

# PMI EMEA Congress 2017

1 – 3 May 2017, Rome, Italy

My experience



Raya Chayat, PMP  
May 2017



# Why attend?

- **Bringing together** hundreds of project, program and portfolio managers from around the world!
- **Learn New Skills** - Develop the additional skills you need to meet the evolving demands in your profession.
- **Reinforce Core Skills** - From domain and certification-specific expertise to business and leadership competencies.
- **Think Outside the Box** - Gain new perspectives and inspiration from passionate and innovative speakers.
- **Make New Connections** - Meet project and program management peers and influencers from organizations across Europe, the Middle East USA and Africa.
- **Share Best Practices** - Learn the latest trends, gain insights and help yourself and your peers advance the future of the profession.

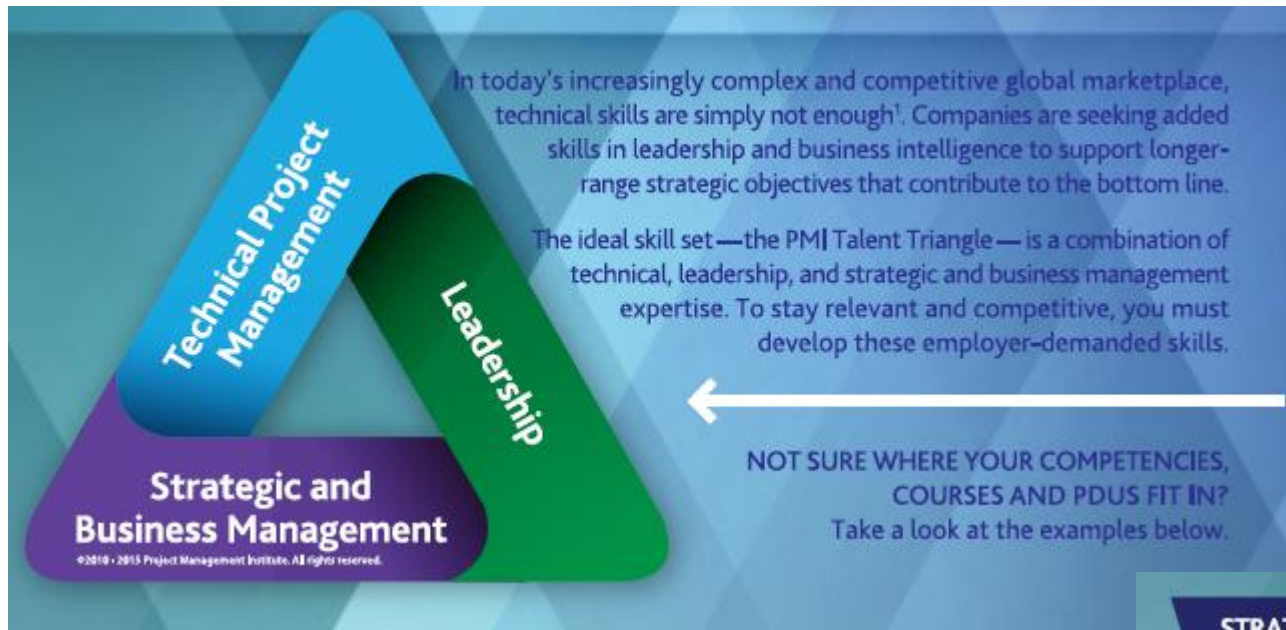
# Some figures

- ~ 600 attendees
- Courtiers represented:

Afghanistan	Croatia	Italy	Nigeria	Slovakia
Albania	Czech Republic	Israel	Norway	South Africa
Angola	Denmark	Japan	Oman	Spain
Argentina	Egypt	Kenya	Pakistan	Sweden
Australia	Finland	Kuwait	Peru	Switzerland
Austria	France	Latvia	Poland	Turkey
Belgium	Germany	Lebanon	Portugal	United Arab Emirates
Brazil	Ghana	Lithuania	Qatar	United Kingdom
Cameroon	Hungary	Luxembourg	Romania	United States
Canada	India	Mozambique	Russian Federation	Zimbabwe
Colombia	Ireland	Netherlands	Saudi Arabia	
Côte d'Ivoire		New Zealand		

- The congress lasted 3 full days and offered 55+ educational sessions – all alighted to the PMI Talent Triangle and approximately same amount of most experienced and professional speakers who held the lections.
- At each time frame of the educational sessions the participant needed to choose one lection out of an offer of 5 – 7 lection with a variety of topics -





# PMI Talent Triangle

## Your Angle on Success





# Location





# My preferences and other activities

- I focused mainly on Leadership and Strategic & Business management topics
- The speakers were highly educated and very knowledgeable – some very exciting and some less
- Important: The Congress is an opportunity to meet and hear professionals from countries we can't visit due to political reasons – open a window to different worlds / cultures
- Lunch according to Geographical area: Israel was added to South-West Europe, so I had the opportunity to communicate deeper with representatives from Italy, Denmark, France, Poland, etc.
- Lunch according to professional area.
- Guided tours visiting Rome famous sites
- Cocktail party with wine from a variety of locations



# Conclusions

1. From the conversations with colleagues from other countries / companies I could learn that our team is at a very high level of program / project management from several perspectives:

Our Organization	Others
The PM role is considered very important in Programs and Big Projects and the PM leads decisions making and implementation	The PM role is not necessarily considered as important and promoting decisions is quite difficult
PM is a profession and specializing is welcome	PM is one of the team that took additional responsibilities and needs to fight for his / her status
Structured methodology based on PMI projects management principles	Methodology not necessarily exists or followed
Projects value definition and KPIs measurement	Projects value usually defined, but KPIs not measured

2. Participating PMI Congress is interesting and beneficial.

# What happened during the Congress?

Day 1 - Focus: Regional perspectives and their Impact on the Global Marketplace

9:00 -10:30										
Opening General Session and Keynote Speaker, Gabor George Burt	All	Strategic Business								1.5 (All)
11:00 -12:00										
PMI Salon - Turbulence and Uncertainty: How Organizations Are Addressing Global Challenges	All	Strategic Business								1.0 (All)
13:30 -14:45										
Avoiding a Project Death March: Creating Accurate Estimations with High-Level Requirements	Applied	Technical	1.25	1.25				1.25		
Achieve your Strategic Goals and Deliver the Benefits Profitably Every Time	Strategic	Technical	1.25	1.25	1.25					
Optimising Stakeholder Engagement by Understanding the Human Side of Complexity	Applied	Leadership	0.5	0.5				0.5	0.75 (All)	
A Project Manager's Guide to Strategic Thinking and Business Value	Strategic	Strategic Business								1.25 (All)
Pay Now or Pay Later: Strategies for Assessing Agile Readiness in Non-Agile Environments	Applied	Technical	1.25	1.25				1.25		
Avoiding Project Breakdown: A Tool to Measure Front-End Planning	Strategic	Technical	1.25	1.25				1.25		
Strategic Communication: Embracing People, Purpose, and Partnerships for Project Success	Applied	Leadership							1.25 (All)	
15:15-16:30										
Monte Carlo, Let's Win!: Don't Leave Your Project Success up to Chance	Core	Technical	1.25	1.25		1.25				
Mindfulness and Multiple Intelligences: Foundation for Optimal Performance	Applied	Leadership							1.25 (All)	
Difficult Does Not Mean Impossible: A Story of a Scaled Scrum Implementation at Euroclear	Applied	Technical	1.25	1.25				1.25		
Lean Organisation, Strategy and Portfolio Management	Strategic	Strategic Business	0.5	0.5	0.5					0.75 (All)
The Art and Science of Project Communication Across the Globe	Applied	Leadership							1.25 (All)	
Uncertain Times: Identifying and Managing Uncertainty in Project Estimates	Applied	Technical	1.25	1.25						

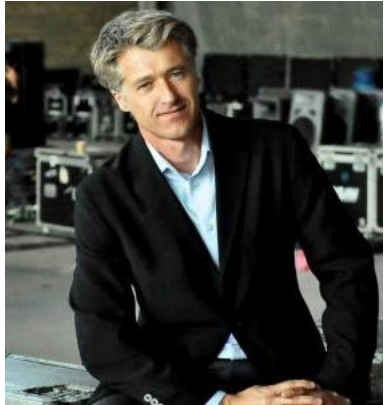
How do you achieve benefits realization by applying the right advanced methodologies, at the right time amidst global market change?





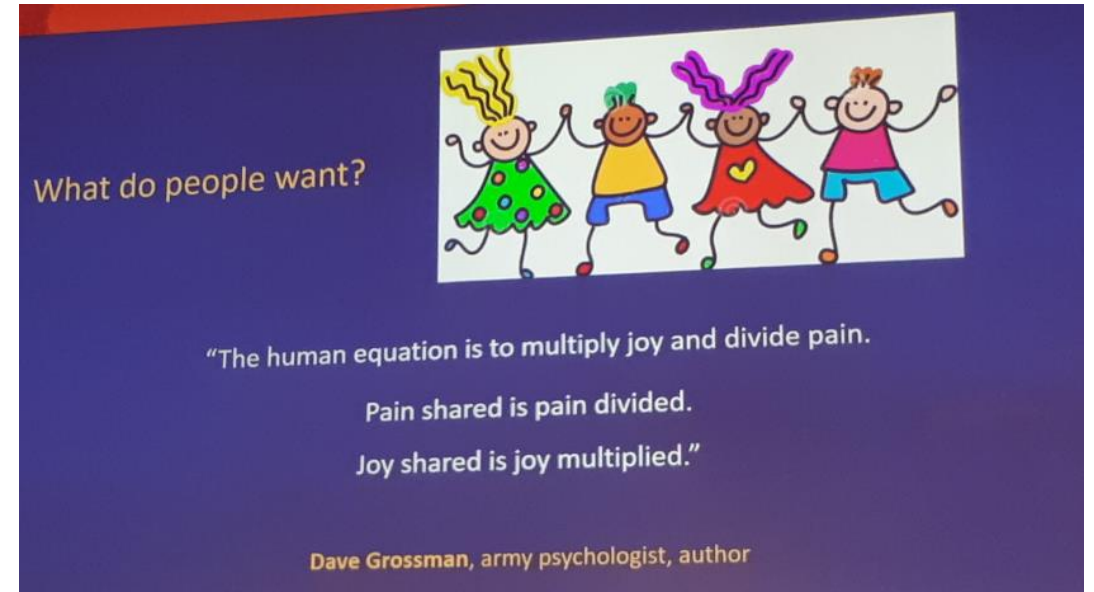
# What happened during the Congress?

## Day 1 – Crown Jewels:



1. Opening General Session and Keynote Speaker - Gabor George Burt, presented an innovative strategy exposing the mindset and critical path of re-imagining boundaries and elevate the strategic importance of the PM role and your organization – **Blue Ocean**:

- **Blue Lake** – Optimize and refresh the current value proposition of your project
- **Blue Sea** – Expend project boundaries to achieve heightened customer relevance
- **Blue Ocean** – Create new value propositions that can shape your organization's overall strategy.



2. Salon - Turbulence and Uncertainty – How Organizations are addressing Global Challenges.

The panel participants: Clare Savage – Head of Change Governance, Deutsche Bank; Maria Hedwall – PM Director and Site Lead IMED, Op. PM AstraZeneca (pharma company); Murat Bicak – Serious Vice President Strategy, PMI and Gabor George Burt. The global economy is being challenged with constant change. Brexit and other economic pressures, evolving workforce demands, and political shifting such as the rise of nationalism and less cooperation among world powers are intensifying the risk for global conflicts.

Practitioner's from various industries will join together to discuss their experiences and provide insights on how they are anticipating for change while continuing the advancement of their organization's missions.

# What happened during the Congress?

## Day 2 - Focus: Navigating boundaries to Drive Innovation

09:00 - 10:15											
How to Speak the Language Your Project Sponsors Understand: A Key for Project Success	Applied	Leadership								1.25 (All)	
Managing Risky Change	Strategic	Technical	1.25	1.25		1.25			0.25		
Disrupt or Be Disrupted: Next Generation Project Management & PMO in a Turbulent World	Strategic	Strategic Business	0.5	0.5							0.75 (All)
Project Failure or Organisation Failure?: Common Causes and Solutions for Project Failure	Strategic	Strategic Business	0.5	0.5	0.5						0.75 (All)
When the Public Sector Goes Agile	Applied	Technical	1.25	1.25				1.25			
Why Bad Projects Are So Hard to Kill	Applied	Leadership								1.25 (All)	
10:45 - 12:00											
Can Portfolio Management Strategy Really Stop My Headaches?	Strategic	Technical	1.25	1.25	1.25						
A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition: Preview of Coming Attractions	Core	Technical	1.25	1.25		0.5	0.5				
Practical Risk Management For Mega Construction Projects: A Case Study	Applied	Technical	1.25	1.25		1.25					
Optimizing Your Environment: Strategies to Achieve More Wherever You Work	Applied	Leadership								1.25 (All)	
The Five Rules of Business Execution: Achieving Immediate and Sustainable Strategy Implementation	Applied	Strategic Business									1.25 (All)
The Project Manager Leadership Dilemma: Candid Versus Creative Communications	Applied	Leadership								1.25 (All)	

How do you ensure project and enterprise success while navigating through physical and virtual complexities?

13:30 - 14:45											
The Seven Pains that Keep Organization Awake at Night	Applied	Strategic Business								0.5 (All)	0.75 (All)
Project Outcomes: The Key to Benefits Realisation	Applied	Strategic Business									1.25 (All)
Creating a Circle of Safety for Your Project Team	Applied	Leadership								1.25 (All)	
Work in Progress: Bridging the PM Competency Gap	Strategic	Leadership								1.25 (All)	
PMI's Agile Future	Core	Technical	1.25	1.25				1.25			
Transforming Megaprojects with a Disruptive Hybrid Approach	Strategic	Leadership	0.75	0.75				0.75			0.5 (All)
15:15 - 16:30											
How to Assess the Maturity of your PMO	Strategic	Technical	1.25	1.25							
Surviving the Perfect Storm: A Project Manager's Tale	Applied	Leadership								1.25 (All)	
Complexity in Megaprojects: Applying Lessons from Biology to Management Models	Strategic	Technical	1.25	1.25							
Innovation in the Public Sector: CIO Leadership and Governance Framework	Core	Strategic Business									1.25 (All)
Billion Dollar Agile: Applying Scrum Values and Principles Across Industries	Applied	Technical	1.25	1.25				1.25			
Organisational Project Management in a Lean-Agile (LeAgile) Organisation	Strategic	Strategic Business									1.25 (All)

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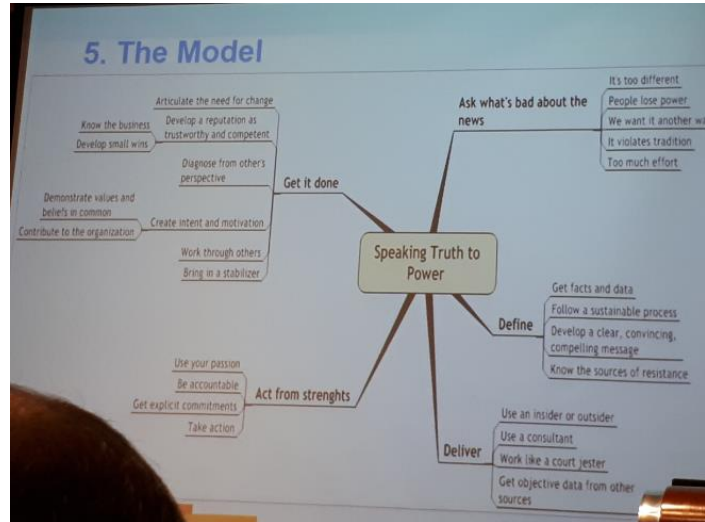
Day 2 – Crown Jewels:



## How to Speak the Language Your Project Sponsors Understand: A Key for Project Success

*Presented by Alfonso Bucero*

To be successful as a project manager, you need to speak the language that your project sponsors understand in order to develop a positive relationship. Through real-life examples, attendees will learn best practices and "words" and behaviors that will resonate with executives to maximize project success.



**Speak Truth to Power!  
Ask questions!  
Listen to them!**



## 10. Conclusions

- Know your Sponsor and spend more time communicating to him/her
- Establish a professional relationship with your Sponsor
- Be authentic and positive
- Highlight the importance of Project Sponsorship
- Tell them that you NEED THEM...



# What happened during the Congress?

Day 2 – Crown Jewels (cont.):

## **The Seven Pains that Keep Organizations Awake At Night!**

*Presented by Dr Saadi Adra*

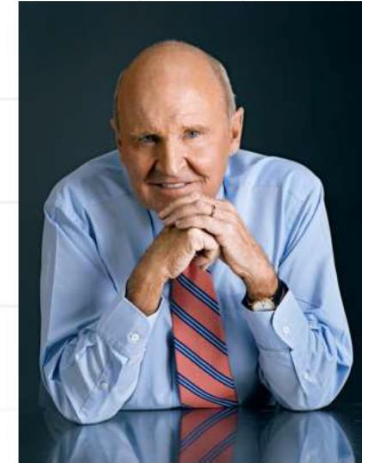
**The session helps leaders within organizations identify some common pains and problems that might disrupt the proper development and execution of projects/programs. We will discuss a capacity building approach, borrowing concepts from Jack Welch and frameworks often used.**

**The core concept is to optimize investment, time and resource allocation by implementing the “no one-size-fits-all”, Training for a Purpose approach.**

## **Jack Welch - Talent Management**

“My main job was developing talent. I was a gardener providing water and other nourishment to our top 750 people.

Of course, I had to pull out some weeds, too.”



## **Training for a Purpose for A and B Employees**

- Identify the pains and obstacles for achieving organizational strategy
- Provide Training for the purpose of removing the causes of issues
- Never neglect Leadership and Strategic/Business Management skills on the account of Technical



## **The Seven Organizational Pains:**

1. Problems in Communication and Collaboration
2. Inability to Deliver
3. Conflicts Everyday
4. Overlooking Risks
5. Vague Scope
6. Helplessness with Change Management
7. Achieving Deliverables but not Sustained Benefits



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Document

# What happened during the Congress?

## Day 3 - Focus: Human Connectivity and the Future of Work

08:30 - 09:45											
Enterprise Agile Transformation: Organisational Changes and the Role of the PMO	Strategic	Strategic Business									1.25 (All)
How to Make Your Strategy Work in a Disruptive Environment	Applied	Strategic Business									1.25 (All)
Project Complexity Dimensions that Impact Estimates	Applied	Technical	1.25	1.25							
Don't Let Biases Doom Your Project: Strategies for Identifying and Transforming Cognitive Biases	Applied	Leadership									1.25 (All)
Putting the PM Talent Triangle™ into Practice: A Case Study	Applied	Leadership									1.25 (All)
Test Inventory Matrix: Adding Value to Projects When an Automated Test Management Tool Does Not Exist	Applied	Technical	1.25	1.25							
10:15 - 11:30											
Digital or Die: Transforming the Manufacturing Industry through Innovation Projects	Strategic	Technical	0.75	0.75							0.5 (All)
Models for Ethical Decision Making in Projects	Applied	Leadership									1.25 (All)
We Need to Talk: Feedback That Doesn't Have to Hurt	Applied	Leadership									1.25 (All)
Next Level Communication: The Integrated Life Cycle Management Framework	Strategic	Strategic Business									1.25 (All)
Design for the future: What You Don't Know Would Transform You	Applied	Strategic Business									1.25 (All)
Statement-Driven Risk Management: An Alternative Risk Analysis Tool	Strategic	Technical	1.25	1.25		1.25					
12:30 - 13:45											
Cultural Implications to PMO Implementations	Applied	Leadership									1.25 (All)
Transitioning: The Lost Art of Project Management	Core	Technical	1.25	1.25							
How to Set Up a Successful 1000+ Project Portfolio in a Weak Matrix Organisation	Applied	Strategic Business									1.25 (All)
Fostering Organisational Change by Building a PMO with an Agile Approach	Applied	Strategic Business									1.25 (All)
Adaptive Leadership Strategies through Complex Thinking: Lessons from the Antarctic	Applied	Leadership									1.25 (All)
14:00 - 15:30											
Closing Keynote, Magnus Lindkvist	All	Strategic Business									1.5 (All)

With technology and progress changes increasing exponentially year over year, what proven technologies are used to build high performing teams, delivering exceptional project results?

**Closing General Session and Keynote Speaker - Magnus Lindkvist**



# What happened during the Congress?

Day 3 – Crown Jewels:



«انتقلنا من مرحلة استشراف  
المستقبل إلى صناعته»

صاحب السمو الشيخ محمد بن راشد آل مكتوم  
نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي «رعاه الله»

"We moved from  
Predicting the  
future to Shaping  
it"

His Highness Sheikh Mohammed bin Rashid Al Maktoum  
Vice President and Prime Minister of the UAE and Ruler of Dubai

## Designing the Future

### What you don't know... Would transform You

*Presented by Laila Faridoon, Executive Director, Government of Dubai - RTA*

By attending this session you will be able to understand the future in terms of opportunities and challenges. You'll learn what kind of project skills and talents will be required to be able to not only survive, but create a transformation.

If it doesn't scare you..... It's not a Breakthrough!

What should you pay more  
attention to in your Future  
Strategy?

1. Dream
2. Risk
3. Transformation



If you can   
**DREAM** it,  
you can do it!  
WALT DISNEY



# What happened during the Congress?

## Day 3 – Crown Jewels (cont.)

### Adaptive Leadership Strategies through Complex Thinking: Lessons from the Antarctic

Stefano Setti, Blulink and Chiara Montanari, Politecnico di Milano

This session will help develop an adaptive leadership style in a project with a high degree of change, uncertainty, and complexity, adopting the strategies coming from extreme environment projects. We will build a basis for common understanding by offering the academic fundamentals of the complexity sciences, explored in a narrative way thanks to the experience and the tale of an Antarctic expedition leader.

### VUCA World



*"The greatest danger in turbulent times is not the turbulence, it is to act with yesterday's logic" –*

Peter Drucker

### Presentation Takeaways

- We live in VUCA
- Integrate complex thinking
- Accept complexity
- Develop external focus
- Love constraints and errors
- Develop true synergies
- Be authentic
- Be adaptive



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# What happened during the Congress?

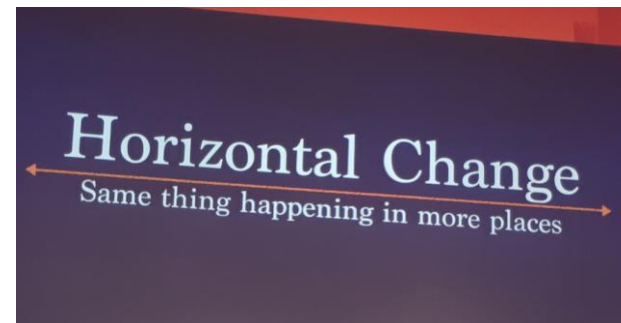
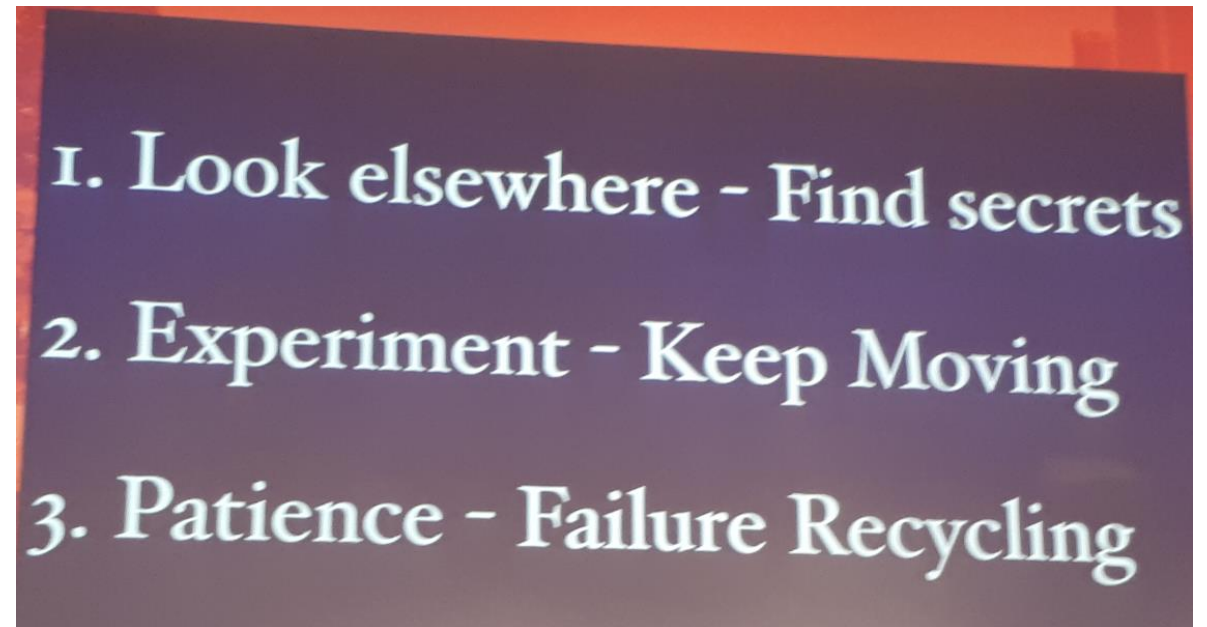
Day 3 – Crown Jewels (cont.)

Join us as we close this year's PMI EMEA Congress 2017 with our closing keynote speaker, Magnus Lindkvist

- Trend-spotting futurologist and author who weaves together important current trends to forecast what life society and business might look like in the future.
- Author of Manifesto (2016): Why Small Ideas Matter in the World of Grand Narratives
- Author of The Attack of the Unexpected (2010)



**Run towards the noise!**



# Project Management Institute

## Certificate of Attendance

*Presented to*

***Raya Chayat***

*For participation in*

***PMI® Global Congress 2017 - EMEA***

**Dates/Location: 01-03 May 2017 in Rome, Italy**

*Mark A. Sangley*

*- President and Chief Executive Officer*

*Janet Corrigan*

*Manager, Live Learning*





# PMI EMEA Conference 2018

## Berlin, Germany

### 7 – 9 May, 2018





**Thank you**