



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



THE PROJECT MANAGER IS DEAD, LONG LIVE PROJECT MANAGEMENT: PROJECT MANAGEMENT IN THE TIME OF AGILE

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2020 Project Management Symposium





Business leaders want certainty

Project Managers provide predictability

Project predictability

Enterprise Command and Control needs certainty

Project Managers deliver predictability

- Skills and Competencies
- Tools and Techniques
- Experience





The rate of change is increasing

Rate of change is increasing



- Rapidly evolving customer needs
- Increased speed to market
- New competitors
- Laser focus on the customer
- Rapid ROI
- Uncertainty

Agile methodologies address uncertainty by delivering in smaller and smaller units, course correcting after each iteration.

Organizational Agility



Agility (from the Agile Manifesto)

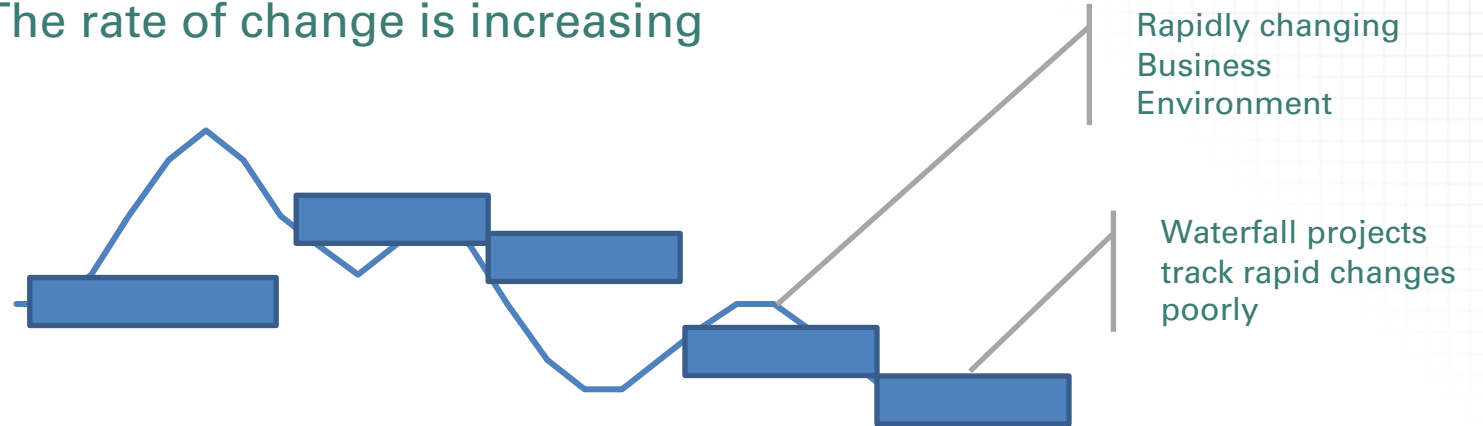
- Individuals and interactions over processes and tools
- Working Software over comprehensive documentation
- Customer Collaboration over contract negotiation
- Responding to change over following a plan

Agile development methodologies deliver in short sprints

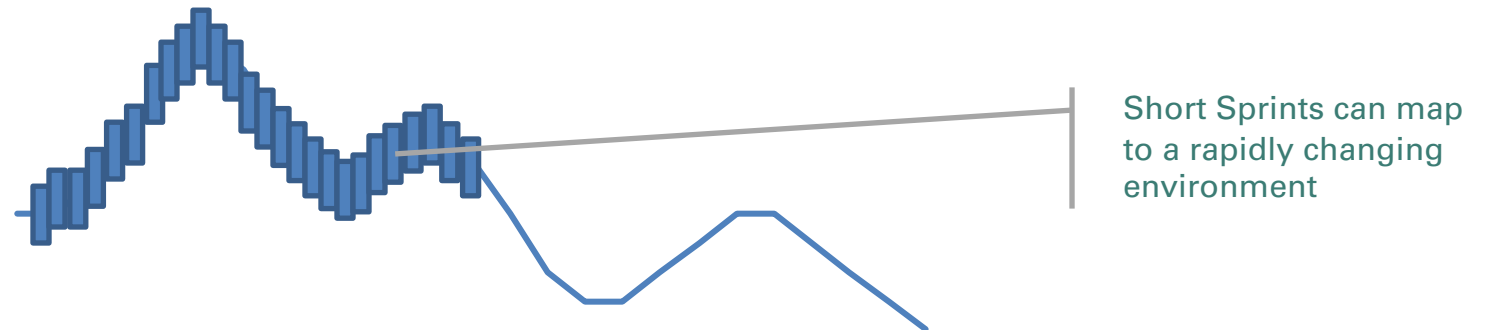
Meeting change with agility



The rate of change is increasing



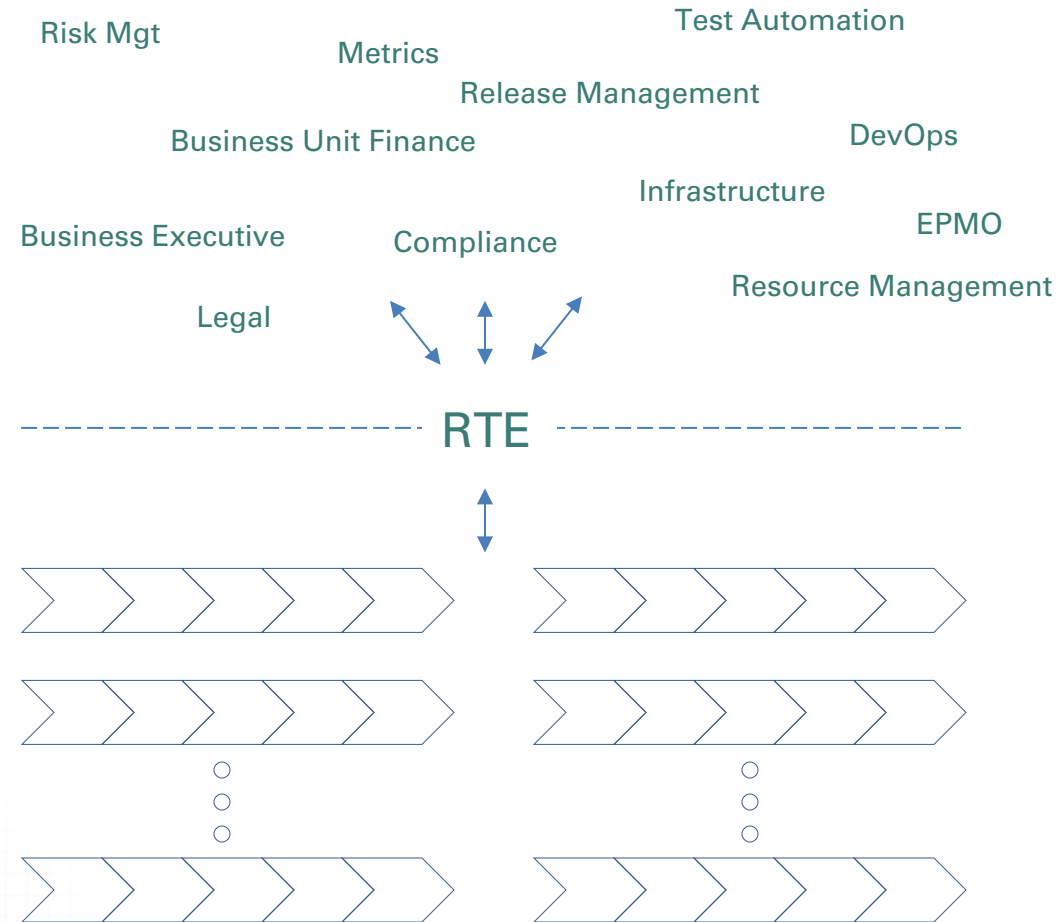
Agile methodologies enable short 'projects' to match the environment





Where did all our project managers go ?
(the same place all our projects went)

Individual sprints don't need project management but in aggregate they must exist in an organizational environment that likes certainty.



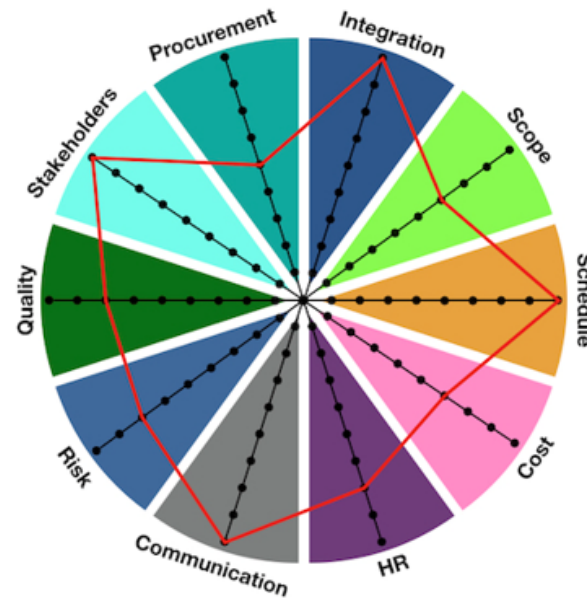
Issues, conflicts and relationships still need managing

Release Train
125 resources = \$20m pa

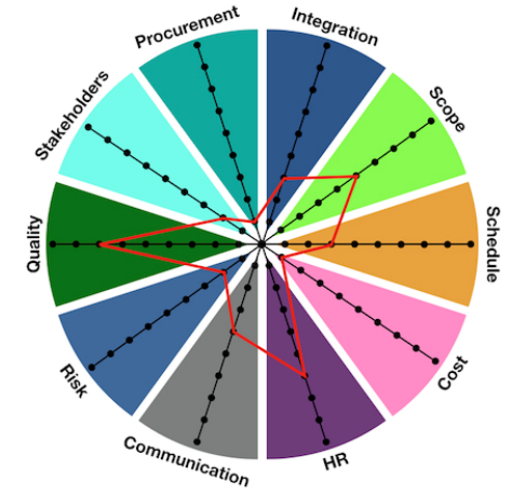
Project Managers have the broad skill set to deliver discrete results across the complexity of a large organization



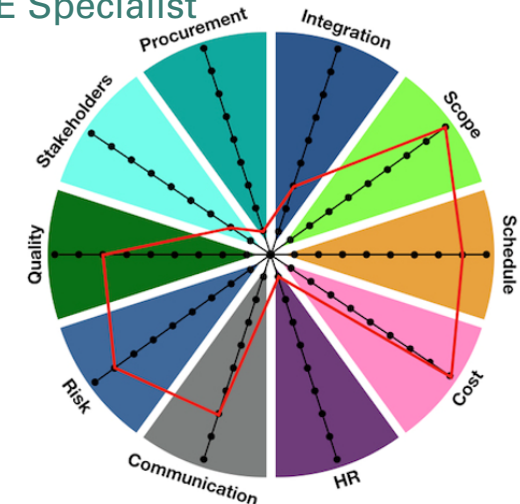
Project Manager:
Broad skill set



Scrum Master:
Process Focus



Product Owner:
SME Specialist



So where did our project managers go ?



- 15% still manage formal (waterfall) projects.
- 50% transitioned to Agile roles
- 10% re-titled in their DevOps, InfoSec and infrastructure roles
- 8% re-titled in their analytics related roles
- Remainder in specialist management roles

The project manager's skill set remains critical for the organization even as the development methodology has changed.

Key take-aways



- Business leaders want certainty
- Change (uncertainty) has become more prevalent
- 2 week sprints enable response to rapid change
- Large numbers of autonomous small Agile teams don't exist in isolation
- In order to deliver change the multitude of small teams must coexist with the needs of the broader organization.
- Organizations need the skills embedded in project managers even if the role has been eliminated at the granular level



Questions?

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