

PROJECT MANAGER CHALLENGES

Luís Pera, PMP

2022

AGENDA

Introduction

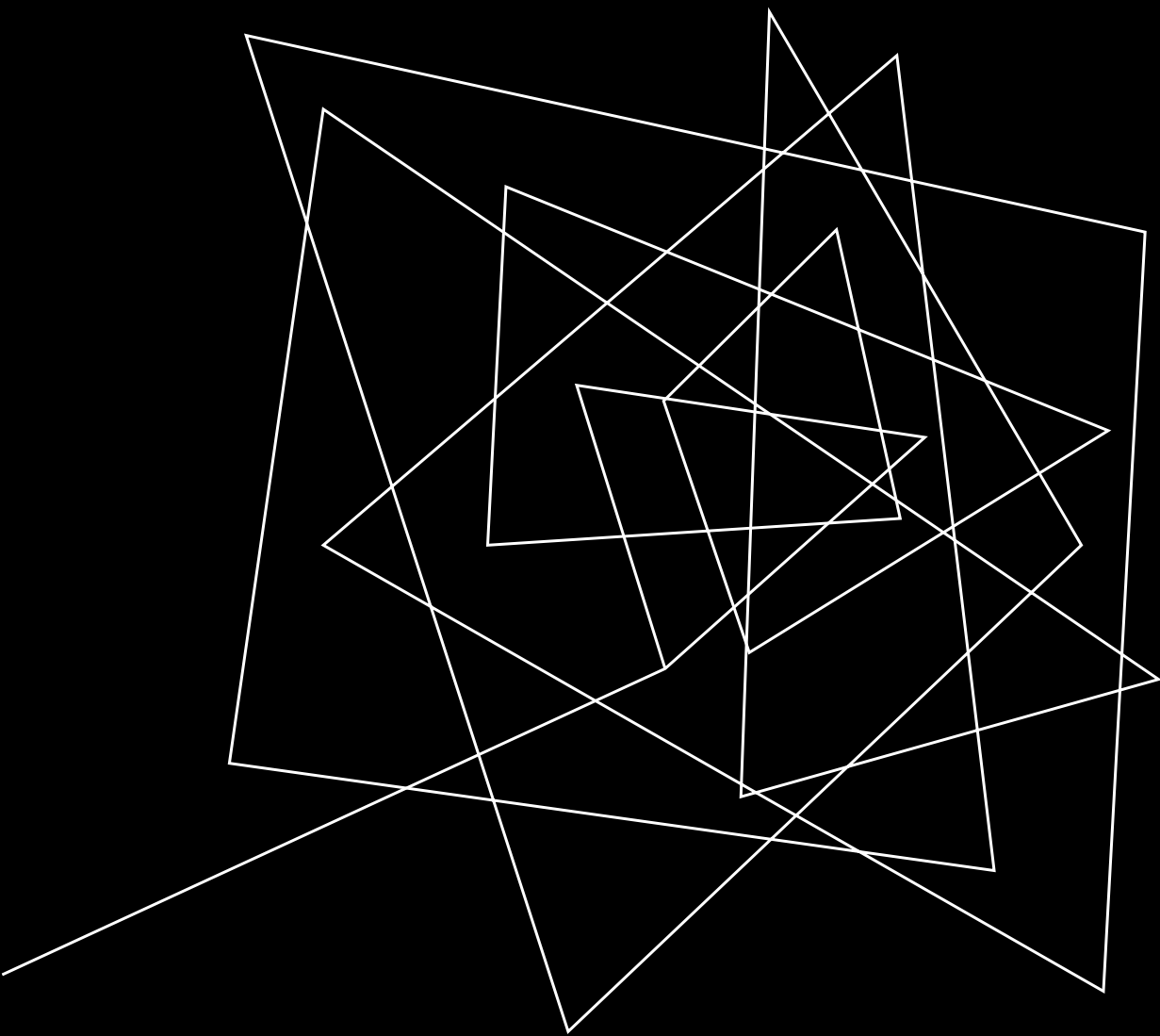
Common Project Management Pitfalls

The New Work Ecosystem

New ways of Working

The Role of Project Manager

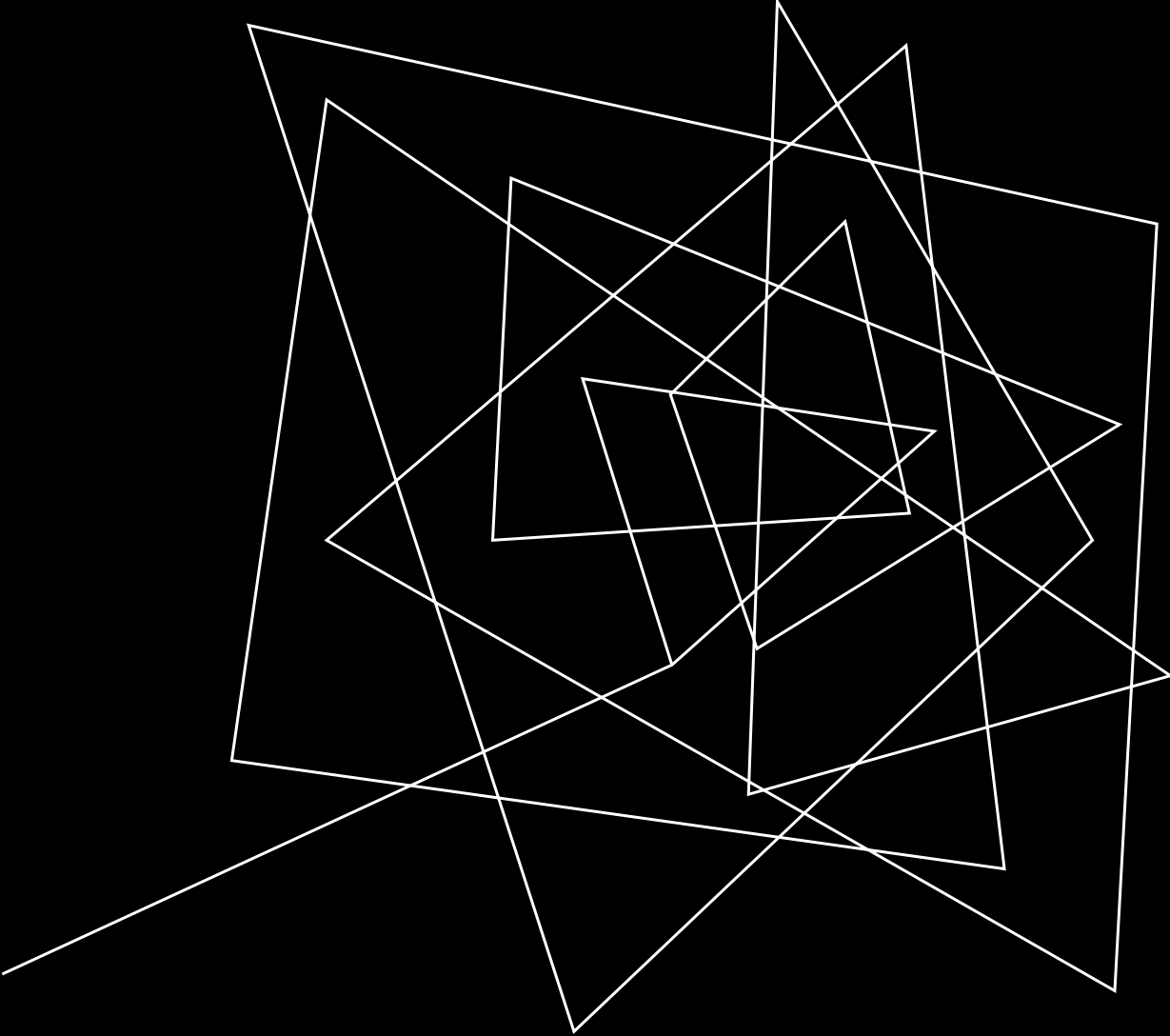
Q&A



INTRODUCTION

INTRODUCTION - GET TO KNOW ME





COMMON PROJECT MANAGEMENT PITFALLS

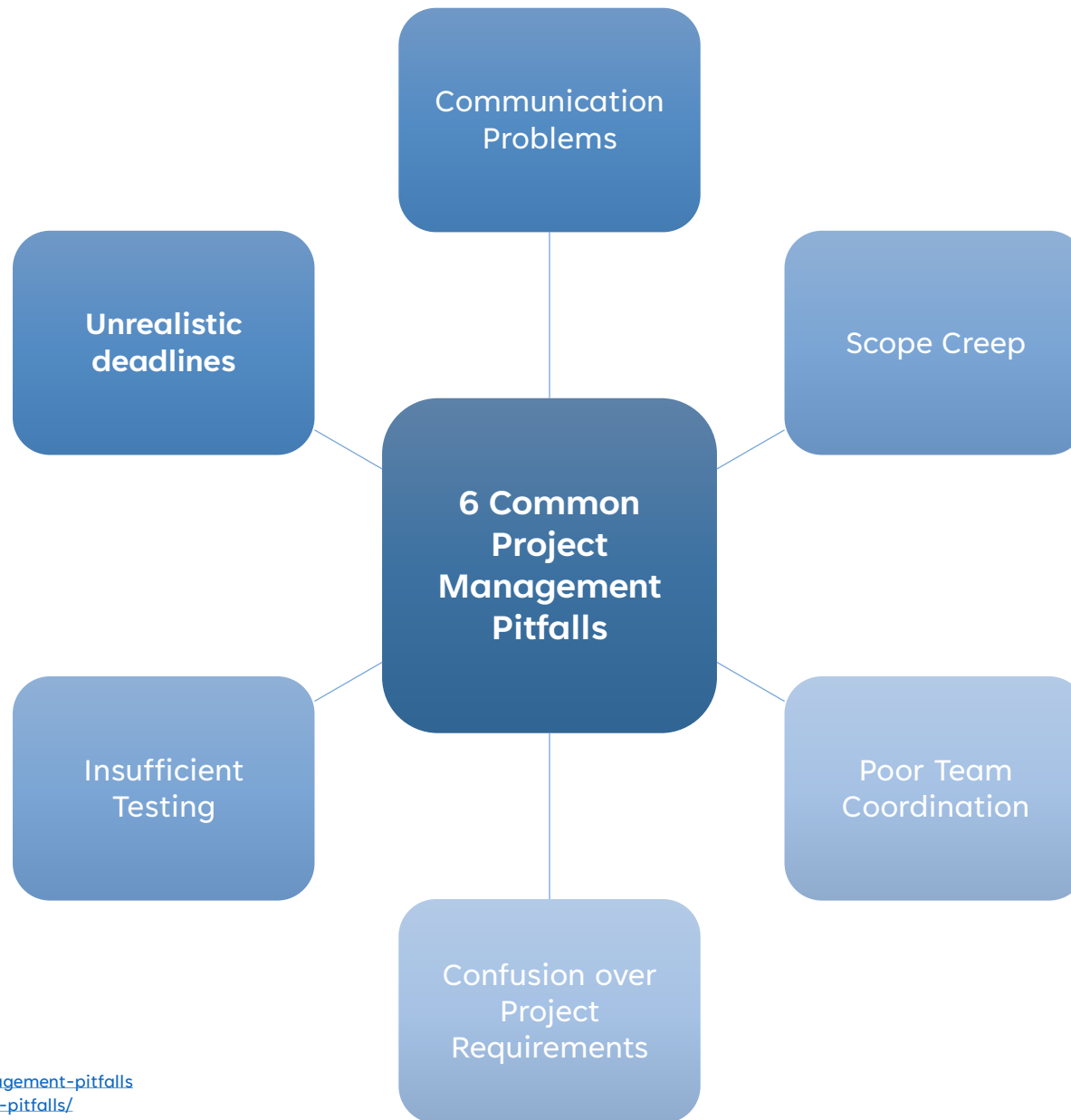
QUIZ



What is the most common problem in project management?

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Source:

<https://www.ideamotive.co/blog/most-common-it-project-management-pitfalls>

<https://www.mindgenius.com/10-common-project-management-pitfalls/>



COMMUNICATION PROBLEMS

Description

Failures of communication between the project team and the client are also far too common in software development projects.

One characteristic feature of these kinds of projects is that clients sometimes have little subject matter knowledge of the end product.

Solution

Clear and comprehensive communication between the project team and the client from the earliest stages will help to avoid misunderstandings and manage expectations.

Source:

<https://www.ideamotive.co/blog/most-common-it-project-management-pitfalls>

<https://www.mindgenius.com/10-common-project-management-pitfalls/>



SCOPE CREEP

Description

It may be that the project meets the original requirements of the brief, but that this scope has expanded or shifted over time.

However, in such a case the result is still a failure if it does not meet stakeholders' needs or expectations.

Solution

One common reason for scope creep is that the initial analysis of requirements was not complete or accurate.

Therefore, ensuring a proper analysis of requirements at the outset of the project will help to avoid issues with the scope down the road.

Source:

<https://www.ideamotive.co/blog/most-common-it-project-management-pitfalls>

<https://www.mindgenius.com/10-common-project-management-pitfalls/>



POOR TEAM COORDINATION

Description

If IT project managers do not have a proper overview of project resources and the workload of all team members, this can lead to overloading certain members of the team or particular resources.

Solution

Create a system for having better visibility of resource workload. If management has a thorough understanding of all of the tasks that the team are performing, they can ensure that no team members are overloaded or under-utilized.

Source:

<https://www.ideamotive.co/blog/most-common-it-project-management-pitfalls>

<https://www.mindgenius.com/10-common-project-management-pitfalls/>



CONFUSION OVER PROJECT REQUIREMENTS

Description

Another fatal risk for software development projects is a lack of clarity over project objectives. If the project team and stakeholders start (and continue) the project with different project requirements and objectives in mind, the project is doomed to failure.

Solution

The initial project scope must include clear definitions of project objectives and requirements.

Furthermore, in the initial stages of the project, the project team should have comprehensive discussions with stakeholders about their business goals and future development plans to make sure that everyone is on the same page.

Source:

<https://www.ideamotive.co/blog/most-common-it-project-management-pitfalls>

<https://www.mindgenius.com/10-common-project-management-pitfalls/>



INSUFFICIENT TESTING

Description

Testing is an essential part of any software development project.

For projects that fail, all too often a lack of proper testing is partly or entirely to blame.

Testing may be minimized or eliminated entirely because the project runs behind schedule, or due to a lack of planning.

Solution

Plan ahead to factor in time for comprehensive testing, as well as time for bug fixes.

Also, ensure that software is tested in a separate environment to production to avoid security breaches.

Source:

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<https://www.mindgenius.com/10-common-project-management-pitfalls/>



UNREALISTIC DEADLINES

Description

There's nothing positive about taking on an unrealistic deadline you will never be able to accomplish.

Solution

Stop asking your team for the impossible or you will completely flatten morale, and productivity right along with it.

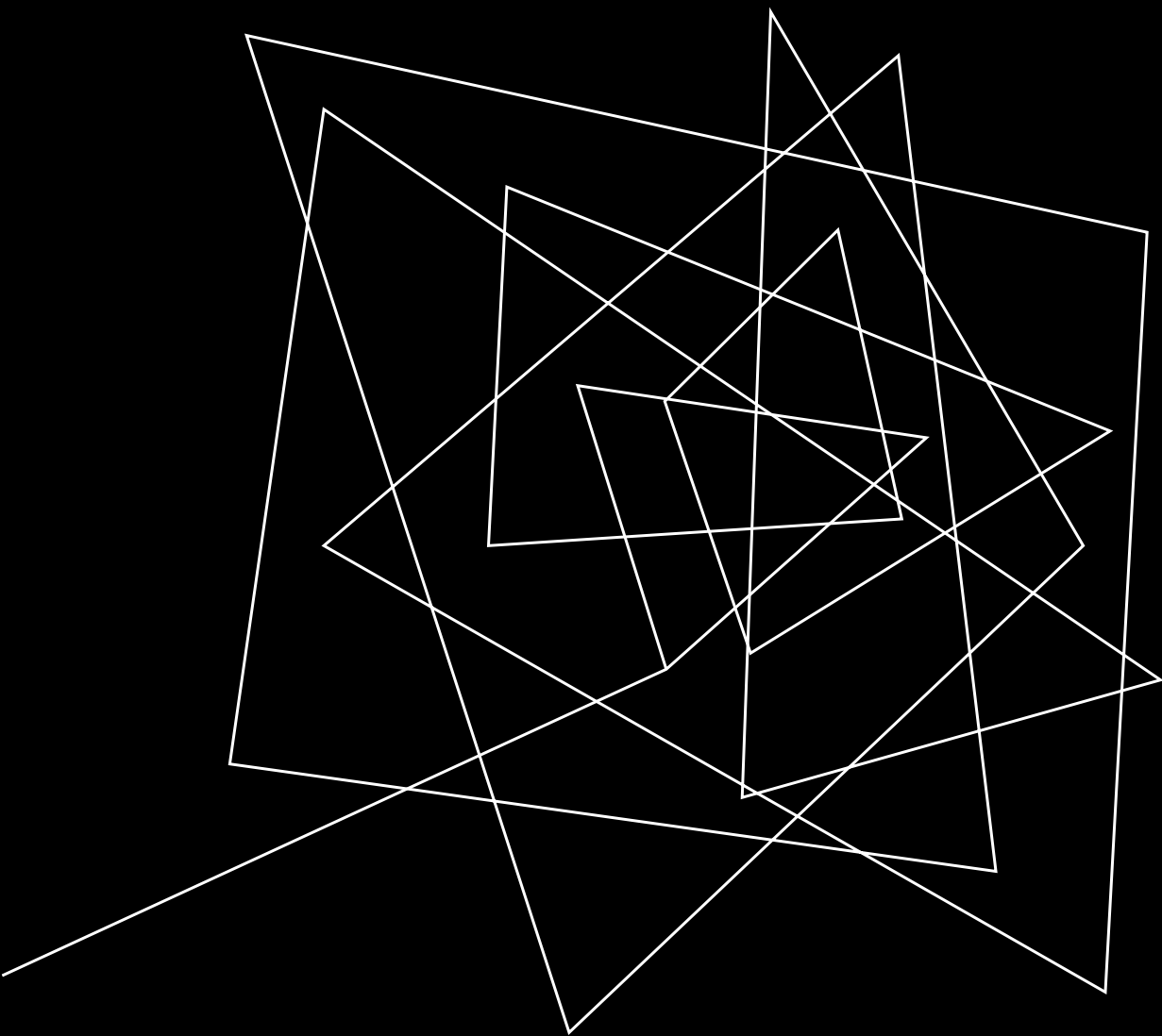
Instead, discuss with stakeholders why a deadline is not realistic.

They will appreciate the thought you put into your response and as long as you are realistic in your reservations, you can expect some help in setting more reasonable deadlines

Source:

<https://www.ideamotive.co/blog/most-common-it-project-management-pitfalls>

<https://www.mindgenius.com/10-common-project-management-pitfalls/>



THE NEW WORK ECOSYSTEM



WHAT WE'RE SEEING IS A FUNDAMENTAL
SHIFT IN HOW LEADING ORGANIZATIONS
AND THEIR TEAMS PLAN AND EXECUTE
INITIATIVES.

PMI Pulse 2021

BIG CHANGES

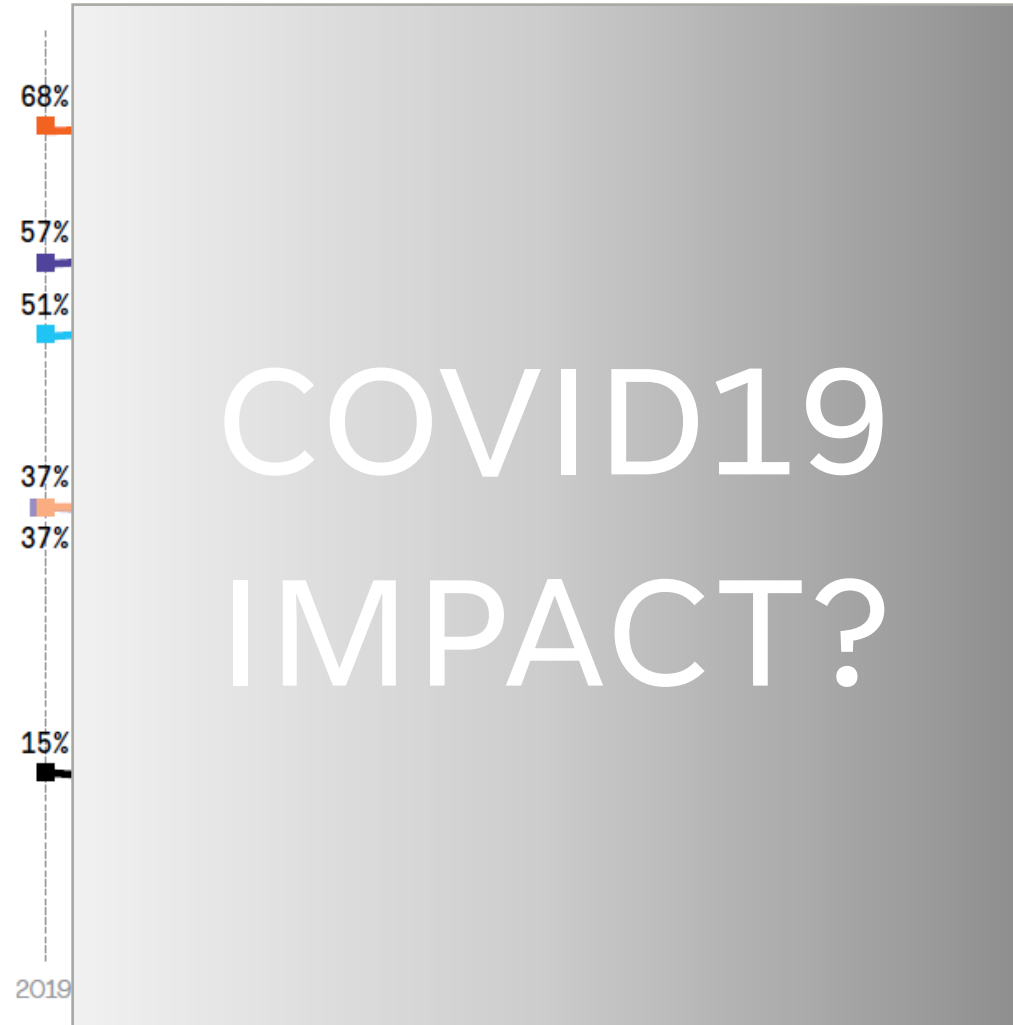


Q: How would you describe the change in your business over the past 12 months compared to the 12 months prior in the following areas? ("Many/some significant changes" shown.)

BETTER PROJECT OUTCOMES?

- Met original goals/
business intent
- Completed within
original budget
- Completed
on time
- Failed project,
budget lost
- Experienced
scope creep
- Deemed failures

Q: In your estimation,
what percentage of
the projects completed
within your organization
in the past 12 months...
(Mean percentages
shown.)



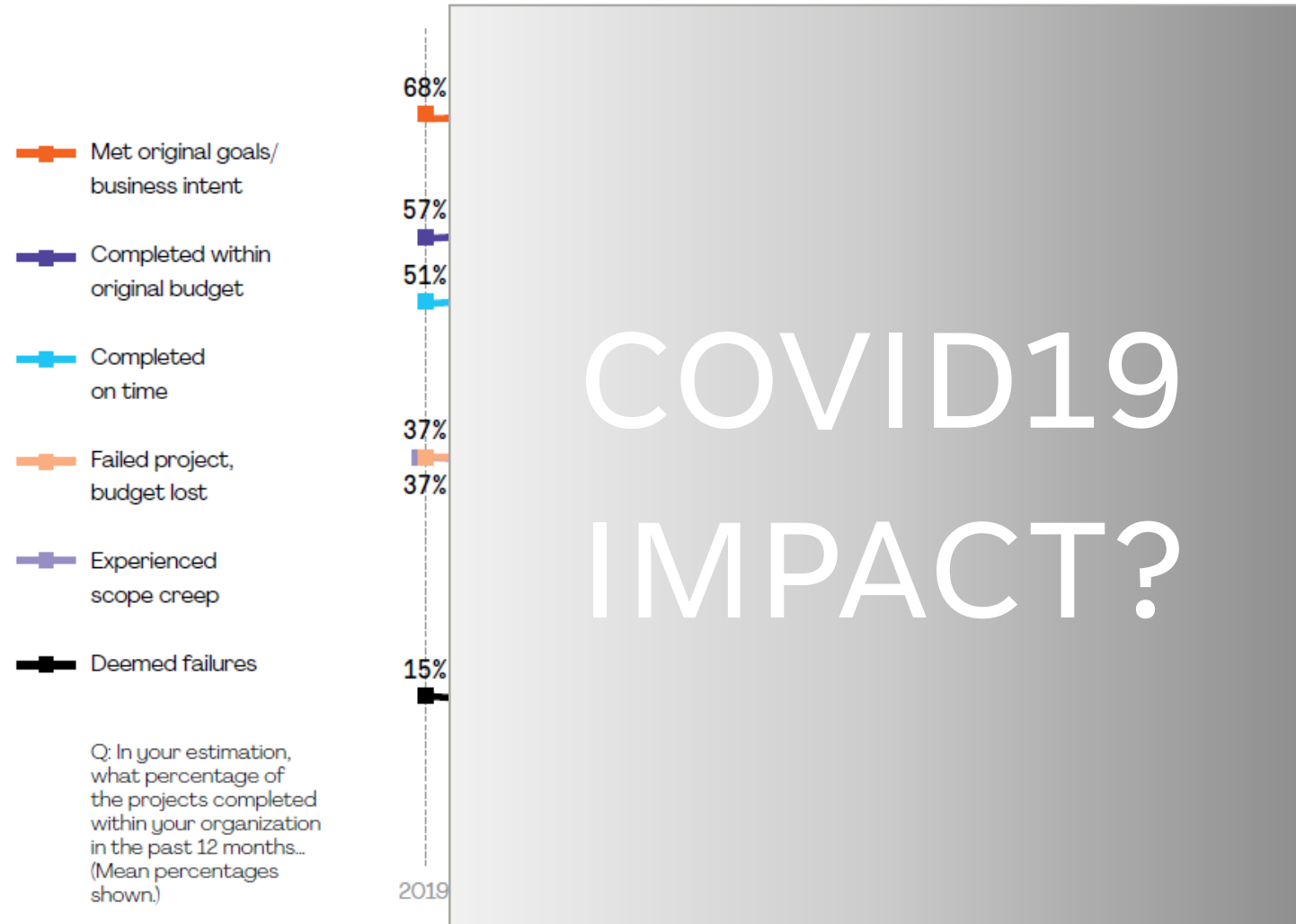
BETTER PROJECT OUTCOMES?



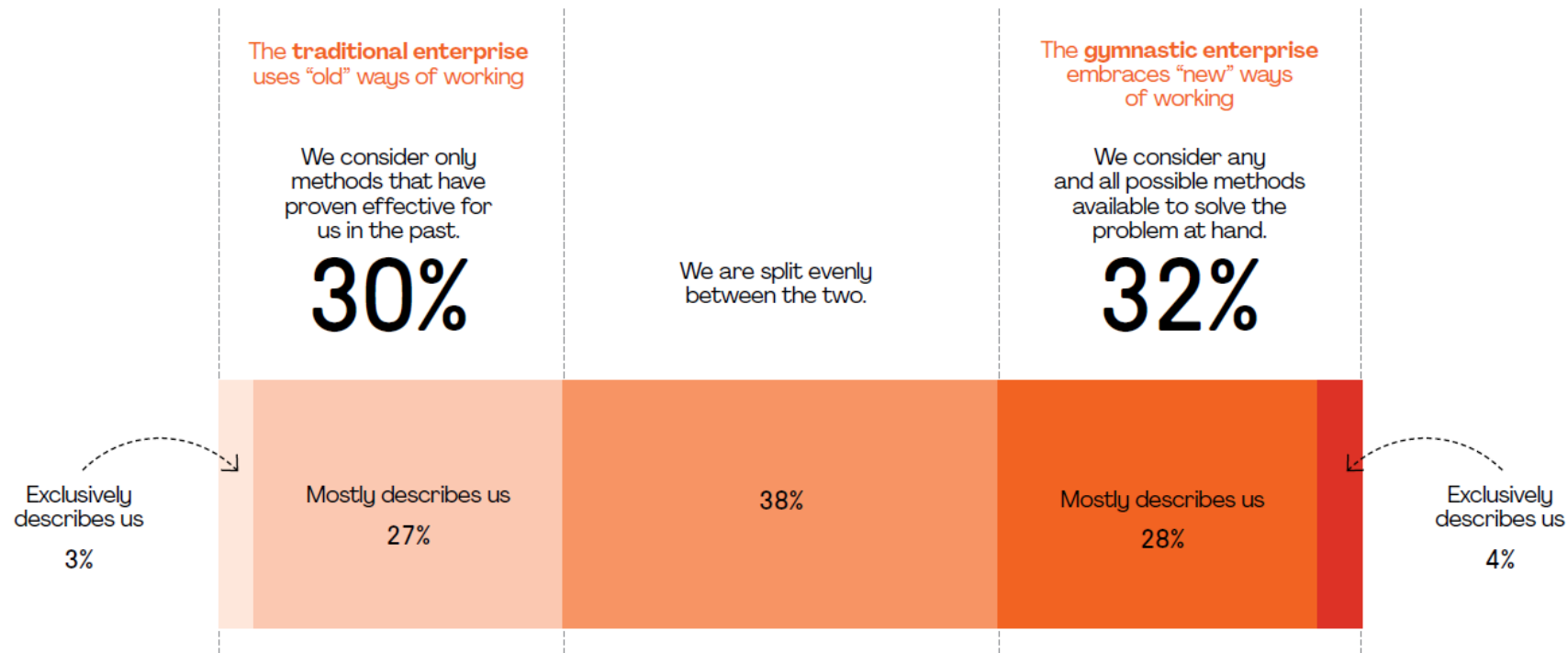
During the pandemic which factors increased in %?

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BETTER PROJECT OUTCOMES?

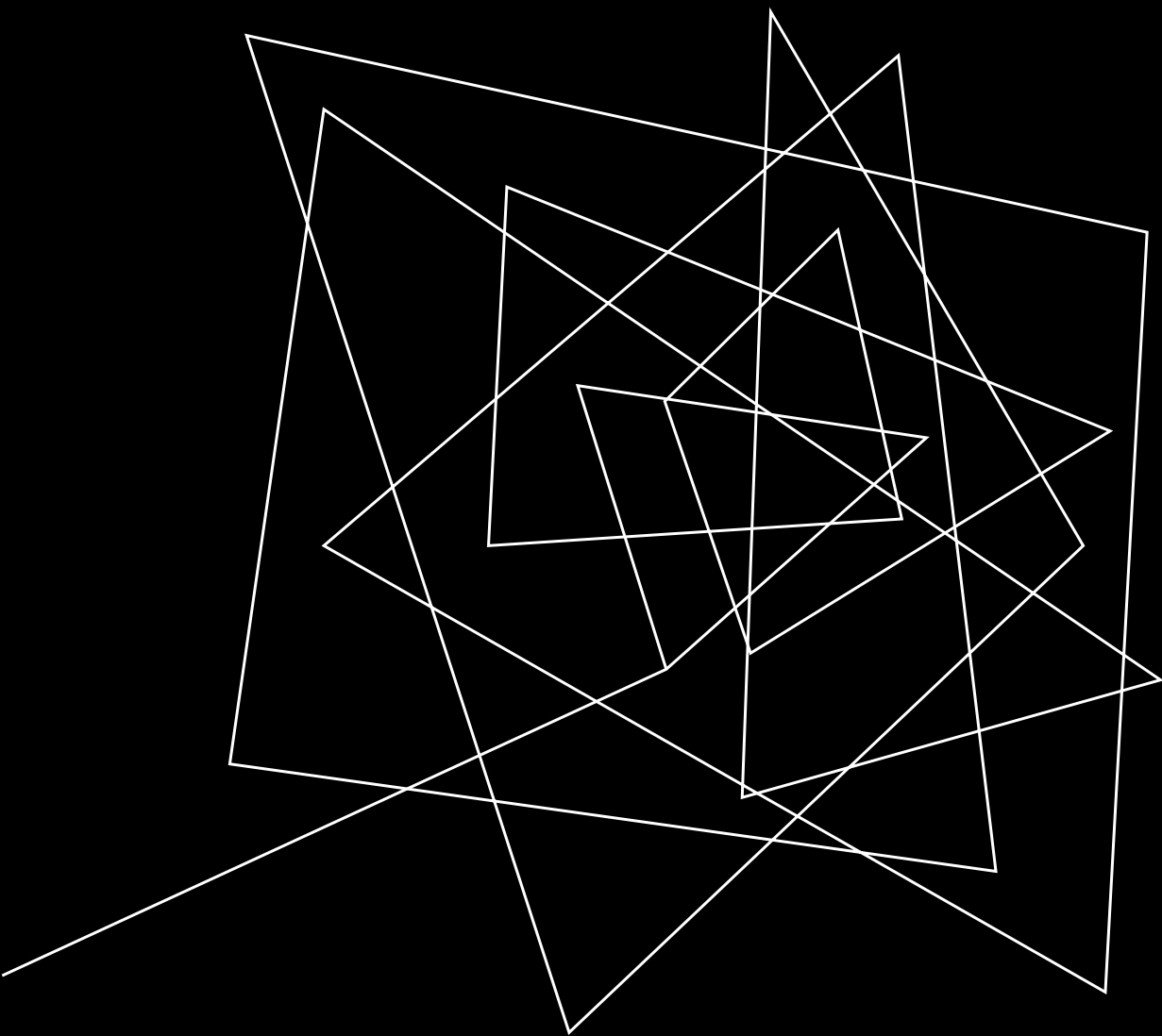


A COMPETITIVE EDGE



Q: Please characterize your organization's approach to ways of working to address problems and needs.

Gymnastic enterprises focus on their people, knowing that organizational performance is a well-choreographed dance of individual performances.



NEW WAYS OF
WORKING

SW PROJECTS



In your opinion, what is the Best Methodology?

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PMI DISCIPLINED AGILE

What is Disciplined Agile?

Disciplined Agile — a tool kit that harnesses hundreds of Agile practices to guide you to the best way of working for your team or organization



Why Disciplined Agile?

True business agility comes from freedom, not frameworks. Disciplined Agile helps you learn about your options and guides you to your best next step.



The Disciplined Agile Tool Kit

The Disciplined Agile (DA) tool kit provides straightforward guidance to help organizations streamline their processes in a context-sensitive manner, providing a solid foundation for business agility.



PMI CITIZEN DEVELOPER

What is Citizen Development?

Citizen development is one of the most exciting and current business movements. It enables Project Managers and other changemakers to create applications using low-code and no-code platforms, without complete reliance on the IT department and for a fraction of the cost and time commitment.

500,000

software developer deficit in the United States alone by 2024.

Source: Forrester

67%

of employers said they couldn't find qualified candidates to fill their open IT positions.

Source: Linux Academy

4x

more citizen developers than professional developers by 2023.

Source: Gartner

450 million

apps will be built in the next five years using low-code tools.

Source: Microsoft

What does low-code or no-code mean?

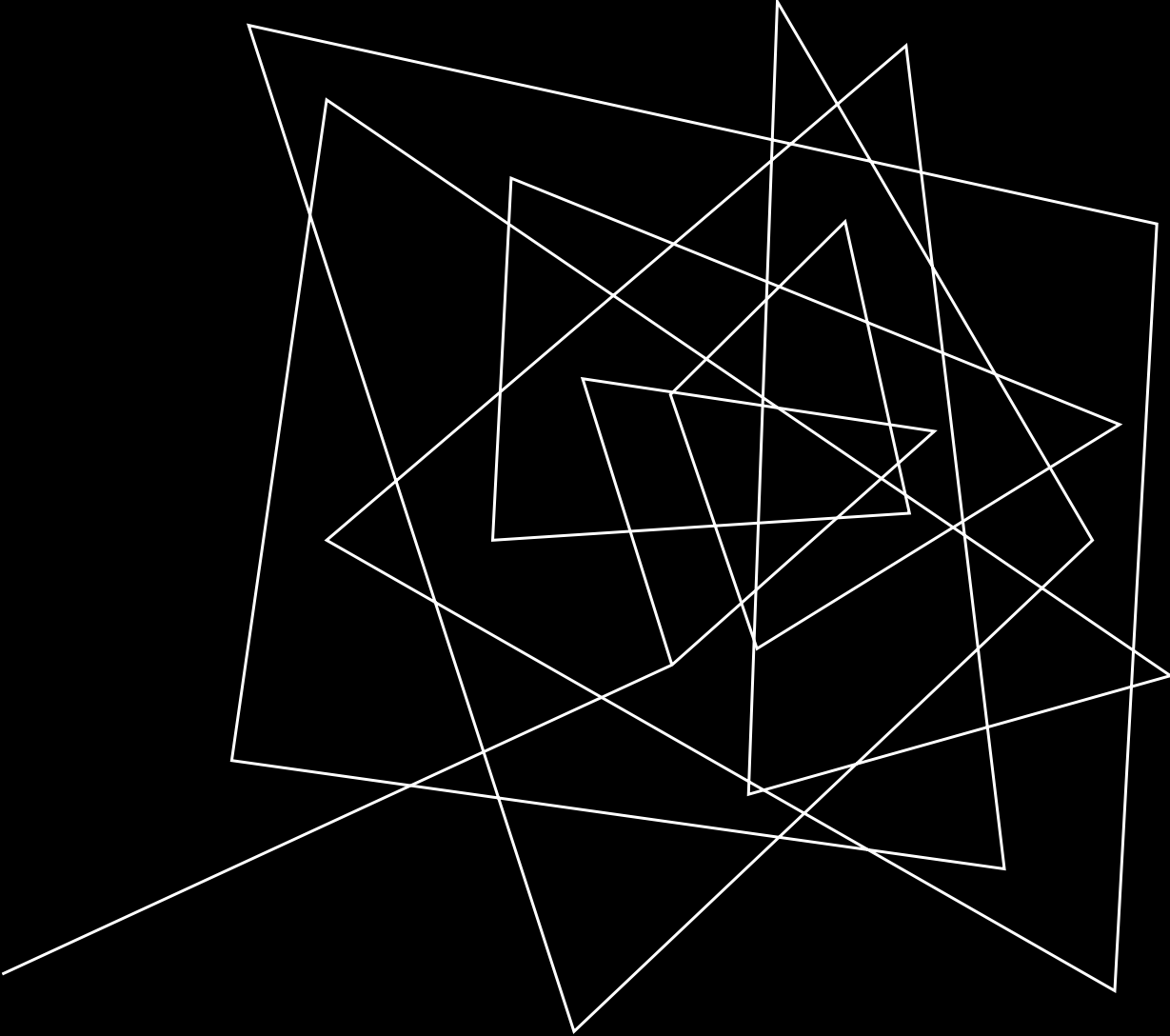
Low-code or no-code development is the creation of applications software using graphic user interfaces or minimal basic code instead of large strings of complex coding. This term is often used to describe citizen development processes and technology.

Project Managers are the Next Great Citizen Developers and Leaders

Project Managers can implement citizen development within their organizations to improve project management solutions.

Citizen development benefits Project Managers by:

- Putting the power of innovation into the hands of the people directly involved in projects.
- Accelerating innovation.
- Providing operational cost savings.
- Increasing project team satisfaction.



THE ROLE OF PROJECT MANAGER

GLOBAL MEGATRENDS

PROJECT MANAGER AS A CHANGEMAKER

Digital Disruption



Rapid and sustained technological change is a guarantee. Get ready to transition to a future built on digital progress.

Climate Crisis



Measures to address climate change are falling short across the globe. Know what practices to implement to promote sustainability.

Demographic Shifts



An aging workforce presents challenges in a project-based economy. Start developing the next generation of workers now to avert a talent crisis.

Economic Shifts



Apply new strategies to build economic resilience. Find ways to facilitate continued global cooperation and knowledge sharing.

Labor Shortages



Historic labor shortages are shaking the global economy. Shift to the world of work that promises to last for decades to come.

Civil, Civic and Equality Movements



Create conditions where all can thrive. Embrace different perspectives to improve outcomes.

“Organizations have long turned to project managers and professionals with project skills to help them turn ideas into reality.”

Mike DePrisco,
Chief Operating Officer, PMI

POWER SKILLS: REDEFINING PROJECT SUCCESS

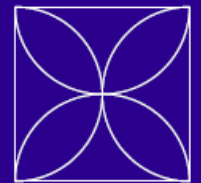
What Are Power Skills?

PMI defines power skills as abilities and behaviors that facilitate working with others and help project professionals to succeed in the workplace. Some individuals and other organizations also refer to them as “soft skills” or “interpersonal skills.”

Top Four Power Skills That Help Project Professionals Fulfill Organizational Objectives



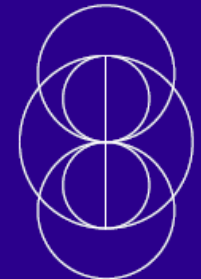
Communication



Problem-solving



Collaborative Leadership



Strategic Thinking

POWER SKILLS: KEY DRIVERS OF PROJECT SUCCESS

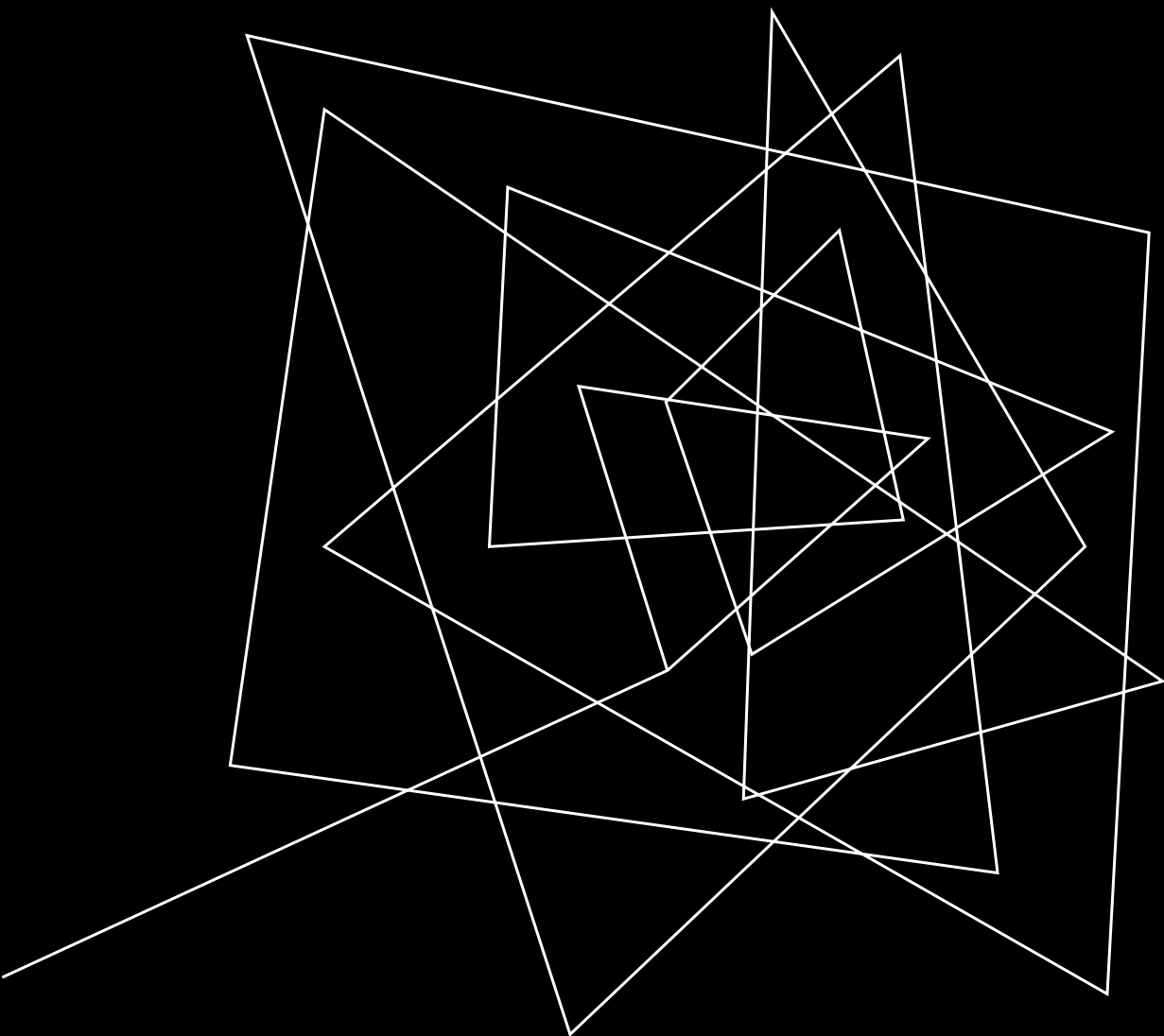
The Relationship Between Power Skills and Project Success

Benefits realization management (BRM) maturity, organizational agility and project management maturity emerged as top drivers of project success, alongside other factors.

Figure 1: Key Drivers of Project Success



Source: Annual PMI Global Survey on Project Management



Q&A



A series of white, overlapping geometric lines and polygons on a black background, located on the left side of the slide.

THANK YOU

Luís Pera, PMP

