

University of Maryland

Project Management Symposium

NEXT SESSION

Program Management – Going beyond Project Management to enable Value Driven Change

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PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

This session will be recorded.

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Program Management – Going beyond Project Management to enable Value Driven Change

Dr. Al Zeitoun, *PgMP, PMI Fellow*



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What inspires this topic?

- Programs fail **before** they start
- Leaders' mature understanding of **strategic alignment**
- The impact of **digitalization** on reinventing mindsets and ways of working
- Busy work and organizational noise do not equal **value**
- Future program and project managers must rethink their **role and contribution.**



World of Work 4.0

Program Management Matters



EFQM Model Competencies



Future Leading

- Importance of creating safe spaces
- Trust factor
- Nourishing team learning
- Building team diversify & connectedness
- Setting up value mindset.





The power of data

Culture: rewarding learning and collaboration

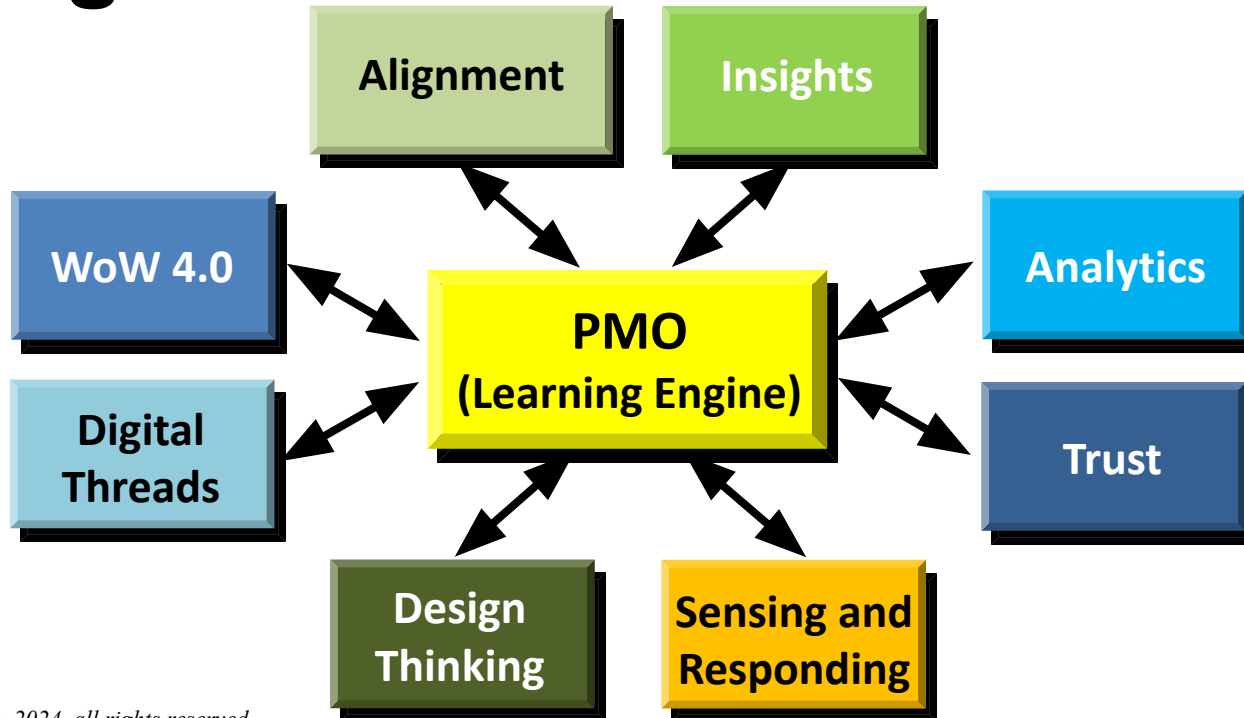
Principles: consistency, efficiency, speed, and sustainability

The Human: mindset shifts, agility, simplicity, and clarity

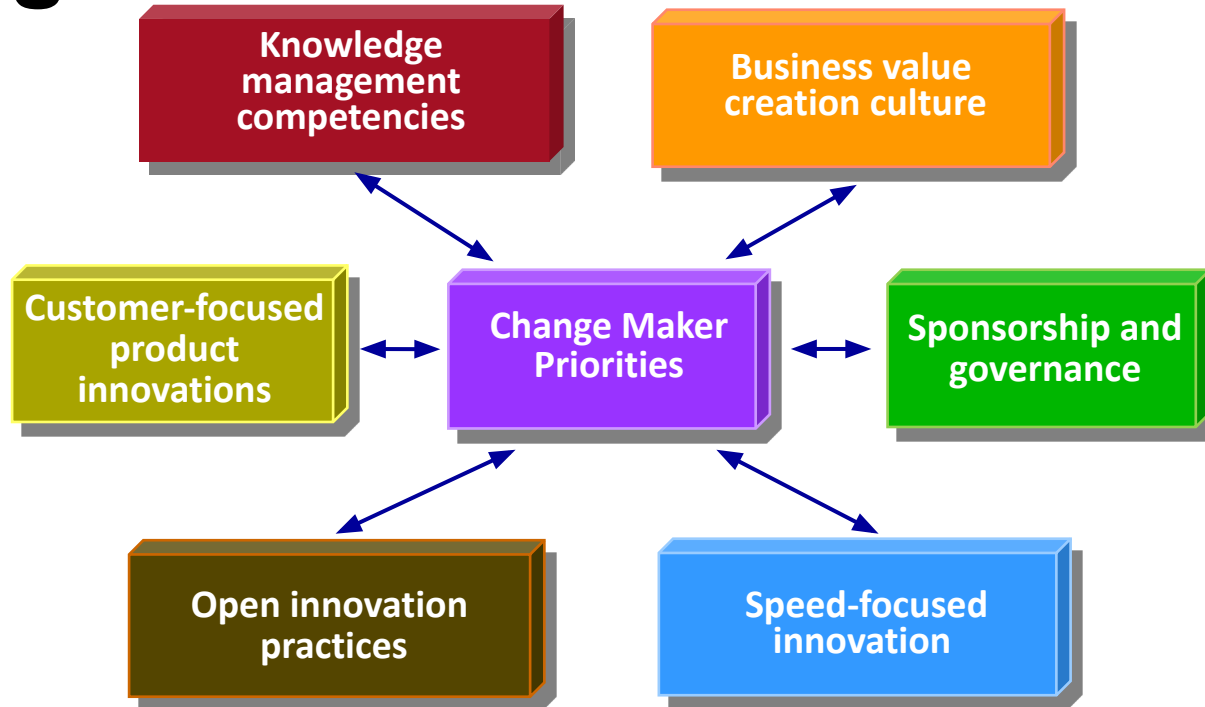
The Digital: adapting, scaling, focus, and optimization



Strategic PMO Role



Change Maker



Roadmap Creation Environment



- Operating as a Coach
- Encouraging and rewarding critical conversations
- Higher risk appetite
- Collaboration focus
- Encouraging the use of feedback to grow roadmap commitment.





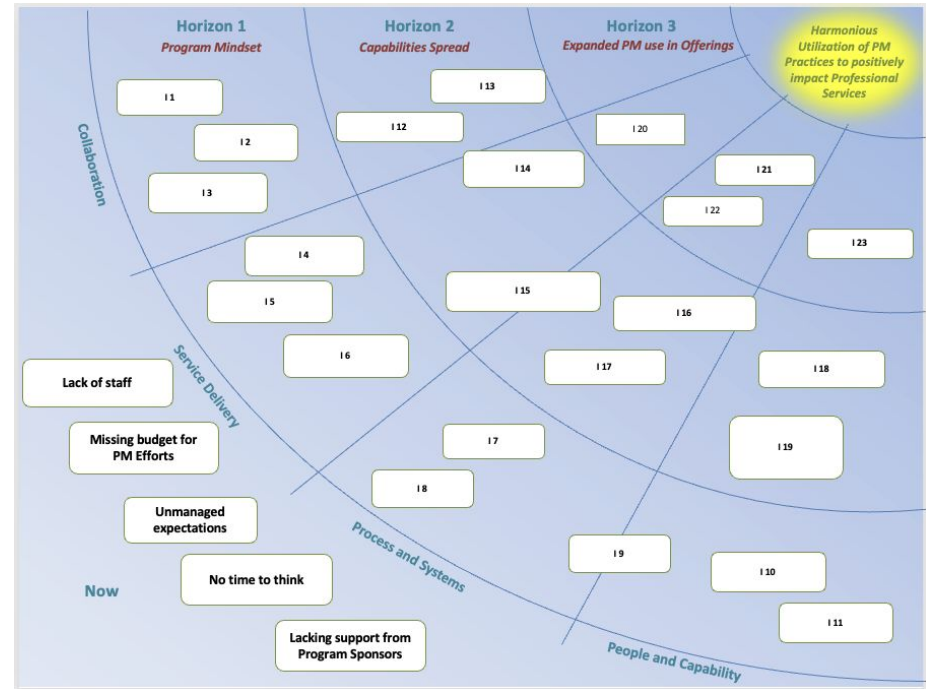
Progressive Elaboration Creation

- Add more details as uncertainty decreases
- Critical way of thinking/working today:
 - Consider need for speed
 - Avoid starting programs before gaining full understanding of requirements
- Supports organizational agility principles
- Helps with customization of best-fitting initiatives' selection and delivery approach.



Powerful Roadmap Stories


- Visual Story
- Links to strategic targets
- Focusses on value
- Illustrates change management
- Crystallizes strategic pillars.





What Next

Value-Driven Change

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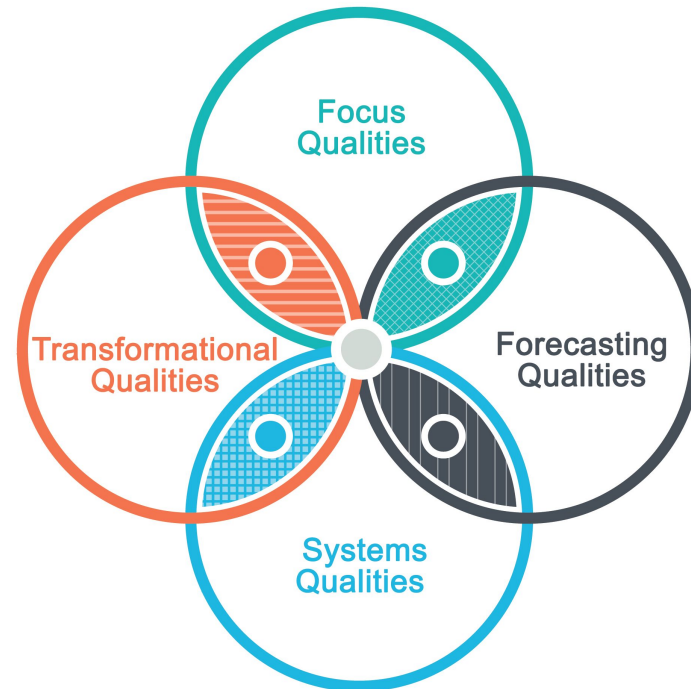
Value focus to overcome Organizational viruses

- Unhealthy politics
- Lack of accountability
- Resistance and insecurity about program created changes
- Poor sponsorship
- Gaps in engagement infrastructure
- Not invented here syndrome.



Benefits Strategists lead the Way

- Focus – line-of-sights
- Forecasting – risk management
- Systems - holistic
- Transformational – EQ



Why the Benefits Strategist



- Critical future leader role
- Ownership of value lifecycle story
- Thinking across hats ability
- Diversity of views Enablement.



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Slow Down to go Faster

Rethink where we spend our time.

Strengthen our prioritization muscles.

Cancel unnecessary work.

Create spaces to reflect/pause/progress.

Continuously change something.



Balance the Human and the Digital



Value-Enablement Excellence:

- Clear transformation mental focus
- Aligned Hearts around Value
- Adaptable execution



Value-Creation Muscles



Practice Start, Stop, and Continue

- Enhances the opportunity to listen to multiple views and rethink course of action
- The manufacturing company PMO failure story in practice
- A clear diversity differentiator



Questions?

Contact Dr. Al Zeitoun, *PgMP, PMI Fellow*

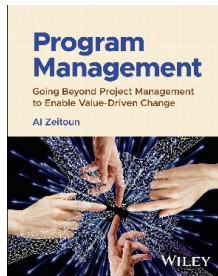
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Global Leader in Strategy Execution,
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Evaluate Session

