At the AGM on December 5, 09 Dr. Lew Ireland gave a speech titled "*The Changing Face of Project Management*". Lew gave an informative speech on the changing face of project management which included project management goals, current issues in project management, competence, trends in project management, and the future of projects.

Lew started by outlining the goals of modern project management as:
• Consistency and repeatability
• Project success
• Meeting organizational goals

He described the current issues in PM as being:

- Project participants lack planning skills to adequately develop Project Plans that are realistic and success oriented.
  - Don't understand the difference between "fact" and "assumption"
  - Can't envision the future of project execution
  - Don't understand the need and degree of controls for projects

- Project participants lack problem-solving skills to address simple to complex issues
  - Don't have the competence in problem-solving
  - Often define the symptoms as the problem

- Project participants lack the skills to be an active team member
  - Don't have knowledge and skills to serve in an active team role
  - Follow the reward system for individuals

When we talk about competence, there is individual competence and organizational competence. Individual competence results in:
- Building trust
- Encourages commitment
- Think as a team player
- Enhances communication
- There are only three things you can use to communicate:
  o Words or semantic notations
  o Graphics / illustrations
  o Mathematics

Organizational Competence in Project Management results in:

- Selection of the "right" projects. This includes -
  - Size, profit margin, duration, risk
  - Is the project within the organization's capability
  - Balances complexity challenges between competing projects
  - Links projects to strategic goals
- The organizational design supports projects
- Managers support projects from top to bottom

Organizational competence results in:
* Sharp focus on project selection and management
* Reduces waste of resources – gains in productivity
* More efficient and effective practices – leads to better practices
* Less strain on the project team– have less turnover
* Better customer relationships through improved satisfaction

Lew talked about project planning and planning weaknesses such as:
* Deliverables not defined
* Facts and assumptions not listed
* Too many assumptions
* Issues not resolved prior to start of the project
* Risks not identified and managed
* Project & product interfaces not identified.

When it comes to project planning, it was pointed out that:
* Creating realistic plans is a part of project work
* All managers / leaders need planning skills
* Most people do not plan for the future.

The current trends in PM are:
* Expanded thinking in managing multiple projects
* Literature focusing on managing projects in portfolios and programs
* Multiple projects that have unrelated products (called a portfolio)
    * Multiple projects that have integrated product(s) (called programs)

 The selection of projects has to be based on more than profit alone, e.g.

* Byproducts that have value
* Building on corporate capability

For Corporations building project management as a core competence, they have challenges such as:

* The projects are more managerially complex

* There is a critical need for interpersonal & behavioral skills

* There is a growing number of multinational projects

* There is a greater dependence on technology

* The demand for accountability

The Future of Projects

* Projects are seen as the building blocks to an organization's success.

* Projects will be selected based on –
    * Strategic goal alignment

- A balance of small, medium, and large projects
- A balance of low, medium, and high risk projects
- A balance of low, medium, and high profit margins
- The degree of managerial complexity will be considered
- Project portfolios will be developed and projects are managed in a portfolio
- Corporations will convert from training individuals in project management to training teams to perform project work.

- Corporations will emphasize the behavioral side of working together as teams. Team members will have to develop:
  - Self-awareness
  - Self-control
  - Respect for others
- For single project management will need to:
  - Understand vocabulary and methodology
  - Understand techniques and tools
- For multiple project management will develop:
  - Program management
  - Grouping of similar projects for economy
- Enterprise project management will require:
  - Project Portfolio Management
  - A top down view
- Enterprise Project Management is the wave of the future.
  - Behavioral attributes will be emphasized as essential for project managers
  - Productivity will be achieved in the future through
    - Better on the job performance
    - Better planning
    - Better communications

Project managers will be challenged to demonstrate competence in all aspects of project management. All in all a very informative speech.