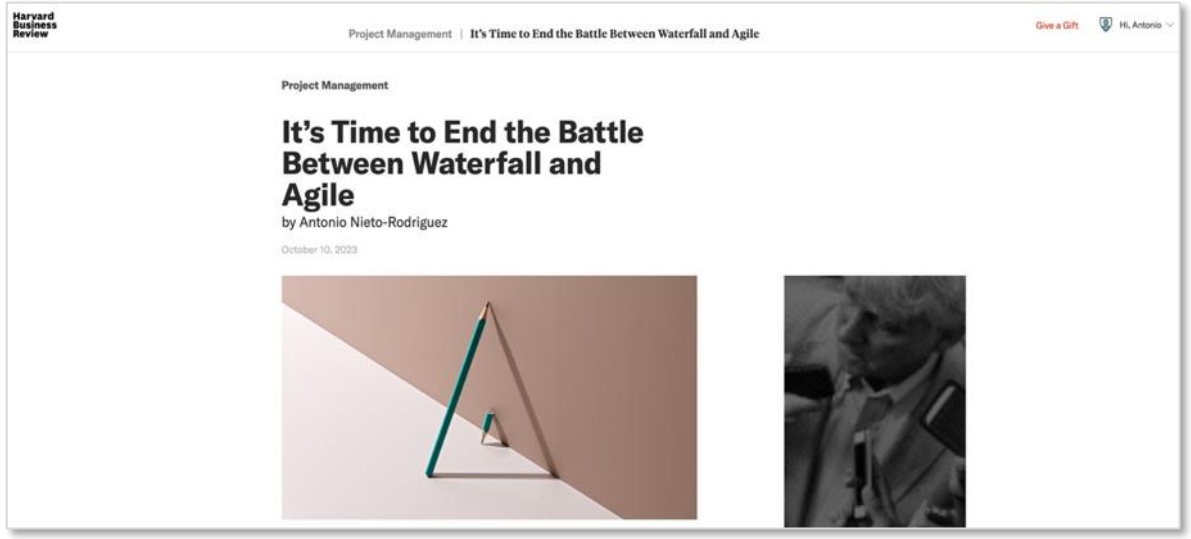
It is Time to End the Battle between Agile and Waterfall

Antonio Nieto-Rodriguez



Antonio Nieto-Rodriguez

Project Controls EXPO
London, UK

Life

London Business School

UNIVERSIDAD COMPLUTENSE MADRID

Work

UNISYS

gsk GlaxoSmithKline

FORTIS

BNP PARIBAS FORTIS

pwc

Teach

Solvay Business School

NYENRODE BUSINESS UNIVERSITEIT

ie Instituto de Empresa

Duke CORPORATE EDUCATION

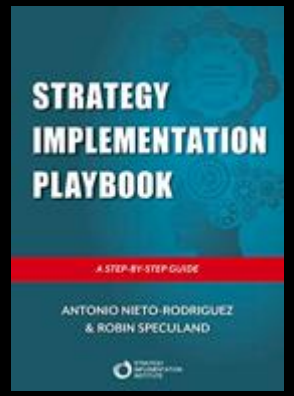
Thought Leader

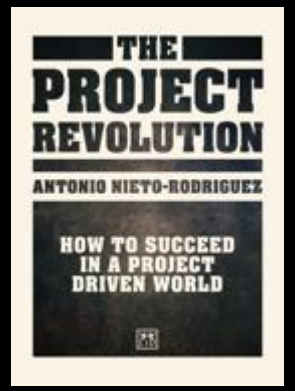
Project Management Institute

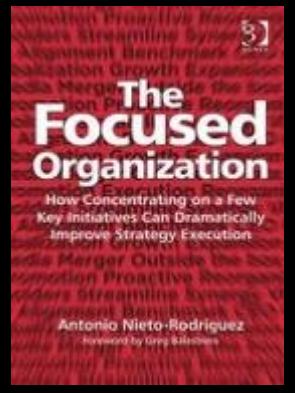
BRIGHTLINE™ INITIATIVE

STRATEGY IMPLEMENTATION INSTITUTE

PROJECTS&Co







Harvard Business Review

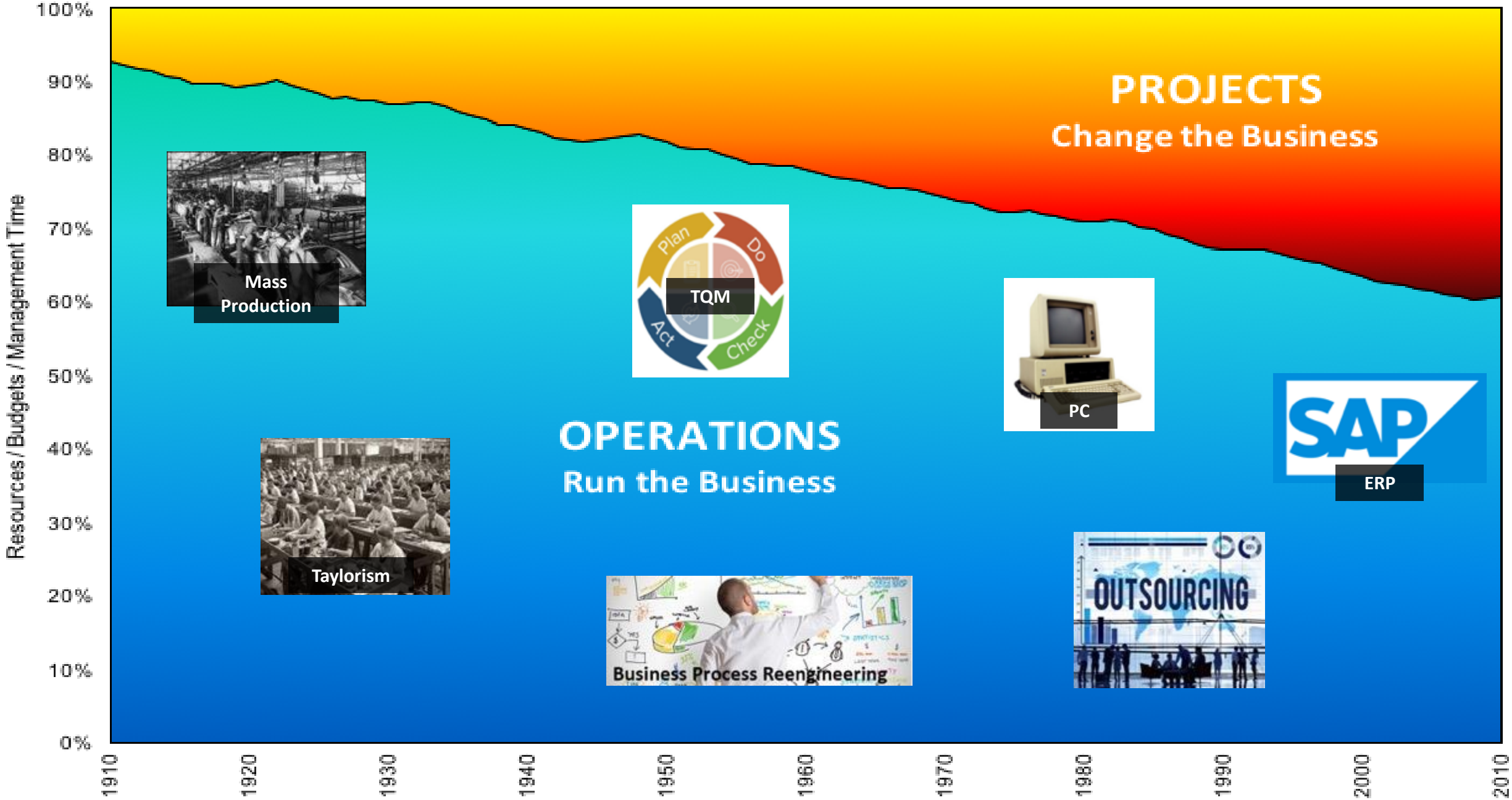
Published by Antonio Nieto-Rodriguez

www.antonionietorodriguez.com

YOUR PROJECTS ARE YOUR FUTURE

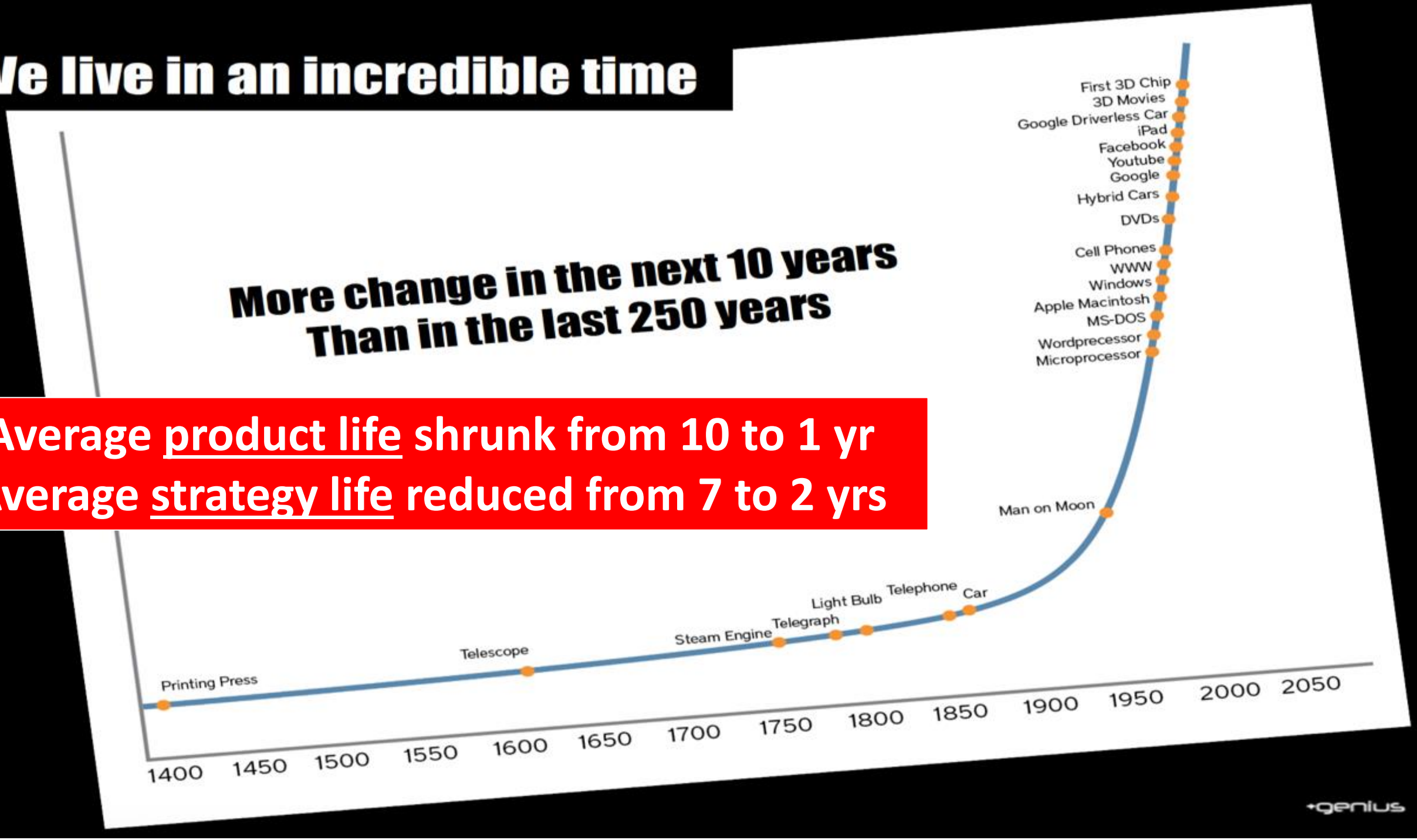
Ad Ignatius
HBR Chief Editor

Unnoticed yet Relentless Business Model Radical Shift



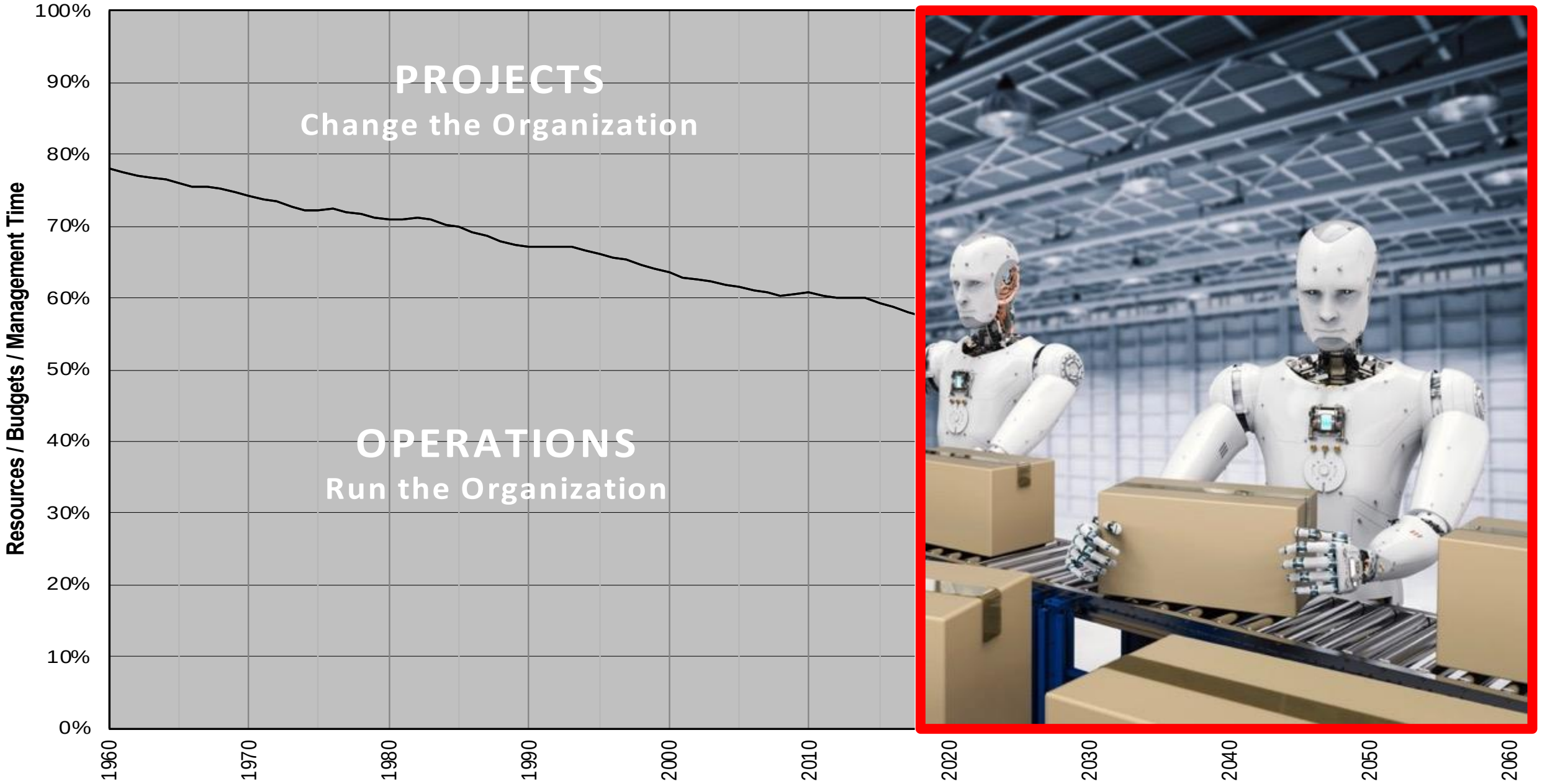
Source: Research done on UK's GDP Evolution on economic history

We live in an incredible time



Average product life shrunk from 10 to 1 yr
Average strategy life reduced from 7 to 2 yrs

genius


PROJECTS
Change the Organization
OPERATIONS
Run the Organization
Resources / Budgets / Management Time
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
1960
1970
1980
1990
2000
2010
2020
2030
2040
2050
2060

The Future of Work

Resources / Budgets / Management Time

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%

2020
2030
2040
2050
2060

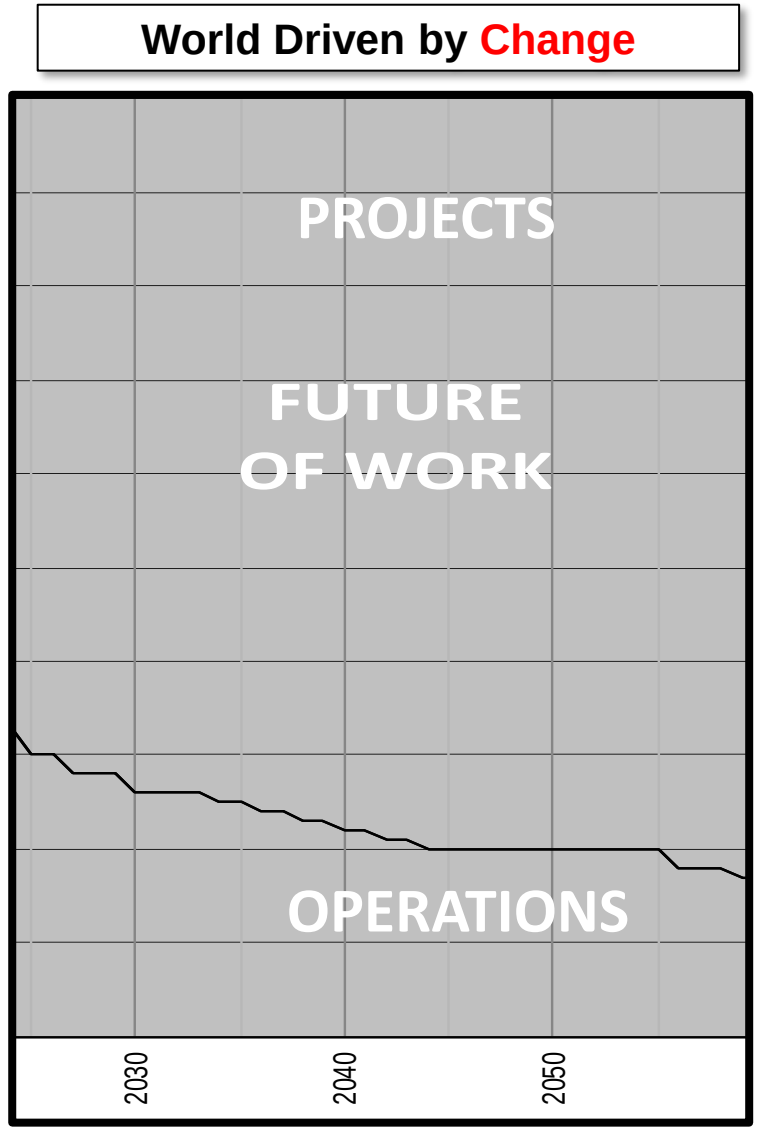
PROJECTS
Change the Organization

OPERATIONS
Run the Organization

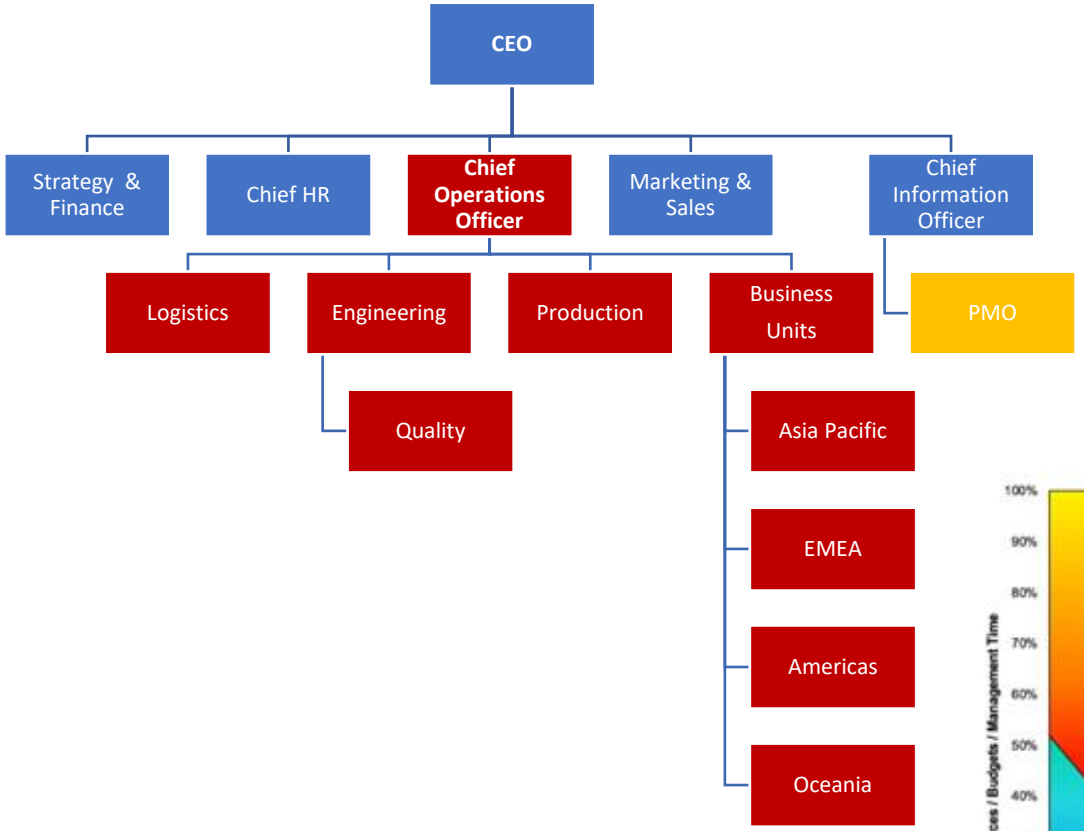
Source: Jobs.ca

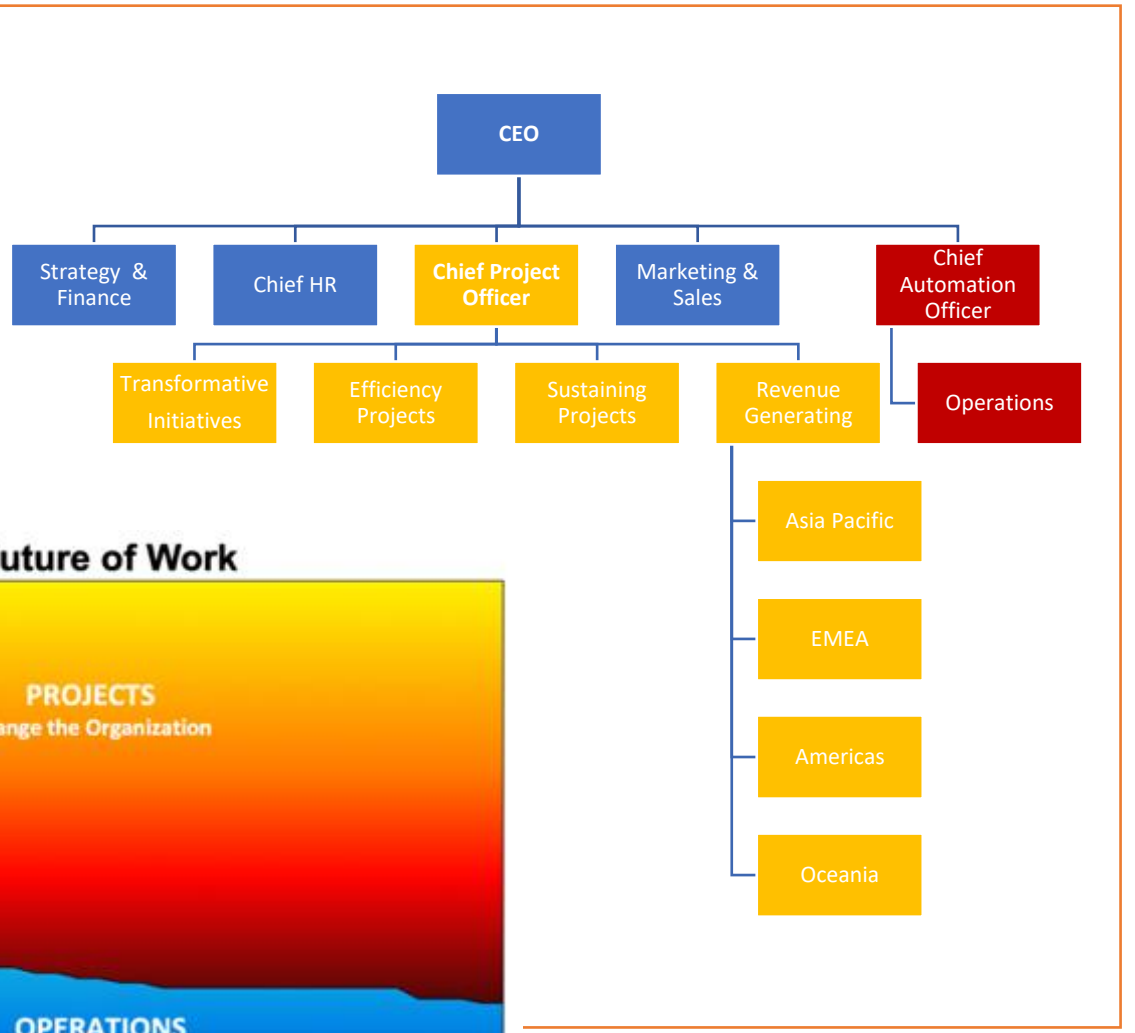
Project Economy - Major Disruptions

1. **COO, Job Descriptions, PMO, Resource Allocation -> RIP**
2. **Prioritization and Focus on Strategy Implementation is key**
3. **Project Managers need generate Revenues/Value (faster)**
4. **It is not Waterfall or Agile; it is both and more**
5. **Need to develop new competencies, for all**



The World of the **Chief Project Officer**





CHIEF PROJECT OFFICER

Source: www.bcg.com

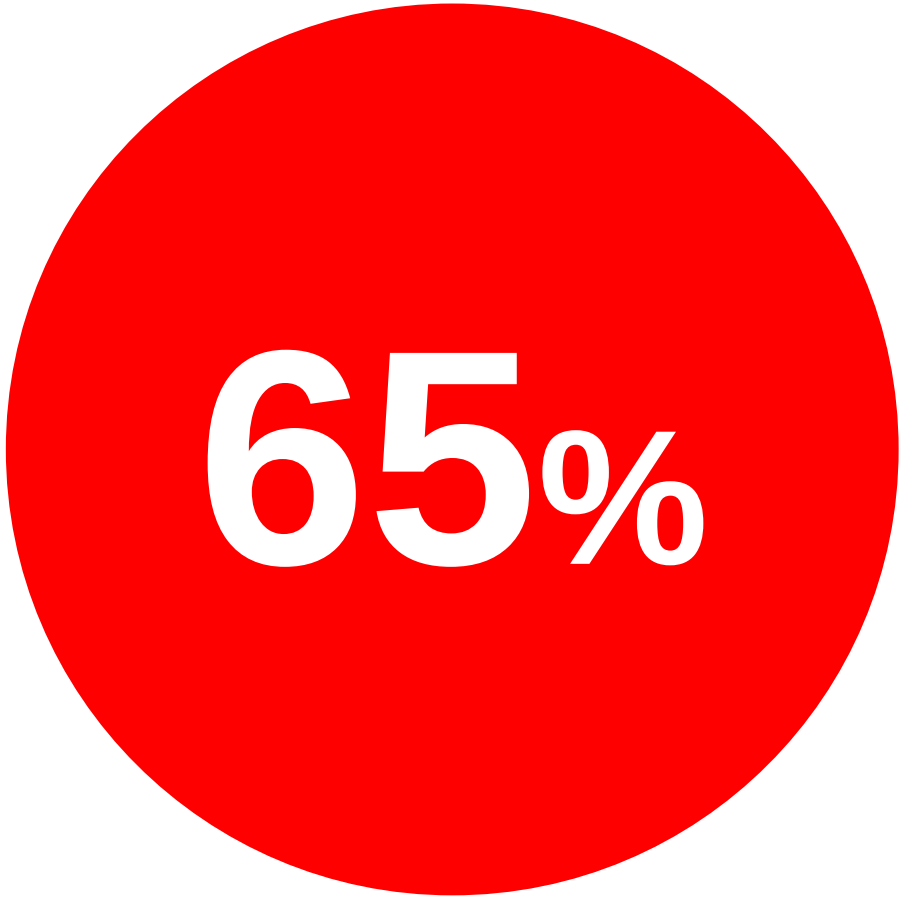
Key Responsibilities

1. Translating strategy into execution through project selection & prioritization
2. Promoting a “less is more” mindset
3. Establishing accountability and governance
4. Optimization of resource allocation
5. Modernizing organization and project management practices
6. Value creation and delivery of major initiatives, like the sustainability transformation

Every year, approximately $48 trillion are invested in projects.

Yet according to the Standish Group, only 35% of projects are considered successful.

The wasted resources and unrealized benefits of the other 65% are mind-blowing.



Unnoticed yet Relentless Business Model Radical Shift

Resources / Budgets / Management Time

100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%

1910 1920 1930 1940 1950 1960 1970 1980 1990 2000 2010

PROJECTS
Change the Business

Project, Programme, Portfolio and PMO Methods were developed for this world !!!

PC

SAP

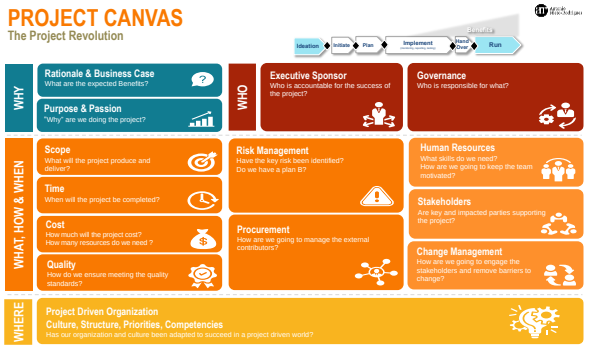
ERP

Business Process Reengineering

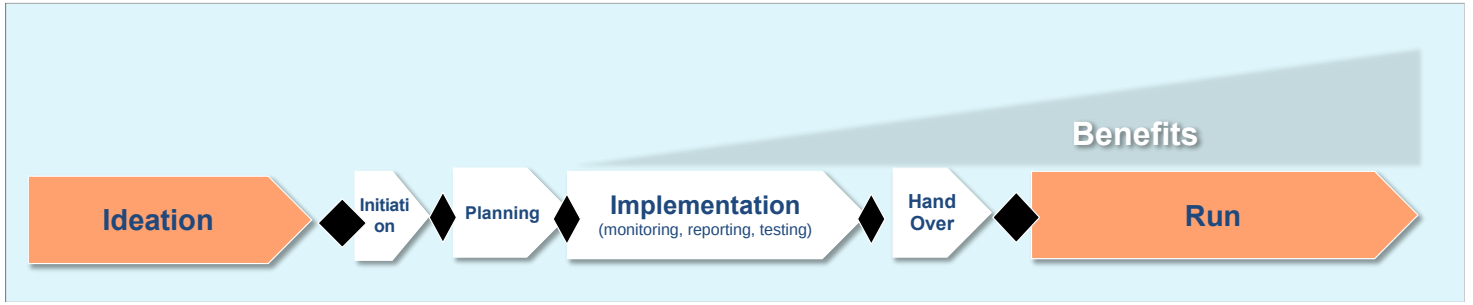
Source: Research done on UK's GDP Evolution on economic history

Reinventing Project Management

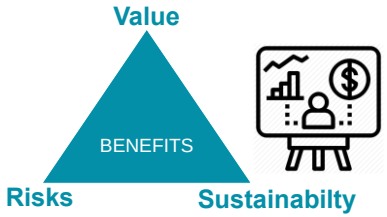
1 Simplification of **Project Management Frameworks** so that anyone can apply them and be successful

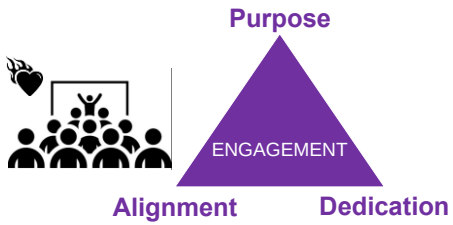


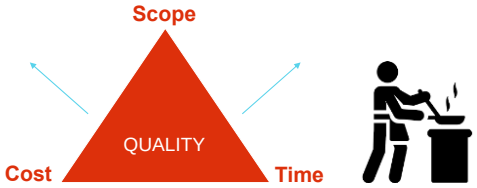
2 Expanding the reach of **Project Life Cycle** to encompass the start and end stages



3 Developing two additional **Project Triple constraints** to reflect the new reality

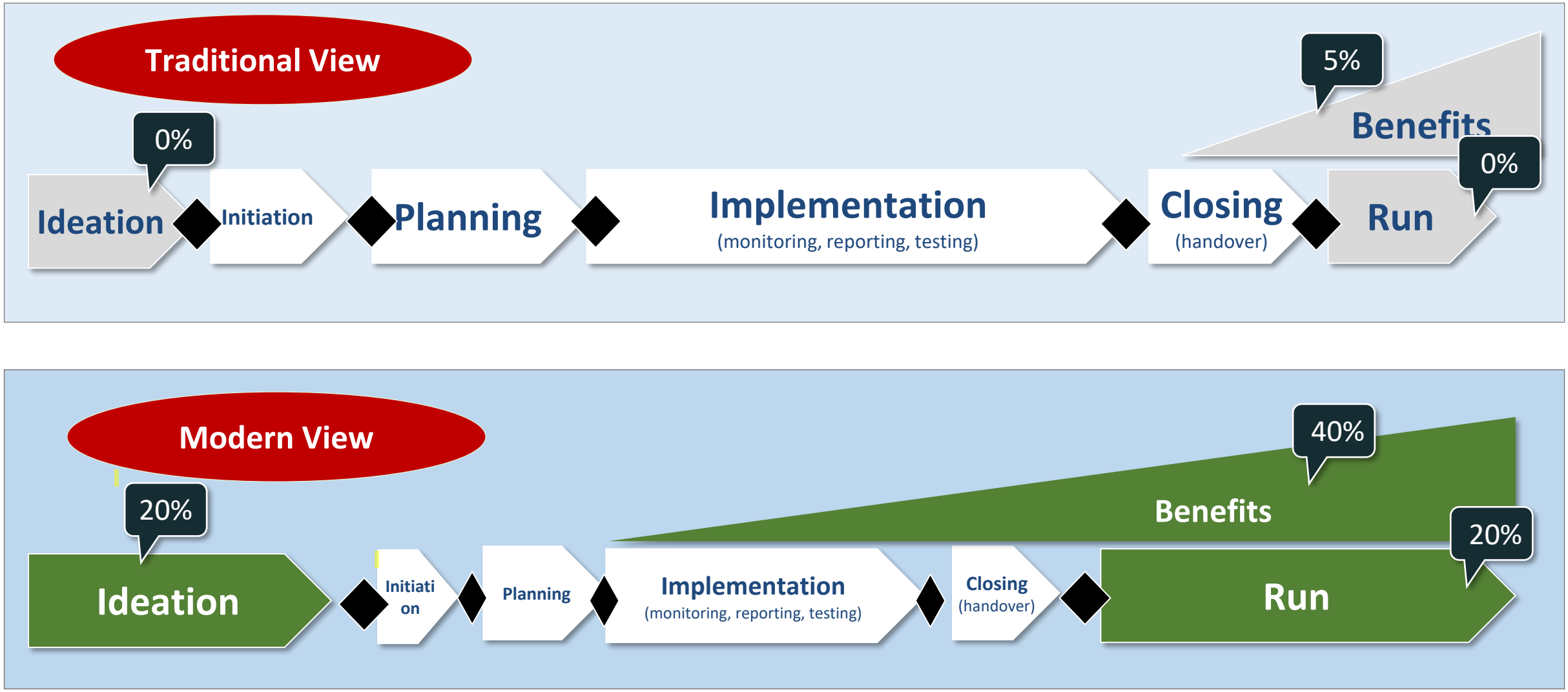




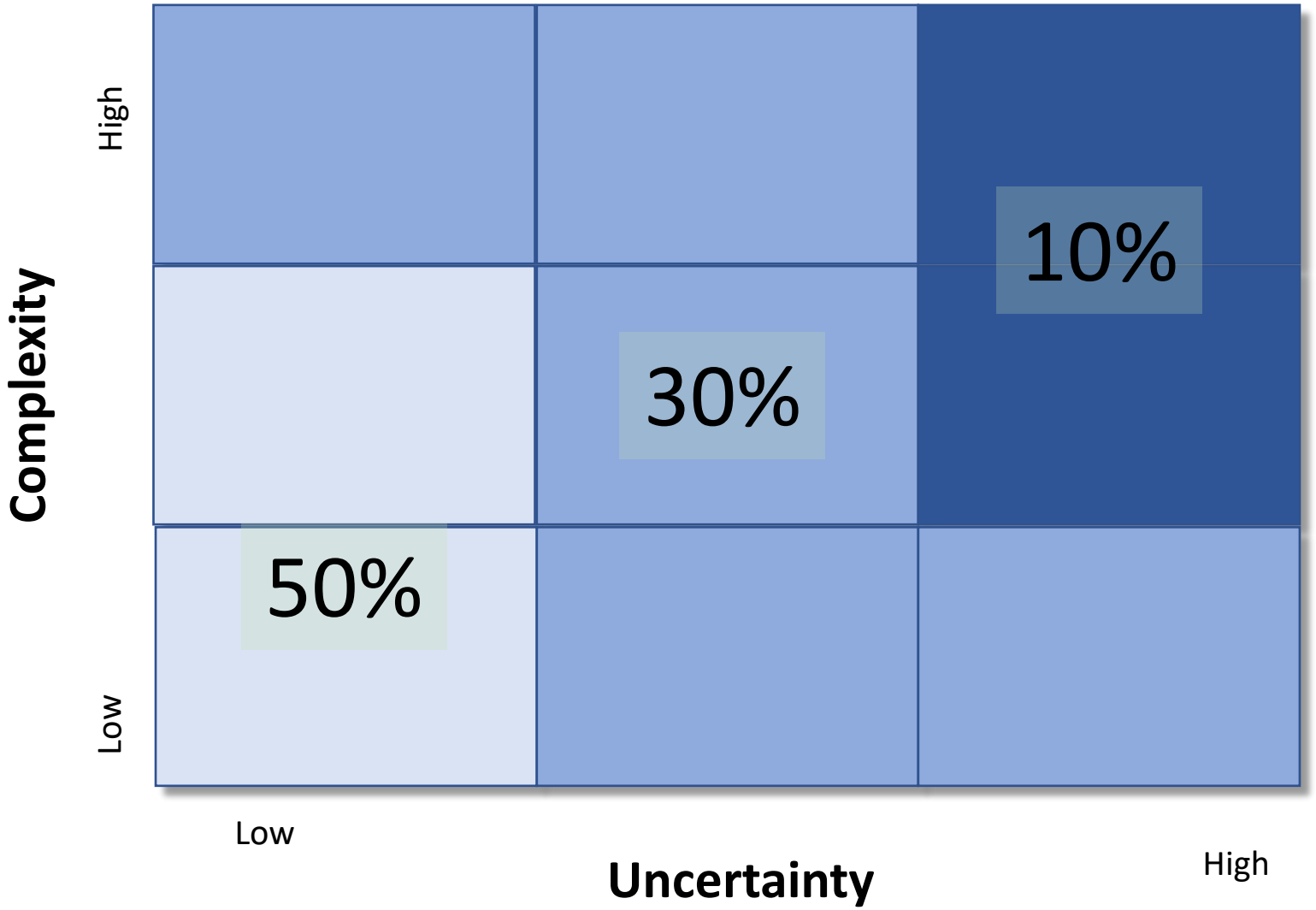


Reshaping The Project Life Cycle

Antonio Nieto-Rodriguez



Type of Projects



Efficiency*
Projects

Sustaining*
Projects

Transformative*
Projects

Harvard Business Review

** source: Clayton Christensen*

PROJECT CANVAS

The Project Economy

Antonio Nieto-Rodriguez

WHY

Rationale & Business Case
What are the expected Benefits?

Purpose & Passion
"Why" are we doing the project?

WHO

Executive Sponsor
Who is accountable for the success of the project?

Governance
Who is responsible for what?

WHAT, HOW & WHEN

Scope
What will the project produce and deliver?

Time
When will the project be completed?

Cost
How much will the project cost?
How many resources do we need ?

Quality
How do we ensure meeting the quality standards?

Risk Management
Have the key risks been identified?
Do we have a plan B?

Procurement
How are we going to manage the external contributors?

Human Resources
What skills do we need?
How are we going to keep the team motivated?

Stakeholders
Are key and impacted parties supporting the project?

Change Management
How are we going to engage the stakeholders and remove barriers to change?

WHERE

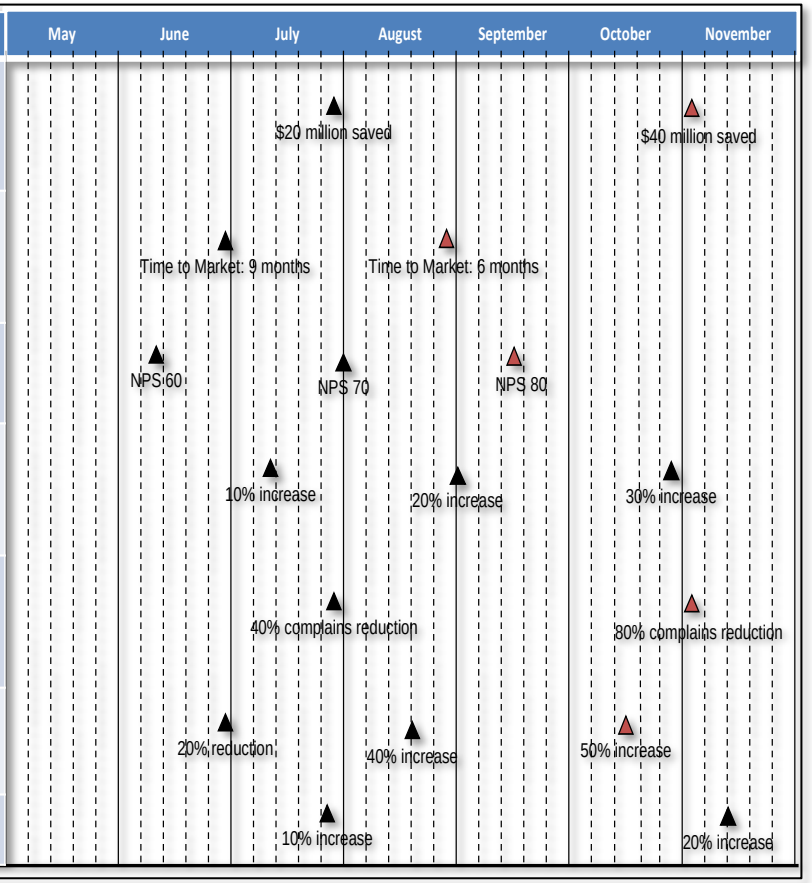
Project Driven Organization
Culture, Structure, Priorities, Competencies
Has our organization and culture been adapted to succeed in a project driven world?

Moving from Deliverables to Benefits

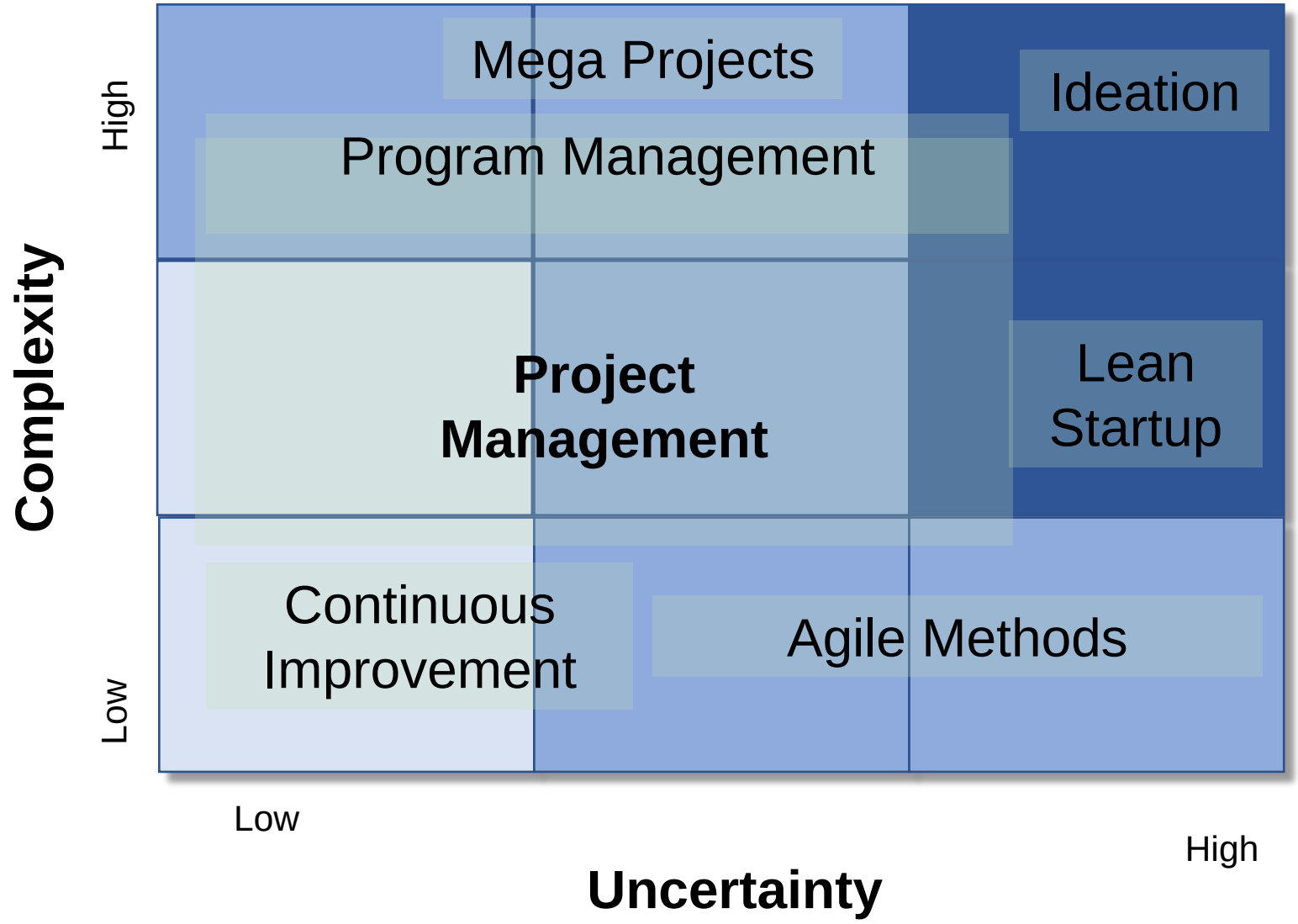
	Task Name	Duration	Start	End
1	Construction of a House	20 days?	2/13/2014	3/12/2014
2	1. Internal	18 days	2/13/2014	3/10/2014
3	1.1 Electrical	12 days	2/13/2014	2/28/2014
4	1.1.1 Rough-in electrical	4 days	2/13/2014	2/18/2014
5	1.1.2 Install and terminate	3 days	2/19/2014	2/24/2014
6	1.1.3 HVAC equipment	5 days	2/24/2014	2/28/2014
7	1.2 Plumbing	18 days	2/13/2014	3/10/2014
8	1.2.1 Rough-in plumbing	3 days	2/13/2014	2/18/2014
9	1.2.2 Set plumbing fixtur...	4 days	3/3/2014	3/6/2014
10	1.2.3 Test and clean	2 days	3/7/2014	3/10/2014
11	2. Foundation	10 days	2/13/2014	2/26/2014
12	2.1 Excavate	6 days	2/13/2014	2/20/2014
13	2.1.1 Pour Concrete	3 days	2/13/2014	2/17/2014
14	2.1.2 Cure & Strip Forms	3 days	2/18/2014	2/20/2014
15	2.2 Steel Erection	10 days	2/13/2014	2/26/2014
16	2.2.1 Steel Columns	2 days	2/21/2014	2/24/2014
17	2.2.2 Beams	4 days	2/21/2014	2/26/2014

Moving from Deliverables to Benefits

BENFIT	DUE
Save $40 million in maintenance costs	11 November
Reduce time to market from 12 to 6 months	28 August
Increase net promoter score from 50 to 80	15 September
Expand product offering to deliver an increase of 30% in revenues from new products	31 October
Improve real-time data on client issues to increase product reliability and reduce customer complaints by 80%	5 November
Reduction of time spent in meetings by 50% to increase productivity	27 October
Increase the the number of patents by 25%	11 November



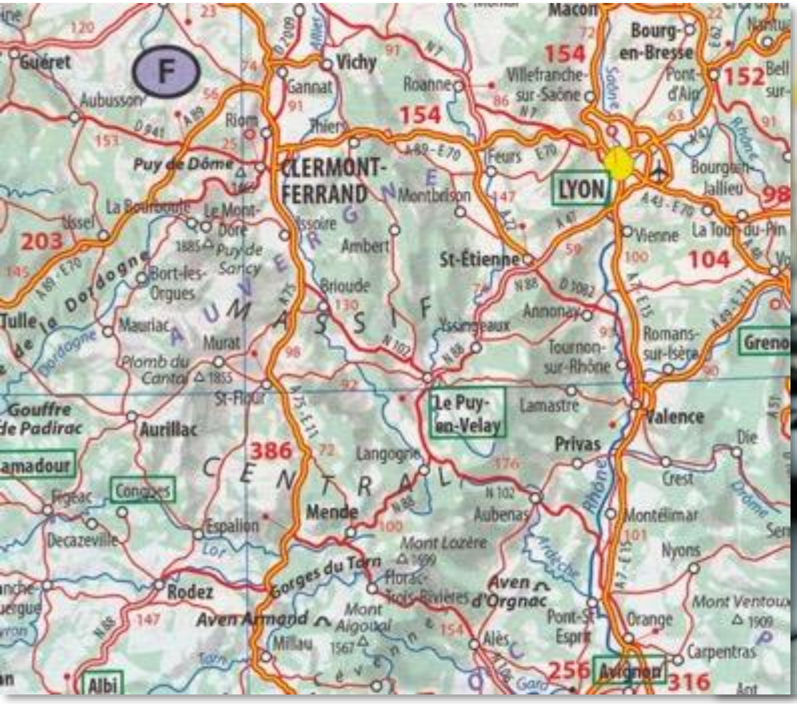
Agile vs. Waterfall – A Terrible Battle



source: "HBR Project Management Handbook", Antonio Nieto-Rodriguez, 2021

Antonio Nieto-Rodriguez

Technology and Project Management



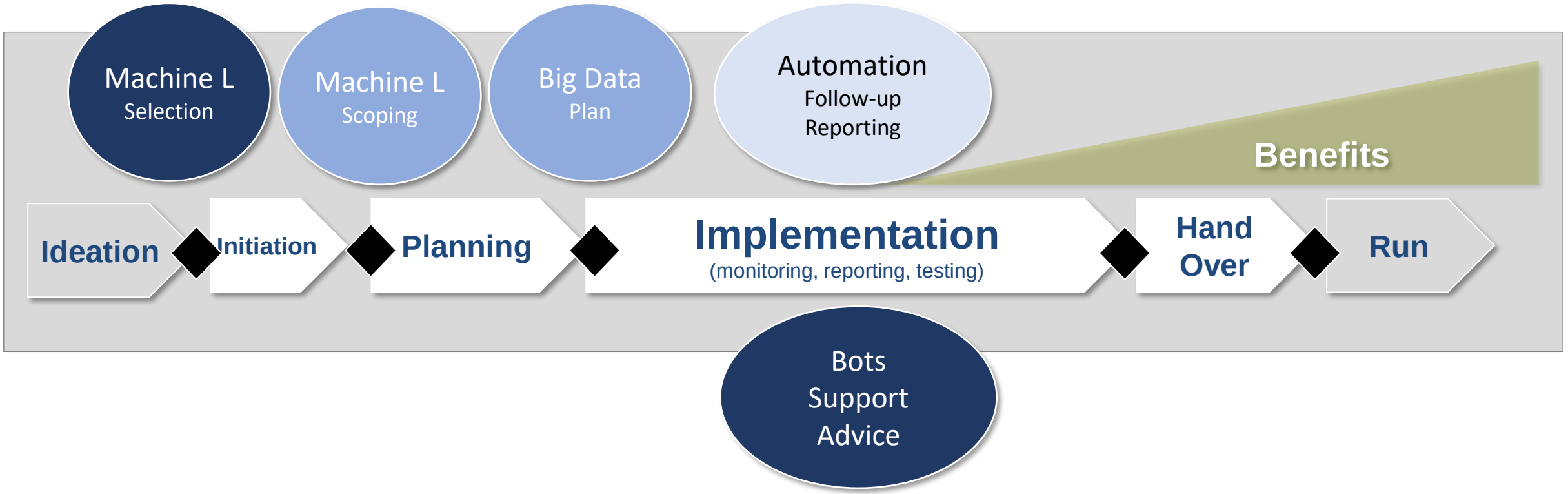
A. MAPS

B. GPS

C. SELF DRIVING

Areas of Project Management that will be Disrupted

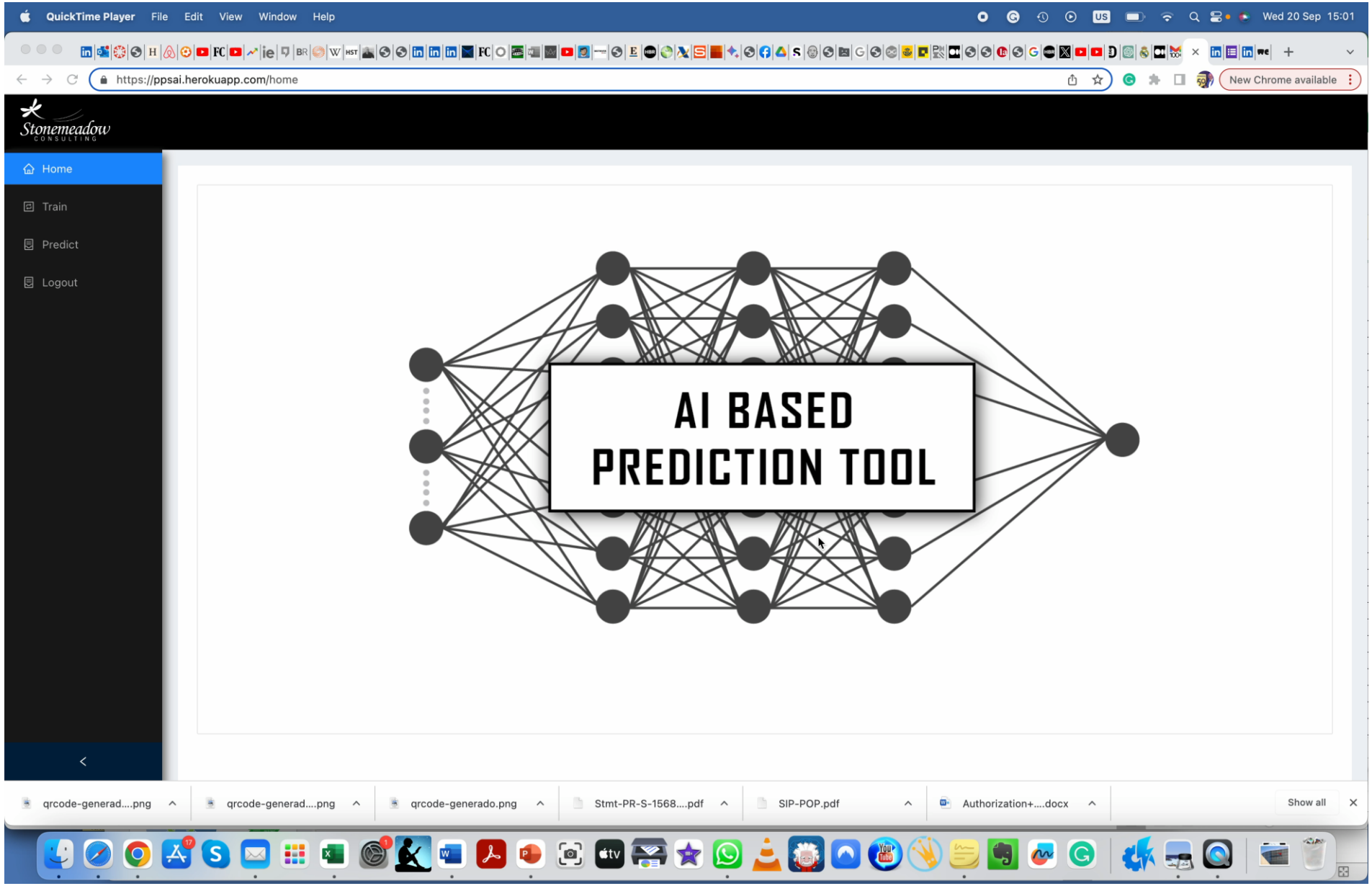
Areas Where AI will Impact Project Management



Early Developments

Proven Results

Not much progress

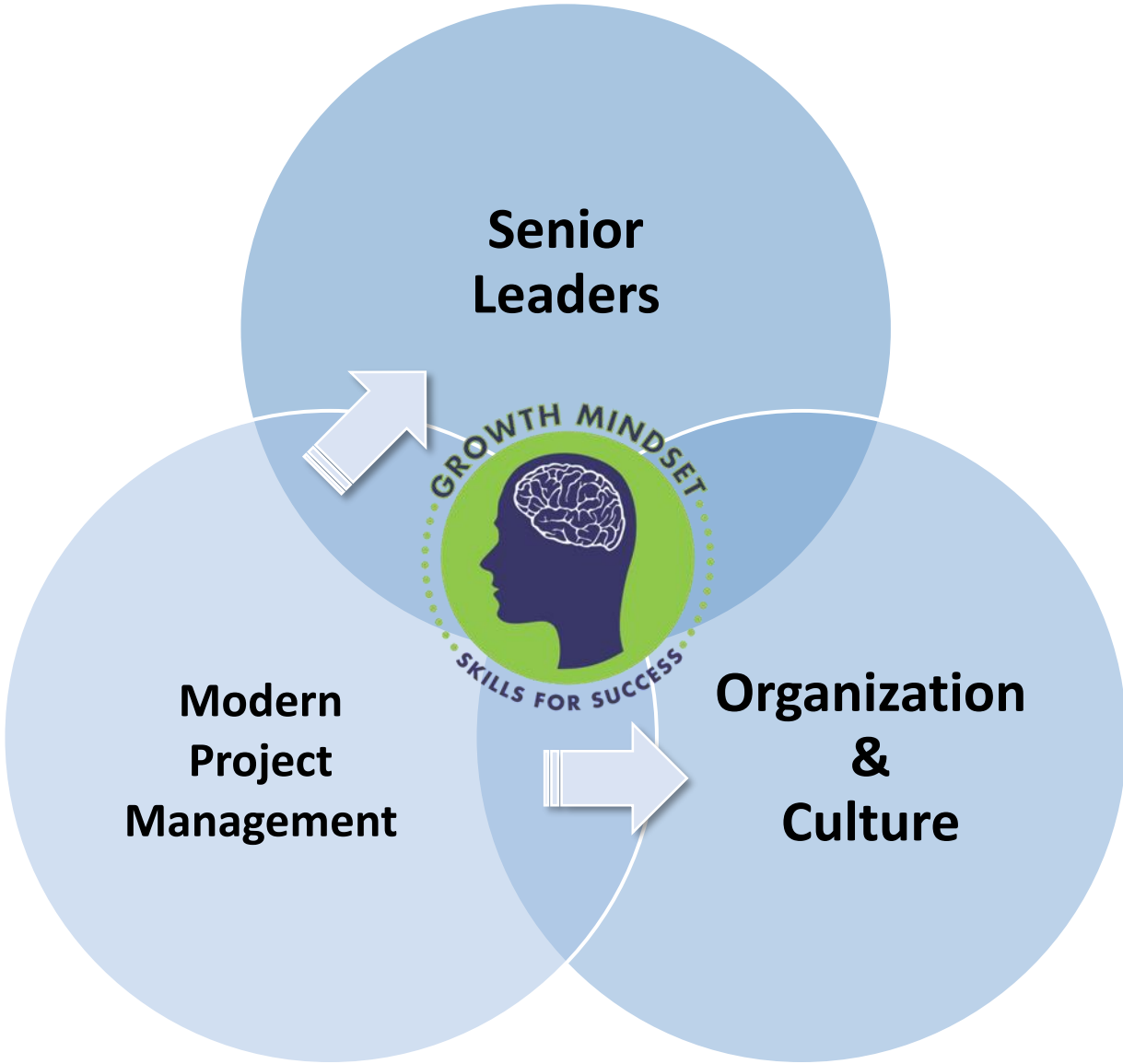

QuickTime Player File Edit View Window Help
Wed 20 Sep 15:01
https://ppsai.herokuapp.com/home
New Chrome available
Stonemeadow
CONSULTING
Home
Train
Predict
Logout
AI BASED
PREDICTION TOOL
qrcode-generad....png
qrcode-generad....png
qrcode-generado.png
Stmt-PR-S-1568....pdf
SIP-POP.pdf
Authorization+....docx
Show all

1st Global Survey on AI in Project Management

Download A Free Copy

Modern Project Managers Need a New MINDSET

Antonio Nieto-Rodriguez



Q & A

www.antonionietorodriguez.com
If one-day poverty and famine will be eradicated from the surface of the earth, it will be through a Project.
Free Resources
CHAPTER ONE
PROJECT CANVAS
PROJECT MANIFESTO
SUBSCRIBE

LinkedIn Newsletter
Welcome to
The Project Economy
The most significant disruption of the 21st century is not technology, Artificial intelligence or big data, but it is the way organizations and countries will be managed – through Projects.
Antonio Nieto-Rodriguez
World Champion in Project Management
Lead Projects Successfully
I believe that anyone can learn to be a project leader to thrive in the new digital and project-driven economy
14,582 subscribers
Subscribed
Weekly newsletter
Like
Comment
Share
Messaging

LEARNING
Search for skills, subjects or software
Home
My Learning
Notifications
Me
EN
Contents
Project Canvas: A Simple Framework to Learn Project Management Fundamentals
The Project Canvas
PROJECTS &CO
PROJECT CANVAS
PRACTITIONER
APMG International
Project Canvas Practitioner

amazon
Deliver to Belgium
All
Today's Deals
Customer Service
Registry
Gift Cards
Sell
Scoop up these Kindle Exclusives, up to 80% off
Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects (HBR Handbooks) Kindle Edition
by Antonio Nieto-Rodriguez (Author)
Format: Kindle Edition
Part of: HBR Handbooks (5 books)
Kindle $22.25
Hardcover $50.00
Paperback $29.99
The one primer you need to launch, lead, and sponsor successful projects.
HBR Project Management Book

THANK YOU

Project Controls EXPO
London, UK