

Investing in 21st century skills

Preparing young people for the project economy



Sponsored by



Where the greatest opportunities lie

The next generation of project management relies on investing in and engaging with youth at the earliest possible stage



Young people are most likely to pick up project management (PM) knowledge, skills and competencies, and apply them in their lives



Learning and applying project management helps young people to build technical and social skills, as well as gain greater confidence in their ability to shape their futures



Many not-for-profit organisations deliver life skill development to young people through projects. Our services fit well into their efforts and are welcomed



PM volunteers are enthusiastic about transferring their knowledge, skills and competencies to youth and to the not-for-profit organisations serving them

NewStatesman

12-13 Essex Street
London, WC2R 3AA
Subscription inquiries:
charlotte.mullock@
newstatesman.co.uk

Account Manager
Justin Payne
+44 (0) 207 406 6530
Commercial Director
Peter Coombs
+44 (0)20 3096 2268

Special Projects Editor
Will Dunn

Special Projects Writers
Rohan Banerjee
Jonny Ball

Design and Production
Leon Parks

Cover illustration
Shutterstock

The paper in this magazine originates from timber that is sourced from sustainable forests, responsibly managed to strict environmental, social and economic standards. The manufacturing mills have both FSC and PEFC certification and also ISO9001 and ISO14001 accreditation.

This is a commercially led supplement paid for by PMI. First published as a supplement to the *New Statesman* of 6th Sept 2019. ©New Statesman Ltd. All rights reserved. Registered as a newspaper in the UK and US.

This supplement can be downloaded from:
newstatesman.com/page/supplements
© New Statesman Ltd. All rights reserved.
Registered as a newspaper in the UK and US.

Contents

3/ Cindy Anderson

6/ Mike DePrisco

Technology's growing impact means that companies should be more nimble and adaptable, according to **Cindy Anderson**, vice president, brand management at PMI

Work: it is about projects



Work as we know it has changed. The scope, breadth, and speed of technological change, the impact of forces such as artificial intelligence and big data, and the importance of delivering value in ways that meet customers' ever-evolving needs, has meant that organisations must rethink not just the nature of work, but the way it gets done.

The Project Management Institute has long advocated that all change in organisations – whether government, business, or not-for-profit – occurs through projects. We also recognise that “projects” are being led by people with a variety of titles, solving a variety of problems in industries big and small, and across all regions around the globe.

Esteemed thought leader and management expert Roger Martin calls this phenomenon “projectisation” to capture the idea that there is an organisational/institutional/enterprise paradigm shift occurring, similar in scale to the paradigm shift brought about by

the Industrial Revolution. Martin sees this shift as one that calls for organisations to restructure themselves by recognising the importance of projects: discreet, finite initiatives that have clear goals and objectives that are managed in a way that demands accountability and responsibility, and are “staffed to fit”.

More and more often, workers will be hired, grouped and regrouped according to the knowledge, experience, and capabilities they bring to the specific projects that deliver the most value to the organisation's partners. Work has become a portfolio of projects rather than a static job description.

Organisations know that work is changing and they're trying to adapt. They know that to maintain competitive advantage and relevance in the marketplace, they have to continue to deliver value. They're seeking to optimise teams of humans and machines working together. They're striving

Employment must embrace innovation

to incorporate the voice of the customer into every product, service, or offering.

Enterprises, organisations, and governments across the globe, of all sizes, working in all sectors, are going to have to restructure the way they think about getting work done, the way that they bring teams together to do the most important work within their organisation. Yet too few of them are doing it – or are doing it quickly enough. Previous research done by PMI’s Brightline Initiative has shown that every 20 seconds, a million dollars is wasted because organisations don’t connect their ideas and strategies with their actual capability to deliver on them.

Once they start structuring their entire organisation around the portfolio of projects that deliver the most value to their customers and partners, they have much more flexibility in terms of how they hire, how they train, how they assign, how they schedule, understand, and retain the workforce. They can then connect their strategies to the capabilities they need to deliver those strategies. It stands to reason that they will in turn be more successful and waste less money.

There are already numerous examples of how a portfolio of “projects” delivers value today. IT teams, for example, are largely structured around software products, which are one specific kind of project. Operational teams and manufacturing teams are largely structured around taking products to market – another kind of project. Law firms are structured around cases. Consulting firms are structured around client engagements; advertising agencies bring the right combination of talent together to craft winning campaigns. Mergers and acquisitions bring two entities together; divestitures split them apart. All of these activities



deliver value to stakeholders. All of these activities are projects.

Yet as the amount of money wasted shows, there are still too few organisations that have realised the connection between projectisation and creating and delivering value. Our belief is that this new paradigm will continue to expand and become the way that work gets done. It’s more efficient, more agile, more able to accept and integrate customer insight, and it allows organisations to be more flexible with their staff.

So how do organisations start? The first thing is they must recognise that it’s not just about what they do; it’s about how they do it and how they’re structured. For example, among the ten features of an organisation that’s most able to take advantage of emerging market opportunities is the ability to



integrate the voice of the customer.

To do that, first, your organisation has to be structured so that, when you get the voice of the customer, you can do something about it. But having the capability to understand what your customers need isn't the same thing as having the right people in house and in place to leverage that knowledge. Without them, you can't take advantage of the market opportunities. It's critical then that you ensure you have people with the skills across the value delivery landscape – the full spectrum of capabilities that enable project leaders to turn the organisation's ideas into reality. There are technical terms to describe these capabilities: waterfall, agile, hybrid, lean and others. Most important is understanding what work needs to

be done and then applying a "fit for purpose" mindset to how that work is assigned and completed.

As this projectisation continues to evolve, PMI's Talent Triangle becomes even more important. The Talent Triangle that PMI developed nearly a decade ago describes the combination of technical skills, leadership skills, and strategic/business-management skills needed for project leaders to be successful. We recently added "a digital overlay", meaning the project leaders also need the skills that allow them to keep pace with technology.

Organisations that train project leaders along the value-delivery landscape and around the Talent Triangle give their talent base a comprehensive set of skills, which gives organisations a lot more flexibility with their most important

asset: people.

From a training perspective, there will always be a need for a project leader, for somebody who can lead a group of people, who can manage a project, plan a schedule, and maintain a budget. The traditional project management skills are essential. The other skills – those commonly referred to as soft skills – are just as critical. Everybody needs to know how to lead a team, how to influence people, how to negotiate or resolve conflict. And increasingly, everybody needs to feel comfortable working in a digital environment.

It's also essential that people understand how their work and their team's work is connected to the strategy of the organisation. And as the definition of "project" continues to expand, organisations must be mindful about ensuring that they are concurrently expanding the definition of "technical skills" and teaching the appropriate ones.

"Project" is a huge, broad word that has such rich possibilities in terms of helping define how people do what they do and how organisations achieve their goals, create change, and deliver value. We shouldn't think of projects by their features or attributes, but in terms of what needs to get done, and figuring out the best way to do it.

It is clear that every day, everyone is working on some kind of project, regardless of what that work is called. It's time to change the language around work because this widespread projectisation is already here. When we embrace the ideas and the words, organisations will be better able to take the necessary actions to structure around the portfolio of projects that delivers the most value to their customers and business partners. When they do, we are confident that it will lead to increased efficiency and reduced overhead and waste.

Collaboration, critical thinking and the ability to communicate are key to building tomorrow's workforce, writes **Mike DePrisco**, vice president, global solutions at PMI

Why investing in youth will deliver value



The way people and organisations get work done is changing. More and more, work is organised around projects, with teams being brought together based on skills needed for specific tasks. In tandem with Project Management Institute's recognition of and adaptation to this shift, PMI's philanthropic arm, PMIEF (Project Management Institute Educational Foundation) is focusing on helping young people to build the skills and capabilities that are vital to their daily lives, and that will prepare them for future success.

What does this mean to young people, who may never have heard of project management or thought about it as a career? At its core, projects are about enabling change and accomplishing something that

leads to a future desired state that's different to the case today. Within the context of youth, it means helping them be more effective at communicating, collaborating, critical thinking, and decision-making—whether in school, in their personal relationships, or their extracurricular activities. These skills are fundamental to helping prepare young people to be tomorrow's global leaders.

PMIEF is celebrating nearly 30 years of philanthropic work. Initially, much of our work was focused on providing scholarships to enable professionals to advance their project management capability and competency and to empower volunteers to work in their local communities. Today, PMIEF concentrates on providing project



Projects are embedded in our daily life

management-related educational opportunities for youth prior to college, with the idea that PMI and PMIEF can play a role in helping individuals see project management as a critical life skill.

Our focus has gone from influencing the school curriculum to supplementing it; adding value to the educational process and helping youth prepare for the highly competitive 21st century workforce. Young people need more than technical capability. They need soft skills, too: the ability to communicate, think critically, solve problems, and collaborate.

We have seen great success. PMI and PMIEF can make the strongest impact in working with organisations that are already working with youth in schools or as part of their extracurricular initiatives. For example, in the United States and Ireland, PMIEF has worked with Junior Achievement, which fosters work-readiness, entrepreneurship, and financial literacy skills, and focuses on experiential learning; and, around the globe, Destination Imagination, which uses innovation and collaborative problem-solving challenges to teach young people 21st century skills. Organisations such as these use various types of activities to leverage project management skills while also developing stronger leadership, critical thinking, collaboration, and communication skills. Our effort is global, with a strong footprint in the United States, India, Latin America, and Europe.

By working through not-for-profit organisations, we have greater impact, and we also rely on our PMI volunteers, who are our greatest asset. Through our combined efforts, more than 200,000 youth around the globe were exposed to project management in 2018.

PMI volunteers live and work in

their communities, and thus they understand their unique needs and challenges. They use their skills, knowledge, and expertise to make a difference in helping the children in their communities be better citizens now, while also helping to prepare them for the world of work. At the same time, these volunteers are also optimising their own project management skills for the betterment of their communities.

Volunteers are the local faces of PMI and help educate both youth and the organisations about what PMIEF has to offer in the form of research, scholarships, and resources. They also train and teach. They dedicate their time to working with these not-for-profits and help youth develop the skills that will lead to success now and later in life.

Emphasising these skills is increasingly important in today's world. The way all work gets done is through projects. Regardless of what industry someone is in – or in the case of young people, what industry they aspire to be in – and regardless of the role anyone plays in an organisation, success will depend on knowing how to manage and lead projects and deliver value to the organisation, to customers, and to society overall.

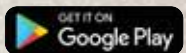
Through its Educational Foundation, PMI is supporting the idea that projects are embedded in every aspect of life, throughout one's entire life. Everyone is constantly engaging in opportunities throughout their lifetime that require them to successfully manage and lead a project.

Projects are about goals; they're about deliverables; they're about accountability and change. And they're about delivering value in a new way. It is apt, then, that PMIEF has chosen a new way of delivering value to youth around the globe and society at large.

ProjectifiedTM with PMI

THE RIGHT
INSIGHTS
BRING THE BIG
PROMOTION

Download the free podcast
at [PMI.org/Podcast](https://www.pmi.org/Podcast)



©2018 Project Management Institute, Inc. All Rights Reserved.
PMI, the PMI logo, and ProjectifiedTM are marks of Project Management Institute, Inc.