Research, Knowledge Management and the Future of Our PM Profession

Keynote, IPMA 2014 Research Conference
Tianjin, China; 1-2 December, 2014

Stacy Goff (USA); 2011-2014 VP, IPMA Marketing & Events;
2009-2015 President, IPMA-USA

Background

In 2009, Prof. David Cleland edited a new book, *Project Management Circa 2025.* It offers perspectives on the future directions of PM.

He engaged 40+ authors: PM practitioners, researchers and consultants around the World.

We wrote Chapter 9, *Visions for the PM Software Industry.*

To do so, we formed a panel of visionaries and leaders of the key PM software companies.

Insights Reflected

Knowledge Management

Project Management

Risk Management

Ch.9: Visions for the PM Software Industry

◆ PM Past, Present and Future: 1968-2008-2048

◆ Impact of PC Revolution

◆ Key advances in the profession

◆ Intelligent PM Guides; Re-use of PM Plans

◆ Despite advances, limited market penetration

◆ Trajectories and Discontinuities for future

◆ Implications for Stakeholders
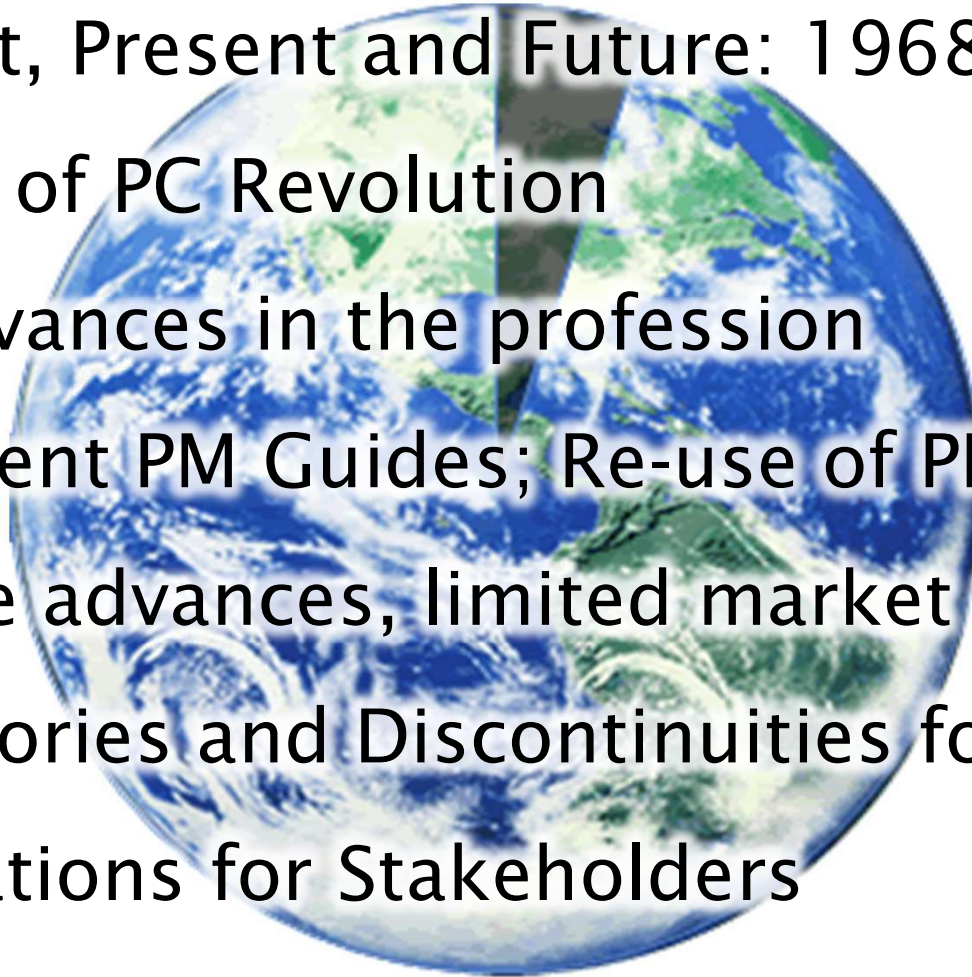
Trajectories and Discontinuities

◆ Integrated Portfolios: Capital, Operations, and Projects/Programs

◆ Tagging, storing, reuse of Project Knowledge

◆ *Useful* Dashboards and Project Intelligence

◆ Gloria Gery, Performance Support Systems

◆ Bonnie O'Neil, Rule-based Databases

◆ Wisdom Tooth
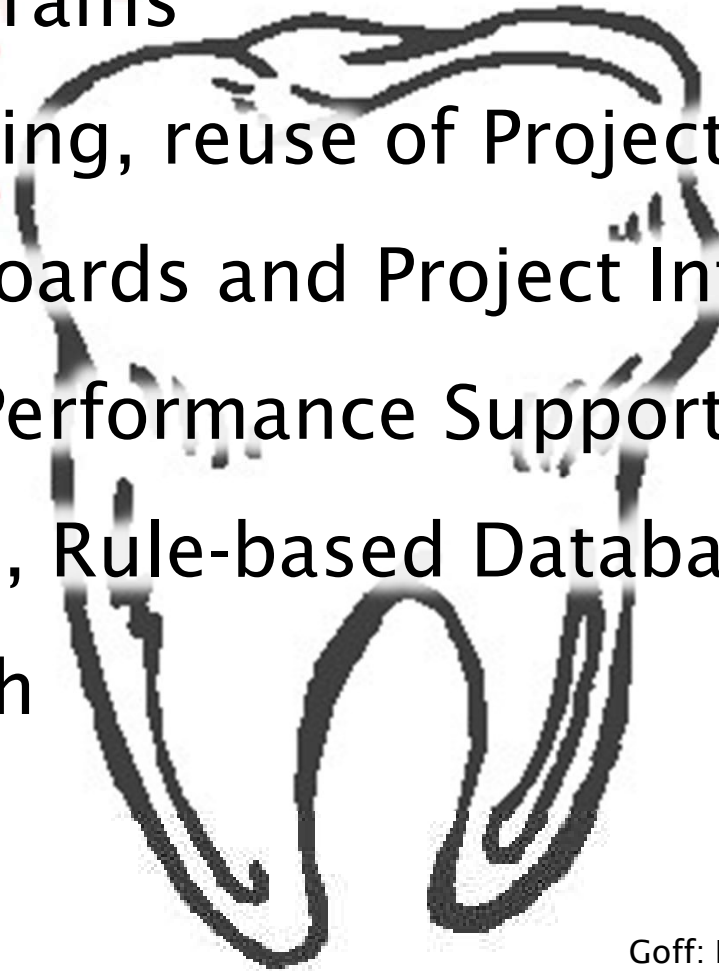
PM Research Opportunities

◆ Progress: data to information, to knowledge

◆ Managing *That Which Makes a Difference*

◆ Identifying key PM success factors

◆ Connecting PM to Business Success

◆ Institutionalizing PM, RM, KM*

◆ PM as a core competence for all persons

◆ Society as a *mega* project-oriented enterprise

Data, Information, or Knowledge?

◆ Taxonomy of Data

Data ▶ **Infor- mation** ▶ **Know- ledge** ▶ **Wis- dom**

◆ Which do you use?

◆ Where do you find it?

◆ What is *beyond* Knowledge?
Competence; Wisdom; Performance; **Results**

Manage That Which Makes a Difference

Today, there is a great gap between those who truly *manage* projects, and those who merely apply a group of technical processes.
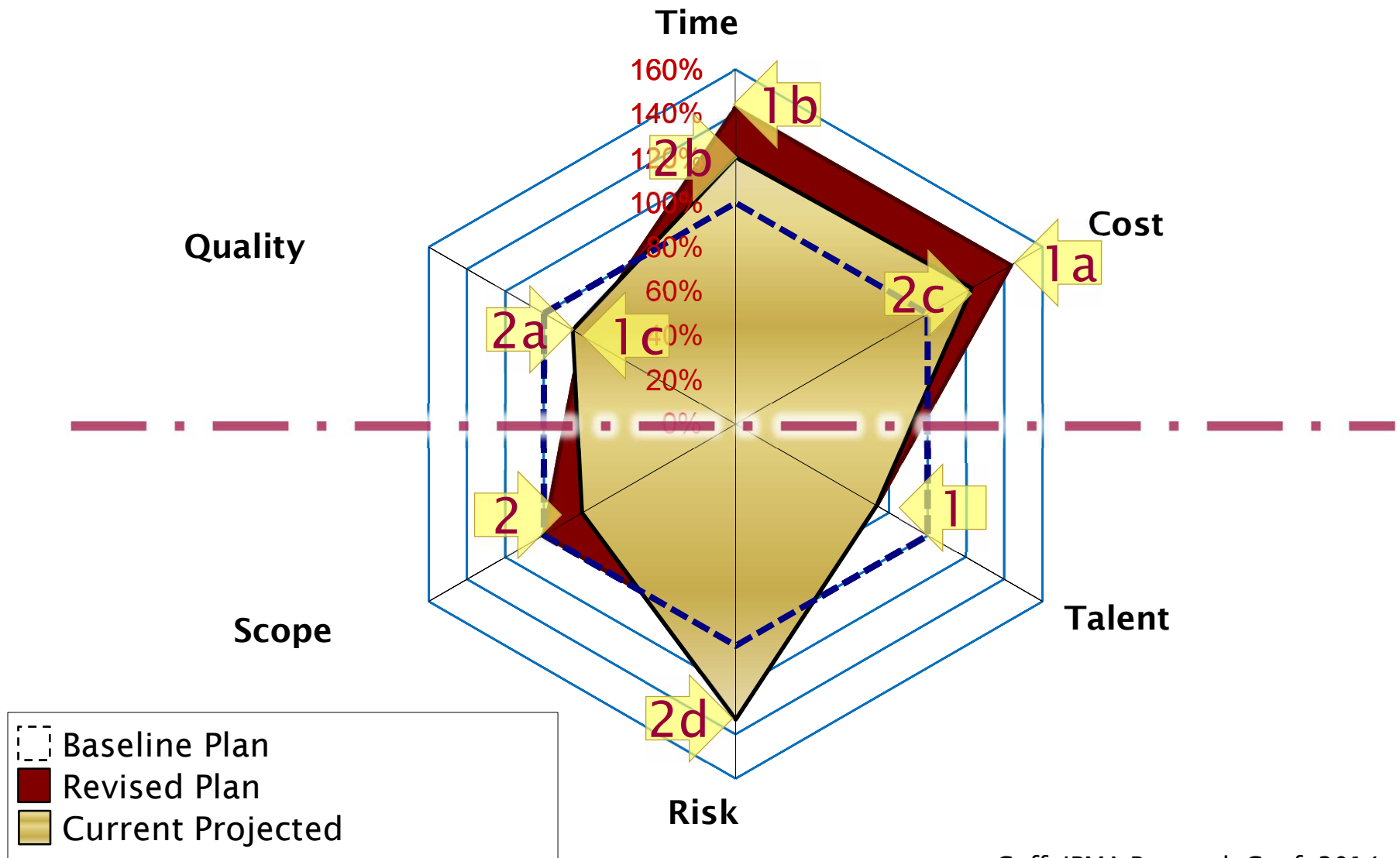
PM Processes

Project Management

Q: What are your secrets?

Manage the Leading Factors

Goff: IPMA Research Conf. 2014 pg.9

Risk Intelligence

- ◆ Risk Management provides forward-looking information, essential for project success.
- ◆ Risk Management is not just for projects…

Project Management **Risk Management**

# Risk Management: Project *and* **Business Intelligence**

A Third Key Component

Knowledge Management

◆ NASA Knowledge Forum

◆ Organizational Change Management COP

◆ IACCM Contract Manager's Event

PM Vision, KM Challenges

◆ Organization Institutionalization

◆ Rewards for capture and use

◆ Tagging and classifying

◆ Executive support/direction

◆ "Voting" for top insights

◆ Transferring Tacit & Explicit knowledge

◆ Sharing and security issues

Foundation: New Management

Enterprise Management
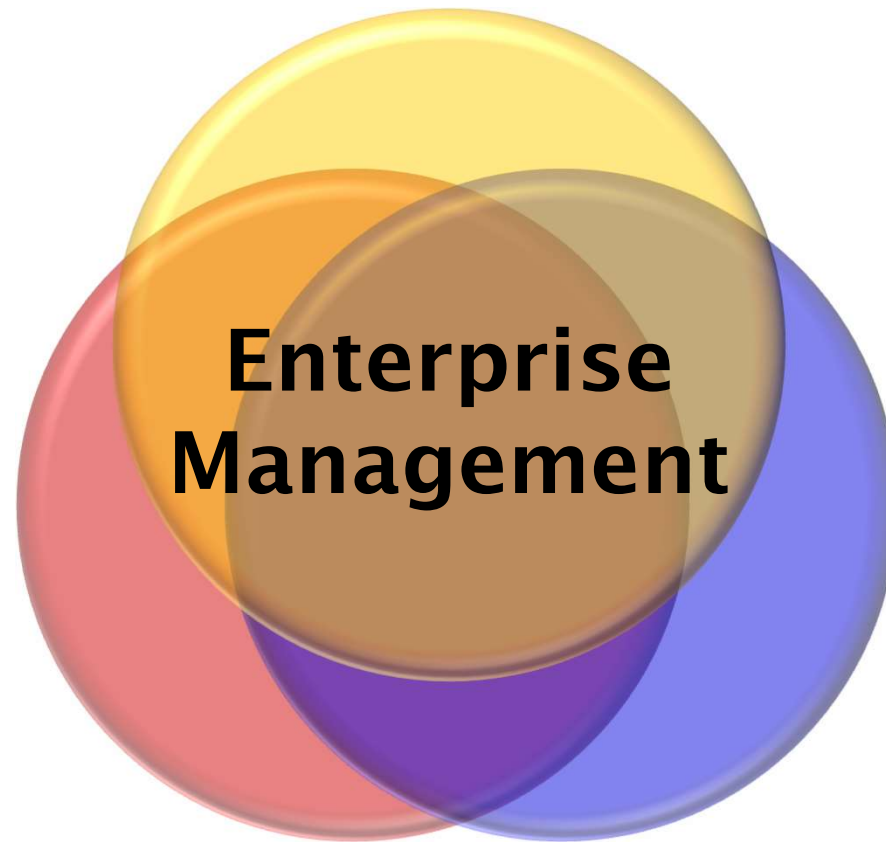
One Vision: PM, RM and KM as the foundation for tomorrow's General Management

Summary: We Discussed

A. A book chapter that started this story

B. Visions for the Future of PM

C. PM Research Opportunities

D. Data to Knowledge Progression—and beyond

E. Risk and Knowledge Management → Results

A Foundation for a New Management Era

Vision: Promoting competence throughout society to enable a world in which all projects succeed.

Research, Knowledge Management, and the Future of Our PM Profession

Thank You!

Stacy Goff, IPMA VP Marketing & Events, 2011-2014; IPMA-USA past President

stacy.goff@gmail.com