

# UNDERSTANDING THE OVERLAP BETWEEN MILITARY PLANNING AND PREDICTIVE AND ADAPTIVE PROJECT MANAGEMENT.

(WHY VETERANS MAKE GREAT PROJECT MANAGERS)



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- **JOSHUA ATKINSON PMP, DML, LSSGB**
  - **USMC VETERAN, LOGISTICIAN, PILOT**



# AGENDA

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- Intros:
- What is Project Management
- Why Veterans Make Good Project Managers
- Overlap of Military planning to Project Management
- Where Agile Fits within Military Planning and Execution
- Value of Certifications
- How to pay for certifications on Active Duty

# INTRODUCTIONS

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- **Josh Atkinson, PMP, DML, LSSGB**
  - USMC Veteran
  - Director BD, PM-ProLearn
  - Logistics & Change Management SME, WBB
  - Brand Ambassador, Salute2Suit.com



# JOSH ATKINSON, JOURNEY TO PROJECT MANAGEMENT

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## Hake Rigging-PM

- Heavy construction
- Engineered Solutions
- Full P&L
- Union Labor
- Highly Regulated
- Power generation/Oil and Gas
- PMO

Predictive process

## WBB-Log SME/CM/PM

- Gov't Consulting
- Analysis and Doc Development
- Limited P&L
- Task organized Teams
- Compliance driven
- Matrixed

Hybrid Agile

## PM-ProLearn-Entrepreneur

- Business Development
- Marketing
- Highly creative
- Unstructured and undefined
- Small Team
- Matrixed

Hybrid Agile

# WHAT IS A PROJECT? PROJECT MANAGER?

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**Project:** - A temporary endeavor undertaken to create a unique product, service, or result



**Project Manager:** - Person assigned by the performing organization to lead the team responsible for achieving project objectives.

# WHAT IS PROJECT MANAGEMENT?

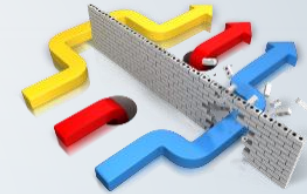
The application of knowledge, skills, tools and techniques to project activities to meet project requirements through 5 Process Groups



Initiating



Planning



Executing



Monitoring &  
Controlling



Closing

**A successful Project is one that delivers in-scope results on time and within budget that also meets the business need for which the project was undertaken**



# WHY VETERANS MAKE GREAT PROJECT MANAGERS

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- EVERYTHING IN THE MILITARY IS PROJECT BASED WORK!!!!
- Mission planning and execution is Project Management
- PMP is MDMP/MCPP on steroids
- <https://www.gijobs.com/jobs-veterans-project-management/>
- <https://www.linkedin.com/pulse/how-pmp-expands-military-planning-processes-pmp-dml-lssgb/>
- <https://www.pmi.org/learning/library/translating-military-veterans-pm-skills-civilian-job-market-10543>

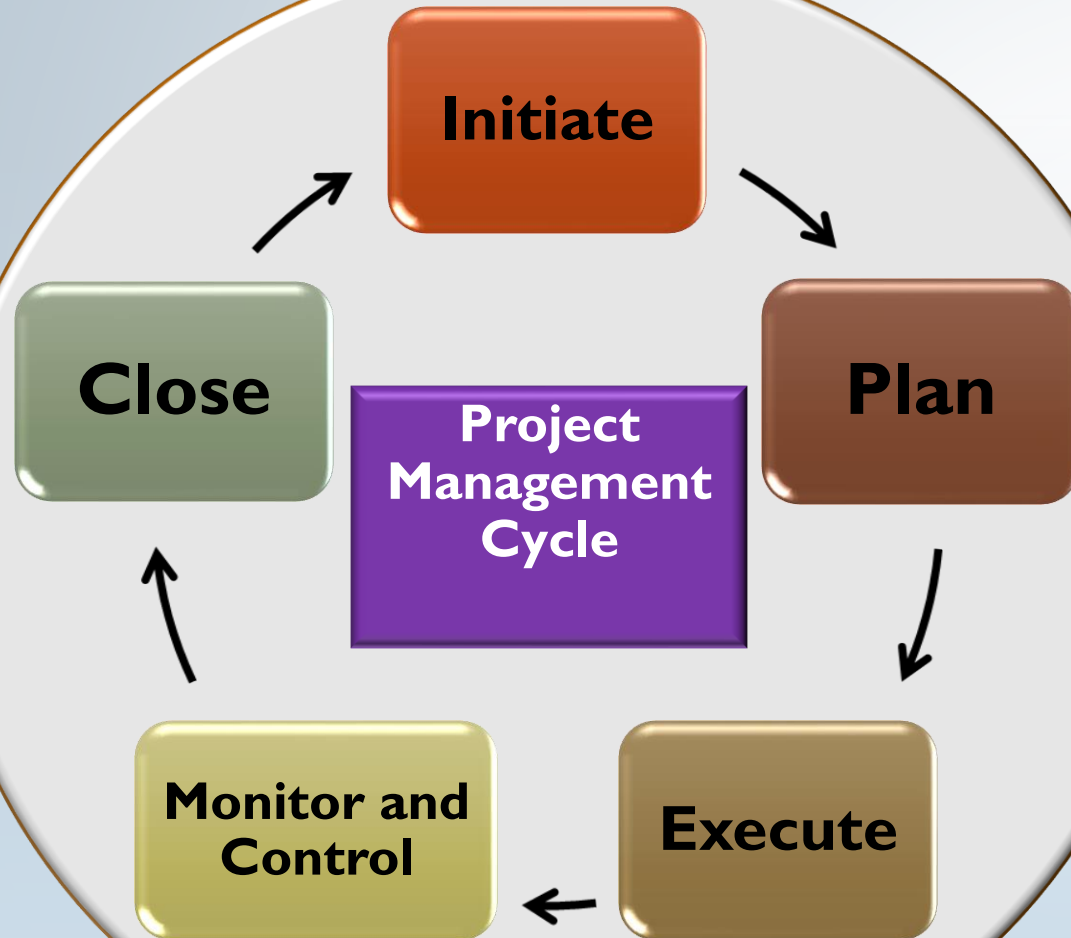


# IS THIS A PROJECT?

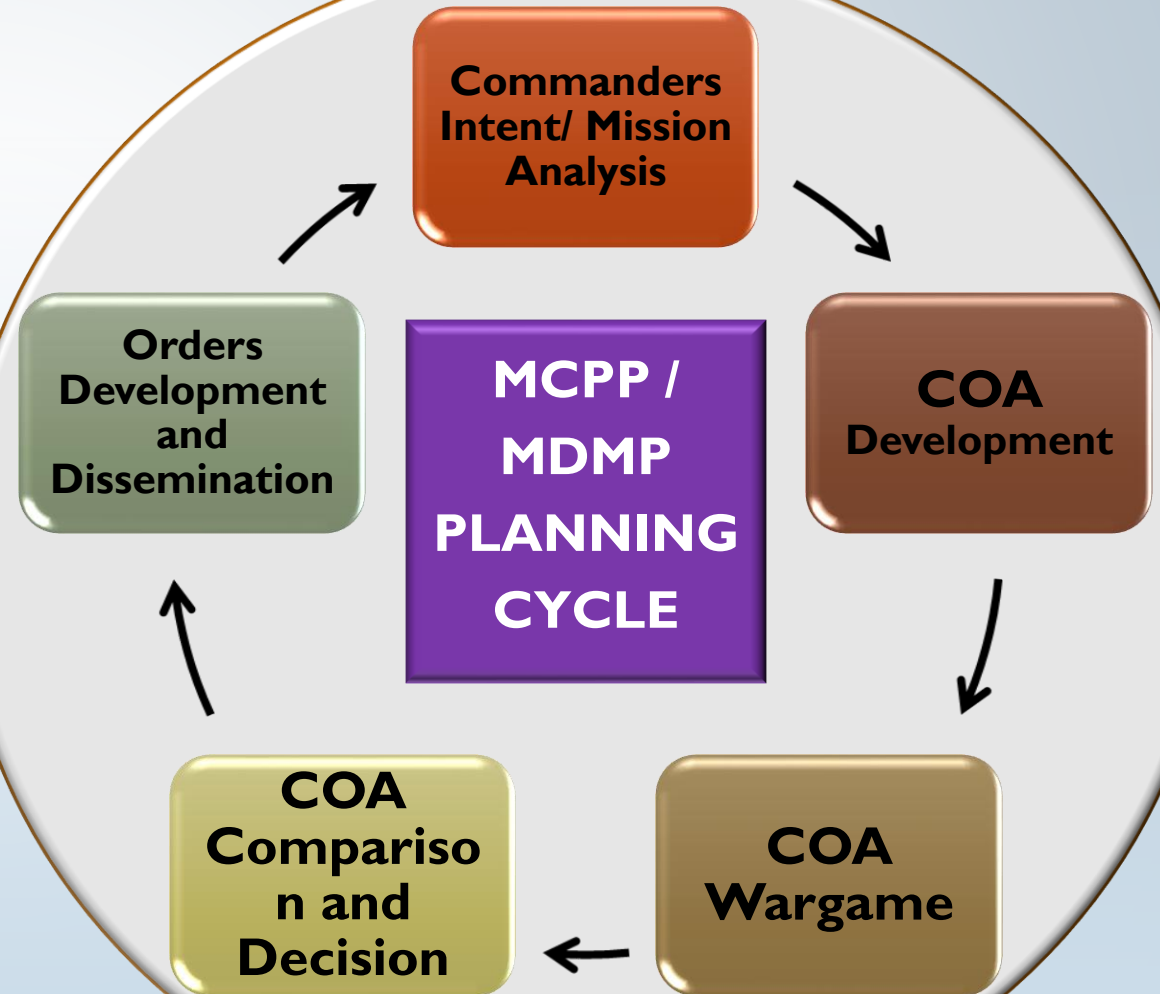
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- Planning for and conducting a Field Training Exercise?
- Planning and preparation for a maintenance inspection?
- Planning for and conducting a Deployment?
- Planning for and conducting an operation?
- Planning for a Readiness Inspection?
- Performing maintenance?
- Developing a training plan?
- **All but Performing Maintenance are Projects!!**

# CIVILIAN PROCESS

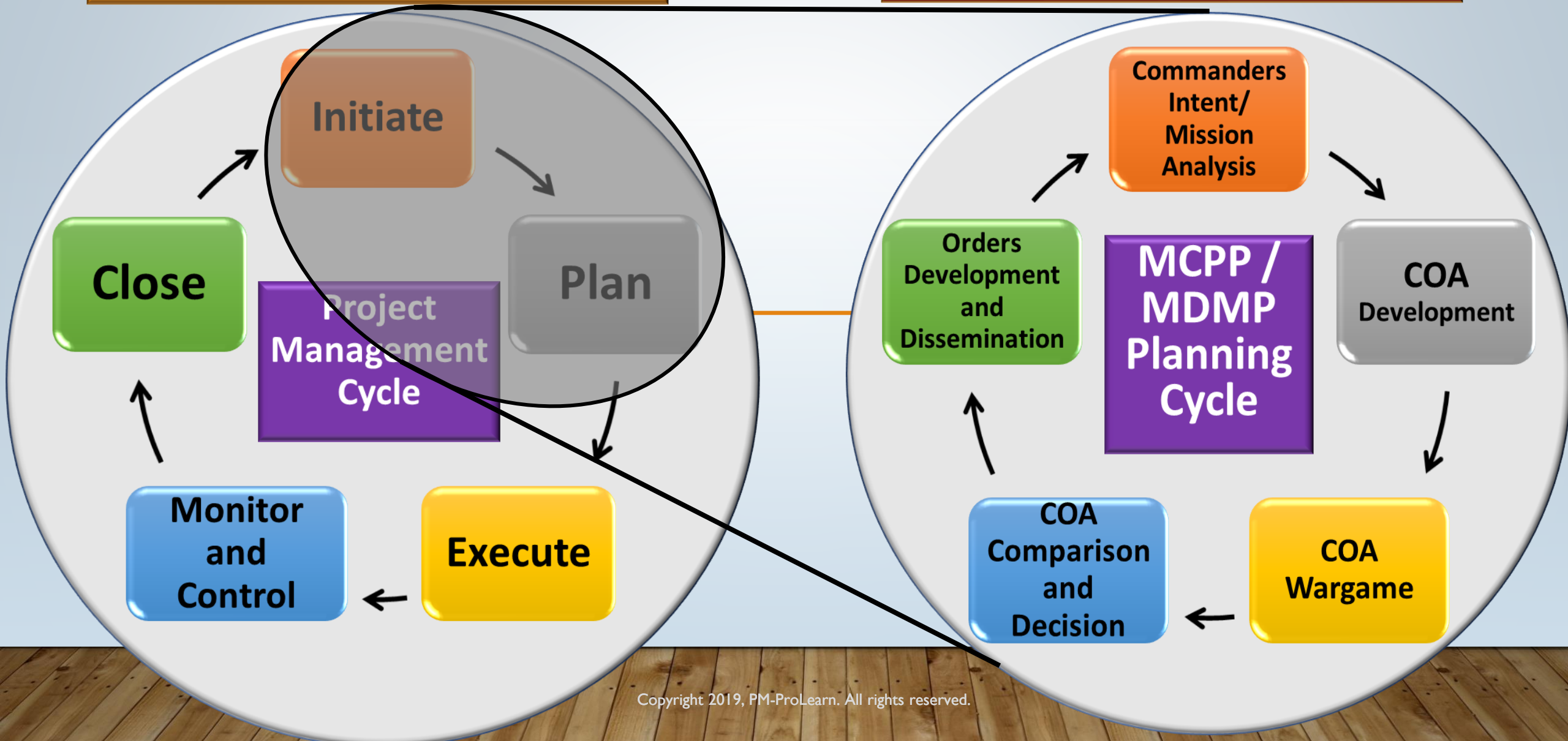


# MILITARY PROCESS



# CIVILIAN PROCESS

# MILITARY PROCESS



# PROJECT MANAGEMENT CYCLE

**Leadership  
and  
Management**

**Close**

**Initiate**

**Monitor  
and  
Control**

**Plan**

**Execute**



# KEY ELEMENTS TAUGHT IN PMP NOT MILITARY PLANNING

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- Stakeholder Management
- Conflict Resolution
- Communications planning: Message, medium, frequency
- Earned Value Management (Planned vs actual performance)
- Change Management (within scope or not & Impact to scope/cost/sched)
- Agile framework

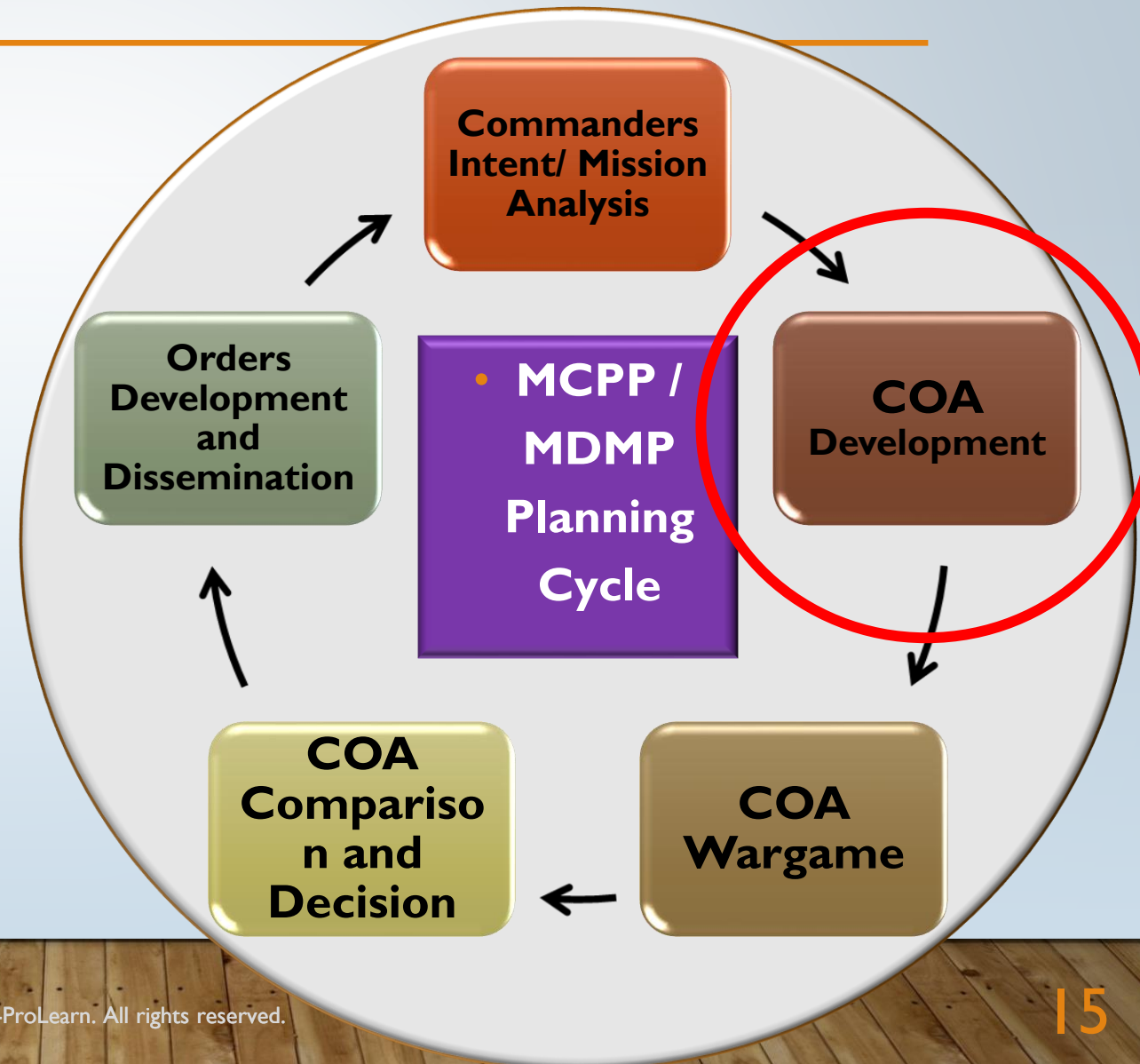
# ELEMENTS VETERANS BRING TO A PROJECT TEAM

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- Ability to plan, estimate resources, and organize teams
- Leadership
- Mission Focus
- Adaptation and flexibility (think on feet)
- Ability to embrace change
- Problem solving

## WHERE DOES AGILE FIT?

- Within the construct of Military planning  
The COA development process is inherently Agile.
- Commanders don't know how they want to solve their problem and their planning team designs a series of potential COAs to be evaluated and refined until one is finally selected
- Then the deliberate planning begins



# WHERE DOES AGILE FIT?

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The next place Agile fits is with small unit leadership. (teams of 12 or less). Applied correctly, Agile provides a leadership framework to empower teams to solve problems, provide clarity, and rapid feedback to ever changing situations.

1. Everyone is a team member and has equal value to contribute.
2. Information is shared and communicated frequently (good and bad)
3. No one is beyond improvement or recommendation.
4. Leaders remove barriers to progress and take on work that impedes the team performance
5. The Team matters more!!!!



**CORPS/BDE/MEF/DIV/REG/BN Staff, Leaders, and Planners  
(E-6/CW2/O3 and above)**

**Company commanders, Team leaders, Operators (All Ranks)**

**MCVWP 5-10 (MCP)**

**ADP/ADRP 5-0 (MDMP)**

**JP 5-0 (JOPP)**

**Deployment  
Planning**

**Orders  
Development**

**Product &  
Document  
Development/  
Staffing**

**Mission  
Planning**

**BN and above  
Mission  
Execution**

**Targeting  
Cycle**

**Company and  
below  
Mission  
Execution**

**Predictive**

**Project Agility Continuum**

**Adaptive**

Order to  
achieve

**1**

**Project Management Professional (PMP)**



**2**

**Agile Certified Practitioner (ACP)**



**3**

**Lean & Six Sigma\*/TOC/Kanban/Kaizen**

**3**

\* Lean, Six Sigma, TOC and Scrum are stand alone but are also incorporated into ACP certification training.

**Scrum\* Master**



**4\*\***

**Prosci Change Management Practitioner**

\*\* PROSCI deals specifically with the human element of change and speed of adoption through its ADKAR model. It integrates with PMBOK/PMP processes and is good for either pure Change projects or as an enhancement to projects that lead to organizational change. The change process could use an Agile planning mindset as you go through the execution but is not agile in structure.

[www.pm-prolearn.com](http://www.pm-prolearn.com)

# WHY GET CERTIFIED WHILE ON ACTIVE DUTY

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- PMP and Agile add pieces to your leadership tool box to use when planning and conducting operations
- PMP is more applicable than military planning process into your support roles
- Civilian companies want to see post certification application
- Funding resources exist while active duty that are not there in transition (unit funding, Armyiginted)

# VALUE OF CERTIFICATIONS

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- Demonstrate experience, knowledge, and capability
- Easier and faster to obtain
- Helps bridge the “false perception” divide
- Teaches industry terminology and standards
- Broad application (cert dependent)
- Companies value them more than formal learning (Amazon)
- <https://www.gijobs.com/certificate-degree-pros-cons>

# WHY PMP IN TRANSITION

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- 290,000+ Jobs on LinkedIn looking for PMP
- 20% higher average salary than noncertified PMs
- Teaches you industry standard terminology and how to relate to civilian counterparts
- Provides credibility to civilian organizations when applying for Jobs
- Network Opportunities through PMI
- Diverse field with multiple opportunities



# HOW CAN I PAY FOR CERTIFICATION TRAINING?

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- **Unit Training Funds:** Using the SF-182 process units can send soldiers to courses that enhance their current MOS. PMP/ACP Apply to every MOS.
  - (Limited to \$25k total purchase without a contract)
- **Army Ignited:** Allows all soldiers Active/Guard/Reserve to use their \$4k of TA funding towards certifications. <https://www.armyignited.com/app>
- **AF COOL:** Allows all active-duty Airmen to use up to \$4500 for certs
- **Tuition reimbursement:** Civilian companies
- **Veteran discounts if out of pocket:** all vets and family

# CONTACT ME WITH ANY QUESTIONS

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# QUESTIONS?

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# VALUE OF PMP TO ACTIVE DUTY

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- Civilian project management is the same as military planning and operations management. Project = Mission. Current military planning while standardized does not provide the granularity, detail and process standardization that civilian training does.
- Military planning processes do not account for fiscal risk, stakeholder communication strategy, change management and process control where PMP training does.
- PMP training enhances current military planning processes and teaches how to incorporate cost, scope, schedule and risk implication into planning.
- PMP training discusses and teaches the human engagement/leadership piece which can improve team dynamics, coordination, multi-dimensional process integration, change management, and process supervision.
- PMP teaches the industry standard terminology so Active Duty personnel can interact with civilian GS and contractor counterparts with meaningful conversations using the same language.
- PMP supports the Program Management Improvement and Accountability Act (PMIAA)
- <https://www.pmi.org/about/press-media/press-releases/new-law-aimed-at-improving-federal-government-efficiency>
- PMP training is more affordable to the service than most week long resident schools.