictable final results
- Emphasis on the production process
- Incremental improvements to isolated portions of the process
- Stable base plan
- Task oriented workers performing defined roles
- Managed by task experts

Assume significant number of *knowns* and limited number of *known unknowns*.

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The MODERN Application of Project Management

- Unique disciplined-based processes
- Customized, changing final results
- Emphasis on discovery and creation processes
- Improvements to total process
- Preliminary initial plans with continuous revision
- Knowledge-based workers playing flexible roles
- Managed by team leaders and facilitators

Must anticipate significant number of known unknowns and unknown unknowns.

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The Project Management Dilemma

- Established organizations excelled in managing Continuing Efforts
- Managed by people who were trained in classical business thought
- Fail to accommodate the realities of Single-Time Efforts
- Attempt to manage Single-Time Efforts the same as Continuing Efforts

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MODERN PROJECT MANAGEMENT

<p>NEW REALITIES</p> <ul style="list-style-type: none"> ■ Shift to Knowledge Age ■ Dependence on Single-Time Efforts ■ Programs for knowledge worker ■ Increased demand for Project Managers 	<p>IMPLICATIONS</p> <ul style="list-style-type: none"> ■ 3 Ss to 3 Cs ■ New products and services ■ Compensation for current contributions, continuous education ■ PM fundamentals, PM Framework for STEs
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What is MODERN PROJECT MANAGEMENT?

The corporate act of planning, leading, organizing and controlling *Single-Time Efforts*.

- Total organization involvement
- Repeatable PM Framework
- Emphasize Project Initiation
- Rapid decision making
- Valid baseline agreements
- Progressive, iterative plans
- Deliverable-based control
- Accommodating unknowns

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“Projects are the means society and organizations use to create, to change and to build. Because of the importance of projects, society and organizations must understand the process and learn to manage it successfully, or they will be forced aside by those who do.”

-Claude Burrill and Leon Ellsworth
Modern Project Management

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