

**Project
Management
Institute®
Austin**



Name :

**Professional Development Day
(Spring 2022 PDD)**

May 6, 2022

Austin, TX

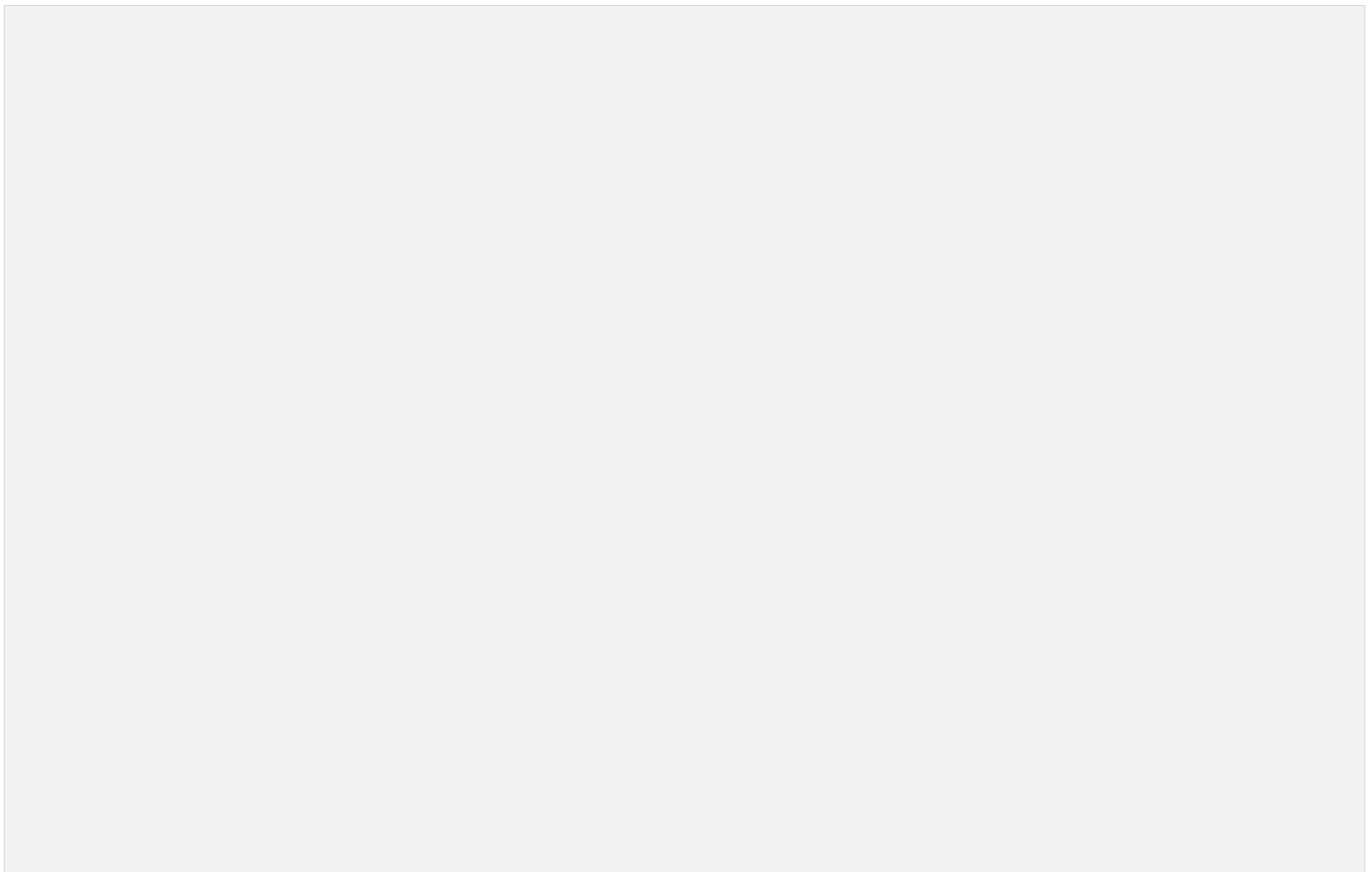
THE FUTURE OF PROJECT MANAGEMENT

Our PDD on May 6, 2022 is both an in-person and virtual workshop experience. The in-person event is being streamed live with all interactive elements adapted for virtual attendees.

The Spring 2022 PDD features three industry thought-leaders that focus on what's needed to be a successful project manager in the future. Whether you're a seasoned or new project professional, this this full day interactive journey provides you with the skills to drive change and broaden your perspective. Each of today's key topics map the Technical, Strategic, and Leadership portions of the PMI Talent Triangle, as highlighted below.

Use this document to jot down notes, reflect on what you learn today, and apply key concepts to your own situation.

PMI Austin is committed to our community and fostering professional growth for our members. We hope you expand your project leader toolkit, connect with the Austin project management community, and have fun during today's PDD!





Project and Work Management for Hybrid Teams

ProjectManager is a comprehensive hybrid work management solution that takes the best of traditional project management and collaborative work management and adapts it for hybrid teams that need to organize, collaborate and accelerate their work, regardless of the location, preferred work style or the unique data requirements of team members. With this approach cross-functional project teams can achieve:

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see a demo and enter
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DETAILED AGENDA WITH PDUs

We will automatically submit your PDUs for you if you are a PMI Austin member and provided your PMI Member ID when you registered, both for in-person and virtual participants. If you are not a PMI Austin member or from another chapter, please self-report your PDUs using the claim codes below. Instructions available at: pmiaustin.org/how-to-report-pdus.



Digital materials per
agenda section
downloadable at:
pmiaustin.org/pdd

08:00 AM CT	Networking Breakfast 0.5 PDU Strategic - Use code: C061RY5N3G
08:30 AM CT	Opening Remarks 0.5 PDU Leadership - Use code: C0614V4V2F
08:50 AM CT	STRATEGIC SESSION: Daily Execution. Extraordinary Results. <i>Scott Welle</i> 2.0 PDU Strategic - Use code: C0619GCVT5
11:00 AM CT	Networking Energy Break 0.25 PDU Strategic - Use code: C061SR1291
11:10 AM CT	TECHNICAL SESSION: Effective Change Management (part 1) <i>Stephen Cabano</i> 1.0 PDU Technical - Use code: C061PZ0YBO
12:15 PM CT	Networking Lunch 1.0 PDU Strategic - Use code: C0618VJVFC
12:50 PM CT	TECHNICAL SESSION: Effective Change Management (part 2) <i>Stephen Cabano</i> 1.0 PDU Technical - Use code: C061YHXO9T
1:55 PM CT	Networking Energy Break 0.25 PDU Strategic - Use code: C061D4ID4U
2:05 PM CT	LEADERSHIP SESSION: The Odyssey from Technician to Leader <i>Dr. Linda Cureton</i> 2.0 PDU Leadership - Use code: C061ARY49T
4:20 PM CT	Closing Remarks
4:30 PM CT	Networking Happy Hour 1.0 PDU Strategic - Use code: C061EZR6QD



SPEAKER BIOGRAPHIES



Scott Welle | Daily Execution. Extraordinary Results. | **STRATEGIC**

Scott is a best-selling author and founder of Outperform the Norm, a leading program for business leaders and athletes looking to raise their game and perform at the highest level. He has 15 years' experience helping people "raise their game" through his books, articles, videos, podcasts, and online programs. He was recently named the 2021 Midwest Motivational Speaker of the Year.

Scott has a Master's degree in Sport Psychology and is an adjunct professor at St. Olaf University. He has completed 30 marathons, 5 Ironman triathlons, a 100-mile ultra marathon, and serves others by showing them how to tap into the mindset of challenging their self-limiting beliefs and aspiring to be their best every day.

In his interactive Strategic section based on his latest book, Scott will focus on the strategy of goal setting, the execution of goal achieving, and the psychology of aspiring to big things. You will learn strategies used by elite performers and top project managers to be your best and thrive in this fun, high-energy session.



Stephen Cabano | Effective Change Management | **TECHNICAL**

Steve is the President of Pathfinder, a project management consulting firm specializing in the planning, development, and execution of domestic and international capital plant construction projects. With 35+ years of project engineering and project management experience in the industrial and commercial facilities industry, he has provided project related services in the Petroleum, Petrochemical, Chemical, Environmental, Pharmaceutical, Power, Mining,

Renewables, Industrial and Commercial industries in the United States and worldwide.

Steve earned his BS in Mechanical Engineering from Villanova University and is a member of AACE International, AIChE, ASTD, SAVE, CII (former Chair), ECC (former Chair), and PMI. He's authored several articles for Chemical Processing, Cost Engineering Journal, Chemical Engineering, and Refinery Today.

In his Technical workshop, Stephen will start by communicating the change environment and process. Then, he will introduce an interactive series of change issues. You will collaborate in workshop teams to address the issues and present solutions—building your change management and implementation skills.



Dr. Linda Cureton | The Odyssey from Technician to Leader | **LEADERSHIP**

Linda is the former Chief Information Officer of NASA, a cabinet-level position with the US Federal government, and current CEO of Muse Technologies, a transformation and IT consulting firm. She is known as an innovator and change agent with decades of executive IT experience, including positions with the Department of Energy and Bureau of Alcohol, Tobacco, and Firearms.

She has received prestigious awards throughout her career, including being honored as Business Insider's 25 Most Powerful Women Engineers. Linda has a BS in Mathematics from Howard University, an MS in Applied Mathematics from Johns Hopkins University, and a PhD in Organizational Leadership from the University of Maryland with dissertation research on leadership in complex organizations.

In her immersive Leadership section, Linda will explore the role of emotional intelligence in how you can pivot from being a good technician to a great leader. You will form a plan for preparing yourself and create a roadmap for preparing others to navigate this transformation, especially when leading in an environment of uncertainty.

THE MENTAL GAME OF GOALS

THE TRUTH ABOUT MOTIVATION

SMART Goals or DUMB Goals?

WHAT IS YOUR VISION?

A better, brighter, bolder future. Your strategy must align and support this vision.

GOAL SETTING (THE O.P.P. FRAMEWORK)

OUTCOME GOALS

Outcome goals are the finish line.

They provide motivation and direction.

**Must include a current destination, an end destination, time of arrival.*

PERFORMANCE GOALS

Performance goals are milestones / benchmarks,

They provide insight into whether you're on pace.

**Must include a destination, time of arrival, measurable improvement.*



PROCESS GOALS

Process goals are activities / actions.

They provide empowerment because they're controllable.

**Must be impactful, controllable, objective, sustainable.*

GOAL ACHIEVING (EXCELLENCE IN EXECUTION)

LIVE IT

Be intentional. What ONE word describes how you need to show up?

LOVE IT

Importance fosters delayed gratification. Enjoyment fosters instant gratification.
How can you add both?

SHOVE IT

How can you make it as easy as possible to clear the path and have success?

TRACK IT

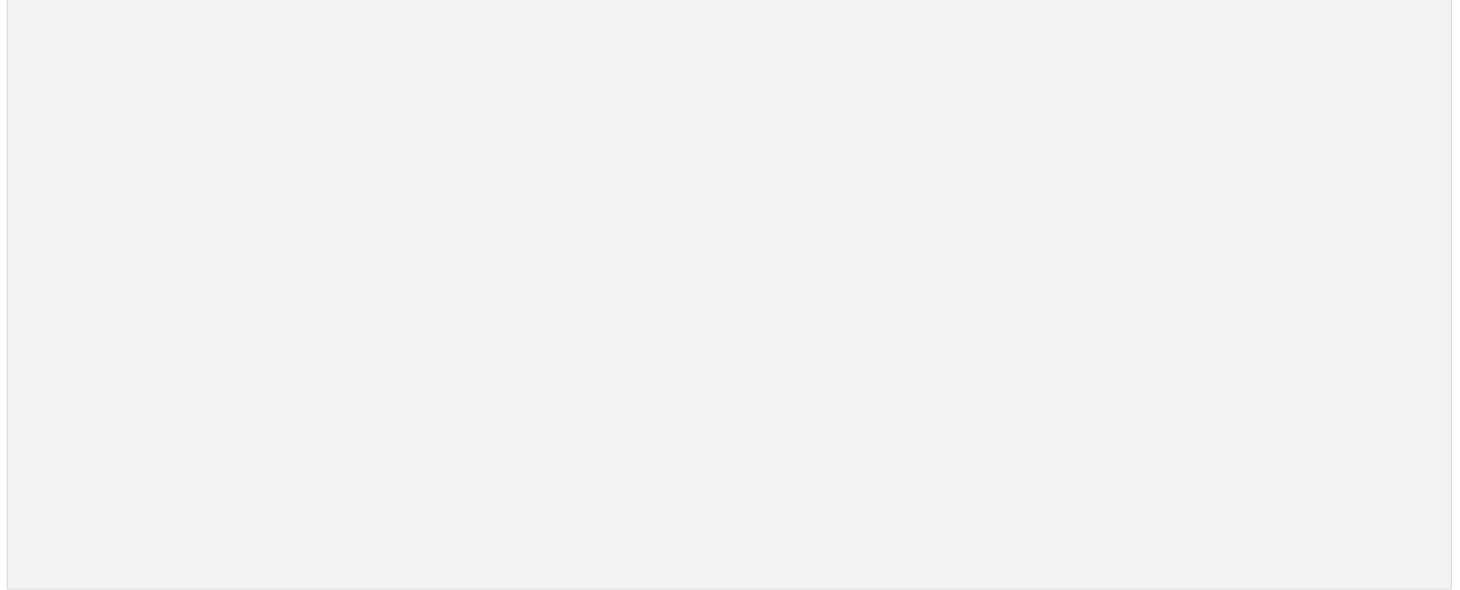
How will you tangibly and visually track your excellence in execution?

IMPLEMENTATION INTENTION

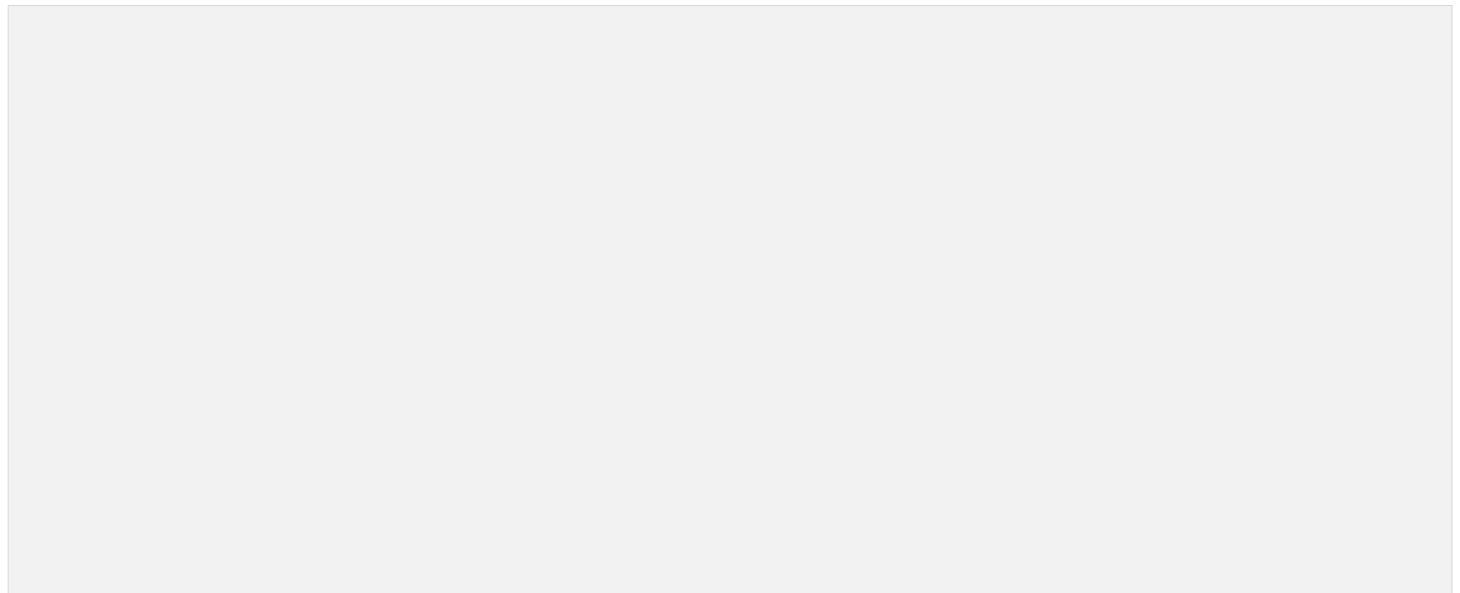
What will you start doing? Stop doing? Continue doing?



INTRODUCTION & SAFETY MOMENT

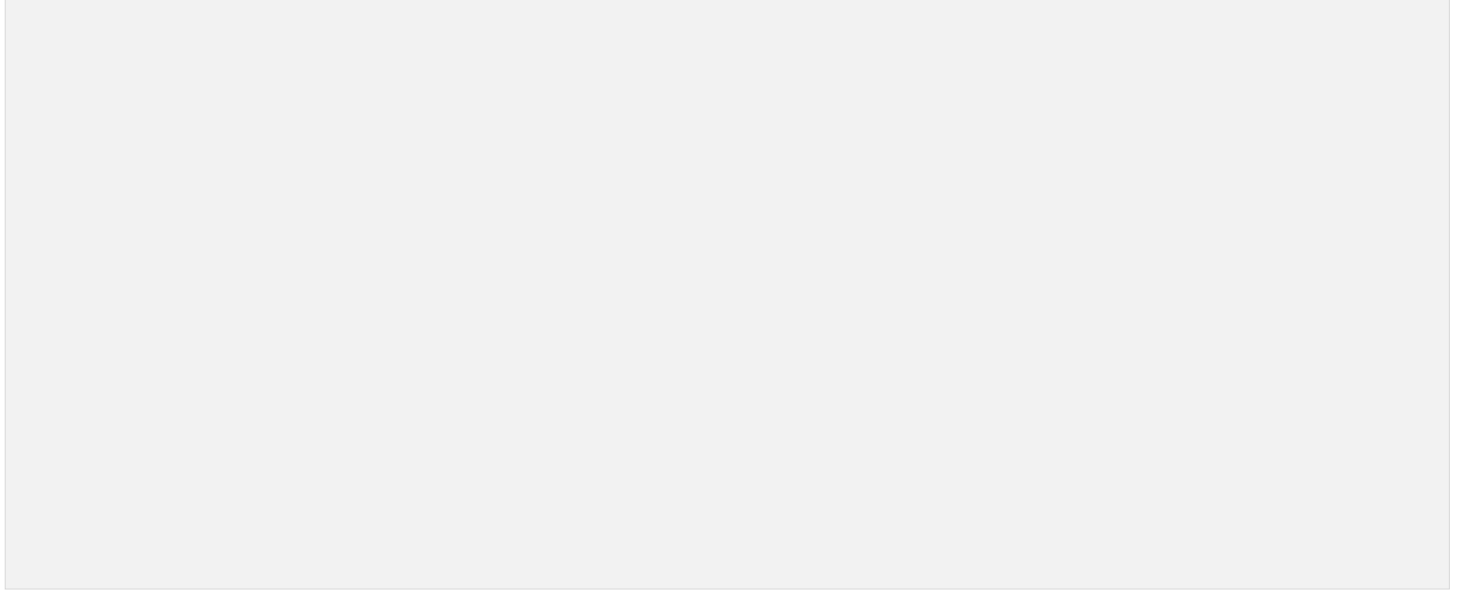


CAPITAL PROJECT DELIVERY PROCESS & STAGE GATE REQUIREMENTS

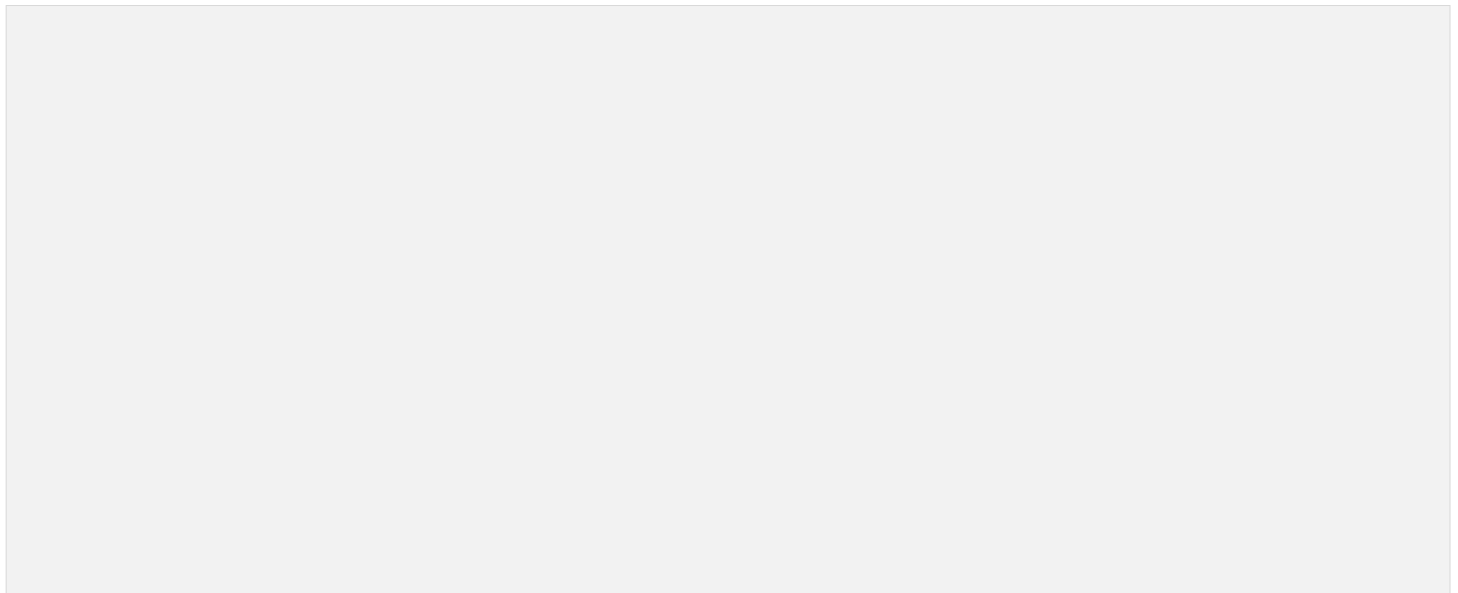




SCOPE DEVELOPMENT AND SCOPE FREEZE



ACCEPTANCE OF SCOPE/EXECUTION PLAN CHANGES



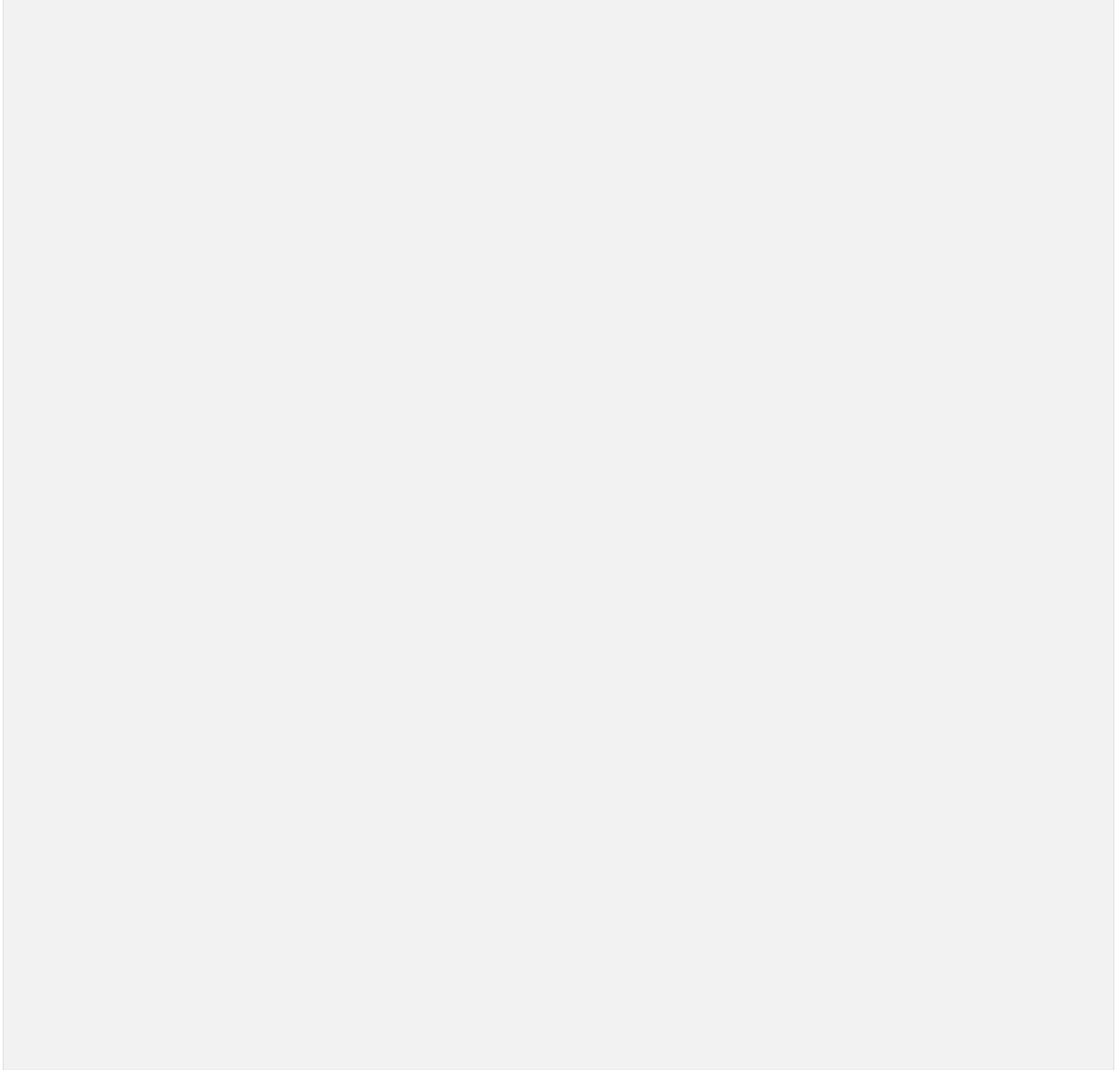


DIFFERENT TYPES OF CHANGE

COST OF A CHANGE



THE CHANGE PROCESS



CHANGE MANAGEMENT “WHAT-IF” SITUATIONS

OBJECTIVE

To address several what-if scenarios and evaluate them as far as their change impact

SITUATION

You are part of the owner project team on a mid-size industrial project being executed in the US Gulf Coast.

APPROACH

You will be broken out into teams (face-to-face and virtual)

- Each team will be assigned one of the situations on the following page.
- Your team will need to pick a team leader who will speak for the team.
- Your team will need to evaluate the situation and address the defined deliverables outlined below.

DELIVERABLES

Each team will develop the following deliverables:

1. Does the situation constitute a change?

2. What is the impact of the issue?

3. How would you deal with the issue?

4. What could have been done earlier to mitigate the impact?

TIMING

10 minutes – small group discussions:

- Each team will have 10 minutes to address their designated scenario in a face-to-face or virtual environment.

5 minutes – large group debrief:

- Each scenario will be discussed for 4 minutes.
- Facilitator will call on select teams to present their analysis (all teams may not get called on).

CHANGE MANAGEMENT “WHAT-IF” SITUATIONS

THESE ISSUES ARE PROVIDED IN THE EARLY PLANNING STAGES:

TABLE 1 / BREAKOUT GROUP 1

The project engineering team has determined that after Phase 2 engineering calculations were completed additional electrical power is required and a sub station needs to be included in the scope of work.

TABLE 2 / BREAKOUT GROUP 2

Upon further investigation of the selected site for the project, site conditions are such that 15% more piles are required to provide the foundational stability to support the new facility.

TABLE 3 / BREAKOUT GROUP 3

After identification of the technology and further front end design, the major pieces of equipment for the facility have been identified. Upon discussions with the suppliers, it is discovered that one of the major pieces of equipment has a lead time of 18 months which is 8 months longer than original planned resulting in a project delay in the project of 6 to 8 months.

THESE ISSUES ARE PROVIDED RIGHT AFTER OWNER FULL PROJECT FUNDING. THE PROJECT HAS GONE TO OWNER MANAGEMENT AND WAS AUTHORIZED FOR THE DEFINED COST, SCHEDULE AND FUNCTIONALITY.

TABLE 4 / BREAKOUT GROUP 4

It has been discovered that directly after project authorization the team goes out to the market and realizes that execution contractors are very busy and the market price for the execution activities has increased by 20% causing a 15% increase on overall project cost.

TABLE 5 / BREAKOUT GROUP 5

The market for the product that this project will produce has increased substantially. As a result, owner management has requested a 15% increase in plant capacity while maintaining the agreed to schedule.

TABLE 6 / BREAKOUT GROUP 6

At the kickoff meeting with the selected and awarded execution contractor the contractor team is different from the team that was proposed during the bid evaluation and final negotiations. The contractor states that they were awarded a much larger project that the existing team is needed on.

CHANGE MANAGEMENT “WHAT-IF” SITUATIONS

THESE ISSUES ARE PROVIDED DURING PROJECT EXECUTION:

TABLE 7 / BREAKOUT GROUP 7

The execution contractor starts to mobilize its execution team and after several weeks it is obvious that they are not able to staff the team as originally planned. The contractor states that they are fine, and they will still be able to complete on time and within budget.

TABLE 8 / BREAKOUT GROUP 8

After contract award, the contractor mobilizes, it's defined team that was agreed to in the contract. Three weeks into the project the contractor states that it needs to pull it's Project Manager and Engineering Manager off the project and replace them. They state this is due to another major project they just were awarded that need bilingual project leaders and the 2 individuals are the only 2 bilingual resource they have.

TABLE 9 / BREAKOUT GROUP 9

During the initial phase of construction, the site experiences an inordinate amount of bad weather. The contractor states that they are not able to execute work during these bad weather days and their progress is being delayed resulting in a delay of delivery for the whole project.

TABLE 10 / BREAKOUT GROUP 10

During the construction phase, the contractor has experienced some issues that need the owner's input. The contractor has issued a number of request for information (RFI) requests to the owner with limited to no response. The contractor is claiming that this is slowing them down and they will no longer be able to meet their defined completion date.

TABLE 11 / BREAKOUT GROUP 11

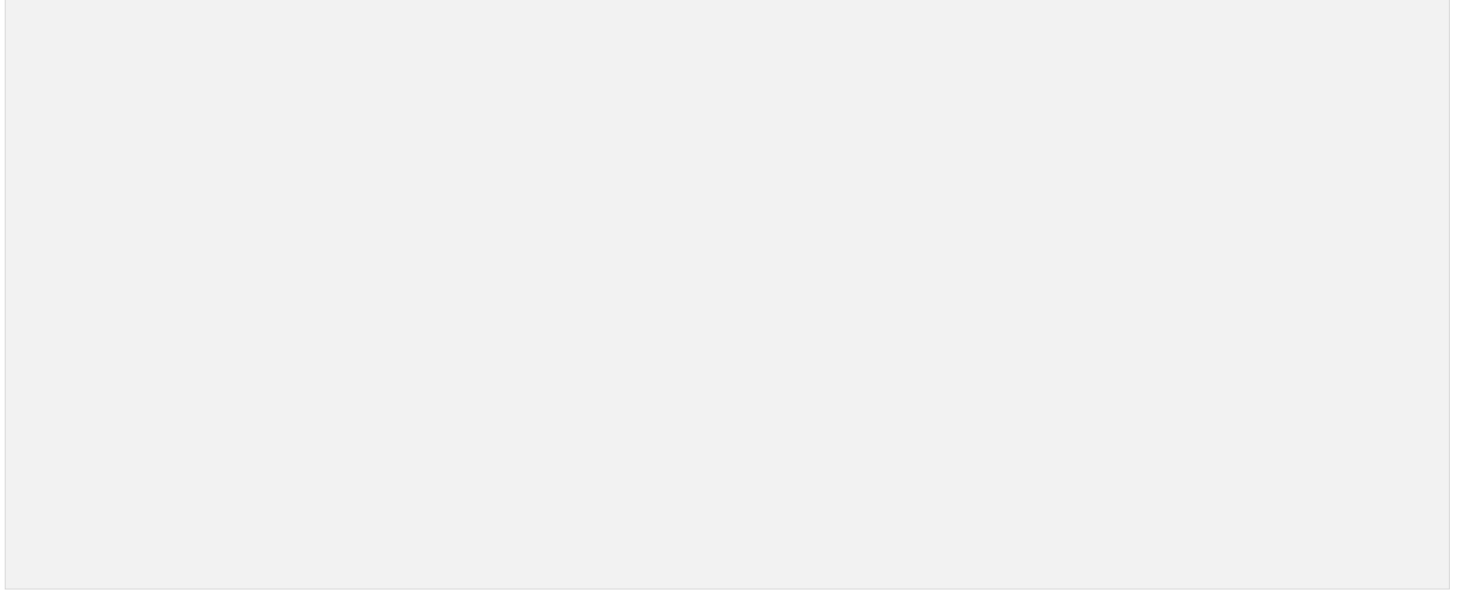
During the fabrication and delivery of a major piece of equipment that is on the critical path of the project, the vendor declares bankruptcy and the vendor shop is locked down and closed for all business until the bankruptcy issues are resolved.

TABLE 12 & TABLE 13 / BREAKOUT GROUP 12

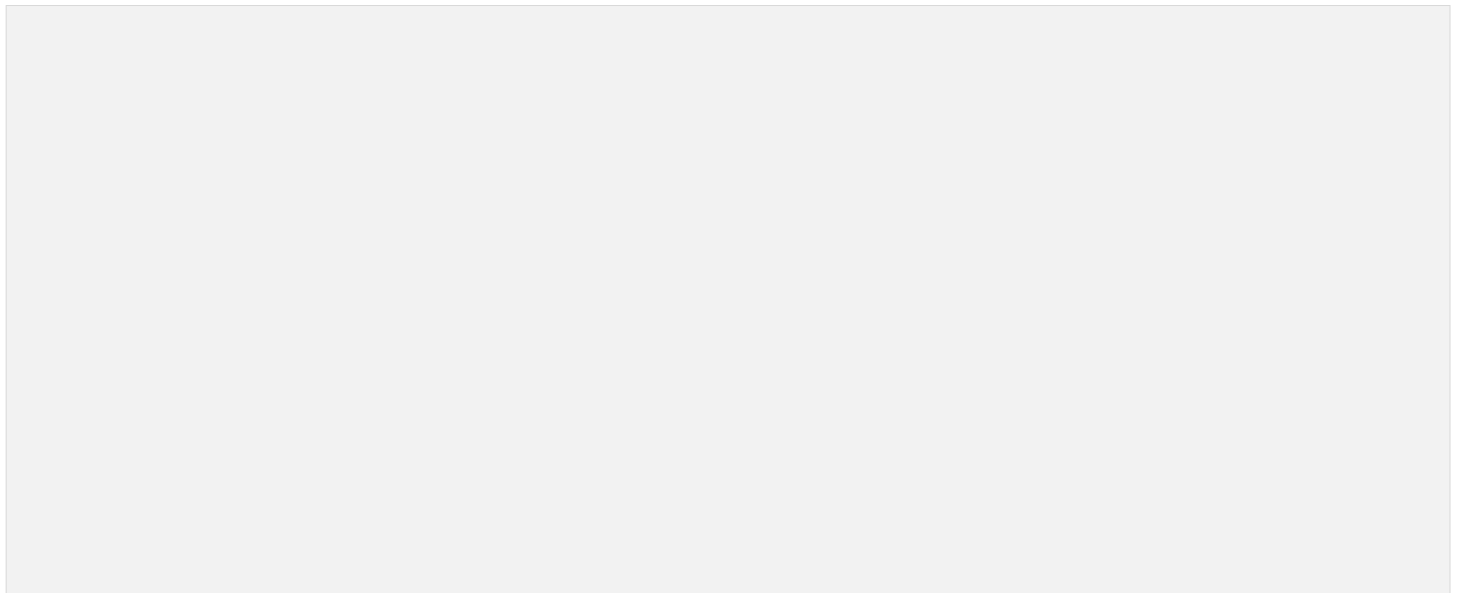
The project is nearing completion and the operation team is being brought in to initiate handover activities. Operations starts to identify aspects of the facility that they are not happy with and demand adjustments to the facility.



LEADERSHIP VERSUS MANAGEMENT

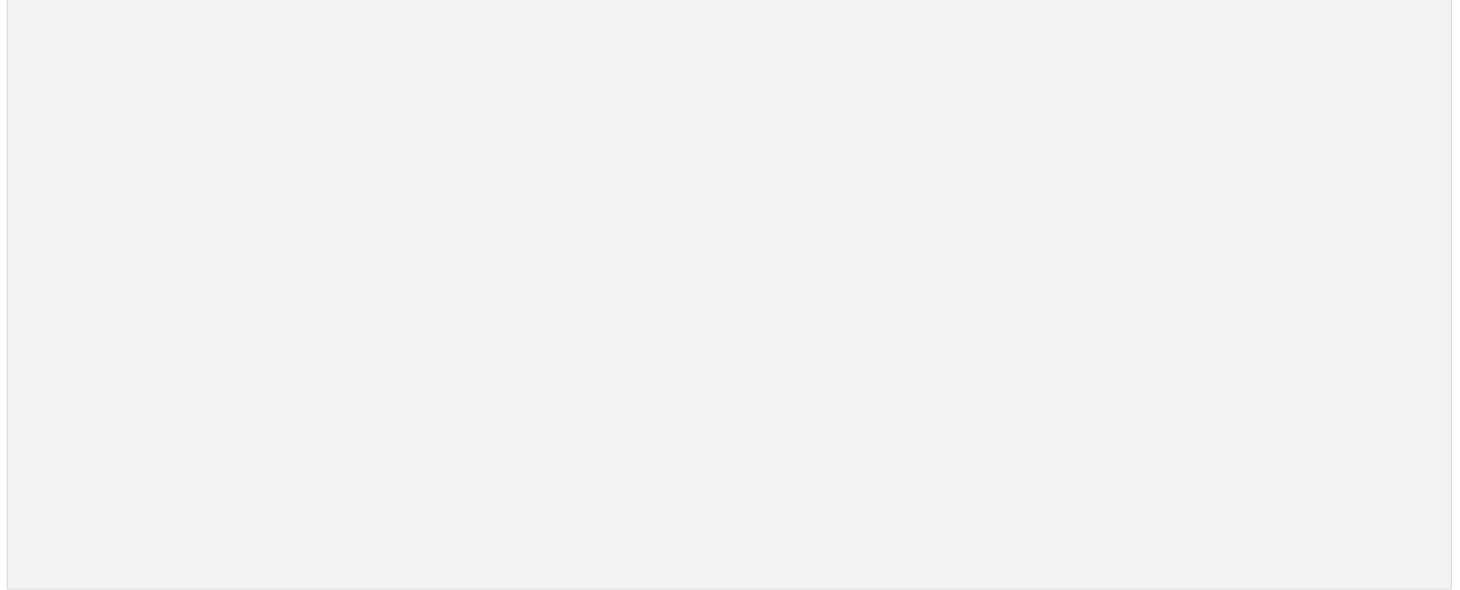


EMOTIONAL INTELLIGENCE AND SOFT SKILLS

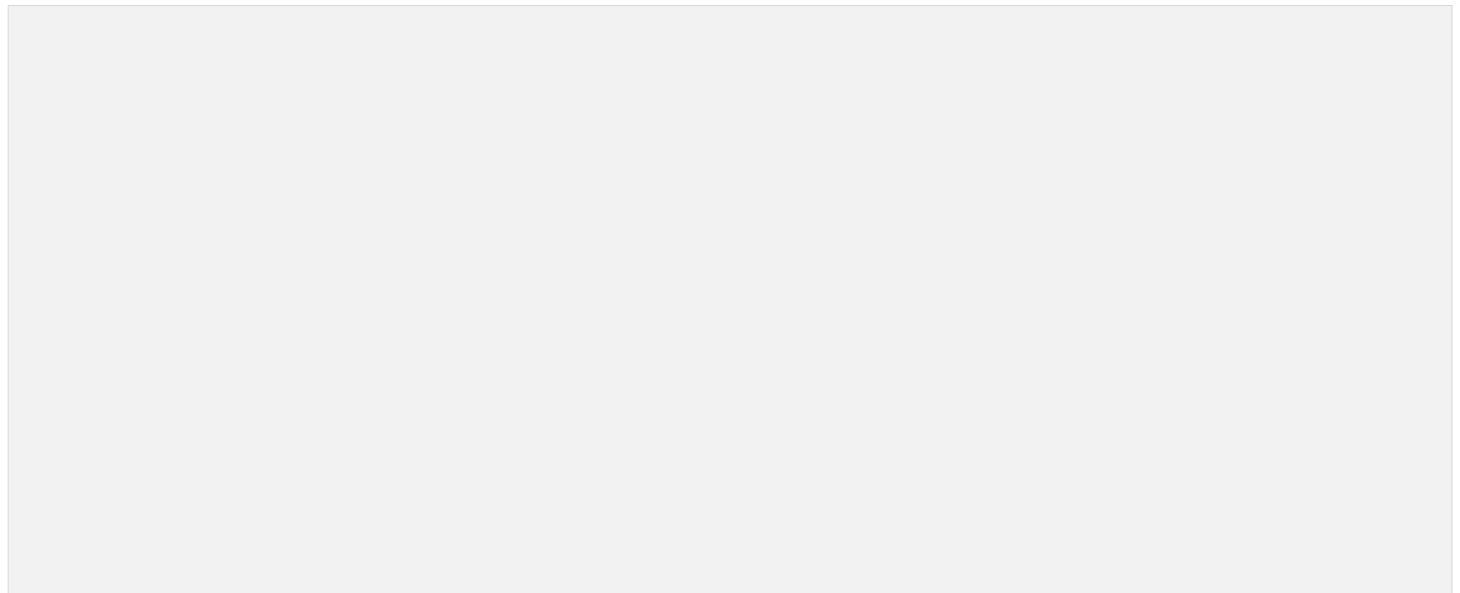




LEADING IN THE FUTURE



WHY LEADERSHIP?





THE ODYSSEY: EXERCISE

What I need to add:

What I need to shed:

My Sirens:

My Muse:

NOTES

NOTES