

# PMI EEF WHITE PAPER SERIES ON PROJECT MANAGEMENT CHALLENGES IN THE AGE OF DIGITAL DISRUPTION





# STEERING GROUP

## PMI EXCELLENCE ENABLERS' FORUM (EEF)



**Narayana G. P. L. Mandaleeka ("MGPL")**  
Ex-Vice President and Chief Scientist  
Tata Consultancy Services



**Gajendra Mallik Y. N.**  
Vice President, Learning & Knowledge Management  
Accenture



**Sridhar Akshanthula**  
Head, Management Academies  
Wipro Ltd.



**Madhu Kumar P. S.**  
Leader, Applications Delivery, Bangalore Delivery Center  
DXC Technology



**Ritu Singh**  
Ex-Head of Cross Content Programs  
Thomson Reuters



**Vishwadharmi K. Sharma**  
Ex-Head of Quality, Global Product Development  
Temenos



# INTRODUCTION

The impact of digital technologies on how a company runs its business, manages its projects and teams, and serves its customers has been profound and far-reaching. There is increased pressure now to differentiate through user experience and reduce the time-to-market for products and services. Project management in this environment has become highly complex, thus putting an organization's processes and the project manager's skills to the test.

Digital transformation is key to staying relevant and competitive. Many businesses that had enjoyed an iconic status a few years ago have now gone into oblivion, pushed out of the reckoning by young companies with disruptive business models. Since the year 2000, over half of the Fortune 500 companies have slipped out of the list.

In its report, *Future Scape: Worldwide CIO Agenda 2016 Predictions*, IDC says new competitors will disrupt 33 percent of the top 20 firms across industry segments. Bearing out this trend are companies such as Uber, Alibaba, Netflix, AirBnB, Facebook, and Instagram. They have disrupted entire industries with their digitally-enabled, asset-light business models.



However, the barriers to digital transformation are high – adopting to fast evolving technologies, legacy systems, and the need to acquire new competencies and change mindsets.

Organizations need to accommodate changes and empower project teams to deliver according to evolving client expectations. Project management maturity will be measured by how successfully an organization has adapted its culture, talent pool, internal frameworks, processes, and tools to meet today's needs.



# SCOPE OF THE PMI EEF RESEARCH



PMI India's Project Management Excellence Enablers' Forum (EEF), which is a group of invited professionals from leading organizations in India, undertook a series of research studies to identify key challenges that project managers in India face in the age of digital disruption and recommend the competencies that they must develop for project success.

## The EEF steering group adopted the following approach for the research:

- Brainstormed to identify current industry challenges
- Held focus group discussions among 20 senior practitioners across sectors
- Conducted a survey among 250 senior project leaders on challenges and competency gaps (*Refer to Figure 1 on page 4 for an analysis of the survey outcomes*)
- Derived three core themes, which were then validated through focus group discussions and surveys
- Conducted surveys in the second phase among practitioners working in companies across IT and telecom sectors on the selected themes
- Drew insights from the data collected through focus group discussions. Areas covered: processes and practices, organization culture, skills and competencies, employee motivation, and multi-vendor environment
- Conducted a workshop for the EEF community to present the findings and collect feedback
- Finalized recommendations in the form of a framework (*Refer to Figure 2 on page 6*)



# PROJECT MANAGEMENT: THE INTERPLAY OF CHALLENGES AND COMPETENCY GAPS IN THE AGE OF DIGITAL DISRUPTION

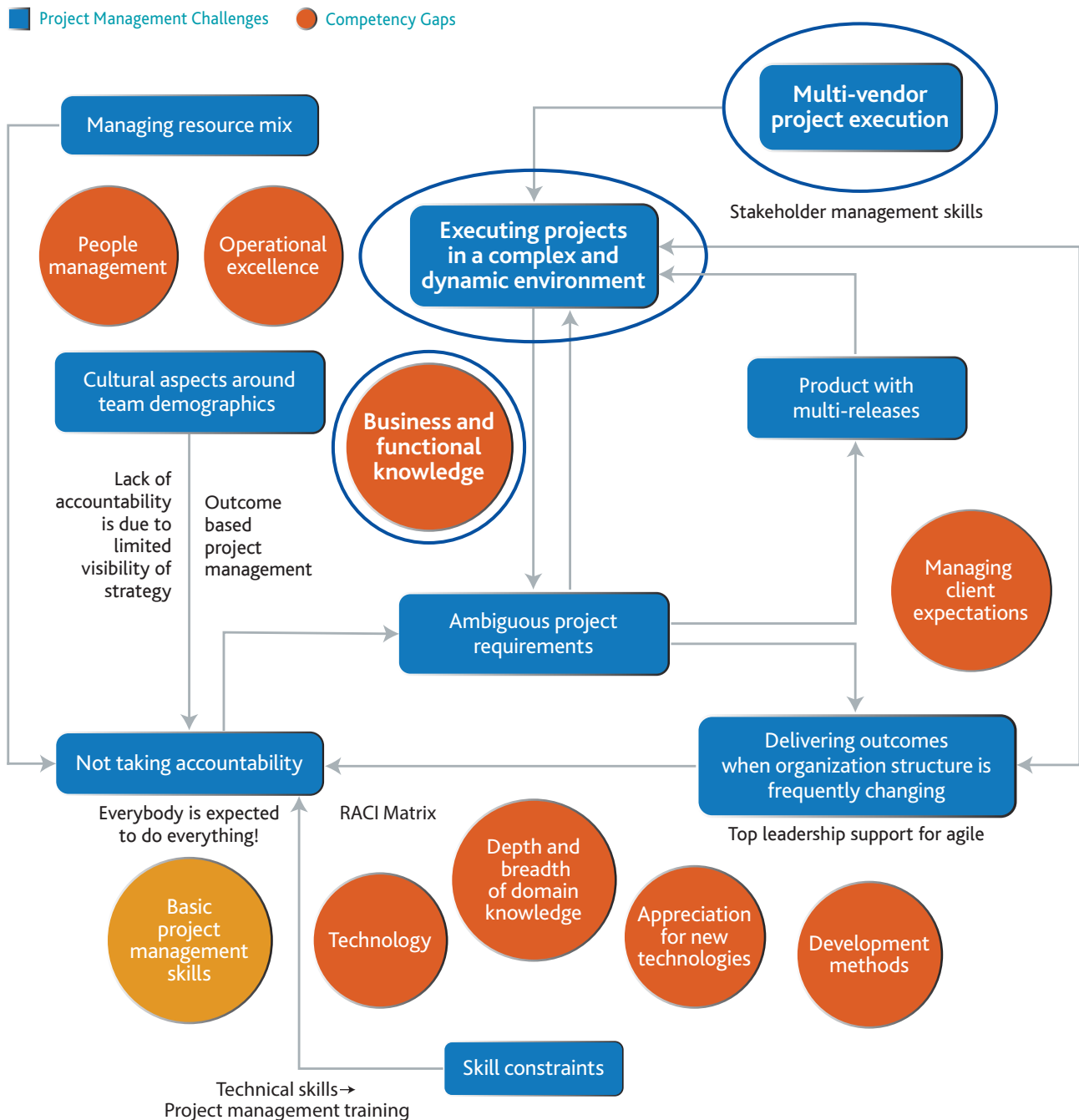


Figure No. 1- Project management challenges and competency gaps

The project management challenges (blue) are closely related to each other and strongly influence one or more challenges. The competency gaps (red) are positioned in proximity to the challenges that are most relevant. Needless to say, directly or indirectly, all other challenges and competency gaps are interlinked and impact project/program success. The EEF team picked three research themes (circles) on the basis of these challenges and competency gaps.



# THE THREE RESEARCH THEMES



[Click here to read the White Paper](#)

## Managing Projects in a Multi-Vendor Environment

Organizations are increasingly working with multiple vendors to achieve their business transformation goals, which pose new challenges. The study covered team building, tools and methods, and the business landscape needed for project success.

### Key takeaways

- Build a culture of collaboration across teams
- Ensure effective and inclusive governance across projects
- Focus on building trust and transparency across the various teams involved in project delivery



[Click here to read the White Paper](#)

## Cultivating Business and Functional Knowledge in Project Managers

Domain knowledge is not a nice-to-have but a must-have skill in the digital era. The study examined which types and levels of domain knowledge are desirable, and how a project manager can attain such knowledge.

### Key takeaways

- Focus on a winning attitude by combining self-awareness with an adventurous spirit
- Develop snackable strategies to improve and retain domain knowledge
- Work towards becoming a versatilist with the right mix of skills & knowledge



[Click here to read the White Paper](#)

## Executing Projects in a Complex and Dynamic Environment with Changing Business Needs

Growth and competitiveness are closely linked to how fast an organization can adapt to digital technologies. The study focussed on the top problem categories identified: organization culture, lack of motivation, skills and competencies, and processes and practises being followed (or the lack of it).

### Key takeaways

- Involve the leadership while building an organization culture
- Motivate employees to re-skill and take ownership of their development journey
- Integrate the development and delivery processes through advanced/hybrid methodologies, tools, and frameworks



# RECOMMENDED FRAMEWORK FOR SUCCESSFUL PROJECT MANAGEMENT IN THE AGE OF DIGITAL DISRUPTION

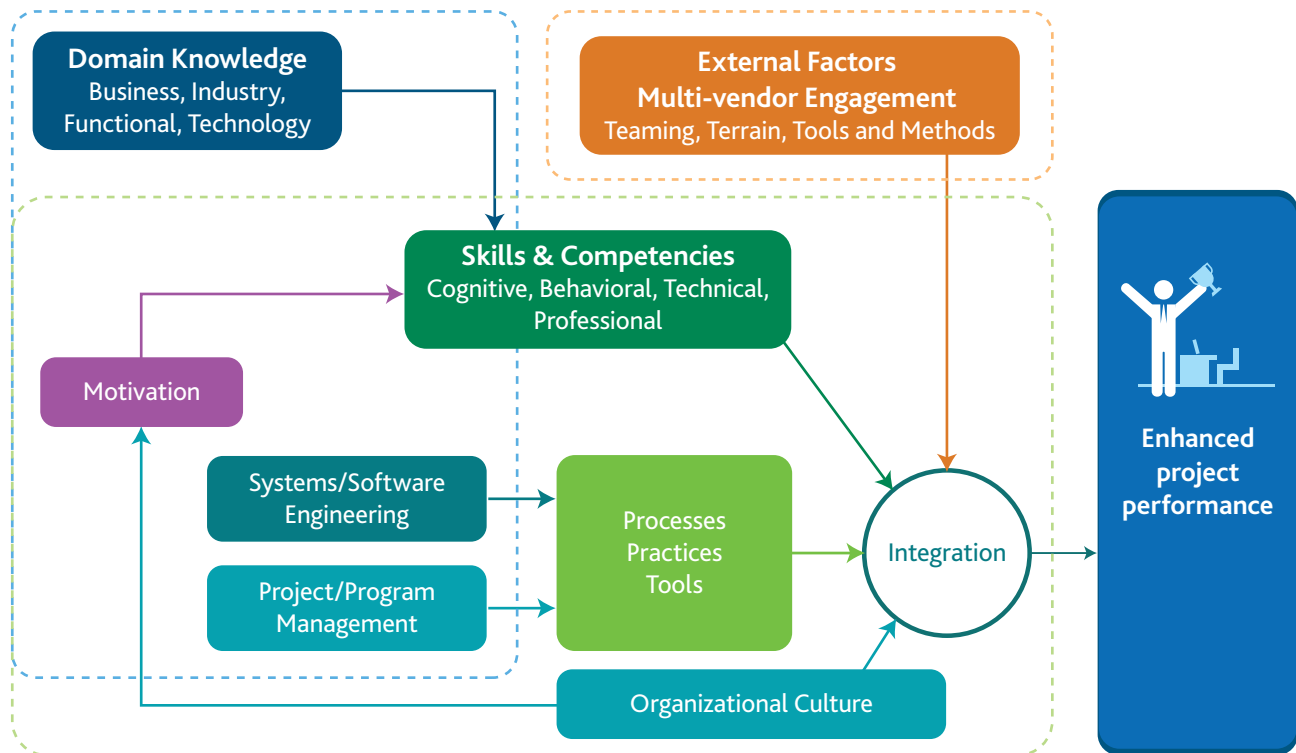


Figure 2 - Recommended framework for enhanced project performance

Organizations are not deliberating anymore on whether they need to change. The questions that they are grappling with are: what must we change and how do we go about it? The PMI EEF study provides a framework on how to manage digital disruption (indicated above) that applies to businesses across industries. The framework is an indicator of the complexity of managing projects and programs today. Project management is much like a concert in which each performer needs to not just play her part but also collaborate with others in the team in a constantly dynamic environment to delight the customer.

Read the white papers at [www.pmi.org.in/EEF/White-Paper-Series](http://www.pmi.org.in/EEF/White-Paper-Series)





## PMI INDIA

PMI Organization Centre Private Limited, India

E-mail: [customercare.india@pmi.org](mailto:customercare.india@pmi.org) | Phone: +91 124 4636 250

Website: [www.pmi.org.in](http://www.pmi.org.in)