

## How will Digital Transformation Impact Projects?

By David G. Sherburne, Director of IT, Carestream Health, Inc.



IoT, M2M, Ubiquitous Connectivity, Nest, Uber, Cheap Sensors, Big Data, Smart Devices, all these terms play every day in the media. Is this a classic hype cycle, or a once in a lifetime trend that will fundamentally change the way businesses interact with their customers? There is no doubt that over the next five years there will be a lot of connected devices and huge amounts of data flying around, but will it become useful and change the world? To bring home the impact of the IoT (Internet of Things) on your next business trip, ask a taxi driver to pontificate about Uber a startup valued at over \$60B. Take a minute and read about GE's rapid growth in industrial services described perfectly in the November 2014 issue of the Harvard Business Review and in their most recent annual reports. I believe this is the beginning of a much larger shift in consumption patterns that started years ago with Napster and the music industry! Several mega trends are uniting to bring about a perfect storm that will place companies in a competitive fight for their very existence. Consumers will enjoy rapid change, efficiency and new opportunities in the new digitally enhanced world. Unprepared incumbent players will succumb to new players that will out innovate them in the new service based economy and win their customers over. As program or project manager we must prepare ourselves for these inevitable changes as these trends are accelerating. So let's explore the drivers for this acceleration and what has to be done to greet this change with open arms.

There is a multitude of technology and social mega trends that are setting the stage for accelerated change. Key technology mega trends include ubiquitous connectivity of devices (IoT), low cost sensing (billions of

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sensors), unlimited cloud computing power (\$30+ billion of investment), powerful mobile devices, data analytics, artificial intelligence and the internet as a utility. All of these mega trends are overlapping to enable new business opportunities for companies that can pull the pieces together and deliver digital products services rapidly to the marketplace. Social Mega trends are mixing with this technology stew to accelerate this phenomenon. The attitudes of Millennials and their mass social acceptance of connectivity, personal data sharing, becoming consumers, and the green movement are influencing spending patterns and convincing their older counterparts to join the digital revolution.

My Dad's age – 80+	My kid's age Teen-20s
Limited connectivity	Hyper connected
Ownership focused	Desire to share info, barter
Loyal to brand	Loyal to value
Trust "in person" relationships	Trust in extended network
Serial thinking -Email	Parallel processors–Integrators
Patient	ADD, Impatient
Value in stability	Gravitate to Change, stimulus
Long term committed	Commitment based on ROI
Accumulate wealth	Accumulate experiences
Suburb focused	Urban focused

How will existing businesses have to adapt their current internal structure to the "New Sharing Economy" and its increased demand for value added services? How will project management change as companies manage this "Digital transformation"? The IoT (connecting a device) is just the beginning of the change associated with the new economy and frankly it is a bit of a marketing term! Companies will need to increasingly merge targeted machine data streams and analytical modeling when developing and delivering new products and services. Leaders will have to rethink their existing project management processes and infrastructures to enable more frequent and rapid interactions between various functions within the company.

"Digital transformation"? The IoT (connecting a device) is just the beginning of the change associated with the new economy and frankly it is a bit of a marketing term!

The new consumer will value faster innovation cycles and new ways to make their lives more efficient over owning a "thing". Technology providers will have to shift their focus to deliver rapid changes to hardware, software, internal business processes, IT

applications and new services simultaneously. This new cadence and complexity will require refined coordination of cross functional teams by project managers.

In order to be successful in the new world, program and project managers will have to ensure their tool kits include;

- Understanding of Cross Functional Portfolio Management** - The new economy will dramatically shift the balance of investments between and within functions like IT and R&D. Solid criteria based portfolio management will ensure companies cover their bases completely enough to be successful and coordinate activities between related projects. Program and Project Managers savvy in this area can score themselves a lead role in helping to establish portfolios and participate in business transformation opportunity planning.
- Helping to Mature Stage Gate Framework with Optimized Processes**- Operating ad hoc in the new economy will prove almost impossible as all functions will need to align, coordinate and execute in unison. Solid governance and oversight by cross functionally aligned senior management can be a challenge. IT and commercialization teams traditionally separated will have to become one entity on projects and deliver internal and external products, applications and services in a coordinated manner. Project managers that can align senior executives with the cross functional team can cement their value in this new evolving environment.
- Business Process Change Management** - Business processes are the vehicle by which the new data streams actually create value for the digital organization. In the absence of business process re-engineering a data element provides limited value to an organization because it will not be

systematically utilized. Being able to map and optimize the processes that will be impacted by data and understanding the use of the data in the organization will help the team fully appreciate the impact areas in the business. Project managers will need to pull the "data thread" and ask tough questions to avoid collecting useless orphaned data.

- **Cross Functional Team Leadership-** Project managers will be asked to coordinate across many diverse functions to deliver a data enabled solution to customers. A typical IoT projects crosses IT, R&D, Service, Marketing, Sales, Logistics and the business. This can be a real challenge when a company is organized in parochial silos. Project managers who excel at bringing people together and aligning a team around the right business objectives will be highly prized.
- **Rapid Escalation** - Project managers who provide solid risk management and mitigation will enable the team to stay ahead of the inevitable challenges. The rapid escalation of risks before they become issues will lead to better decision making as the organization struggles to transform and perform.
- **Clear Project Definition-** Project Managers that are able to clearly define the business opportunity, value, scope and drive alignment between groups with a charter will help programs and projects get off the ground right. A good charter will minimize the problems with alignment as projects evolve and help teams made up of functions not used to dining at the same table stay on course.

Functionally competing silos will never deliver the solutions required by the new economy, so aligned teams using harmonized operational processes will be a requirement of the new economy. Program and Project managers are in a good position to use their experiences to help contribute to or even lead the changes necessary to enable digital transformation. This data enabled revolution will require a level of cross functional coordination that is currently not present in many traditional companies.

As a "digital" project manager you will need to lead more than manage during this transition, and navigate the perfect storm that promises

to being a tsunami of change to your work and your business colleagues.

As organizations shift away from strictly technology development and move towards the creation of systems, project managers have a good vantage point to lead change. So dust off those books on leading change so that you can help the organization transform!



As a "digital" project manager you will need to lead more than manage during this transition, and navigate the perfect storm that promises to be a tsunami of change to your work and your business colleagues. The green culture, servitization of product, digital ubiquity, cloud computing and mass social acceptance of connectivity will fundamentally shift the focus from competing on the best technology product, to delivering a product that will open doors to value added services in the marketplace. Look at what Tesla and Uber are doing to the automotive industry with digitally enabled products. This will bring additional opportunities to project management professionals and spur another round of innovation around how we lead and manage programs and projects. So are you ready for the shift that looks to be bigger than the Internet? I wish you all smooth sailing to the new world!

# Message from the President

By Michelle Venezia, PMI Rochester Chapter President

The long days of winter are behind us, and with spring comes a time of growth and new beginnings. Our PMI Chapter is experiencing growth and new beginnings as well, as you'll see with all of the offerings being brought to you in this Newsletter!

We've just wrapped up another very successful Professional Development Day (PDD), with a record breaking level of attendance! In our last Newsletter I spoke to you about the hard work our Board, Directors, and Volunteers are doing to listen to our members and bring forth new programs and offerings. Our members are responding positively to these changes, and I'm happy to report that our Chapter is at a record high membership level of 728 members as of this writing. That represents more about 4% growth since last fall, and is remarkable in a region of the country where other PMI Chapters are seeing flat or declining numbers. Thank you for your continued passion and dedication towards our profession!

## I'm happy to report that our Chapter is at a record high membership level of 728 members as of this writing.

Although our numbers are heading in the right direction, our Board recognizes that our work is not done in regard to Membership. As noted in feedback from this year and last year's PDD, our Chapter represents a broad member spectrum and we need to continuously monitor our Chapter offerings to ensure they appeal to and represent a diverse audience. PMI is a global organization, that supports many generations, cultures, and diverse categories of members. To that end, I have created a new position of "Director of Diversity and Inclusion" reporting to me. This Director will be chartered with partnering with Membership and Programs to explore ways to ensure we are sufficiently supporting and attracting a broad demographic of membership. If this position interests you, please reach out to me directly.

### Member Give-Back

I also mentioned in our last Newsletter that we will be focusing on "Member Give-Back" this year. Please be on the

look-out over the next few months for the new opportunities coming your way. Starting immediately, all renewing and new Chapter members will receive free membership to the [IT Metrics and Productivity Institute](#), which offers hundreds of online PDU opportunities! Our Board is working on several free member programs for the summer, including a networking reception and annual member meeting and a family event. Stay tuned for more surprises and fun events as the year progresses!

As we often mention, every program or offering that we bring is a result of our dedicated team of Volunteers! In April we got together for an evening of celebration of their efforts, and we remain ever grateful for their time and dedication. We are currently [accepting nominations](#) for 5 open Board seats to start in September 2017. Being on the Board of this Chapter has opened so many doors for me both personally and professionally. I hope you will consider joining the team. Please don't hesitate to reach out to me if you have any questions about or interest in these roles. We also have several other [volunteer roles](#) open. We'd love to have you on the team. Good things happen when you volunteer with PMI!

Enjoy the warm weather, and I hope to see you soon at a Chapter event! As always, I welcome your feedback at [president@pmirochester.org](mailto:president@pmirochester.org).



## News from Ithaca

By Dina Maxwell, VP of the Ithaca Branch

The time has come: my last message to you as the VP of Ithaca. As many of you know, or may not, my term as VP is coming to an end. I have served on the board for four years, two terms as VP, representing and advocating for the membership in Ithaca. It was, and is, truly an honor to serve this group of 60+ members who come from as far away as Jamestown to the south and Seneca Falls to the north. Together we have grown the membership 10% each year, brought back monthly programs, started an annual Ithaca Professional Development Day, and expanded our volunteer opportunities. We've navigated the new Talent Triangle requirements and diversified our programs to ensure our members receive timely and valuable offerings. On a personal note, I lost my mom (2013) and my job (2015) during my two terms, but the branch helped keep me from falling off the rails. It wasn't always easy, but everything I put into the branch and the chapter I got back 100 times.

Thank you to Lisa, Dan, Kelly, Jolene, Dawn, Sara, and Quynh for sticking with me and providing IMMENSE help to the branch. Your service can never be repaid.

Thank you to the boards, past and present, for seeing the tremendous value and potential of the Ithaca Branch and its membership.

Thank you, PMI Rochester members, for your confidence, your votes (even when I was the only person running!), and your continued support. I look forward to supporting the new VP of Ithaca in whatever capacity she/he feels necessary. Hope to see you at Ithaca's PDD! And save the dates for these great, upcoming programs:

- **May 31:** Leadership with William "Bill" Sebelle, Sr. Manager Capital Projects and Facilities Engineering at Corning Incorporated
- **June 21:** Estimating Project Costs and Durations: "Estimating is a powerful way to achieve project success or failure." with Anthony Guarneri, Project Manager, ASI Renovations and Project Developer, The Grid Square.
- **September 2017:** Ithaca's third annual Professional Development Half Day will be held from 11:30 a.m. – 5 p.m. in downtown Ithaca. Stay tuned for the specific date! Some amazing speakers are in the works.

Many thanks and with gratitude!

## PMI Rochester Outreach

By Cathy DiNoto, Director of Academic Outreach

### Student Branch Update


We have some early adopters and momentum continues to build as we've seven official student members! Back during that warm spell in February some of us participated in a PMI ROC Student member session hosted on the Brockport campus. While munching on pizza students had an opportunity to hear all about; PMI, PM careers and PMI ROC, get the low down on CAPM and of course the PMI ROC Student Branch. Remember, to qualify for the discounted student rate a student is defined as a person enrolled in a **full time degree-granting** program.

To become a student branch member investigate the benefits here and to join or renew online go [here](#). **Please remember** to join the Rochester Chapter to receive discounts to chapter meetings and events!

For information on joining the student branch, reach out to: Dawn Footer, Student Branch Committee Chair [studentbranch@pmirochester.org](mailto:studentbranch@pmirochester.org)

To recap what's been happening lately with our academic partners.... New Student Mentoring opportunities via the recently launched private go to our FB group:

[PMI ROC Facebook group](#)

The Kick Off  **SPEED-a-ment** event this Fall is in the planning stage. Our April PMI ROC member guest lecturer series featured Pam Fisher, PMP with Wegmans Food Markets, Inc. She presented to Stephen Cook's evening MBA class at St. John Fisher, sharing her personal roadmap and PMP experience.

PMI ROC is rolling up its collective sleeves and getting ready to host a final 2016/2017 academic year panel discussion, making it the 3<sup>rd</sup> in the series this year. We'll do a year in review and strategize for 2017/2018. panels & networking events

To learn more about how you can get involved in Academic Outreach please contact: Cathy Dinoto, Director of Academic Outreach [academic@pmirochester.org](mailto:academic@pmirochester.org)

## News You Can Use

By Manisha Mande, VP of Governance

Funding is just the beginning of the journey to developing a new career path or building on the path you're on. Are you looking for some extra help funding your professional development? PMI Rochester Chapter is here to help. We are granting up to \$1500 in awards this year! You have options.

Are you thinking about boosting your knowledge so that you can be a more effective project manager at work or for your community's important programs? If you answered yes and you are a PMI Rochester/Ithaca Chapter member planning to take a professional development course to help you advance your career in Project Management, apply for a grant to help offset the costs.

PMI Rochester has developed a grant program and process that requires only two steps from the applicant:

1. Completing and submitting an application for the grant including a short essay
2. Proof of successful completion of the training (if you are awarded the grant)

### Our Grant Schedule:

- Summer Grant Offering: awarding up to \$500  
We start accepting Applications May 1  
We stop accepting Applications May 19th  
We Announce Winner June 2nd
- Fall Grant Offering: awarding up to \$1000 (could be multiple winners)  
We start accepting Applications August 1<sup>st</sup>  
We stop accepting Applications August 18<sup>th</sup>  
We Announce Winner(s) September 1<sup>st</sup>



Don't miss this exit!!

The Rochester Chapter Grant Program will be accepting applications May 1<sup>st</sup> through May 19<sup>th</sup>.

\$500 up for grabs!  
Visit [www.pmirochester.org](http://www.pmirochester.org)  
to download an Application.



## Professional Development

By Pam Hirsch, Director of Marketing



*1-PDD Planning Team: (from left) Pam Hirsch, Joyce Ellis, Brian Gregory, Marilyn Bohrer, Kathy Cupo, Suzy Ahrens, Jason Becker, Matt Corridoni and Lucas Dodge.*

We had a record breaking 323 attendees at the Rochester Riverside Convention Center on May 3<sup>rd</sup>! The highest attendance we've ever had at **Professional Development Day (PDD)**! Thank you Rochester, Ithaca and guests from surrounding areas for joining us!

Our Keynote speakers were Spencer Horn, Brian Vanderjack and Steve Wilson. The event showcased breakout sessions on relevant topics such as Capacity Planning, PM Fundamentals, Project Uncertainty Management and 2016 PMI Project of the Year. In addition, we had several sponsors supporting this year's event, including ILL (Diamond), Excellus BCBS (Silver), Harris Corporation (Annual), Xerox Corporation (Annual), and Carestream (Annual). While we are still tabulating survey results, this year's program was highly successful by providing instructional credits, networking and welcoming new members.

**"PDD was excellent! I've been to one or two before, but this one really stood out to me. The speakers were amazing, the sessions were informative. The planning committee and volunteers were super helpful and courteous. What more could you ask for?"**

Of course, with an event of this magnitude we also received some constructive feedback that we are taking steps to progress for future events. We thank our members and attendees for your praise as well as your honesty. The PDD team thanks all for their continued support in making 2017 Professional Development Day a huge success.

# Financial News

By Debra Jacyzyn, VP of Finance

Our Mission is to provide an organization for our **Membership** that promotes Education, Networking and Community Outreach programs to benefit **You, Your** skills and **Your** career.

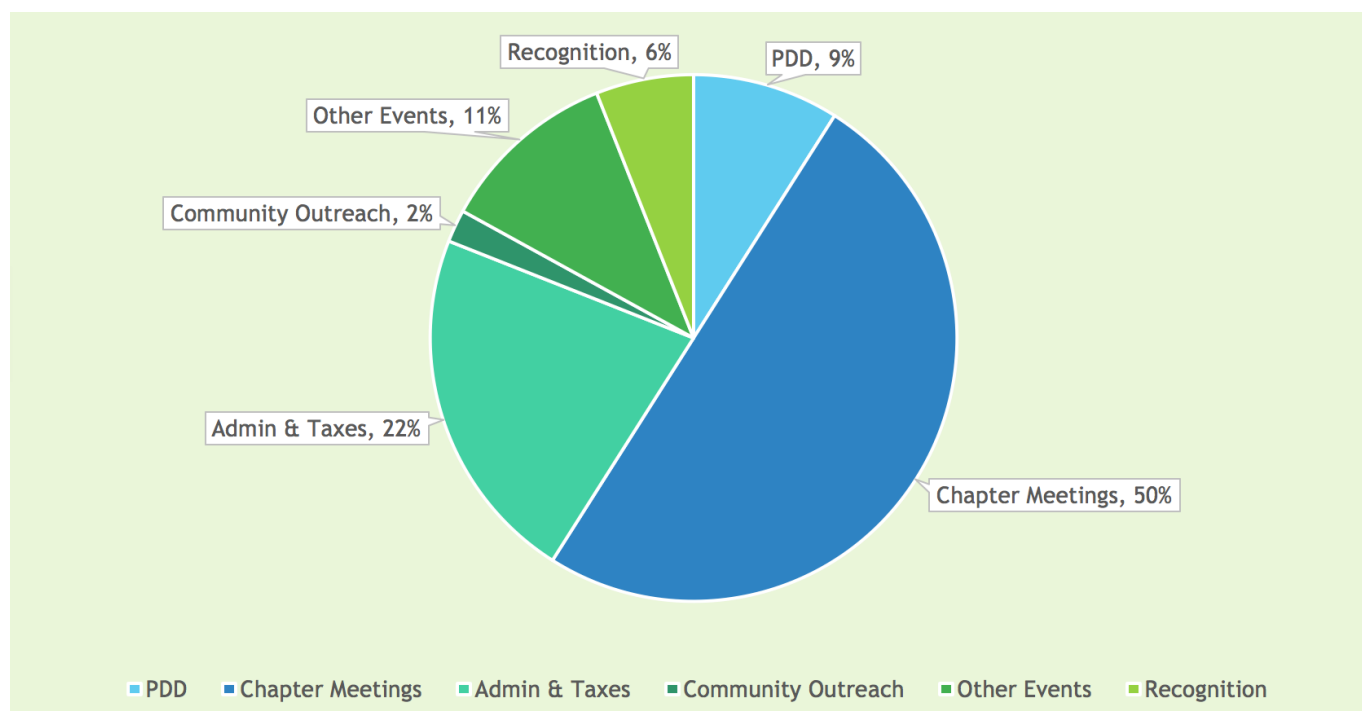
The activities our Chapter delivers serve to enhance our knowledge, leadership and skills. The featured speakers add to our awareness and knowledgebase by sharing topics, best practices and inviting us to ask pertinent questions for everyone's benefit. The value-added benefit of sharing practical applications for the work environment enables the potential application to your workplace.

Each Chapter Meeting affords us the opportunity to meet new people, share our ideas and common Project Management Practices. Our Website, Newsletters and Professional Affiliations deliver additional information and opportunities to advance our expertise.

2017 continues as a busy year for our **Membership**. Our investments to give back to **You** comprise these categories:

- The annual **PDD** is a great way to accelerate your required PDUs for your ongoing certification.
- Our **Chapter Meetings** are an excellent opportunity to Network and gain Knowledge and Practical Application.
- The **Director and Volunteer Appreciation Meetings** acknowledge and recognize their Contributions.
- The **Community Outreach Program** develops both our Members and the Community.
- **Special Classes** serve to advance our Knowledge and Skills.
- **Other Opportunities** and our **Media Library** of Books

The chart below displays the allocation of our membership dues on your behalf for Q1 2017.



# Ask Audra

By Audra Gavelis, PMP

Dear Audra,

I am starting my career as a project manager. Are there any particular words of advice that you would give?

Sincerely,

Newbie

Dear Newbie,

From a technical project management perspective – you have many different tools available to you to reference. PMI, of course, is a great resource and there are tons of free templates, etc on [projectmanagement.com](http://projectmanagement.com) as well as many free webinars where you can continue to learn different aspects about project management.

Having just taught a graduate class about project management though – I would say my biggest recommendation is to connect with people. I have told my students that your biggest asset as well as your biggest challenge is people. As a project manager, your team is looking to you to coordinate and lead them through the project and you are looking to them for their subject matter expertise and their time to get their activities done. You are the coach, the cheerleader, and the owner – all at the same time – in terms of motivating and coordinating your team to get your project done.

Our class recently reviewed a case study that was discussing a project kick off meeting. The class was great in giving their opinion about such things as: starting the meeting on time, having a clear agenda, etc., but at the end of the day, we discussed that what the PM missed the most was taking the time to enroll the team.

In the case study, the project manager just went right into introductions and here's the project – rather than trying to explain the bigger picture or the “why” they were even doing the project.

Try to connect, on a personal level, with the team members so they feel like they want the project to succeed – not just that

they will get their part done. Take the time to engage your team and let them see the big picture of where they personally fit in – not only to the project – but also to the company. Each team member is there for a specific reason, help them see their value in the role that they play. Especially in the Rochester area, all of our companies are playing such an important role in growing the overall economy in the region. So even if your project doesn't seem that exciting – communicate that by supporting the future of the company – in reality – they are supporting the Rochester area.

Remember, we are all people, trying to do our best and be valued by our peers, our companies, etc. You, as a project manager, play a key role in representing your company and the value you place on your team members greatly influences their overall experience in working with you.

A graphic with an orange background. At the top, there are icons for a document, a laptop, a smartphone, and a folder, connected by dashed lines. In the center, the text "2017" is in white, followed by "PROJECT OF THE YEAR" in large white letters, and "[AWARD]" in white letters inside orange brackets. Below this, the text "Let us help you recognize and celebrate your project team's accomplishments. Enter the PMI Rochester Project of the Year Award." is in white. Underneath, "Applications accepted starting May 5, 2017" is in white. At the bottom, "Go to:" is in white, followed by the URL "http://pmirochester.org/Project\_of\_the\_Year" in white. There are also icons of a magnifying glass and a document at the bottom right.

2017  
**PROJECT OF  
THE YEAR**  
**[AWARD]**

Let us help you recognize and celebrate your project team's accomplishments. Enter the PMI Rochester Project of the Year Award.

Applications accepted starting May 5, 2017

Go to:  
[http://pmirochester.org/Project\\_of\\_the\\_Year](http://pmirochester.org/Project_of_the_Year)

# Volunteer Spotlight

By Madeline Galvin, Director of Documentation & Administration

## How Youssoupha Gaye Brought PMI to Senegal

With an Undergrad in Computer Science, Youssoupha Gaye worked as a software developer in Senegal. This position would informally introduce the world of project management to this young entrepreneur. Wanting to solidify his experiences and certify his practices, Youssoupha received his PMP Certification, and now, needed the resources to maintain this valued accreditation. This would begin a two-year operation to establish a new PMI Chapter in Senegal so Youssoupha and his colleagues could continually develop project management skills.

## A project itself was started to establish an approved PMI chapter

A steering committee was formed in 2014 and included other project managers who were in similar situations as Youssoupha. A project itself was started to establish an approved PMI chapter. Tasks included reoccurring meetings with the Board of PMI, creating legal documents to officiate the association, and gaining approval for their administrative procedures. The drivers of the certification efforts knew the benefits of having a local chapter and were motivated by this positive outcome for their community. Their persistence was rewarded in 2016 when the PMI Senegal Chapter was approved and quickly gained fifty members. Youssoupha moved to the United States before he could serve as a Board Member in the chapter that he pioneered.

## Staying Committed @PMI in America

Youssoupha is now working on completing an MBA in Technology Management at the Saunders College of Business at RIT and is an active volunteer of the PMI Rochester Chapter. He is eager to assist in the upcoming chapter elections, and has a vital role in Marketing and Communications.

When Youssoupha returns to the PMI Senegal Chapter, he hopes to bring inspiration from the mature Rochester

## Chapter of their success in recruiting members of all ages.

There is much room for improvement in the young Senegal Chapter, creating opportunities to grow and develop.

Youssoupha shares advice he has learned in standing up a new chapter of PMI; the goal or outcome of your project needs to be driven by an objective, by something that truly matters to you. Dedication to the project will thrive, time and patience become unlimited resources, and you will be able to motivate others to share in your commitment.



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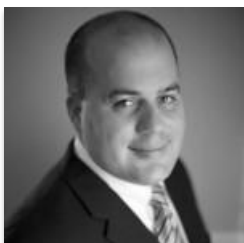
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