

RefineM

2019 Agile and Project Management Trends

NK Shrivastava, PMP, RMP, ACP, CSP, SPC4
CEO/Enterprise Agile Coach - RefineM



Agenda

1. Introductions and Expectations
2. 2019 Agile and PM Trends
 - a. Digital Transformations Affecting PM, Agile Landscape
 - b. Artificial Intelligence Could Affect PM, Agile Worlds
 - c. Project Focus Shifting to a Product Focus
 - d. Shift from PMO to PMCOE
 - e. Room for Improvement in Agile Maturity
 - f. Lean/Agile and Scrum used against Disruptive Technologies
 - g. Lean Portfolio Management
 - h. Agile HR
 - i. Look at Last Year's Trends
 - j. Conclusion
3. Upcoming Learning Opportunities from RefineM
4. How to get 1 PDU for this Webinar?
5. Final Q&A

RefineM's Virtual Lunch & Learn

This is a monthly webinar delivered during the lunch hour in the first week (Wednesdays) of every month.

It's designed to help you learn while you eat lunch, providing a relaxed environment to enhance your experience.

The monthly webinars will cover a variety of Project Management / Agile topics.

RefineM

Your Expectations

What are your expectations from this webinar?

Why are you here today?

Refine**M**



NK Shrivastava

PMP, RMP, ACP, CSP, SPC4

- CEO/Consultant since Dec 2011
 - Agile Transformation/Coaching/Adoption
 - Enterprise Agile Coach @ IBM
 - Project Management/Process Improvement Consulting and Training
 - Products for Project Professionals
 - Essential Gear for Project Managers
 - PMP Exam Simulator
 - PMP Videos at Vimeo
- 20+ years of successful project leadership
 - Successfully led hundreds of projects of all sizes
 - Recovered many projects, saved millions of dollars
 - Implemented numerous process improvements
 - Coached/mentored hundreds of PMs and executives
 - Board member of SWMO PMI Chapter (2008-2014)

Helping organizations
turn their project
management capability
into a *competitive
advantage*

RefineM

What's New at RefineM

Webinar Title	Date
Turn Your Large, Distributed Team into a Smooth-Running Agile Machine	Mar 6
Stop Making and Breaking Teams and Watch Enterprise Agility Flourish	Apr 3

- New Training and Outreach
 - Several in-person and virtual PMP classes in 2018
 - New BA classes – Business Analysis Fundamentals and Business Requirements Gathering for Agile Projects
 - New Agile class – Kanban Fundamentals / Kanban 101
- [PMP Exam Prep Test Simulator](#) -- **2-day free trial available now.**
- [Agile, PMP, Business Requirements Gathering](#) Videos at Vimeo

2019 Agile/PM Trends



2019

Project Management
and Agile Trends

RefineM

RefineM

Methodology Behind Trends

- Trends were compiled based on research from PMI, CIO Magazine, Watermark Learning, and many other trends articles.
- Our own research has backed up many of these trends.
- This year, we looked for trends that were affecting both the Project Management and Agile worlds.

Trends

1. Digital Transformations Affecting PM, Agile Landscape
2. Artificial Intelligence Could Affect PM, Agile Worlds
3. Project Focus Shifting to a Product Focus
4. Shift from PMO to PMCOE
5. Room for Improvement in Agile Maturity
6. Lean/Agile and Scrum used against Disruptive Technologies
7. Lean Portfolio Management
8. Agile HR
9. Look at Last Year's Trends

Digital Transformations Affecting PM, Agile Landscape

What is Digital Transformation?

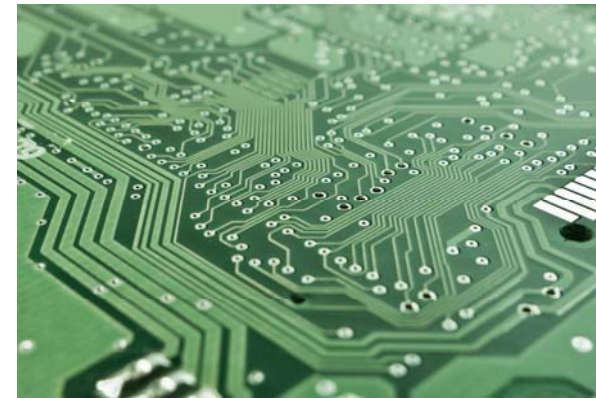
- ✓ Using digital solutions for traditional business processes
 - For example: Online HR / payroll management
- ✓ Also includes ways to track customer habits
 - By tracking, companies can better predict customer needs

Digital Transformations – Implications for Agile / PM

Digital Transformation is
Organizational Transformation

Organizations Need to Get Ready

- ✓ Readiness means identifying where digital transformation makes sense and how to get ready
 - For example, building a process to transition to digital time-tracking
- ✓ That's where BA/PM come in
- ✓ BA/PM can help build Digital Transformation Roadmap



Artificial Intelligence

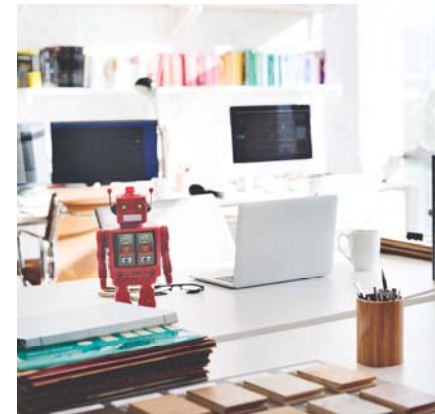
What is Artificial Intelligence?

- ✓ Machine learning – teaching machines how to think
- ✓ Predictive Analytics – forecasting using data

Both could have powerful impacts on the Agile and Project Management worlds.

Artificial Intelligence – Implications for Agile / PM

- ✓ Machine thinking can help organize resources, scheduling by providing insights from historical data
- ✓ Predictive analytics could help with risk management, including alerting to risk triggers and identifying possible missing risks
- ✓ Both can simulate projects to help identify optimal outcomes and gain efficiency as well as proactively alert PMs to upcoming milestones and risks



Source: <https://www.cio.com/article/3245773/project-management/how-ai-could-revolutionize-project-management.html/>

RefineM

Project Focus Shifting to Product Focus

Project Teams come together for one project and are dispersed after it's completed

In contrast, product teams come together to maintain a product and develop greater cohesion

- ✓ No need to make and break teams with product focus

Product Focus – Implications for Agile / PM

1. Switch to product teams from project teams to develop greater team cohesion
2. Make sure product teams are end-to-end and have the resources they need to move forward with their product delivery
(i.e. QA testers, BAs)



Shift from PMO to PMCOE

PMO – Project Management Office with tight focus on maintaining, improving project management practices

COE – Center of Excellence typically focused on business analysis

PMCOE – Project Management Center of Excellence incorporating Agile and BA ideas

Source: <https://www.watermarklearning.com/blog/five-trends-for-2019/>

PMO to PMCOE – Implications for Agile / PM

- ✓ Combine project management, Agile, and business analysis practices under one umbrella
- ✓ Use these practices to address enterprise-level needs
- ✓ Payoff in the form of greater strategic alignment, knowledge sharing, and focus on best practices

Room for Improvement in Agile Maturity

According to VersionOne's 12th annual State of Agile report, few business executives put a priority on Agile maturity.

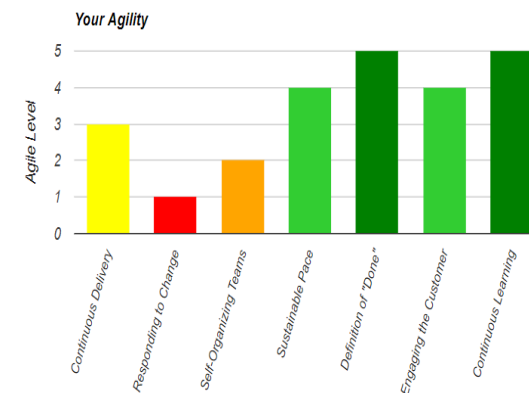
Without Agile maturity, teams can start out great but falter later on, or not get started at all.

Source: <https://blog.versionone.com/12th-annual-state-of-agile-report/>

RefineM

Agile Maturity – Implications for Agile / PM

- ✓ Organizations need to keep track of their Agile maturity
- ✓ What practices are succeeding and what are not?
- ✓ How can Agile teams become fully self-running and empowered teams?
- ✓ Tracking maturity also enables teams to continuously improve



- ✓ Assess your agility – Agility.RefineM.com

Lean/Agile and Scrum Being Used to Guard Against Disruptive Technology

Disruptive technology is any technology that provides an efficiency or cost alternative to established technology / approaches, threatening or “disrupting” the traditional approach.

- ✓ For example, Uber vs. established taxi services, or Netflix vs. video rental stores
- ✓ Many of these disruptive technologies succeed because they are more efficient than the alternatives.
- ✓ To gain efficiencies to guard against the effects of disruptive technology, Lean/Agile techniques such as Value Stream Mapping (VSM) and Kanban boards can be helpful.

Lean/Agile – Implications for Agile / PM

- ✓ Lean/Agile provides a way to realize efficiency gains through process improvement
- ✓ Gains can be as much as 15-40% in 4-8 Weeks
- ✓ Project management and Lean/Agile can be leveraged to spearhead process improvement projects
- ✓ VSM, Kanban, and Kaizen plans all help against disruptive technology by providing ways to realize efficiency.

Lean Portfolio Management

Lean portfolio management means shifting Lean practices such as waste reduction and process improvement to the portfolio level.

- ✓ Leads to greater alignment of whole business rather than different strategies for different lines of business
- ✓ Another benefit is greater visibility
- ✓ Like many transformation, requires heavy cultural change

Lean Portfolio Management – Implications for Agile / PM

- ✓ Budgeting becomes by value stream rather than by project, which can be a difficult transition
- ✓ Bottlenecks at organizational level have to be removed
- ✓ Culture needs to adapt to higher degree of transparency, visibility, and collaboration



Agile for HR

Agile mindset and practices can touch many areas of human resources, including the following:

- ✓ Hiring practices
- ✓ Roles and responsibilities
- ✓ Career paths
- ✓ Training
 - For example, training and career paths can become a product backlog that is constantly updated so role documents and training are recent, allowing for speedy response to landscape shifts.

Agile HR – Implications for Agile / PM

- ✓ Make sure entire organization has buy-in
- ✓ Culture of self-empowered teams needs to displace command and control
- ✓ Start with the leadership – teach them how to be servant leaders and empower employees



Revisiting Last Year's Trends

1. More project managers needed by 2027
2. Changing Role of Governance
3. Need for Emotional intelligence increasing
4. DevOps Gaining Ground - more organizations are implementing DevOps according to VersionOne's latest State of Agile report.
5. SAFe® Framework Gaining Ground — 29% of organizations use SAFe as their scaling framework according to VersionOne's State of Agile report.
6. Greater Need to Communicate Value
7. Growth of Hybrid Approaches - many organizations we've seen are still building hybrid approaches.
8. More Spending on Cybersecurity
9. More Remote Work/Virtual Teams
10. Education Continues to Be Important – over 880,000 PMP-certified project managers as of February 2019

Conclusion

- Most of last year's trends are still prevalent
- Follow this year's trends to stay ahead of the game
- Prioritize team-building and value-building
- Individuals should prioritize getting more education

Don't get left behind in 2019

Next Lunch and Learn

- ***Turn Your Large, Distributed Team into a Smooth-Running Agile Machine***
 - ✓ How can you manage teams that are large and distributed?
 - ✓ How to foster collaboration and manage time differences?
 - ✓ How can design thinking contribute to success?
- ***Wednesday, March 6, 12:00-1:00 PM Eastern***

Register Today - Don't wait for the last Minute

RefineM

Next Online Training Course

Agile for Waterfall and Operational Work



April 20, 2019

One full day over the Web.

Early bird price - \$175 until April 6, 2019.

Learn how Agile can be adapted to any environment.

<https://refinem.com/agile-for-waterfall-and-operational-work/>

Refine**M**

RefineM's Agility Assessment

Now available: <https://Agility.RefineM.com>



Features

- Quick 7-question test
- Bar chart of results
- Ability to email results
- Follow-up for more insight on your results

Contact@RefineM.com

RefineM

RefineM's PMP Practice Test Simulator

<https://Examprep.RefineM.com> - **2-day free trial now available**

**PROJECT MANAGEMENT
PROFESSIONAL
(PMP®) EXAM
PRACTICE TEST**

ExamPrep.RefineM.com

Subscribe today!

RefineM

Subscriptions (USD)

Level	Duration	Price
Bronze	2 weeks	\$30
Silver	1 month	\$50
Gold	2 months	\$75
Platinum	3 months	\$100

Features

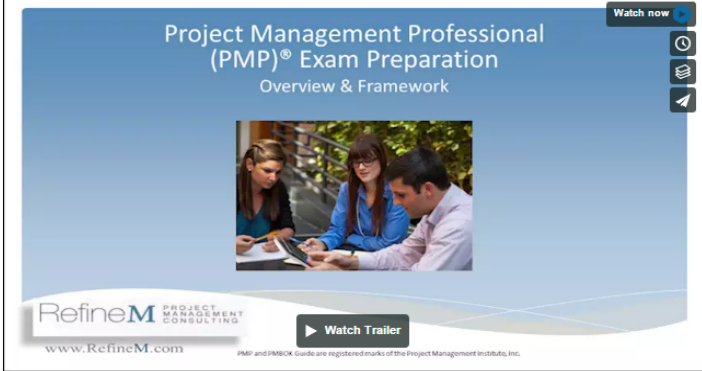
- 20, 40, 100, 200 question tests
- Questions written by experts
- Knowledge area-wise tests
- Score history tracking
- Stop/restart tests

Contact@RefineM.com

RefineM

Introducing Updated PMP® Videos

<https://vimeo.com/ondemand/refinempmpexamprep/>



Project Management Professional (PMP)® Exam Preparation
Overview & Framework

RefineM PROJECT MANAGEMENT CONSULTING
www.RefineM.com

Watch Trailer

RefineM's Project Management Professional (PMP) Exam Prep Videos

from RefineM on August 12, 2016

Receive Updates

Genres: Instructional
Duration: 13 hours 23 minutes
Availability: Worldwide

RefineM PROJECT MANAGEMENT CONSULTING
Offering Project Management Professional (PMP) Exam Preparation Services.

Subscribe \$99.00/mo
Unlimited streaming

Watch on iOS, Android, Apple TV, Roku, and Chromecast. Learn more

About the Series

- Updated for the *PMBOK® Guide 6th* edition
- Covers all knowledge areas to help you prepare with confidence.
- **\$99/month** for access to all videos
- **\$29/month** for individual videos.

RefineM

Business Requirements Gathering Videos

<https://vimeo.com/ondemand/refinembusreq/>



The screenshot shows a Vimeo video player interface. At the top left is the RefineM logo with the tagline 'PROJECT MANAGEMENT CONSULTING'. The main title of the video is 'Business Requirements Gathering for Agile Projects'. Below the title is a 'Watch Trailer' button. On the right side of the player, there is a 'Subscribe \$49.99/mo' button. Below the video player, the title 'RefineM-Business Requirements Gathering for Agile Projects Workshop' is displayed, along with 'HD' and 'from RefineM PRO on July 31, 2018'. A 'Receive Updates' button is located at the bottom left of the player area.

About the Series

- Business Requirements Gathering for Agile Projects is a 3-hour deep dive into how business requirements are gathered in an Agile environment.
- Learn techniques to gather business requirements in an Agile way.
- **\$49.99/month** for access to all videos

Contact@RefineM.com

RefineM

Agile Fundamentals Videos

<https://vimeo.com/ondemand/refinemagile/>



The screenshot shows the Vimeo on-demand interface for the 'Agile Fundamentals' series. The main video player area displays a cheetah in a blue field with the text 'Agile Fundamentals' at the top. Below the cheetah, it lists 'NK Shrivastava, PMP, RMP, ACP, CSP, SPC4' and 'CEO/Enterprise Agile Coach - RefineM'. The RefineM logo and website URL 'www.RefineM.com' are also visible. A 'Watch Trailer' button is located at the bottom right of the video player. To the right of the video player, there is a vertical sidebar with a 'Subscribe \$49.99/mo' button and a list of video thumbnails. Below the video player, the title 'Agile Fundamentals HD' is shown, along with the text 'from RefineM on February 20, 2018'. A 'Receive Updates' button is located below the title. At the bottom right, there is a 'Subscribe \$49.99/mo Unlimited streaming' button and a note: 'Watch on iOS, Android, Apple TV, Roku, and Chromecast. Learn more'.

About the Series

- Four core modules and supplemental 1-hour videos cover Agile principles and mindset, planning and estimation, project execution, and more
- Over 9 total hours of videos
- **\$49.99/month** for access to all videos

Contact@RefineM.com

RefineM

How to Earn 1 PDU for this Webinar?

1. Log in to ccrs.pmi.org and Click on “Report PDUs” link.
2. Click “Courses and Training” and Input the following:

Activity Name	“2019 Agile and Project Management Trends” <i>(complete before selecting provider)</i>
Provider	“RefineM LLC” <i>(key in the Provider name)</i>
Date Started	February 6, 2019
Date Completed	February 6, 2019
Contact Person	NK Shrivastava
Contact Phone	(417) 763-6762
Contact Email	Trainings@RefineM.com
PDUs	1.00 Strategic/Business Management.

3. Check “I agree this claim is accurate” box and then Submit.

Questions?

NK Shrivastava, MBA, PMP, RMP, ACP, CSP, SPC4
CEO/Consultant, RefineM

Nixa, MO 65714, USA

nks@refinem.com, www.refinem.com

 <http://www.linkedin.com/in/nkshrivastava>

 @justrightpm

Refine**M**

Training Opportunities from RefineM

Name	Online	SGF	KC	Raleigh	LA	San Diego
PMP® Exam Prep		Feb 26- Mar 01	Mar 05-08	Mar 12-15	Mar 19-23	Mar 26-29
Recipe to Deliver Projects Successfully	May 18	Mar 26	Apr 22	May 13	Feb 23	Mar 09
Agile Fundamentals / Agile 101	Feb 12-13		Apr 23-24	Feb 27-28	Mar 12-13	Mar 26-27
PMI-ACP® Exam Prep	Feb 12-14		Apr 23-25	Feb 27- Mar 01	Mar 12-14	Mar 26-28
Agile for Waterfall/Operational Work	Apr 20	May 04	Feb 16	Mar 02	Mar 16	Mar 30
Backlog Grooming for Agile Requirements	Mar 15		May 15	Feb 08	Feb 22	Mar 08
Kanban Fundamentals / Kanban 101	Mar 23					
Business Req. Gathering for Agile		Apr 30	May 14	May 28	Jun 11	Mar 07

Click [here](#) for more details.

RefineM