


Modern Project Management



Managing projects in today's environment

The 12 principles of project Management → Fundamental concepts, practices and practices
 for effective project management — PMBOK 7

- Stewardship
- Collaborative team
- Stakeholder engagement
- Value creation
- System Thinking
- Demonstrating leadership

- Tailoring
- Quality
- Complexity navigation
- Risk response optimization
- Adaptability & resiliency
- Change facilitation

Indicator of project success
Value Creation

Stewardship

- Entrusted
- Being responsible
- Upholding ethics & values
- Maintaining integrity
- Taking care
- Being trustworthy
- Being compliant
- Being committed

Systems Thinking

- Similarity to systems
- Independent & interacting components
- Constant environments
- Responsiveness & teamwork

Collaborative Team

- Diversity
- Respect & Collaboration
- Team learning & development
- Innovation & efficiency
- Contribution
- Commitment

Demonstrating leadership

- Having vision
- Promoting innovation
- Being motivating & empathetic
- Recognizing differences
- Showing respect
- Maintaining integrity

Tailoring

- Project uniqueness
- Ability to adapt
- Identification of means to achieve
- Increased innovation
- Greater efficiency
- Enhanced productivity

Stakeholder Engagement

- Understanding stakeholder contribution
- Involving stakeholders
- Achieving project goals
- Ensuring customer satisfaction

- Project success indicator
- Creation at any stage
- Attaining project benefits
- Defining project value
- Collaboration
- Team success

Quality

- Satisfying stakeholder expectations
- Meeting project requirements
- Complying with standards
- Implementing effective processes

Navigating complexity

- Modifying management model
- Understanding human system behaviour
- Addressing ambiguity/uncertainty
- Competing with digital transformation
- Continuous evaluation

Risk response Optimization

- Focusing on uncertain future event
- Balancing risk appetite and thresholds
- Ensuring appropriate risk responses

Adaptability & resiliency

- Ability to adjust
- Ability to recover, respond
- Backup plans in place
- Effective communications
- Flexibility at each stage

Change facilitation

- Need for change.
- Resistance to change is bad
- Strong leadership
- Effective communication
- Commitment to continuous improvement

Knowledge areas of Project management

- Project Integration management
- Project Scope Management
- Project Resource management
- Project Schedule management
- Project Risk management
- Project Cost management
- Project Quality management
- Project Communication management
- Project Procurement management
- Project Stakeholder management

Project Management Tools, Techniques and Challenges

Project management in Virtual communication

→ Carefully plan

Pros

- Utilizing the global talent pool
- Working in the comfort of one's homes
- Employing those with mobility issues
- Saving travel and office expenses

Cons

- Dependence on available technology
- Difference in time zones
- Lack of face-face interaction
- Cultural & language difficulties
- Feeling of loneliness & isolation

Managing Virtual teams

- Unique set of abilities
- Avoid projects sequencing

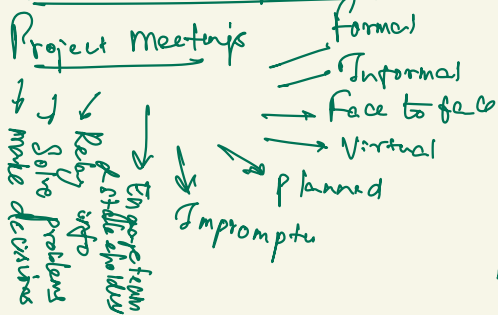
- Create a trust culture
- Train employees

- Be inclusive
- Define project vision

- Invest in technology
- Real time support

- Hire self motivated people
- Develop a team charter
- Communicate roles & responsibilities clearly

Effective Meeting Management



Predictive lifecycle meetings

- Pre-baseline
- Kick-off
- Status
- change management
- Analysis
- Bidder
- Lessons learned

Adaptive

- Customer requirements
- Product backlog
- Standup
- Sprint review
- Retrospective
- Stakeholder meeting

12 factors of meeting management

- Measurable outcome
- Agenda
- Agenda shared 48 hours before
- Purpose
- Share materials / prework 48 hours before
- Be inclusive (and delegating work to others as well)
- Parking lot (Tracking)
- Note taking (ask others as well)
- Assign action team
- Practice non-attribution
- Minutes (within 24 hours)
- Meet for purpose, not time

Effective Influencing skills

→ Allow individuals to convince and encourage others to follow a desired course of action.

- Five common aspects
1. Objective awareness
 2. Early role assignments
 3. Project team operations
 4. Guidance
 5. Feedback

Methods for effective influencing

Control & Command	Trust & empower	Best of both
Theory X ^{mindset}	Theory Y ^{mindset}	Theory Z
2 approaches to management styles → Self-interest → Financial incentives & punishments used → Hands on / top down approach	→ Employees want to work → Personal coaching style employed → Discussed innovation	→ Sense of community → Prioritize team-building → Connection & commitment

78 step Team performance model

Creating stage

Team's purpose, build relationship & clarifying goals

1. Orientation
2. Trust building
3. Goal clarification
4. Commitment

Sustaining stage

Established group → enhancing sustainability & performance

5. Implementation
6. High performance
7. Renewal

Influence diagram → graphical representation of factors involved in decision making

Factors that reduce influence

- Poor communication
- Poor issues management
- Limited growth opportunities
- Lack of project vision

Factors that increase influence

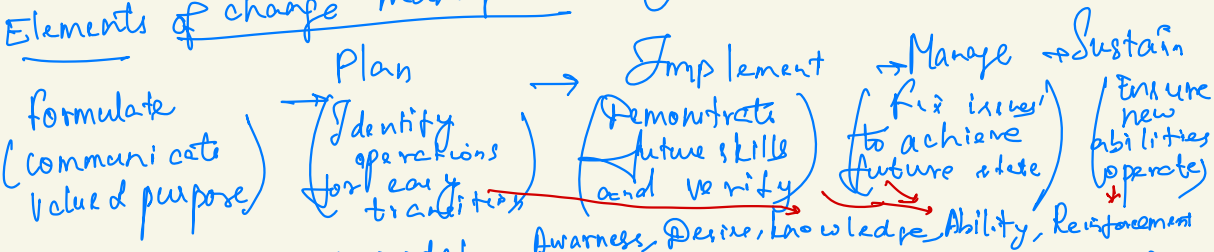
- Building relationships
- Being accessible
- Building Trust
- Active listening

CHANGE MANAGEMENT

Change management refers to a structured process of identifying, evaluating, and implementing changes to a project scope, schedule, cost, or any other element of a project plan while maintaining control and alignment with objectives.

→ Affects systems, behaviours, activities, business requirements, and culture.

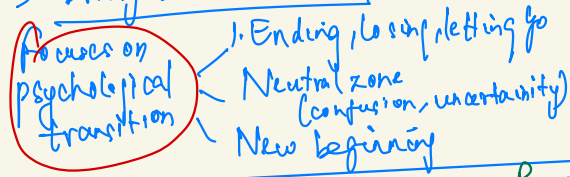
Elements of change management (PML)



Models

1. ADKAR Model — Awareness, Desire, Knowledge, Ability, Reinforcement
(Focuses on individual level changes, in corporate environment)
2. Kotter's 8-Step Change model (Leadership & buying) — implementing organizational change
 1. Create a sense of urgency, 2. Build a guiding coalition
 3. Form a strategic vision
 4. Communicate the vision
 5. Empower action & remove barriers
 6. Generate short-term wins
 7. Sustain a acceleration
 8. Anchor the change in culture

3. Bridge's Transition model

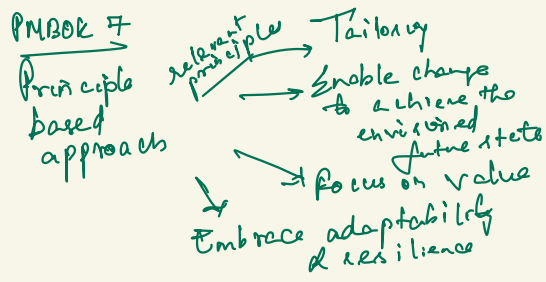


PMBOK 6 change management → Process based approach

Key steps

1. Change request initiation:
Anyone can raise the request (CR)
2. Documentation of the change request:
→ What, why, who, when, how cost
3. Change control board (CCB):
→ Reviews the request, to approve, reject, defer or request more info

4. Impact analysis:
Project manager assesses
 - Scope
 - Time
 - Cost
 - Quality
 - Risk
 - Stakeholder Resources
5. Decisions & update plans:
Change is integrated into project through
 - Project management plan
 - Baselines
 - Documents
6. Communication:
Changes & its implications are communicated to all affected parties



ADKAR (people's change journey)

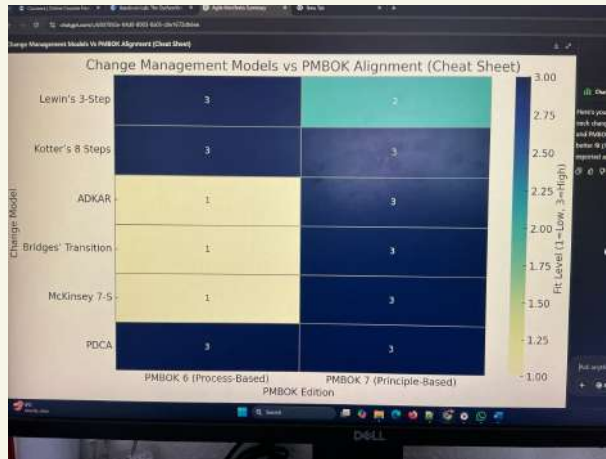
⇒ Bridges' transition model (emotional adaptability)

fits PMBOK 7 because they support

- Systems thinking
- Empowered teams
- Adaptable environments

Kotter's 8 steps fit PMBOK 6 because they are structured, step based.

PDCA



Managing Quality

Refer to the attached pdf
(Very important)

