The Changing Role of Project Managers as Strategic Business Partners

The Competencies and Skills You Need to Succeed in Today's Digital Transformation Age.

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Sept 16, 2020
• President of Strategere Consulting

• Assisting Clients in the Development of Business and IT Strategies That Focus On Achieving Business Outcomes

• Authored 2 books: Getting IT Right! / The Strategic CIO

• Researching 3rd book, Strategic IT Governance 2.0: Process Optimization, Project Alignments, and Leadership Excellence

• Speaks Regularly at PMI / CIO / IT Executive Events on Leveraging Technology for Competitive Success
Grab Your Notepad

The Changing Role of Project Managers as Strategic Business Partners:

The Competencies and Skills You Need to Succeed in Today’s Digital Transformation Age.

- Understand why Project Managers must transform into proactive strategic business partners.
- Identify the business competencies and skills required by Project Managers to successfully collaborate and work in business teams.
- Share an assessment methodology to measure the maturity of the competencies and skills and identify potential gaps and remediation actions.
- Review a Transformation Plan to improve your business competencies and skills.
## The Changing Role of Project Managers

### Theme
- **Consumerization of IT**
- **Dramatic Increase in Project Requests**
- **PM Leads IT/ Business Teams**
- **Role of Project Manager/PMO**

### Implication
- **Consumerization of IT**
  - Consumers demand new/information rich products and services, which impact business personnel across the entire value network.
- **Dramatic Increase in Project Requests**
  - Develop improved project throughput capabilities to accommodate increased demand.
- **PM Leads IT/ Business Teams**
  - Develop business skills / collaborate in business teams to create new markets and competitive opportunities.
- **Role of Project Manager/PMO**
  - Project Managers are the critical component to this new information strategy.
Forewords

Rob Carter – CIO, FedEx

Filippo Passerini – CIO, P&G
Strategic IT Organization Transformation Phases

1. Deliver Commodity and Business Services Exceptionally Well

2. Understand the Business, Focus on User Experience, and Improve Business Skills of IT Personnel

3. Implement Initiatives to Improve Margin (Sales / Cost)

4. Leverage Technologies Strategically to Innovate Value

Value

Time
Strategic IT Competencies and Skills?

What are The Business Competencies and Skills for a Transformative Project Manager?

How Can I Measure the Strategic Maturity of My Business Competencies and Skills?
STRATEGIC PROJECT MANAGER BUSINESS COMPETENCIES AND SKILLS

2. Understand the Business, Focus on User Experience, and Improve Business Skills of IT Personnel

• ?
• ?
• ?
• ?
Strategic IT Competencies & Skills Maturity Ranges

- **Valued Business Partner**
- **Inefficient**
- **Optimized**

**Skill Knowledge**
- **Low Value Cost Center**
- **12.5**
- **25**

**Continuous Improvement Drives Additional Outcomes**
- **5-15%**

**Improve Application of Knowledge and Skills**
- **15-35%**

**Greatest Opportunity to Create Business Outcomes**
- **25-50%**

**Improve Business Knowledge and Skills**
- **15-35%**

**Applying Skills for Business Outcomes**
- **15-35%**
- **5-15%**

- **1**
- **2**
- **3**
- **4**
BUSINESS KNOWLEDGE

*(Business Awareness Skills)*

![Value Chain Diagram](image)
Strategic IT Organization Competencies and Skills Framework

BUSINESS KNOWLEDGE
 *(Business Awareness Skills)*

- Environment
- Opportunities
- Process Centric
# What is the Maturity Score of Your IT Organization Strategic Competencies and Skills?

**Business Knowledge**

<table>
<thead>
<tr>
<th>SKILL</th>
<th>BEST PRACTICE</th>
<th>Score (1 = Low / 8 = High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Business Environment</td>
<td>IT Personnel Understand and Articulate the Enterprise Business Strategy, Objectives, Culture, and Internal Environment</td>
<td>Skill Knowledge(a) Applying Skill (b)</td>
</tr>
<tr>
<td>2. Opportunities / Challenges</td>
<td>IT Organization Understands the Enterprise Business Opportunities to Enhance Customer Value, Revenue, Profitability, as Well as Challenges that Impact Enterprise Growth.</td>
<td></td>
</tr>
<tr>
<td>3. Process Centric</td>
<td>IT Organization Understands How IT Services and Underlying Technologies Align and Enable Enterprise Business Processes that Create / Support Customer Value</td>
<td></td>
</tr>
</tbody>
</table>

**SUB TOTAL**

**MAXIMUM SCORE**

**COMPETENCY MATURITY % (sub-total / maximum score)**

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*Lehigh Valley Health Network*
MARKET KNOWLEDGE
(STRATEGIC PRODUCT/MARKET SKILLS)
Strategic IT Organization Competencies and Skills Framework

BUSINESS KNOWLEDGE
*(Business Awareness Skills)*
- Environment
- Opportunities
- Process Centric

MARKET KNOWLEDGE
*(Strategic Product/Market Skills)*
- Product Knowledge
- Industry Insight
- Competitive Landscape
What is the Maturity Score of Your IT Organization Strategic Competencies and Skills?

- **Market Knowledge**

<table>
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<th>SKILL</th>
<th>BEST PRACTICE</th>
<th>Score (1 = Low / 8 = High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Product Knowledge</td>
<td>Knowledge of How Customer Value is Derived from Enterprise Products / Services</td>
<td></td>
</tr>
<tr>
<td>2. Industry Knowledge</td>
<td>Understanding of Industry Landscape and Upcoming Trends and their Alignment to Enterprise Products and Services</td>
<td></td>
</tr>
<tr>
<td>3. Competitive Landscape</td>
<td>Insight into Competitive Environment and the Associated Customer Value Gaps and Opportunities</td>
<td></td>
</tr>
</tbody>
</table>

**SUB TOTAL**

**MAXIMUM SCORE**

**COMPETENCY MATURITY % (sub-total / maximum score)**
TECHNOLOGY PROWESS
(Strategic Technology Skills)
Strategic IT Organization Competencies and Skills Framework

BUSINESS KNOWLEDGE
*(Business Awareness Skills)*
- Environment
- Opportunities
- Process Centric

MARKET KNOWLEDGE
*(Strategic Product/Market Skills)*
- Product Knowledge
- Industry Insight
- Competitive Landscape

TECHNOLOGY PROWESS
*(Strategic Technology Skills)*
- Technology Strategy / Adaptability
- Organization Agility
- Strategic Project Capability
What is the Maturity Score of Your IT Organization Strategic Competencies and Skills?

**Technology Prowess**

<table>
<thead>
<tr>
<th>SKILL</th>
<th>BEST PRACTICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Technology Strategy / Adaptable</td>
<td>Incorporates a Technology Strategy that Integrates Emerging and Existing Technologies into New and/or Enhanced Customer Value and Revenue Streams.</td>
</tr>
<tr>
<td>3. Strategic Project Capability</td>
<td>Increase Capacity to Implement Strategic Project by Reducing Run &amp; Maintain / Enhancement Project Costs/Execution time and Improving IT Personnel Technology/Business Skills</td>
</tr>
</tbody>
</table>

**TECHNOLOGY PROWESS**

<table>
<thead>
<tr>
<th>Skill Knowledge (a)</th>
<th>Applying Skill (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUB TOTAL**

**MAXIMUM SCORE**

**COMPETENCY MATURITY %** (sub-total / maximum score)

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SanDisk
CROSS-COMPETENCY (Skills)
Strategic IT Organization Competencies and Skills Framework

BUSINESS KNOWLEDGE
(Business Awareness Skills)
• Environment
• Opportunities
• Process Centric

MARKET KNOWLEDGE
(Strategic Product/Market Skills)
• Product Knowledge
• Industry Insight
• Competitive Landscape

TECHNOLOGY PROWESS
(Strategic Technology Skills)
• Technology Strategy / Adaptability
• Organization Agility
• Strategic Project Capability

CROSS DIMENSION
COMPETENCIES
• Vision
• Leadership
• Communication

Organization
Culture
What is the Maturity Score of Your IT Organization Strategic Competencies and Skills?

**Cross Competency Skills**

<table>
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<th>CROSS DIMENSION COMPETENCY</th>
<th>BEST PRACTICE</th>
<th>Score (1 = Low / 8 = High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Vision</td>
<td>IT Vision that Aligns with Corporate, Business Units, and IT Organization</td>
<td></td>
</tr>
<tr>
<td>2. Leadership</td>
<td>CIO Guides the IT Organization in Developing the Skills / Competencies / Knowledge to Enhance and Develop the IT Services Aligned to Business Needs and Effectively Collaborates with Business Peers to Achieve Business Vision / Financial Objectives / Market Strategies</td>
<td></td>
</tr>
<tr>
<td>3. Communication</td>
<td>IT Personnel Effectively Communicate and Team with Business Personnel to Understand / Uncover Opportunities to Drive Revenue / Reduce Cost</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUB TOTAL</th>
<th>MAXIMUM SCORE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPETENCY MATURITY %</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td>(sub-total / maximum score)</td>
<td></td>
<td></td>
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</tbody>
</table>
Strategic IT Competencies & Skills Maturity Ranges

- **Valued Business Partner**
- **Low Value Cost Center**

### Application of Knowledge and Skills
- **15-35%**
- **25-50%**

### Continuous Improvement Drives Additional Outcomes
- **5-15%**
- **15-35%**

### Improvement to Create Business Outcomes

- **Greatest Opportunity**

### Improve Business Knowledge and Skills

- **12.5-25%**

#### Maturity Cost Benefit Ranges

- **Level 1**: 25-50%
- **Level 2**: 15-35%
- **Level 3**: 15-35%
- **Level 4**: 5-15%

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**Applying Skills for Business Outcomes**

**Optimized**
Strategic IT Organization Maturity Assessment - 6 Month Assessment Results

- Business Knowledge
- Market Knowledge
- Technology Prowess
- Cross Dimension
- Average Maturity

1. 25-50%
2. 15-35%
3. 15-35%
4. 5-15%

Skill Knowledge
Low Value Cost Center
Valued Business Partner

Applying Skills for Business Outcomes

Optimized → Inefficient
Assess the Strategic Maturity of Your IT Organization / Competencies and Skills of IT Personnel

Identify Where You Need to Be on the Maturity Grid Based Upon Your Company’s Competitive Profile

Identify The Challenges / Barriers Preventing You from Improving Your Strategic IT Maturity

Obtain Insights and Lessons Learned From Peers and Industry Thought Leaders

Develop a Strategic IT Maturity / Competencies and Skills Plan
The Strategic Project Manager

Business Competencies and Skills Excellence

Strategic IT Organization Competencies and Skills Framework

How To Measure Competencies & Skills

Strategic IT Organization Competencies and Skills Framework

How Mature Are Your Competencies / Skills

Maturity Path to Strategic Project Manager

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Action-Taking Resource

Strategic IT Business Competencies and Skills Assessment

• Assessment tool to help you measure the maturity of your Strategic IT Business Competencies and Skills Across 2 Dimensions (Skills Knowledge/Applying Skills)

• Includes Best Practices for Each of the 4 Major Competencies and 12 Underlying Skills
Advisory Services

Business / IT Strategy
Co-develop strategies that improve customer value, increase margins, and enhance shareholder wealth.

Process Reinvention
Improve your business processes to create sustainable value for your customers.

Team Building
Help our clients achieve the greatest possible success with great teams.

Coaching for Success
Help executive improve their leadership, communication, and learning skills.

www.strategere.com
Thank You

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