



GREAT LAKES CHAPTER

Change Management for Business Success by a PMP

September Monthly Meeting at Schoolcraft College

By: Dr. Hani Emari, PMP

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The Alien at Dinner

- Point out some of the odd behaviors, tasks, procedures or rules that could be modified in your organization to save money, improve moral, increase effectiveness, or generate revenues to increase profitability.
- Consider importance of diversity, benchmark from other industries, countries or cultures. Keeping an open mind and really considering others' ideas. Question what has been accepted as normal. **Change management** exercise like this helps to become more comfortable with assessing how things are done now and how they can be improved.



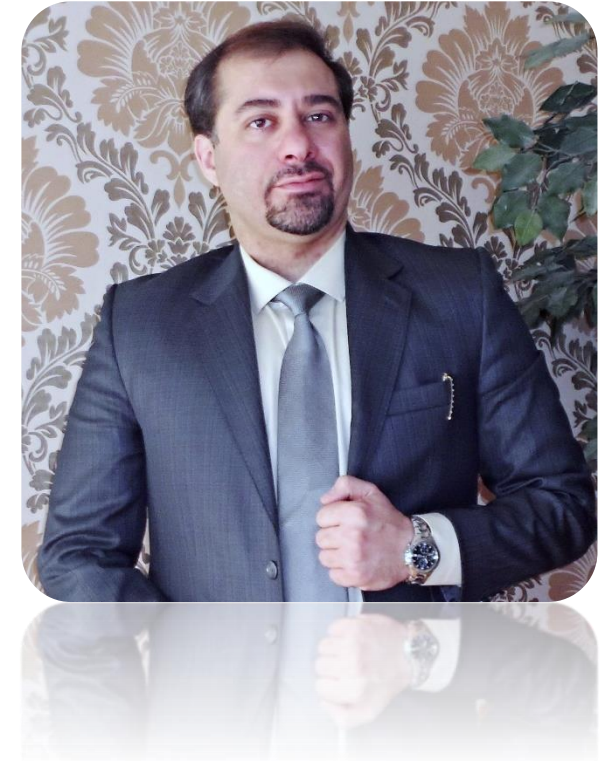
The Four P's

- Create four columns labeled with each of the following words:
 - Project,
 - Purpose,
 - Particulars, and
 - People.
- How a given change will affect these four entities.
- Give justifications on true effects of the change to reduce resistance.



Dr. Hani Emari, PMP

- Doctorate of Business Administration
- Project Management Professional
- Ph.D. Level Education in Facility Management
- Master's Degree in Construction Management
- Bachelor's Degree in Civil & Environmental Engineering
- Director of Corporate Outreach for PMIGLC
- Adjunct Faculty at Wayne State University
- Quality and Risk Management at LS Brinker







WAYNE STATE UNIVERSITY

EPC / PPP and
Design/Build

Sustainability,
Improvements,
TQM, ISO,
EFQM and
Innovations

Project,
Program,
Portfolio
Management
Office

Engineering
& PMP

Resource
Management
and Project
Control

Benchmarking,
Lessons
Learned, &
Knowledge
Management

Problem Solving
& Decision
Making

Legal Aspects &
Financial,
Profitability, &
Marketing

Organization
Structure &
Partnership

Business
& DBA

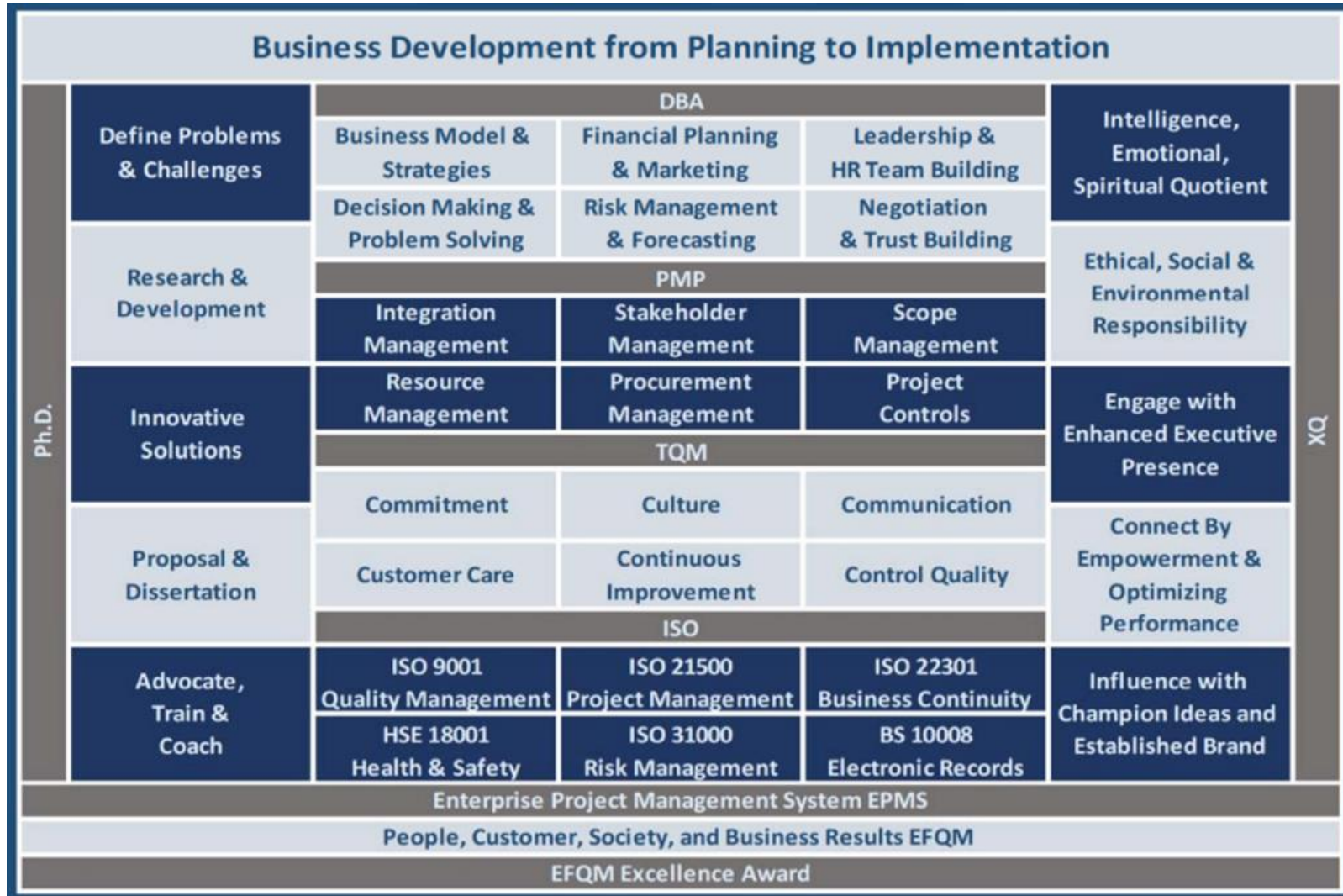
Strategic
Planning,
Alignment and
Management

Psychology,
Ethics, and
Culture

Leadership, Trust
Building & Team
Building

Entrepreneurship
& Risk
Management

CE 5830
Business of Engineering



Dr. Hani Emari, PMP Management Methodology

Prerequisite: Spiritual Quotient

- Open Mind and Enlightened Heart
- SQ as the foundation of all other quotients
- SQ helps us to stack our
 - principles,
 - values, and
 - connect our soul with our believes, our purposes in life!



Find your Voice:
"Begin with the End in Mind"

The 8th Habit Stephen Covey
1932-2012



Consider this...

Paradigm Shift and the Key Take Away:

- Change Management in PMBoK
- Change & Innovation for Business Success
- PMPs are Leaders and Champions for Change
- Innovations in Construction Project Management Case

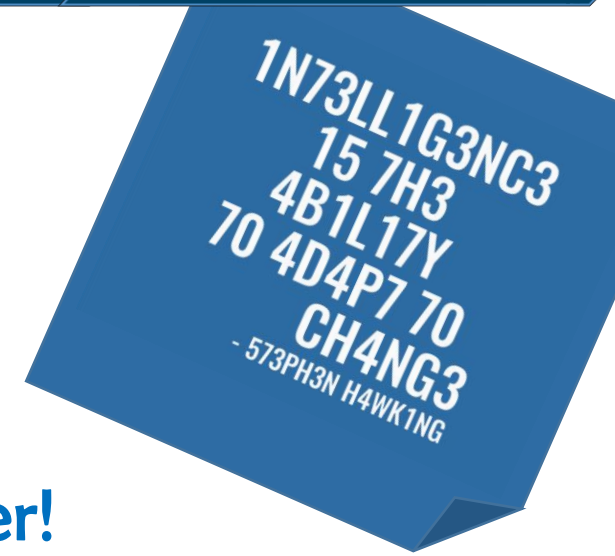
*"In life,
Change is inevitable.
In business,
Change is Vital."
Warren Bennis*



Paradigm Shift

True or False:

- This is the way we always have done it!
- Good Technical Knowledge makes you a great Manager!
- Project Management is based on Experience of similar projects!
- We learned it the hard way on that project!
- Project Managers have different Styles!
- Let's not reinvent the wheel...



Halo Effect

- Tendency to rate team members “high” or “low” on all factors due to the impression of a high or low rating on one specific factor!
- A great Boss won't necessarily be a great manager nor leader for change!



Desired Paradigm Shift

- Management is Art and Science!
- Project Management is a Profession
- Knowledge of Project Management Best Practices must be complemented with Interpersonal Skills gained by Experience!
- Abiding by the guidelines of the PMI-ism Philosophy makes you a Project Management Professional
- Seek PM help from your PMP to improve

Business Outcomes as well as Project Outputs !

*"Change is the only
constant in life"
Heraclitus,
Greek philosopher*



Change Management in PMBoK

What is the most important Knowledge Area for a PMP to Master?



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Project Integration Management

- This knowledge area contains the tasks that hold the overall project together and integrate it into a unified whole!

4.1 Develop Project Charter

4.2 Develop Project Management Plan

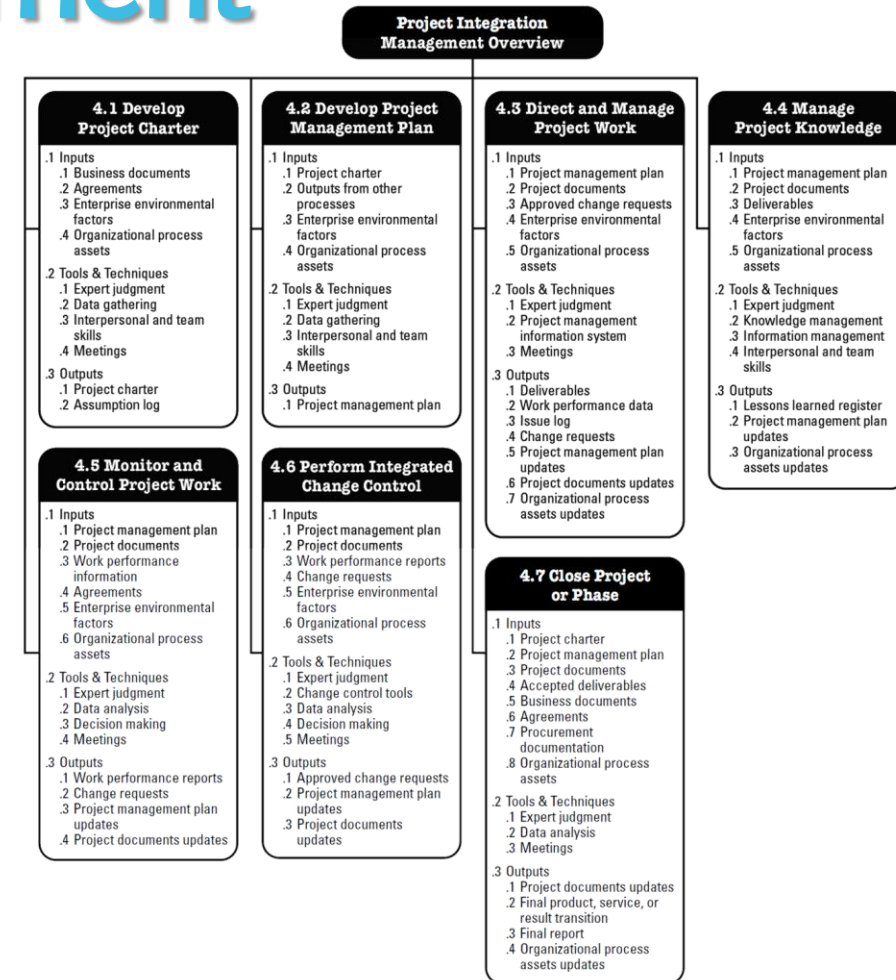
4.3 Direct and Manage Project Work

4.4 Manage Project Knowledge

4.5 Monitor and Control Project Work

4.6 Perform Integrated Change Control

4.7 Close Project or Phase



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Projects Drive Change

1.2.1 PROJECTS

- A project is a temporary endeavor undertaken to create a unique product, service, or result.
- Unique product, service, or result.
- Temporary endeavor: Definite beginning and end, not necessarily short
- **Projects drive change:** Moving from current state to future state
- Projects enable business value creation: tangible, intangible, or both
- Project Initiation Context: in response to factors acting upon Sponsor
 - Meet regulatory, legal, or social requirements;
 - Satisfy stakeholder requests or needs;
 - Implement or change business or technological strategies; and
 - Create, improve, or fix products, processes, or services.

*"Change is the only
constant in life"*
Heraclitus,
Greek philosopher

Change from Current State

“These factors influence an organization’s ongoing operations and business strategies. Leaders respond to these factors in order to keep the organization viable. Projects provide the means for organizations to successfully make the changes necessary to deal with these factors. These factors ultimately should link to the strategic objectives of the organization and the business value of each project.” PMBoK

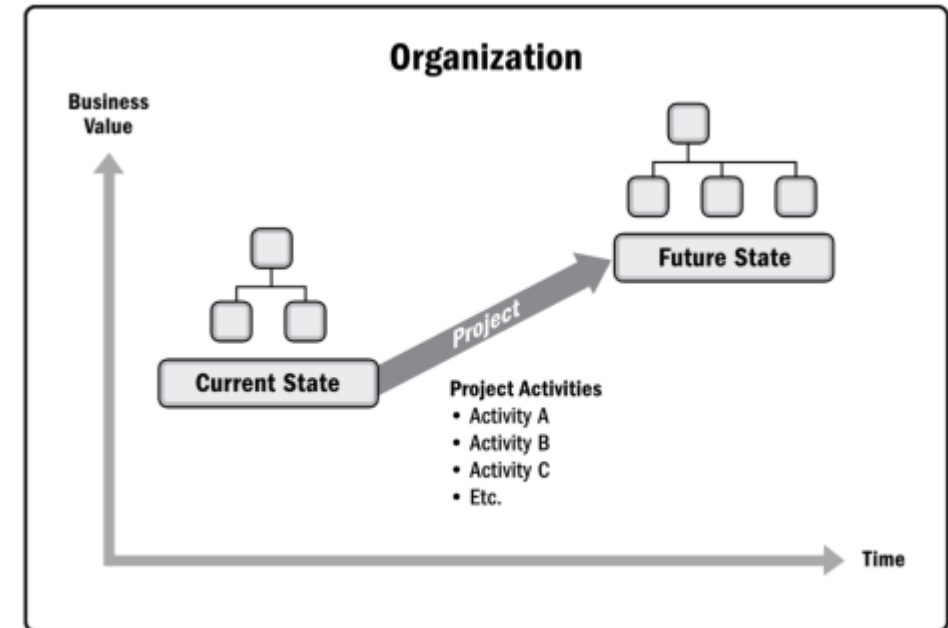
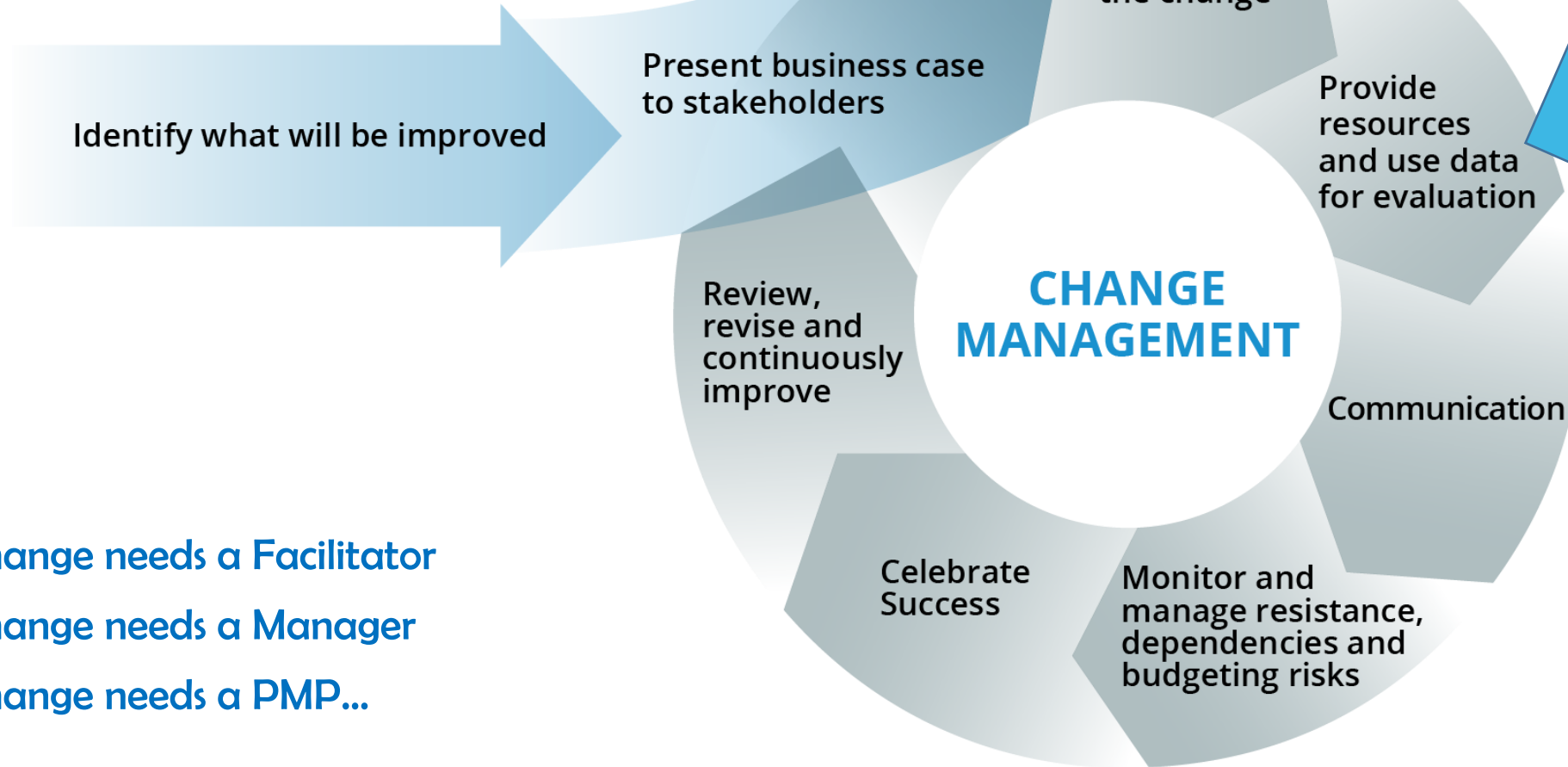


Figure 1-1. Organizational State Transition via a Project

Change is a Project



"All great changes in business come from outside the firm, not from inside."
Peter Duckers

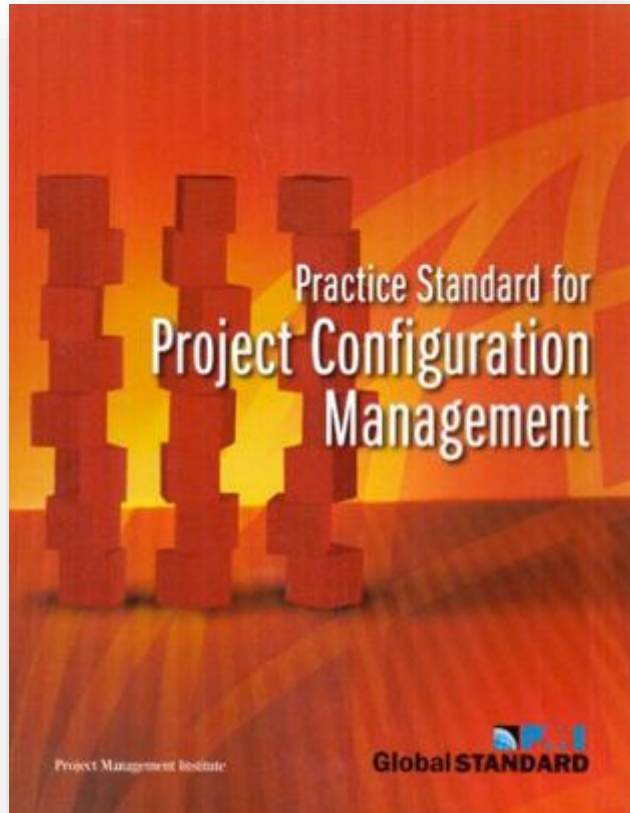
Change needs a Facilitator

Change needs a Manager

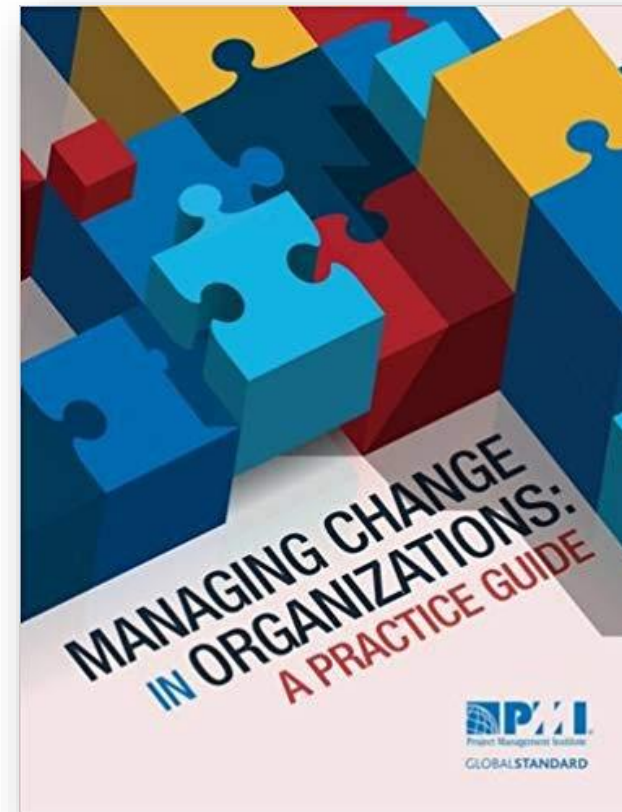
Change needs a PMP...

Source: Meet Me In The Cloud

PMI Change Management Practice



- Practice Standard for Project Configuration



- Managing Change In Organization: A Practice Guide

A large, semi-transparent banner with the text "Business Success" in a bold, blue, sans-serif font. The banner is positioned over a background image of two men in business suits shaking hands. The man on the left is smiling and looking towards the camera, while the man on the right is seen from the side, looking at the first man. The background is a bright, modern office with other people working at desks in the distance. There are also some faint, stylized hexagonal patterns overlaid on the image.

Business Success

Business Administrative Perspective

OSCO
Construction
Group

our mission

To provide our customers with valued construction solutions using our expertise in the design, manufacture & installation of building components

our vision

Be Fast

The quickest response time
in the industry

Be Global

A diversified, multi-national
customer and supplier base

Be Connected

Total collaboration within OSCO
Group and with the marketplace

our values

- Conduct business with integrity & fairness
- Focus on our customer's needs
- Continuously train our employees & improve our processes
- Provide quality products & services
- Reward employees on merit & promote teamwork
- Maintain safe & healthy working environments

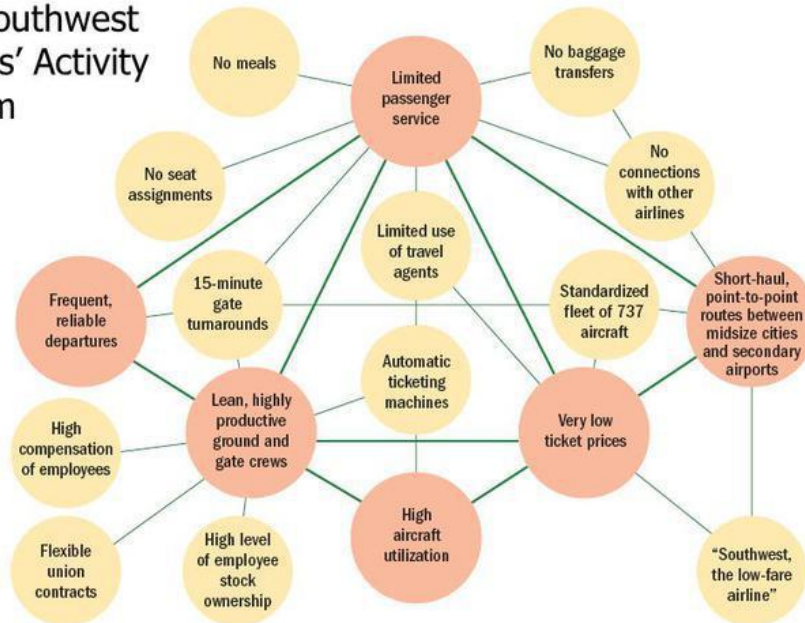
What is Strategy?



Michael E. Porter

Bishop William Lawrence University Professor

The Southwest Airlines' Activity System



- Operational effectiveness, although necessary to superior performance, is not sufficient, because its techniques are easy to imitate. In contrast, the essence of strategy is choosing a unique and valuable position rooted in systems of activities that are much more difficult to match.

Strategic Planning

Strategic Planning is a method used for self-evaluation of a company (or proposed company) to determine its course of action for the future.

- Not to be confused with Tactics

Most famous **quote** from The **Art Of War** is:

Strategy without tactics is the slowest route to victory.

Tactics without strategy is the noise before defeat.

Strategy	Tactics
Planning	Doing
Large Scale	Smaller Scale
Why	How
Difficult to Copy	Easy to Copy
Long Time Frame	Short Time Frame



Elements of a Strategic Plan

- **Mission Statement**
 - Statement of Company Values
- **Vision Statement**
- **Major Goals**
 - S.W.O.T. Analysis
- **Business Objectives**
 - KPI/Metrics/Measures
- **Key Strategies**
 - Niche Market/Blue Strategy
- **Tactics/Action Plans**



Niche Marketing Strategy

- A niche market is the subset of the market on which a specific product is focused.
- The market niche defines the product features aimed at satisfying specific market needs, as well as the price range, production quality and the demographics that it is intended to target. It is also a small market segment.



Blue Ocean Strategy



Compete in existing market space

Beat the competition

Exploit existing demand

Make the value-cost trade-off

Align the whole system of a firm's activities with its strategic choice of differentiation or low cost

“Defend Current Position”



Create uncontested market space

Make the competition irrelevant

Create and capture new demand

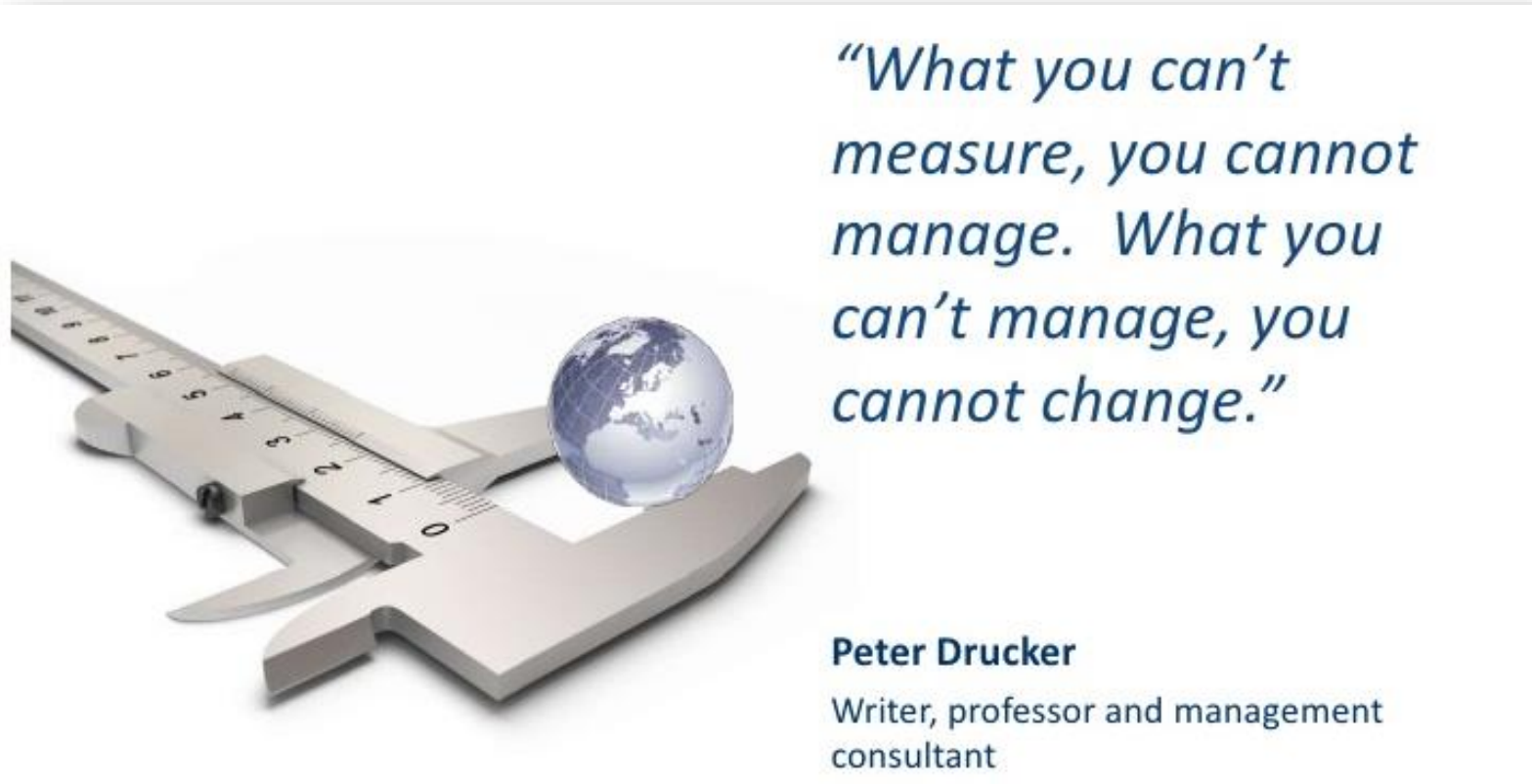
Break the value-cost trade-off

Align the whole system of a firm's activities in pursuit of differentiation and low cost

“Innovate & Pursue New Opportunities”

Chan Kim – Harvard Business Review 2004

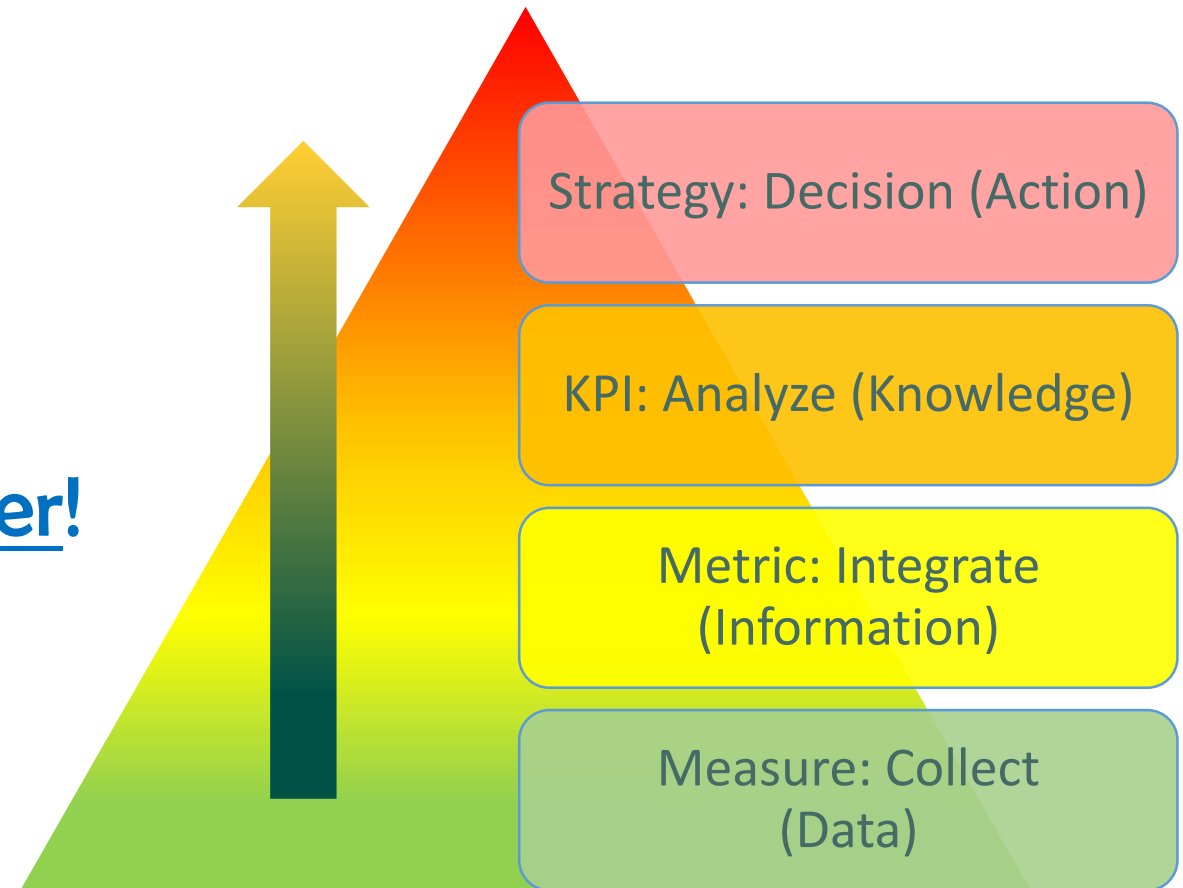
Strategies for Business Management



Business Intelligence

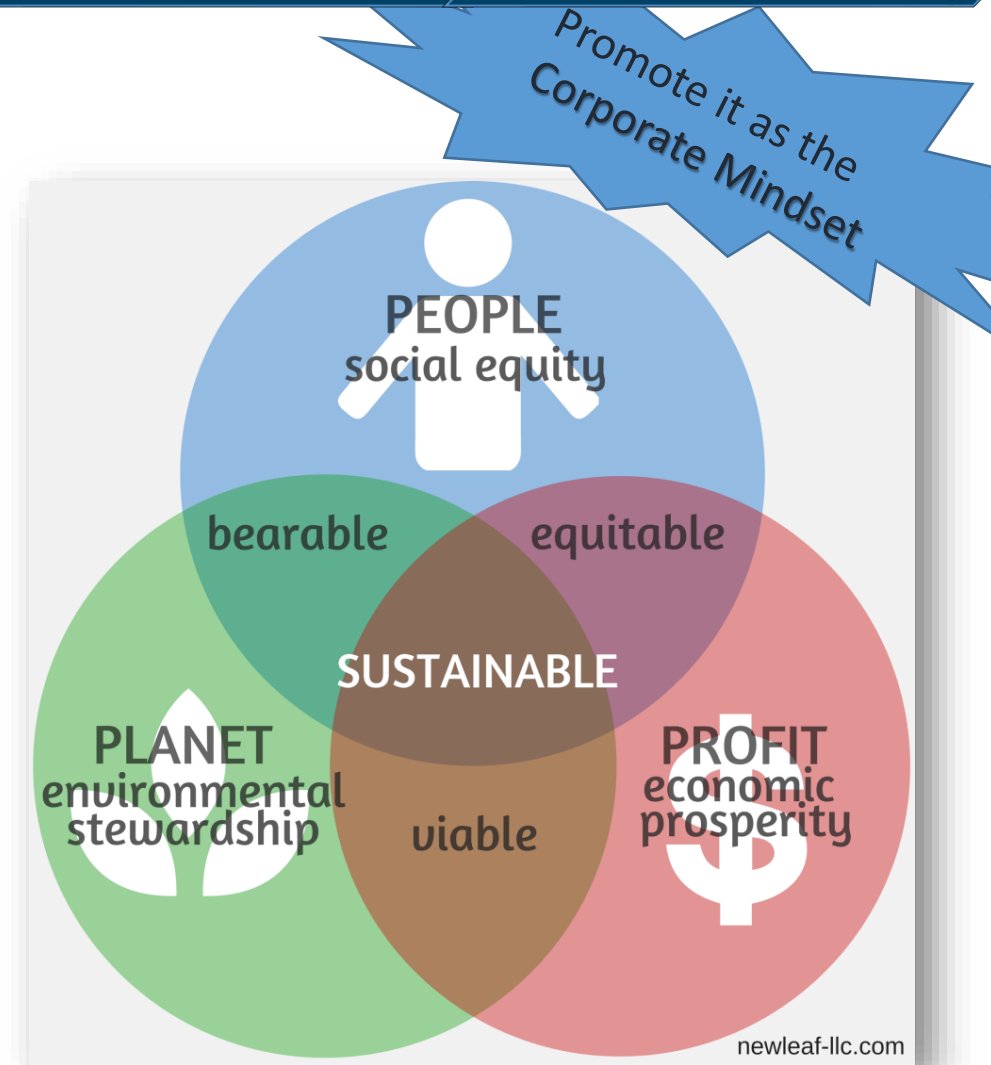
- The Methodology and Technology for learning from the past and forecasting the future to

*Make Better **Decisions** Faster!*

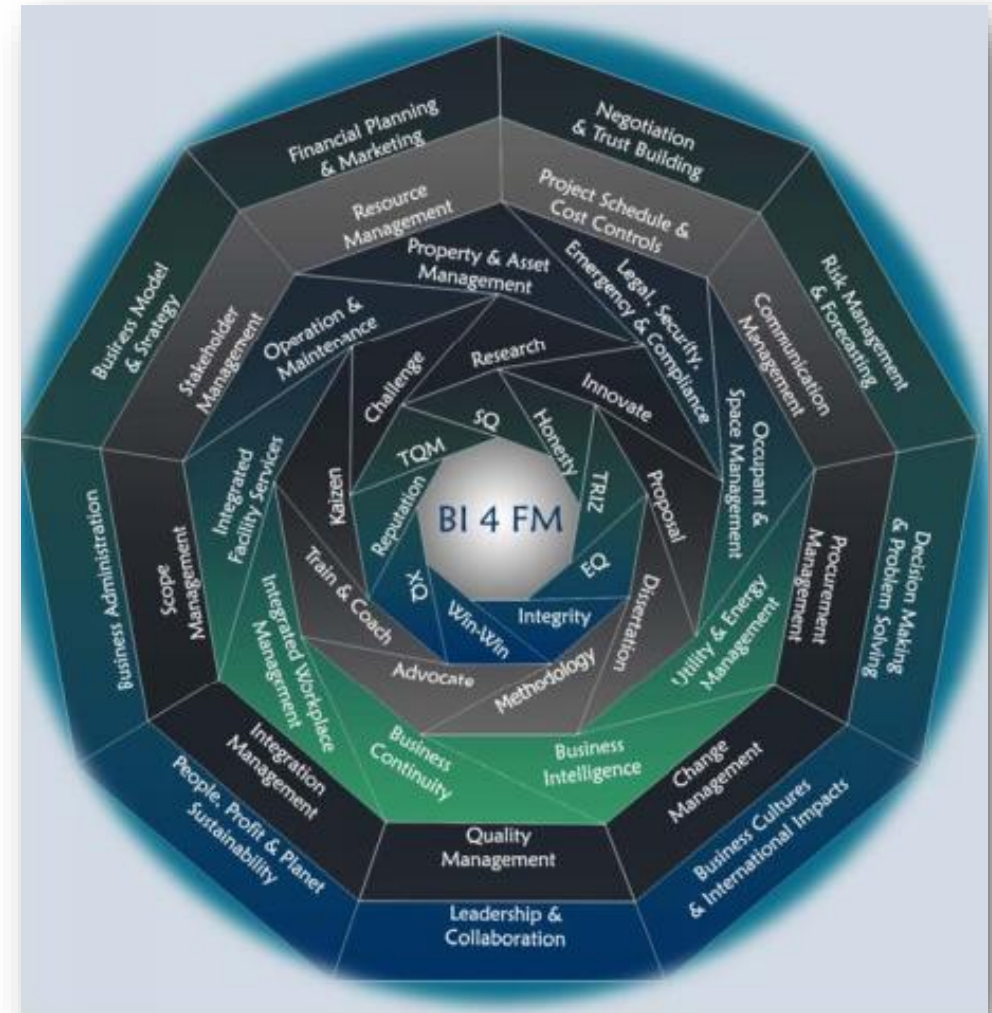
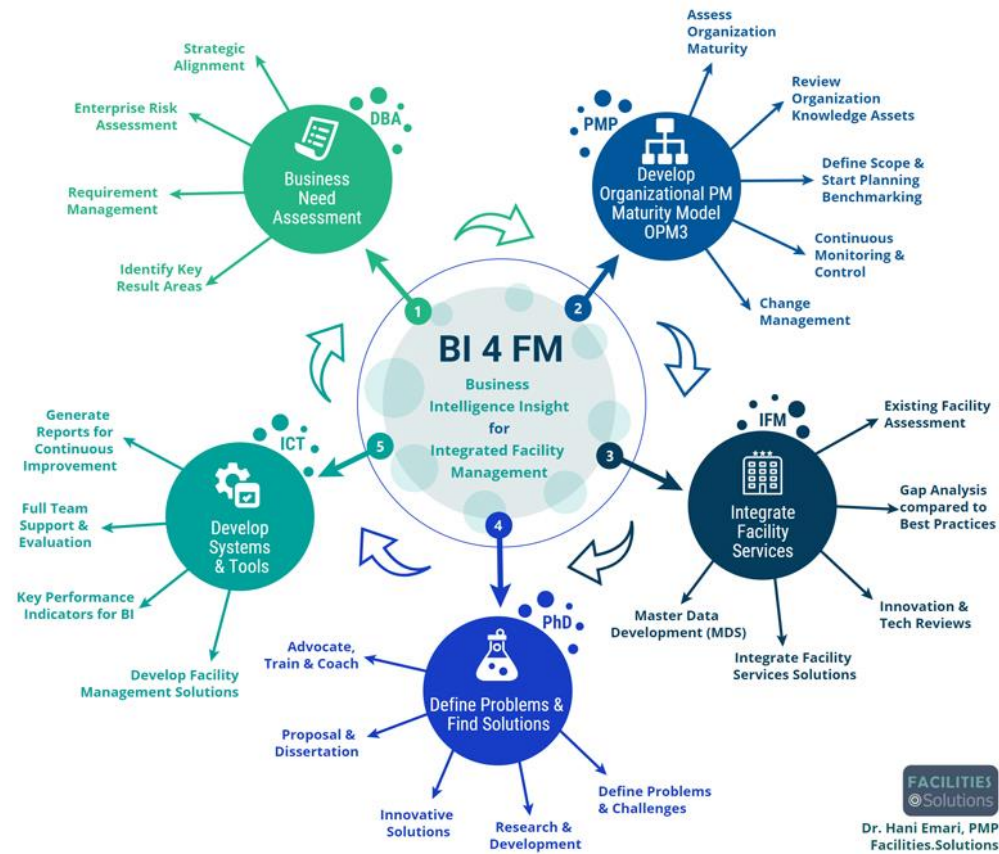


Business Sustainability

- **USGBC-LEED:**
Leadership in Energy and Environmental Design
- **Business Outcomes of Projects Outputs must consider the KPIs that achieve our Sustainable Blue Ocean Strategy.**
- **Managing with an attitude that could face new economic challenges through Competitive business innovation with management systems and processes that sustain corporate profitability and continuing growth.**



BI 4 FM Methodology

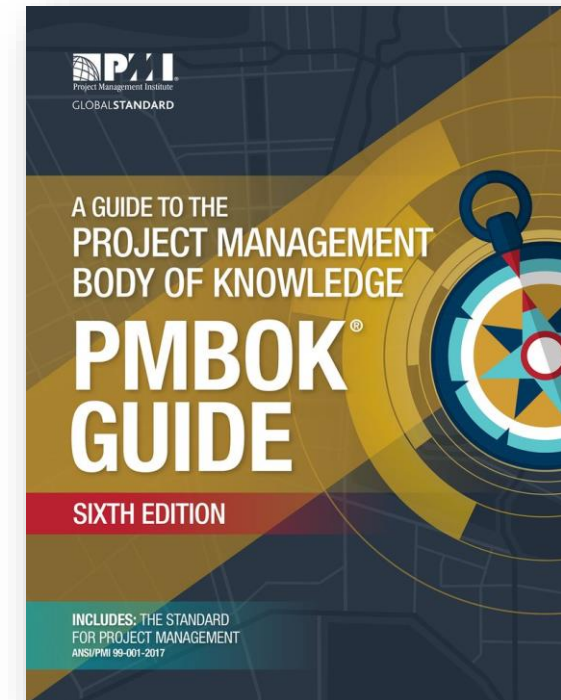


PMPs Leaders & Champions for Change



PMP a Strategic Competency

- Projects are a key way to create value and benefits in organizations. In today's business environment, organizational leaders need to be able to manage with tighter budgets, shorter timelines, scarcity of resources, and rapidly changing technology. The business environment is dynamic with an accelerating rate of change.
- To remain competitive in the world economy, companies are embracing project management to consistently deliver business value.
- Effective and efficient project management should be considered a **strategic competency** within organizations. It enables to:
 - Tie project results to business goals,
 - Compete more effectively in their markets,
 - Sustain the organization, and
 - Respond to the impact of business environment changes on projects by appropriately adjusting project management plans (see Section 4.2).



Project Management Success

Project management enables organizations to execute projects effectively and efficiently.

Effective project management helps to:

1. Meet business objectives;
2. Satisfy stakeholder expectations;
3. Be more predictable;
4. Increase chances of success;
5. Deliver the right products at the right time;
6. Resolve problems and issues;
7. Respond to risks in a timely manner;
8. Optimize the use of organizational resources;
9. Identify, recover, or terminate failing projects;
10. Manage constraints (e.g., scope, quality, schedule, costs, resources);
11. Balance the influence of constraints on the project; and
12. Manage change in a better manner.

Poorly managed projects result in:

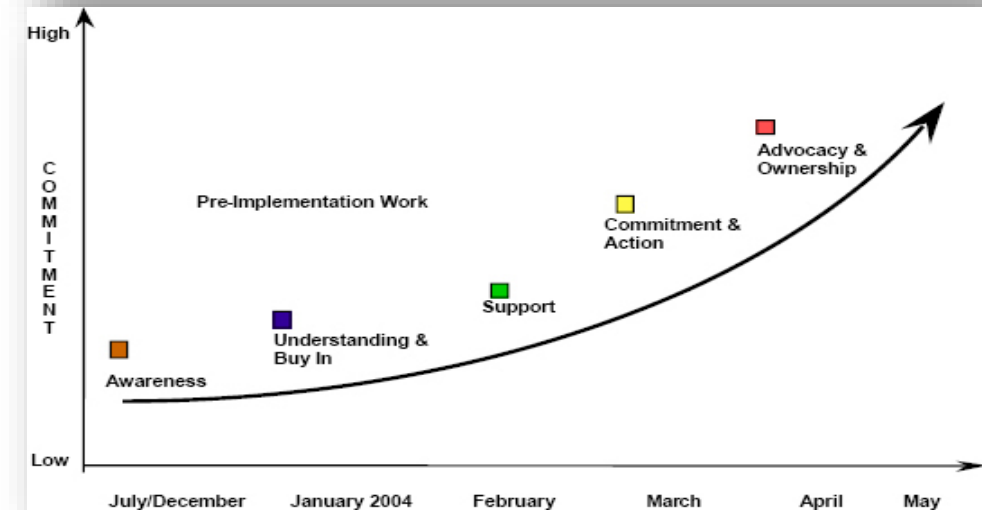
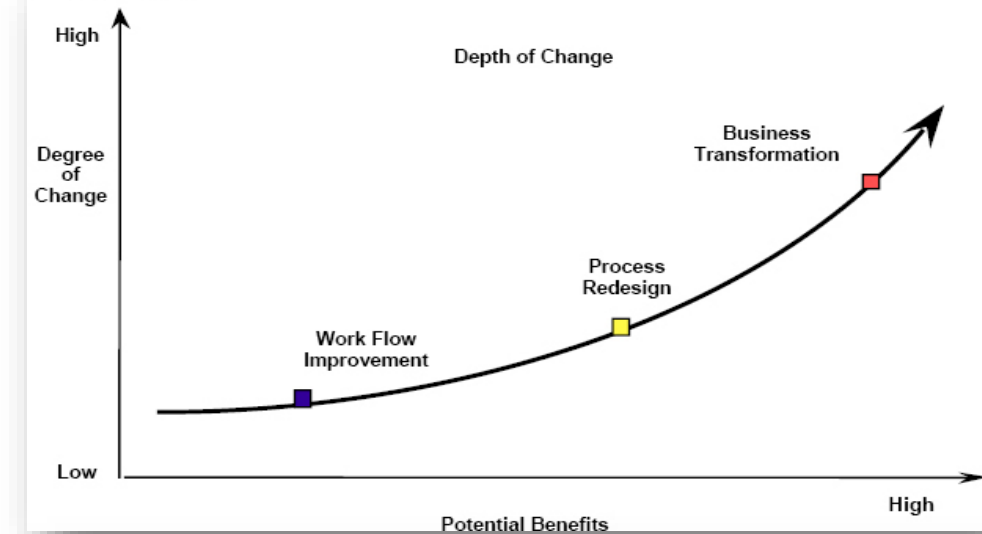
- Missed deadlines,
- Cost overruns,
- Poor quality,
- Rework,
- Uncontrolled expansions
- Loss of reputation
- Unsatisfied stakeholders, and
- Failure in achieving the objectives

People in Change Process



Technology is easily replicated, Business Tactics are easily copied and imitated... But a Business Strategy based on **Valuable Human Assets** is not!

Setting the Stage



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Project Manager's Role

- Proper Communication with the Stakeholders
- Understanding the Scope and Risks Surrounding it
- Plan Resources and Procure what is needed
- Monitor and Control Cost, Schedule, and Quality Progress
- Integrate all above in an iterative PDCA cycle of change for improvement and adapt to changes as new information is received for a win-win successful completion of the Project for Stakeholders

"Change is the only
constant in life"
Heraclitus,
Greek philosopher

Project Management Professional

- Adopt the PMI-ism Philosophy
- Share and Collaborate on Best Practices
- Continuous Improvement by Total Quality Management
- Manage Data and Information, but Lead People into action
- Understand Differences and Resolve Conflicts with Interpersonal Skills
- Pledge to Code of Ethics and Professional Conduct
- Volunteer to Give Back to the Community



PMI-ism the Philosophy

- Projects must follow initiating, planning, executing, monitor & controlling, closing cycle
- Before execution can begin should have a Project Management Plan
- No gold plating (or adding extras) is allowed
- Meetings are used for decision making
- Never tolerate discrimination under any circumstances
- Understand cultural (business/social) differences
- In conflict, try to see other side's point of view for a win-win
- All changes must go through the change control board
- Establish a Project management office
- Continuous improvement of PM process by collecting lessons learned



Rita Mulcahy (1960-2010)



Change
before
you have to!
Jack Welch

The Six C's of TQM:

1. **Commitment** from Employees
2. **Quality Improvement Culture**
3. **Continuous Improvement**
4. **Co-operation** from Employees
5. Focus on **Customer** Requirements
6. **Effective Control**



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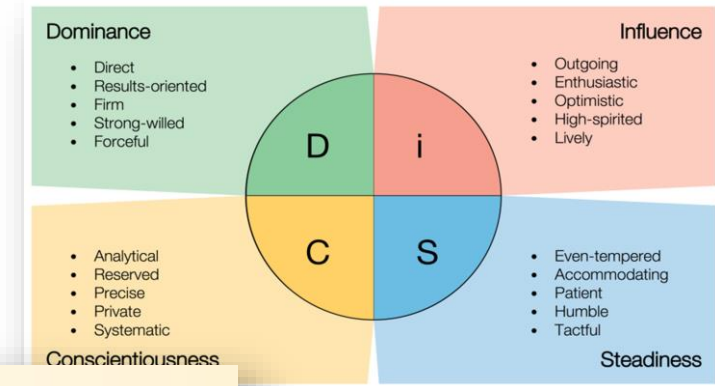


Leader's Interpersonal Skills

- Understanding Business Issues & Challenges Scope Management
- Active Listening & Negotiation Skills Communication Management
- Establish & Maintain Strong Relations Stakeholder Management
- Team Player & Team Builder Resource Management
- Holistic Approach & Adaptability Integration Management
- Problem Solving Skills Time/Cost/Quality Management
- Strategic Management and Tactic Planning Risk Management

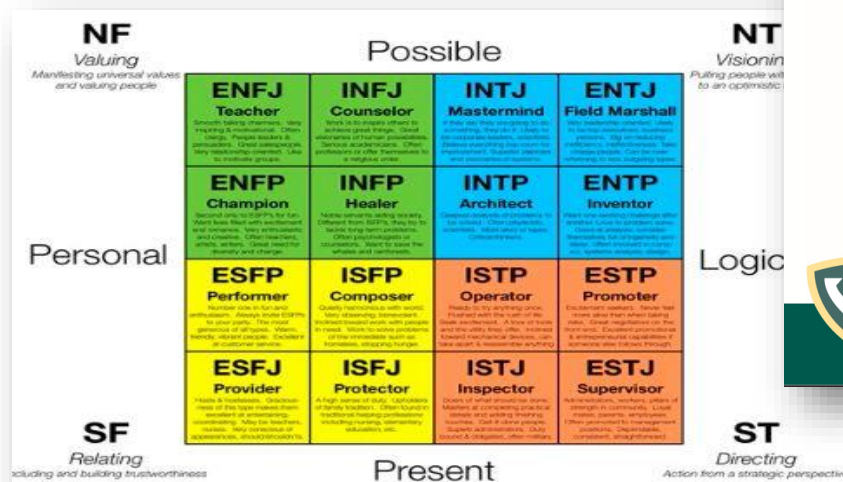
Business Culture & Psychology for Managers

- Increased Empathy
- Better Role Fit
- A Balanced Team



How to use personality data for more successful teams

1. Make Personality Assessments Part of Onboarding
2. Use Tools to Find Personality Types
3. Strive for Diversity
4. Rotate Roles Based on Project Stages
5. Know your own style



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Ethics & Conduct

- doing what is right and honorable
- set high standards for ourselves
- aspire to meet these standards in all aspects of our lives
- expectations we have of ourselves and our fellow practitioners
- responsibility, respect, fairness, and honesty



Code of Ethics and Professional Conduct

CHAPTER 1. VISION AND APPLICABILITY

1.1 Vision and Purpose

As practitioners of project management, we are committed to doing what is right and honorable. We set high standards for ourselves and we aspire to meet these standards in all aspects of our lives—at work, at home, and in service to our profession.

This Code of Ethics and Professional Conduct describes the expectations that we have of ourselves and our fellow practitioners in the global project management community. It articulates the ideals to which we aspire as well as the behaviors that are mandatory in our professional and volunteer roles.

The purpose of this Code is to instill confidence in the project management profession and to help an individual become a better practitioner. We do this by establishing a profession-wide understanding of appropriate behavior. We believe that the credibility and reputation of the project management profession is shaped by the collective conduct of individual practitioners.

We believe that we can advance our profession, both individually and collectively, by embracing this Code of Ethics and Professional Conduct. We also believe that this Code will assist us in making wise decisions, particularly when faced with difficult situations where we may be asked to compromise our integrity or our values.

Our hope is that this Code of Ethics and Professional Conduct will serve as a catalyst for others to study, deliberate, and write about ethics and values. Further, we hope that this Code will ultimately be used to build upon and evolve our profession.

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Volunteerism and Giving Back

- Since 1969:
 - Contributions of 8,000 PMI volunteers Globally
 - Dedicated Time, Talent, and Expertise
 - Advance the profession and the improve the world
 - PM Skills for Life in all aspects personal & professional
 - Share Knowledge and Lessons Learned from SME
- Members of 270 Chapters around the world share a common purpose, passion and value



PMO for Business Success

Only the wisest and
stupidest of men
never change!
Confucius

BUDGETS VISION ROADMAP
DASHBOARDS BENEFITS
IMPLEMENTATION STRATEGY RISK COMMUNICATIONS MONITOR
ISSUES COACHING
PROJECT MANAGEMENT
BLUEPRINT PROGRAMME MANAGEMENT
HIGHLIGHT REPORTS DOCUMENTATION PROJECT PLAN
PRESENTATION CONTRACTS BUSINESS CASE TRANSFORMATION
MENTORING STAKEHOLDERS
TEAM BUILDING GOVERNANCE

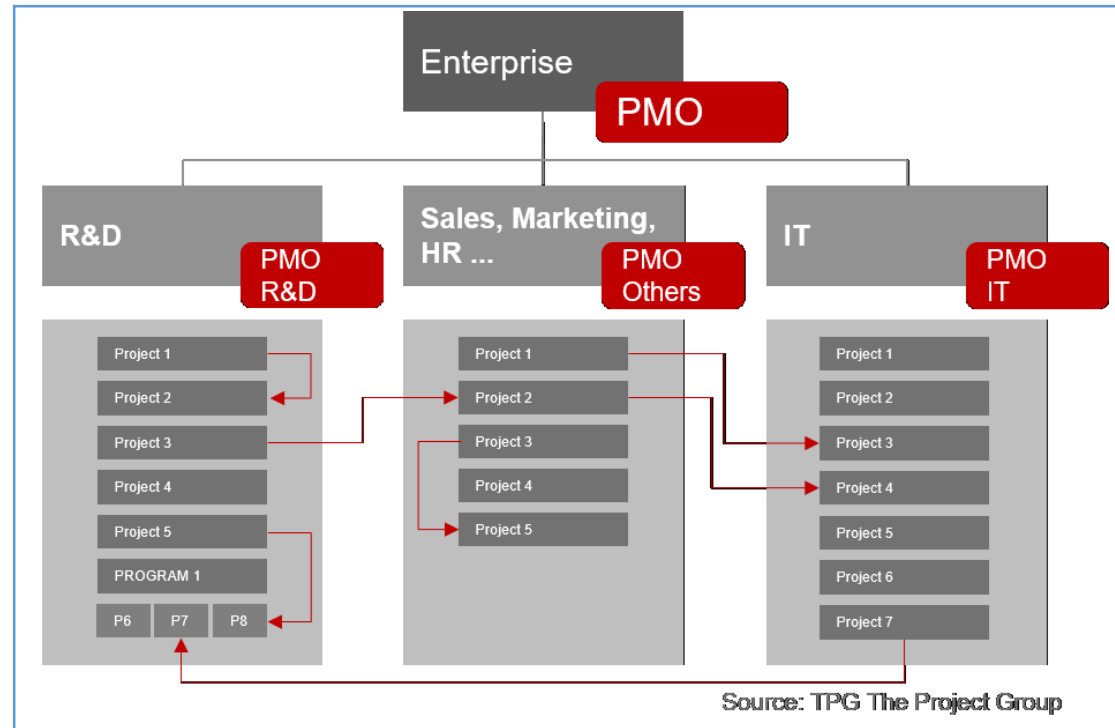
Why Implement a PMO?

- Organizational Added Value:
 - Strategic Planning
 - Develop Standards, Methodologies and Processes
 - Project/Program Delivery Management
 - Portfolio Management
 - Organizational Change Management
 - Administration and Support
 - Knowledge Management
 - Talent Management



Ryan Ramirez: PMIGLC June Monthly Meeting

PMO Structure



PMO for Business Success

*"To improve
is to change;
to be perfect
is to change often!"
Winston Churchill*

- PMO is where all PMPs get together to collaborate
- PMPs from different discipline have a common language
 - Business, Engineering, IT, Marketing, Operations, etc.
- All PMPs understand
 - Why the PMO is formed
 - How will the PMO achieve its objectives
 - Where to voice concerns, look for support, find needed tools
 - What and When to Report to the Project Management Officer
- PMO has a charter and knows its Sponsor



Construction Project Management Case

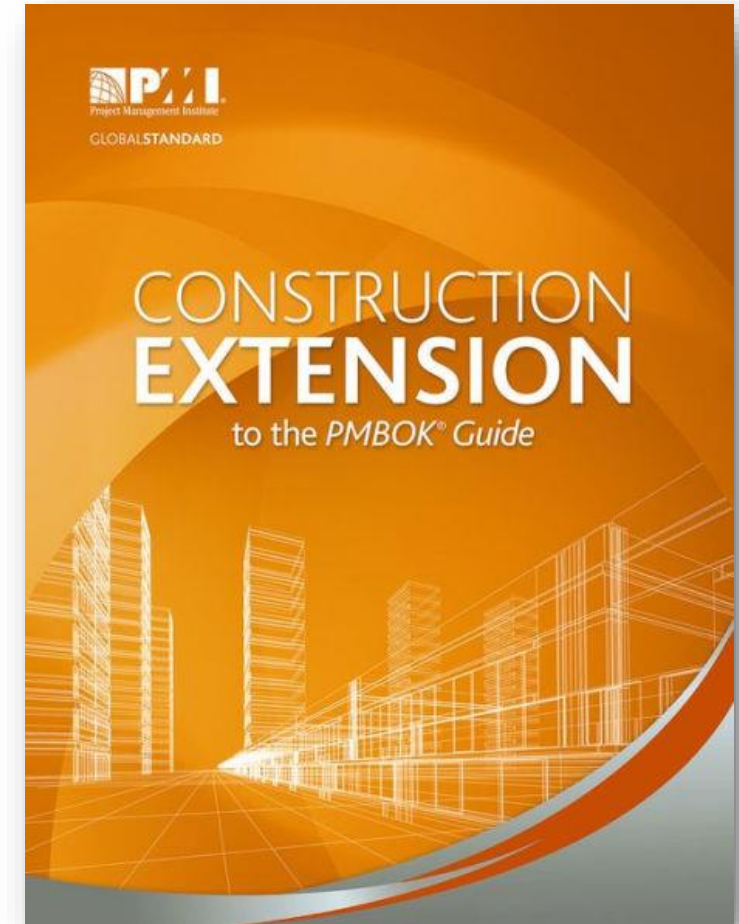
Construction Project Management

- Civil Engineers as Construction Managers
- Engineers as Project Managers
- Construction Project Management Professionals
(New Paradigm!)



Construction Extension

- PMBOK provides generalized project management guidance applicable to most projects most of the time
- 2016 Edition a new structure, discussing principles in each Knowledge Areas rather than discussing individual processes.
- focus on “what” and “why” of construction project management to increase applicability



Construction Industry Innovators



DTE Energy[®]
Know Your Own Power[®]

- **DTE Energy**
 - Use of Project Management Office and In-house Training to Certify PMP
- **Barton Malow Company:**
Building Innovative Solutions
 - Believes Virtual Reality Justifies Value and Function of High-End Features



Ghafari Associates

- Ghafari moved to the United States from Lebanon in 1972
- Bachelor of Arts degree in Mathematics in 1974, Master of Arts in Applied Mathematics and Computer Applications in 1975 & Chemical Engineering in 1977 from Wayne State University

Ghafari was founded on the belief that new technology should be harnessed to foster the success of our clients.

- Our tradition of innovation stretches back to 1982 when Yousif B. Ghafari began using computer-aided design technology at a time when the EAC industry relied on paper drawings.



GHAFARI



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Construction Case Study

- **Katerra** is a technology-driven offsite construction company.
- Founded in 2015 by Michael Marks
 - former CEO of Flextronics and former Tesla interim CEO
 - It has raised US \$4.1 billion in venture capital investments and has more than \$3 billion in project backlog.
 - Katerra was listed on LinkedIn's "Top Startup Companies" to work for in 2017



PMP: Champion of Change

“A PMP has *one goal in mind*:

Lead the project team in successfully completing a project as it adapts with changes caused by *new enterprise environmental factors* and evolves from newly collected *organizational process assets* in an iterative continuous quality improvement cycle by an Integrated Management”

Dr. Hani Emari, PMP



Join our group to form the first

PMIGLC Construction Community



We're here to serve you...

PMIGLC Corporate Outreach



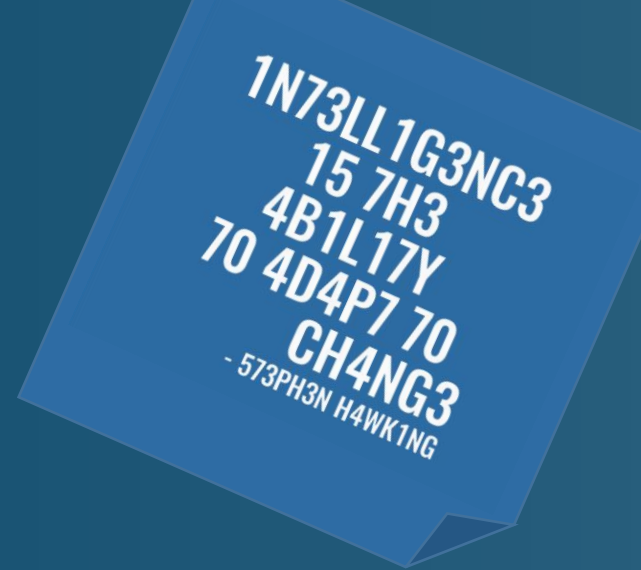
PMP/CAPM® Exam Prep Course



Visit our website for more information: www.PMIGLC.org

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Thank You

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