

منتدى دبي العالمي
لإدارة المشاريع

DUBAI INTERNATIONAL
PROJECT MANAGEMENT FORUM
5th EDITION
الدورة الخامسة
8 - 11 ديسمبر 2018 • مدينة جُمَيرا • دبي
8 - 11 December 2018 • MADINAT JUMEIRAH • DUBAI



THE QUEST FOR INNOVATION IN PROJECT MANAGEMENT

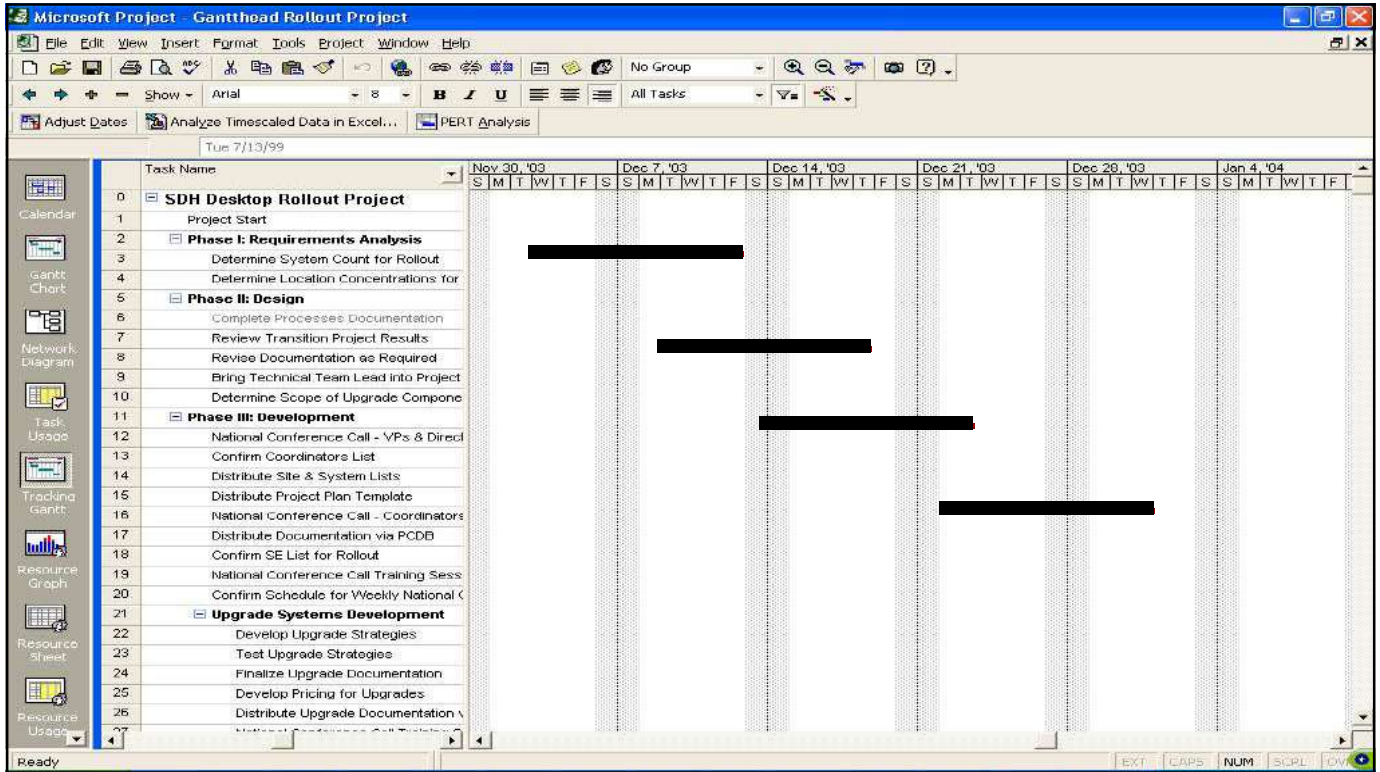
BUILDING NATIONS

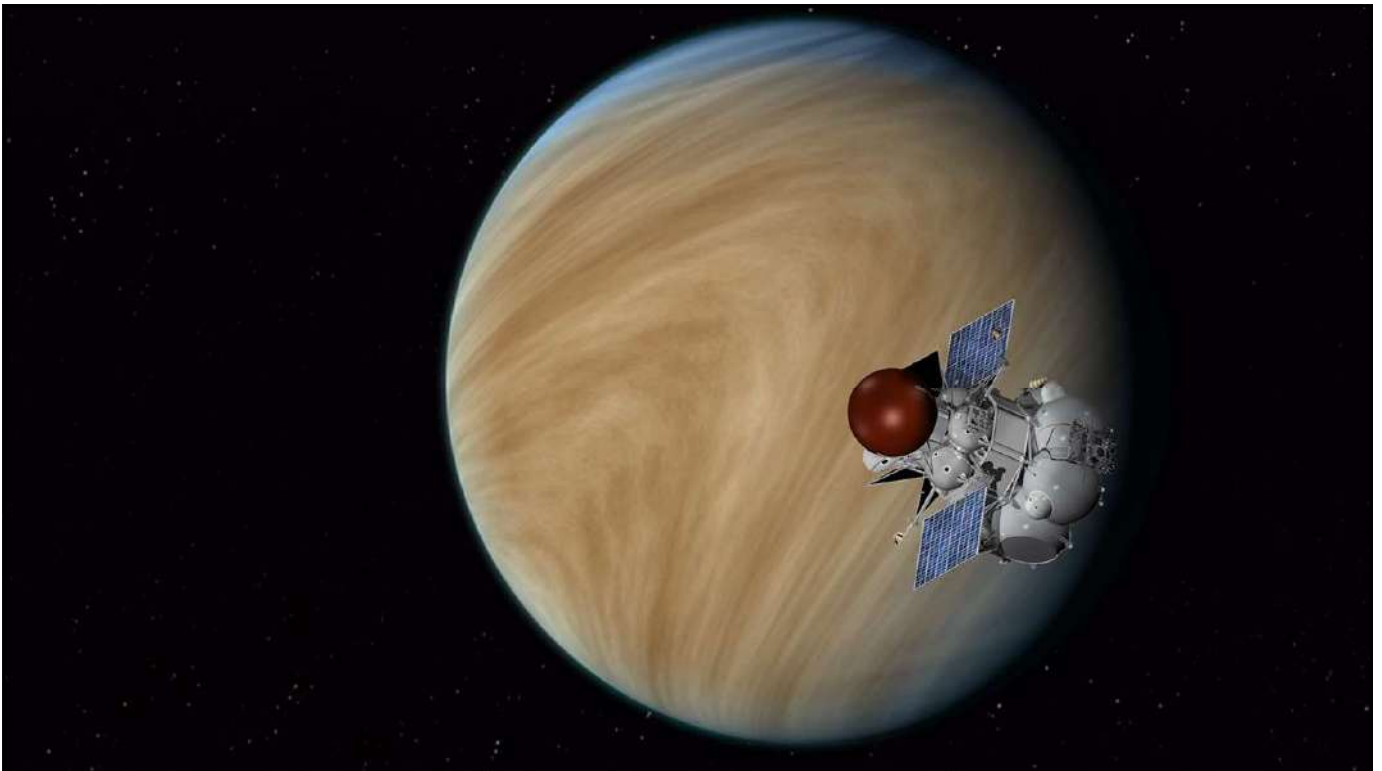
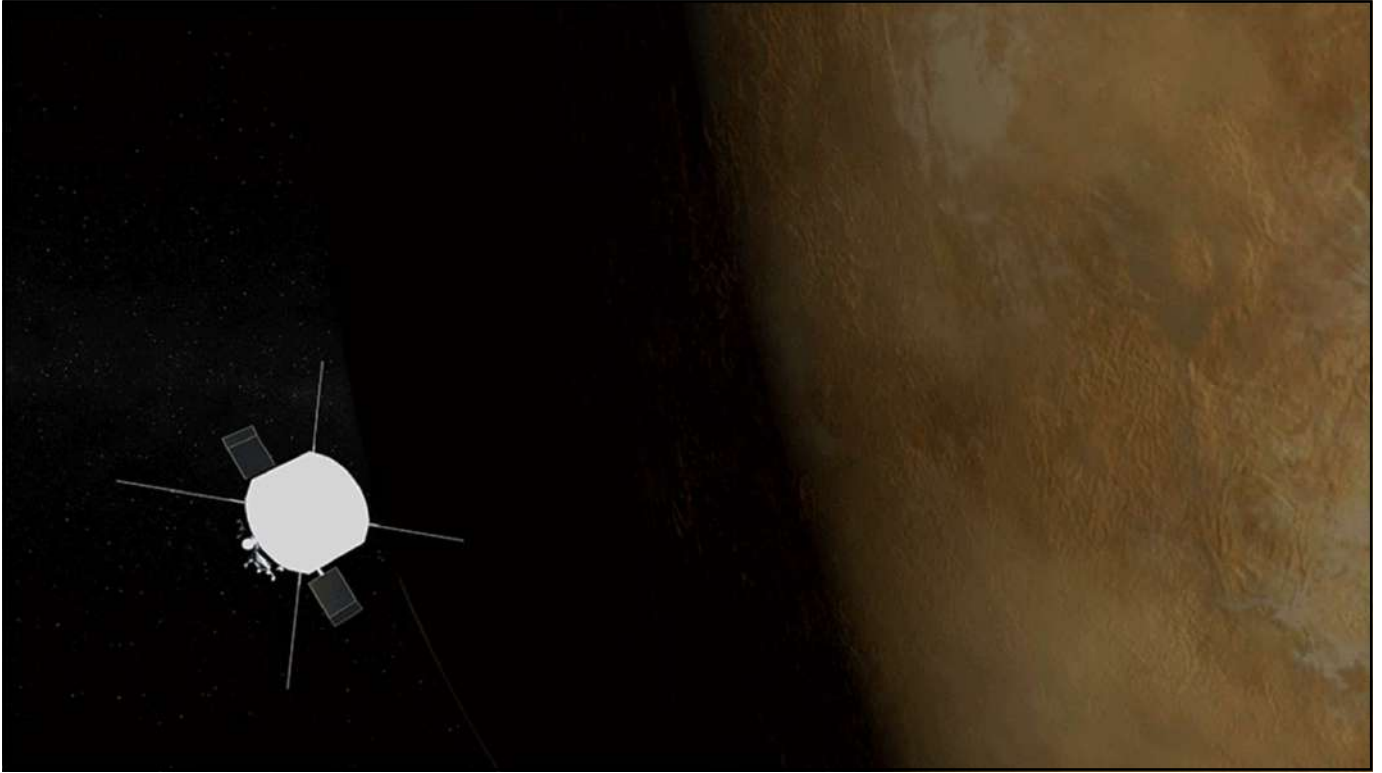
Jack Duggal
Managing
Principal
Projectize Group,
USA

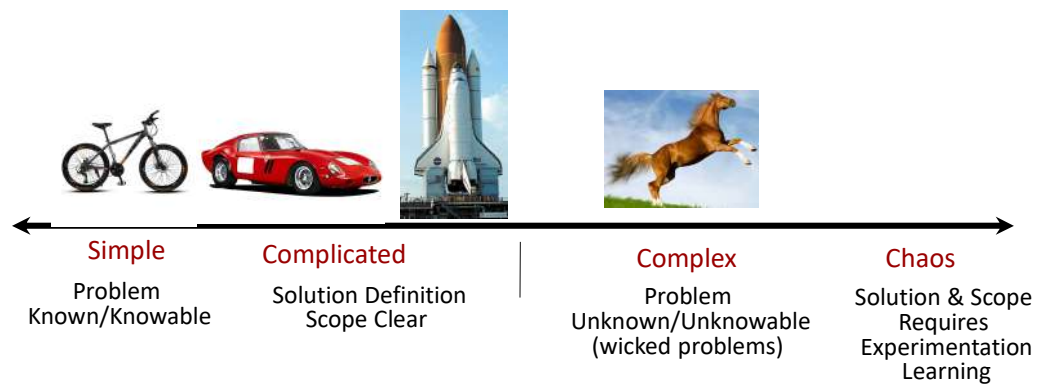
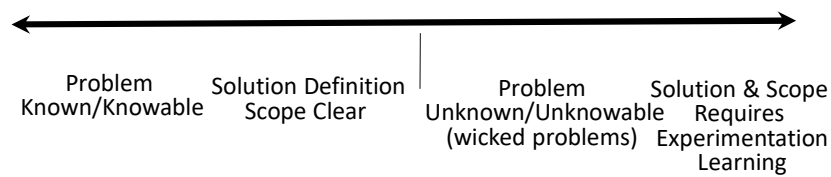


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A personal journey of Innovation in Project
Management over the last 20 Years...

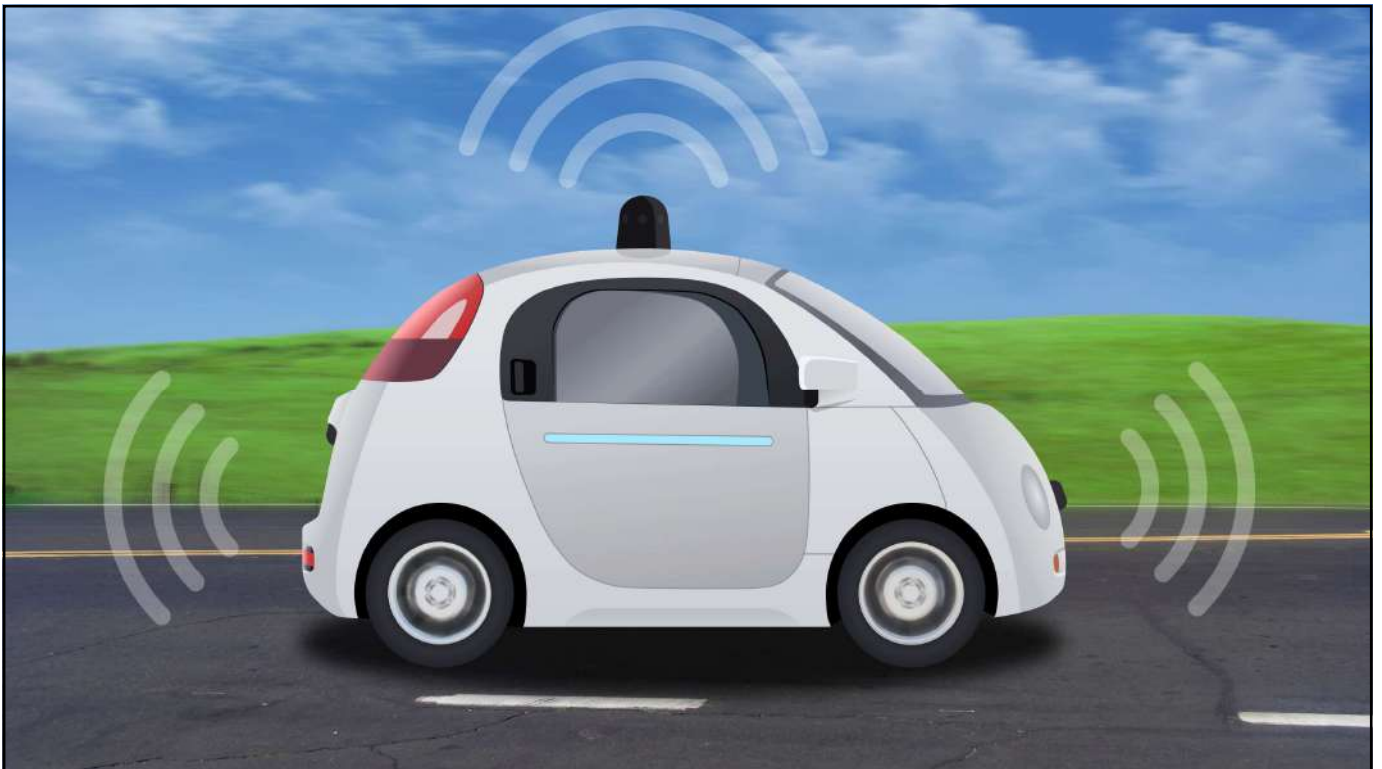








Dynamic & Changing
Ambiguous & Uncertain
Non-Linear
Complex
Emergent





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SPEC (Scope-Plan-Execute-Control)

Mechanical

Top-down

Hierarchical

More/Complicated - Rules/Processes

Solid

Breakdown Structures

Technical

Logical

Linear

Analytical

Exploitation

Optimization



Simple

Complicated

Complex

Chaos

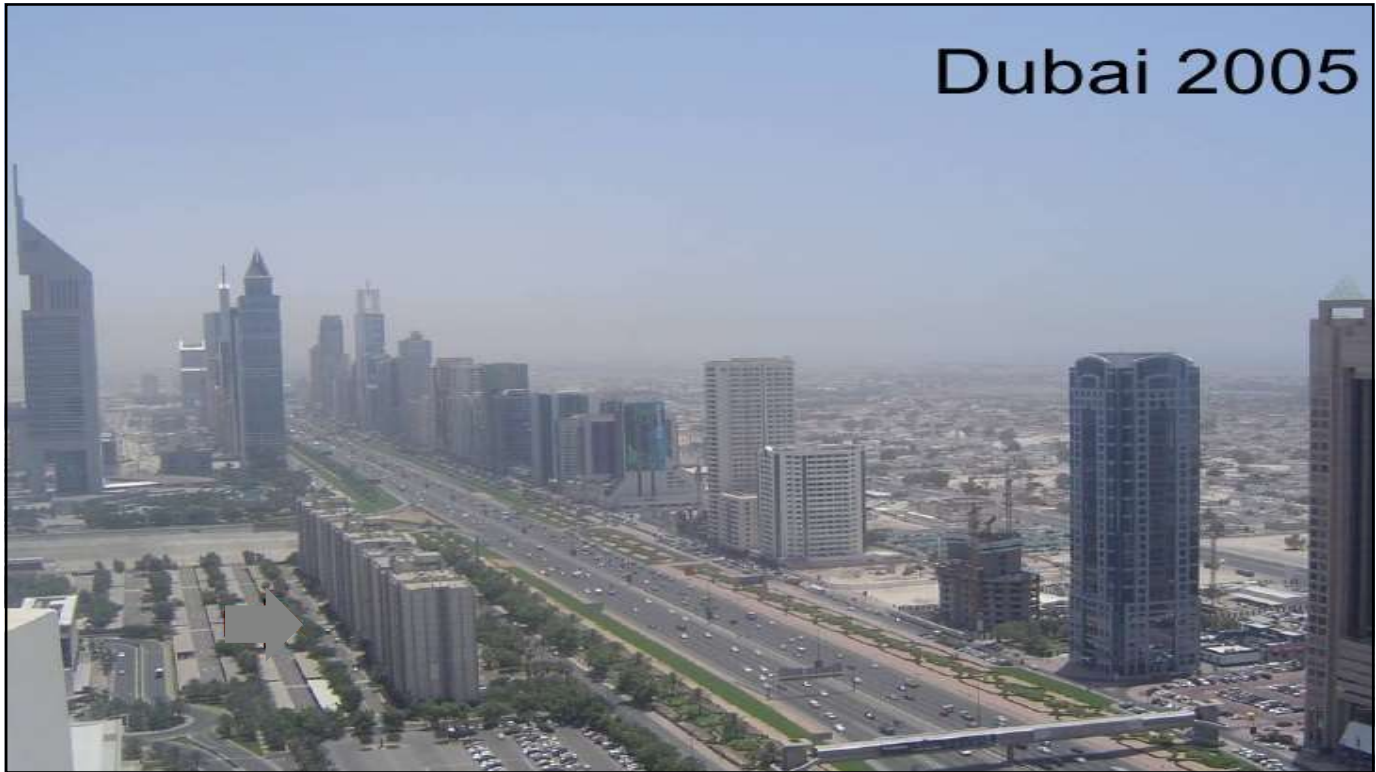
Problem
Known/Knowable

Solution Definition
Scope Clear

Problem
Unknown/Unknowable
(wicked problems)

Solution & Scope
Requires
Experimentation
Learning

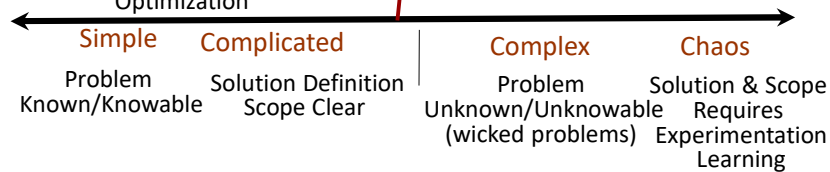
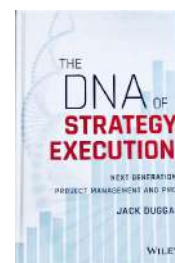
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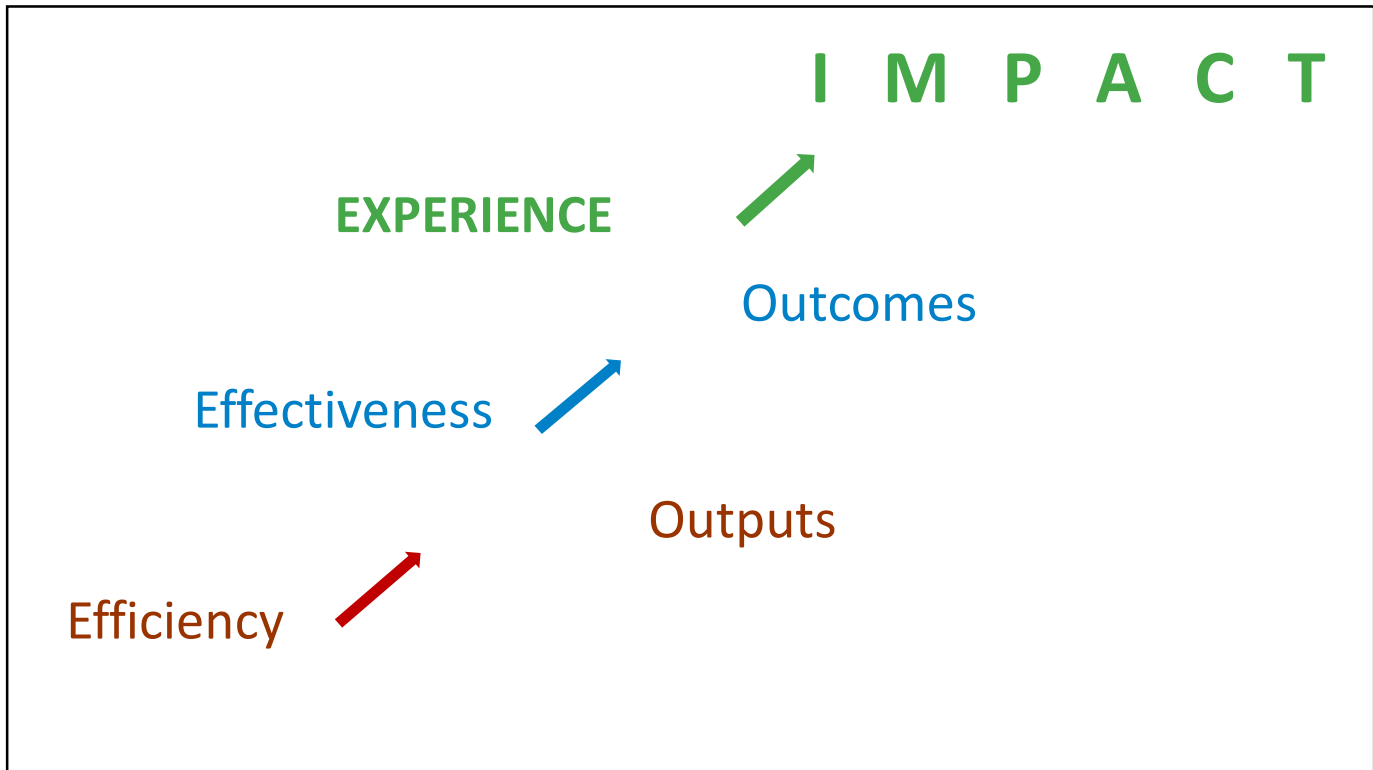
SPEC (Scope-Plan-Execute-Control)

Mechanical
Top-down
Hierarchical
More/Complicated - Rules/Processes
Solid
Breakdown Structures
Technical
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Exploitation
Optimization

?

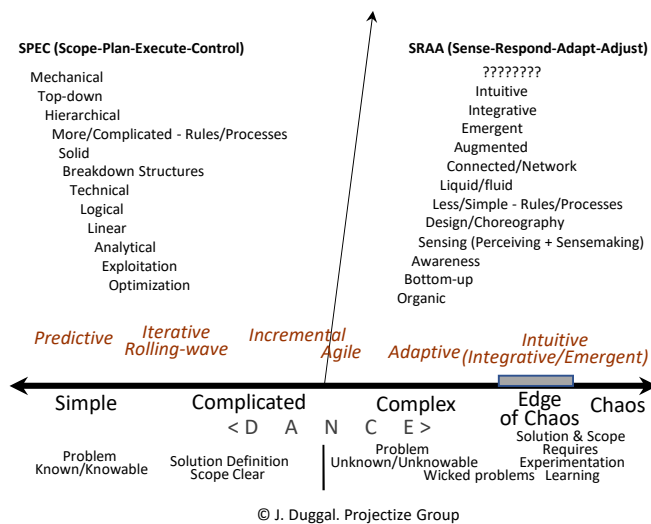
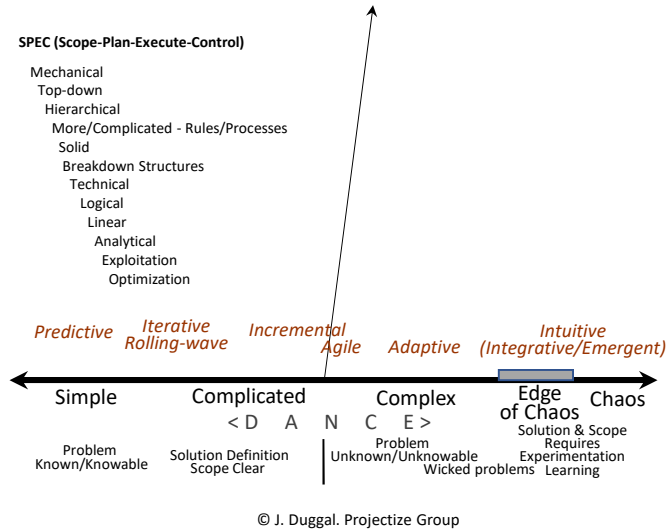


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	EFFICIENCY Traditional / Foundational	EFFECTIVENESS 2 nd Generation Project Mgt. & PMO 2.0	EXPERIENCE 3 rd Generation Project Mgt. & PMO 3.0	IMPACT Next Generation?
Mindset	Mechanical (factory-oriented views organization as complicated machine; linear, siloed thinking)	Systems (connected, integrative thinking)	Organic (views organization as complex adaptive system; non-linear, adaptive and holistic thinking)	
Purpose & Focus	Execution and delivery	Results, benefits and value Strategic decision-support and prioritization	Strategy-execution – linking strategy and execution, with a stakeholder and customer focus – customer first, customer experience, customer success, and customer creation & retention orientation	
Role	Scope, Plan, Execute, Control (SPEC) Standardize (do it right and consistent)	Service, support, coaching, consulting Strategic decision-support Prioritize (do the right things)	Force multiplier - facilitate, expedite, connect and link; Enable agility and innovation;	?
Approach	Controlling and planning (Top-down) Predictive and analytical Risk intolerance Failure is not an option	Collaborative Iterative and incremental Agile/Lean methods Risk tolerance to a degree	Adaptive Experimentation (trial & error) Customer engagement and collaboration Smart risk-taking	
Governance	Compliance orientation (monitoring and control – rigid processes; forced compliance)	Delivery orientation (support and collaboration –flexible processes; voluntary compliance)	Business and customer orientation (responsive & adaptive processes; self-regulating and desire-based governance)	
Measurement & Success Criteria	Compliance and certification Deliverables and outputs On-time, on-budget delivery	Benefits and outcomes Customer satisfaction	Business value and impact Customer creation; retention; Net promoter score (NPS) Learning and innovation	
Ownership & Accountability	Tasks, outputs and deliverables	Delivery of benefits, and outcomes	Customer success and impact	
Mantra	Faster, better, cheaper	Optimization of benefits and value	Agility and adaptive	

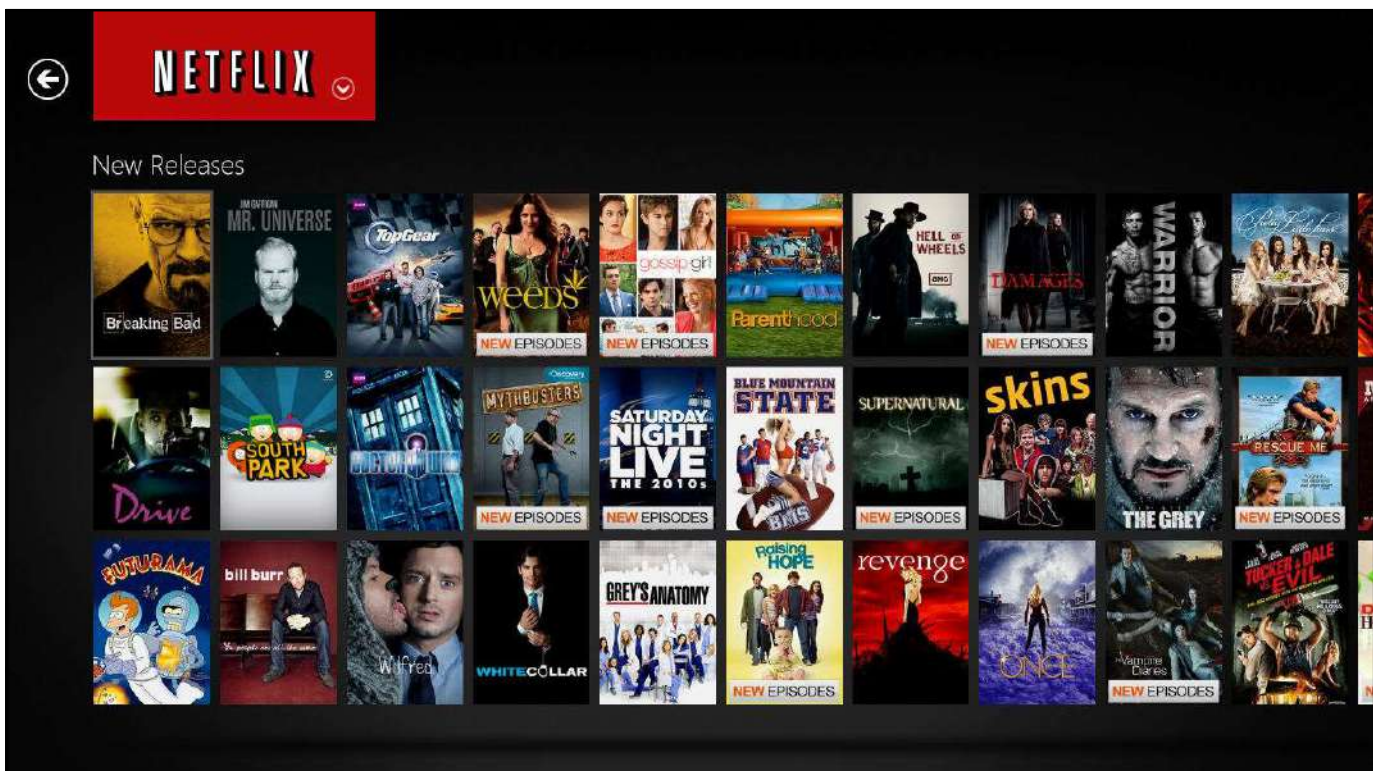
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	EFFICIENCY Traditional / Foundational	EFFECTIVENESS 2 nd Generation Project Mgt. & PMO 2.0	EXPERIENCE 3 rd Generation Project Mgt. & PMO 3.0	IMPACT Next Generation?
Mindset	Mechanical (factory-oriented views organization as complicated machine; linear, siloed thinking)	Systems (connected, integrative thinking)	Organic (views organization as complex adaptive system; non-linear, adaptive and holistic thinking)	Intuitive (hybrid of organic/mechanical - augmented with automation and intelligence)
Purpose & Focus	Execution and delivery	Results, benefits and value Strategic decision-support and prioritization	Strategy-execution – linking strategy and execution, with a stakeholder and customer focus – customer first, customer experience, customer success, and customer creation & retention orientation	Strategic-execution – long-term impact; shift to network benefits, from individual customer benefits; garner greater value and impact, while maintaining customer commitment and loyalty
Role	Scope, Plan, Execute, Control (SPEC) Standardize (do it right and consistent)	Service, support, coaching, consulting Strategic decision-support Prioritize (do the right things)	Force multiplier - facilitate, expedite, connect and link; Enable agility and innovation;	Sense, Respond, Adapt, Adjust (SRAA)
Approach	Controlling and planning (Top-down) Predictive and analytical Risk intolerance Failure is not an option	Collaborative Iterative and incremental Agile/Lean methods Risk tolerance to a degree	Adaptive Experimentation (trial & error) Customer engagement and collaboration Smart risk-taking	Integrative, intuitive and emergent (bottom-up - self-organization) Sensing and perceiving Designing and choreographing
Governance	Compliance orientation (monitoring and control – rigid processes; forced compliance)	Delivery orientation (support and collaboration –flexible processes; voluntary compliance)	Business and customer orientation (responsive & adaptive processes; self-regulating and desire based governance)	Network orientation designed to optimize the whole (intuitive, automated. and augmented governance)
Measurement & Success Criteria	Compliance and certification Deliverables and outputs On-time, on-budget delivery	Benefits and outcomes Customer satisfaction	Business value and impact Customer creation; retention; Net promoter score (NPS) Learning and innovation	Long-term impact and sustainability
Ownership & Accountability	Tasks, outputs and deliverables	Delivery of benefits, and outcomes	Customer success and impact	Long-term impact and sustainability
Mantra	Faster, better, cheaper	Optimization of benefits and value	Agility and adaptive	Intuitive and intelligent

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What does all this mean & What can I do today?

1. Develop awareness & understanding of true complexity.
2. Question what game are we playing?
3. Develop and augment skills in both SPEC & SRAA.
4. Learn to DANCE - Balance between SPEC & SRAA.
5. Review where is your focus – Efficiency, Effectiveness, Experience or Impact?
6. Instead of a factory, cultivate a lab or a studio.
7. Keep Questioning... Is there a better way?



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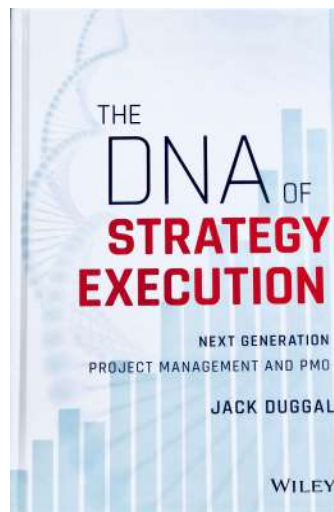
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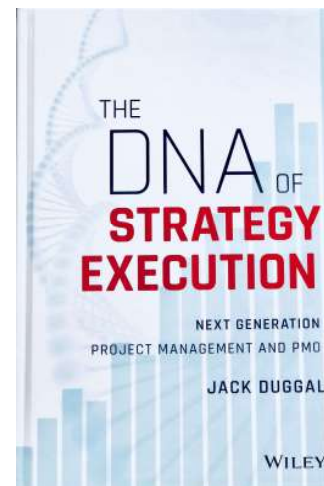
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The Quest Continues...

...We have to Innovate, to Innovate!

Thank You!



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