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The C-Suite Outlook:

How Disruptive Technologies Are Redefining the Role of Project Management

Forbes insights

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Project Management Institute

ABOUT THIS REPORT

The data collected for this Forbes Insights/PMI report is based on a survey of 537 executives across the globe. Thirty-five percent of respondents are from North America, 10% are from the United Kingdom, 8% are from Germany, 7% are from India, and the remainder are from the rest of Europe, the Middle East, Asia Pacific, and Latin America. The study spans a number of industries, with specific representation from technology (20%), manufacturing (15%), banking (12%), consumer and retail (11%), and construction (8%).

Nearly 80% of survey respondents are from the C-suite, with 42% being CEOs and 21% being COOs. Seventy-five percent come from companies with revenues of US$1 billion or more. The survey was conducted during June and July of 2018.

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Brett StClair, CEO, *Siatik*

Ken Toombs, Global Head, *Infosys Consulting*

Executive Summary

Disruptive technologies are revolutionizing entire industries. Just as the steam engine industrialized modern civilization, artificial intelligence (AI), the internet of things (IoT), cloud computing and other cutting-edge technologies are creating opportunities for employees to work, customers to engage, and businesses to thrive in ways never before possible.

3D printers are being used to create simulated body parts that help doctors prepare for surgery. A robotic barista at a café can serve 120 cups of coffee per hour—without misspelling the customers' names. And embedded sensors are helping prevent disasters on crowded roadways by gathering data on everything from dangerous driving conditions to highway wear and tear.

Disruptive technologies are forcing all organizations to change—both what they do and how they do it. It truly is disrupt or die.

"Disruption is real, and it's impacting even the largest companies that used to be the most stable in the world," says Ken Toombs, Global Head of Infosys Consulting, an IT management consultancy headquartered in Zurich, Switzerland. "Today, there are almost no barriers to entry in any industry. Anyone can be a competitor, and this is really changing the game for long-established companies."

For those that make the cut, the rewards are plentiful: greater profitability, employees who are more engaged, and a dedicated customer base. But for organizations to win at disruption, C-level executives must learn to manage the influx and influence of disruptive technologies. And while organizations may be able to articulate their strategy for disruptive technologies and digital transformation, they often fall short when it comes to executing against that strategy and delivering intended results.

One potential solution is the project management office (PMO)—but not as it exists today. Instead, the PMO—or for many organizations the enterprise project management office (EPMO)—must evolve and lead the way in helping organizations ensure the strategy behind their digital transformation is executed in a way that truly delivers the results they expect.

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>
> **KEN TOOMBS** // Infosys Consulting

To delve further into this topic, Forbes Insights, on behalf of PMI, surveyed 537 executives across the globe to understand how they're managing disruptive technologies and how these technologies impact people, projects, work, culture, and strategy. We also conducted in-depth interviews with some of today's foremost executives for anecdotal accounts of transformation. This report, based on our findings, illustrates the steps organizations can take to thrive with digital technologies, how businesses can overcome cultural and organizational hurdles, and why a formal project management capability is best suited to support change management and link strategy design to strategy delivery.

KEY FINDINGS

THE ORGANIZATION:

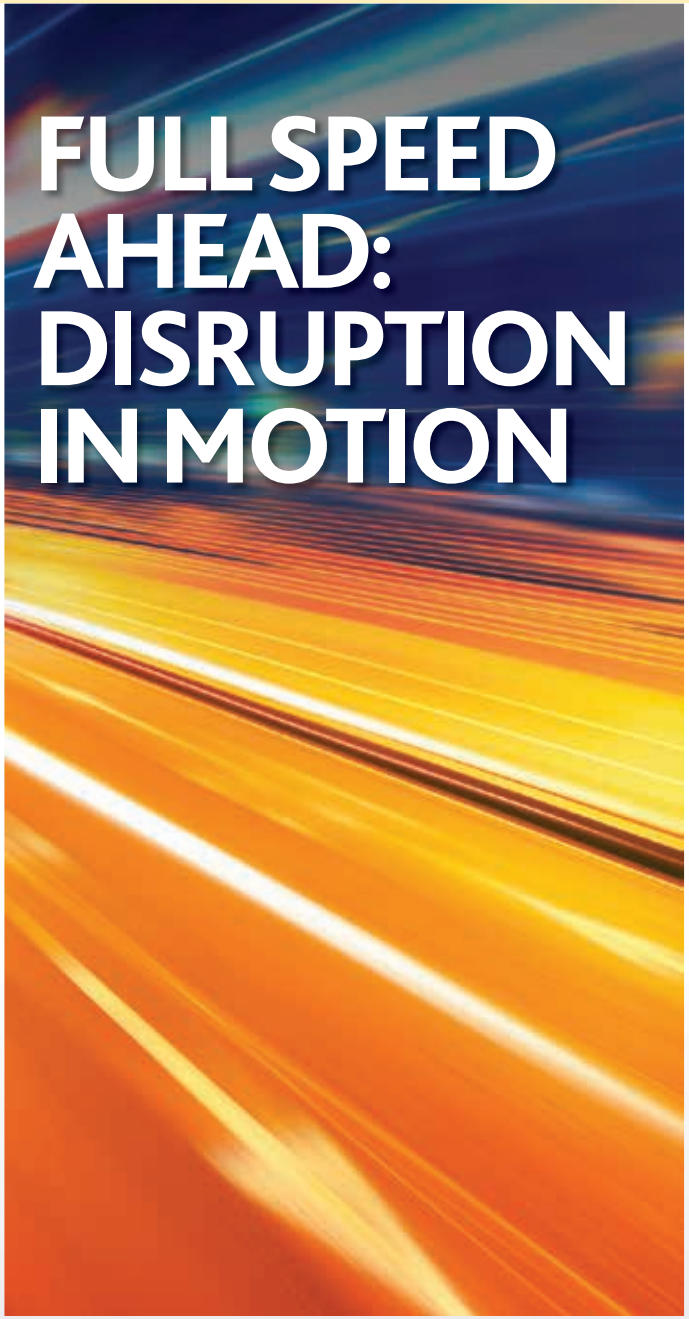
- Digital transformation is a top priority for organizations as they look for new ways to innovate, grow revenue, and increase profitability.
- Cloud solutions, the internet of things, artificial intelligence, and blockchain top the list of technologies being used by organizations today.
- Most organizations have confidence in their ability to thrive in the age of disruption and are overseeing major organization-wide changes.
- Companies are taking steps to ensure success with disruptive technologies, from forming strategic alliances to aggressively hiring experts in the field.

THE C-SUITE:

- C-level executives fully support the leveraging of disruptive technologies to advance digital transformation.
- CEOs lead the pack as champions of change while COOs and CTOs also play key roles.

PROJECT MANAGEMENT:

- Although C-level executives embrace disruptive technologies, a large percentage are still waiting to see tangible transformation results from them. The C-suite views the project management office as driving significant value in a majority of organizations undergoing digital transformation.
- Involving the project management function, as well as choosing the right technology and formally linking strategy design to delivery, are key to success.
- Change management is imperative to digital transformation success, creating a unique opportunity for the enterprise-level PMO to evolve.



FULL SPEED AHEAD: DISRUPTION IN MOTION

Digital transformation is nothing new. Since the dawn of business, organizations have been re-strategizing to capitalize on technological advances.

But the rise of disruptive technologies—virtual reality (VR), AI, IoT, blockchain, and predictive analytics, to name just a few—is making digital transformation a requirement of doing business for all organizations. Nearly all (94%) of the senior executives surveyed said they have a digital transformation strategy in place, and 83% consider themselves disruptive within and/or across industries and having the necessary capabilities to thrive in an era of constant change. Among the most widely used disruptive technologies are cloud solutions (59%), IoT (51%), AI (45%), and blockchain (31%) (Figure 1).

Figure 1: Technologies Being Used

Which of the following technologies are you currently leveraging?

Cloud solutions	59%
IoT	51%
AI	45%
Blockchain	31%
Voice-driven software	29%
5G mobile internet	26%
Building information modeling	26%
3D printing	25%
Advanced robotics	24%
Large-scale energy storage	21%
Autonomous vehicles	15%
Gene sequencing	11%
Genomics	10%

Just as varied are the reasons for adopting cutting-edge tech, such as the ability to innovate (36%), revenue growth (34%), and profitability (32%) (Figure 2).

Figure 2: The Push for Disruption

What are your organization's top drivers for the adoption of disruptive technologies?

Ability to innovate	36%
Revenue growth	34%
Increase profitability	32%
Keep up with technologies introduced by competitors	29%
Better customer experience (e.g., offering more channels of communication)	28%
Ability to be faster to market	25%
Sustain development	21%
Ability to create customized/personalized products or services	20%
Organizational agility	18%
Employee engagement/satisfaction	16%
Regulatory environment/compliance	14%
Environment/climate change	8%

Disruptive technologies are enabling many organizations to better execute strategies and respond faster to fluctuating market trends and customer demands. Yet, as our research found, there's a select group of organizations that are leading in this age of disruption. This group—high performers, as we refer to them—represents 11% of the executives we surveyed and are executives who said they:

- Embrace a culture that promotes constant transformation
- Understand that change management is critical in these times of disruption
- Self-identify as a "disruptor" or "leader" when making disruptive, digital, and transformative changes

These high performers are seeing the greatest bottom-line benefits from disruptive technologies (Figure 3). By analyzing their approaches and strategies to new technologies—which we will outline in this report—we can identify steps other organizations can take to become leaders as well.

Figure 3: Leaders Win With Disruptive Technologies

To what extent has leveraging disruptive technologies impacted your organization across the following measures?

	HIGH PERFORMERS	THE REST
Customer satisfaction	72%	46%
Organizational agility	69%	41%
Execution of high-impact initiatives	67%	39%
Revenue generation/profitability	66%	41%
Employee engagement	64%	45%

WHAT MAKES A HIGH PERFORMER IN THE AGE OF TECHNOLOGICAL DISRUPTION

Embraces a culture that promotes constant transformation

Understands that change management is critical

Self-identifies as a "disruptor" or "leader" when making disruptive, digital, and transformative changes

Clearly, we're approaching a tipping point where embracing disruptive technologies—once considered too experimental for enterprise-wide use—now promises to improve strategy execution and provide a distinct competitive edge.

Looking to capitalize on these potential gains, more than a third (37%) of organizations have adopted major organization-wide transformations, and nearly 4 in 5 (78%) have had a significant transformation in the past year.

So what steps are organizations taking to ensure success with disruptive technologies? More than half (53%) of the high-performing senior executives we surveyed say they were forming strategic alliances with third parties, such as startups, universities, and research centers. That compares with 42% of overall respondents (Figure 4).

Take Shopify, for example. The Canadian e-commerce company teamed up with Apple to create AR Quick Look, which lets online retailers upload 3D models of products onto their Shopify stores, enabling consumers to view products in augmented reality (AR) within the Safari browser. Users simply tap a badge in the top right corner of an image to see how it looks in a given space—a virtual vase on an online coffee table, for instance.

MORE THAN HALF (53%) OF THE SENIOR EXECUTIVES WE SURVEYED SAY THEY WERE FORMING STRATEGIC ALLIANCES WITH THIRD PARTIES, SUCH AS STARTUPS, UNIVERSITIES, AND RESEARCH CENTERS.

"We've been one of the closest [Apple] partners working on a lot of AR/VR technology for iPhones," says Jean-Michel Lemieux, Senior Vice President of Engineering at Shopify. "For us, AR/VR is a natural part of commerce. Any technology that helps business owners and entrepreneurs connect with their buyers is something we jump on."

By enabling retailers to create immersive shopping experiences for their customers, Mr. Lemieux believes AR/VR will be "a huge game-changer" for e-commerce—and a boon for Shopify's business.

Figure 4: Actions to Ensure the Successful Implementation of Disruptive Technologies

Which of the following have you initiated to ensure your organization succeeds with regard to leveraging disruptive technologies?

	HIGH PERFORMERS	OVERALL
Aggressive hiring of experts in the field	55%	37%
Strategic alliances with third parties	53%	42%
Employing consultants	52%	36%
Creating an open platform/network to enable access	45%	39%
Setting up accelerator or incubator programs	36%	30%
Joining industry consortia focused on development of innovative technologies	34%	43%
Mergers and acquisitions/joint ventures	33%	28%

Widening the Scope of Transformation

Organizations shouldn't limit themselves to one or two disruptive technologies. True digital transformation is all about intelligently mixing, says Pamela Rucker, chair of the Technology Advisory Council at St. Jude Children's Research Hospital and a CIO advisor for the CIO Executive Council. "While having access to emerging technology is significant, the biggest opportunity is in the way companies use disruptive technologies to create their own digital recipe," says Ms. Rucker, who also teaches Leading Through Digital Disruption at Harvard Extension School.

Case in point: Bayer Business Services. The German IT management services company works with a wide array of disruptive technologies in the areas of pharmaceuticals, consumer health, crop science, and animal welfare. Initiatives include developing digital comparison tools to measure the effectiveness of different treatments of bovine respiratory disease and exploring the use of drones to help farmers improve crop yields.

"We are embarking on numerous types of digitally based technologies to enter a solution space that didn't exist before," says Daniel Hartert, CEO of Germany's Bayer Business Services. "I strongly believe that digital is a big part of coming up with very viable solutions to major challenges we are facing; the aging and expanding world population requires new and better medicines, as well as a much larger and more reliable food supply."

One of Bayer's most promising applications of disruptive technology is its use of IoT-enabled devices in clinical trials. Traditionally, clinical trials require patients to meet with physicians on a regular basis to manually track variables, such as heart rate and blood pressure. Wearable devices promise to change all that by allowing patients to take clinical measurements at home. As a result, healthcare professionals can gather and react to critical data in real time. Mr. Hartert says that means "healthcare professionals can reach conclusions much faster" while parlaying bits and bytes into better targeted trials and fewer doctors' visits—all at a cost lower than traditional trials.

> "WHILE HAVING ACCESS TO EMERGING TECHNOLOGY IS SIGNIFICANT, THE BIGGEST OPPORTUNITY IS IN THE WAY COMPANIES USE DISRUPTIVE TECHNOLOGIES TO CREATE THEIR OWN DIGITAL RECIPE."
>
> **PAMELA RUCKER //**
> St. Jude Children's Research Hospital, CIO Executive Council, and Harvard Extension School

C-LEVEL SUPPORT IN FULL EFFECT

Even the most impressive digital breakthroughs require extensive C-level support: 84% of respondents view CEOs as champions of change, the driving force behind a culture that supports organizational agility and embraces new technologies. C-level technology executives are also catalysts for digital transformation: 8 in 10 respondents credit COOs and CTOs for recognizing the importance of the role of change management in disruption.

Executives most often take the lead in creating a digital transformation strategy. And for good reason: They are corporate role models with close ties to business line leaders and influence over boardroom decisions. It's no wonder that half of digital transformation high performers view the C-suite as responsible for managing strategy execution, directly compared to only 36% of overall respondents—an indication of the C-suite's contribution to success.

"The most impactful and effective way to drive change is by putting in place senior leaders who actually believe in digital transformation and who can drive the culture of transformation in these next two or three years," says Tomas Chamorro-Premuzic, Chief Talent Scientist at ManpowerGroup, a multinational staffing firm. "It happens from the top down. It won't work unless employees are managed and led by people who walk the talk."

84% of respondents view CEOs as **champions of change.**

The C-Suite Speaks

There's no such thing as a one-size-fits-all approach to rallying behind disruptive technologies. Here's how some top executives are fostering change in their organizations:

- **Get involved in the process.** "C-level support can either make or break an entire company," says Mr. Lemieux of Shopify. By "showing up for a lot more team product demos and technology reviews than business reviews," he says he's helped create a culture that celebrates and rewards innovation.

- **Meet, greet, and campaign for change.** One of the biggest jobs of a C-level executive is to "nurture the culture of the company," says Melissa Smith, President and CEO of WEX, a provider of corporate payment solutions. One way she accomplishes this is by meeting regularly with employees to discuss the upsides of digital transformation and how disruptive technologies can improve workflows and boost productivity.

  In addition to personally evangelizing the value of digital transformation, Ms. Smith brings in industry experts to provide unbiased perspectives on disruption, stages tech talks where employees are encouraged to ask questions about disruptive technologies, and hosts hackathons where workers share new ideas and technologies. The introduction of agile approaches is also allowing WEX to continue to evolve and move faster as competition mounts, she says.

- **Keep in touch.** For Mr. Toombs of Infosys Consulting, communication can help unlock the value of disruptive technologies. "I call 30 or 40 of our junior consultants every month," he says. "I have no reason to call them other than to touch base, see what they're working on, see what's interesting to them, and get their viewpoint. I think every C-suite executive ought to do that—keep in touch with younger generation staff across the organization, as they have a lot to offer that can really provide management with a fresh point of view."

- **Show, don't tell.** Speaking the language of disruption can breed a more agile and digital mindset, says Beto Casellas, Executive Vice President and Chief Customer Engagement Officer for Synchrony, a consumer financial services company. "I'm not a technical guru by any stretch, but I have a passion for technology and seek to engage in [IT] discussions" around disruptive technologies, he says. Mr. Casellas also shows C-suite commitment to disruptive technologies by modeling the behavior he wants to see in employees, such as readily embracing new mobile apps.

ROADBLOCKS ON THE JOURNEY TO TRANSFORMATION

While the benefits of disruptive technologies are clear, a staggering 75% of executives say they're still waiting to reap tangible benefits from them. Inundated with marketing hype and endless options, nearly a third of survey respondents (30%) cite choosing the right disruptive technology as a hindrance to transformation. Other obstacles include a lack of adequate funding (28%) and a gap between strategy and execution (28%) (Figure 5).

Figure 5: What's Holding Back Transformation

What were the top reasons for any shortcomings of your transformations?

Choosing the right technologies	30%
Lack of adequate funding	28%
Gap between strategy and execution	28%
Lack of metrics/measurement	26%
Lack of talent/skills	24%
Lack of clear strategy	20%
Took on too much, too soon	19%
Lack of commitment from the CEO	17%
Lack of collaboration across different functions	15%
Lack of involvement of the PMO	12%
Culture does not support change	11%
Lack of change management acumen	9%

Even deciding how to leverage disruptive technologies can raise operational concerns, such as integrating technology with ongoing projects (29%), addressing high costs (26%), and deciding which disruptive technologies are right for the organization (25%).

30% of respondents cite **choosing the right disruptive technology** as the top roadblock to transformation.

Along with the technological challenges, there is the crucial issue of creating and nurturing a culture of constant change. Because disruptive technologies are relatively new and untested, they need to be supported by teams that can constantly try out new ideas to see if they work and move on to the next project if they don't.

"If you're going to be successful in your transformation or in your disruption journey, then culture is really the weapon of choice," says Mr. Toombs. "The reality is there's a need to almost blow up many of the norms in place today and to restart the culture."

That's challenging for large enterprises with legacy systems and traditional business processes that "actually slow down disruption and change," he says. "The real challenge is what you do in a large, well-established business to start to undo some of these long-term, cultural norms and actually start disrupting your company."

The solution begins with addressing employee resistance. Ninety-four percent of our survey respondents face challenges creating a culture of change, with 38% saying employees see change as too much of a threat and fear losing their jobs (Figure 6).

Figure 6: What Are the Top Challenges With Creating a Culture of Constant Change?

Employees see change as too much of a threat/fear losing jobs	38%
Approaching digital transformation as a technology and not a people issue	35%
Assumption that our culture already promotes constant change	31%
Lack of leaders to take responsibility for creating such a culture	27%
Too difficult to convince employees of its importance	26%
Impossible to change, current culture too ingrained	24%
Lack of buy-in from top leadership	22%
Middle management not on board with digital transformation	21%
We do not have challenges creating a culture of change	6%

The fear is not unfounded: A study by the McKinsey Global Institute estimates that between 400 million and 800 million of today's jobs will be automated by 2030.

"The speed at which disruption is happening now causes much more fear and concern," Mr. Toombs says. "It's just a natural human reaction to things that are moving faster. Management needs to stay very close to staff, communicate openly and honestly, and most important, establish an inclusive environment that will rally the organization to be part of any future change."

Consider, for example, Bayer Business Services and its development of IoT-enabled devices that aid farmers with collecting information about soil, fertilizer, and the climate. Using this information, Mr. Hartert says farmers can basically get an automatically generated prescription for what they should do on their fields. Suggestions may range from what insecticides to spray to determining which seeds to plant. Other devices Bayer Business Services is exploring include drones that track and monitor the progress of crop growth. This data can then be used to predict future crop yields.

> "The speed at which disruption is happening now causes much more fear and concern."
>
> **KEN TOOMBS** // Infosys Consulting

Yet third- and fourth-generation farmers are often reluctant to embrace disruptive technologies, says Mr. Hartert. For many, drones and IoT devices threaten to replace their jobs. In other instances, farmers simply lack the expertise needed to run data analytics tools and aren't ready to embrace what he calls "a digital mindset."

Some organizations are finding new and innovative ways to assuage employee fears. ManpowerGroup, for example, prioritizes open communication across its firm to make the value of new technologies clear. Mr. Chamorro-Premuzic says that with "so much misinformation out there," organizations "have the responsibility to try to educate people as to the potential benefits of [technologies such as] AI." For example, by automating customer conversations, contact-center agents can focus on more mission-critical tasks such as completing orders.

Proper skills and training can also boost employee confidence as disruptive technologies reshape long-held business processes and overhaul legacy systems. "Organizations need to commit to building the necessary skill sets and making investments in training and certification," says Brett StClair, CEO of Siatik, a Google Cloud Premier Partner consultancy in Johannesburg, South Africa. "If you don't do that now, you're going to be in an ever-constant cycle of fighting for resources" to support digital transformation.

In this new professional reality, project leaders will continue to need a thorough combination of technical and project management skills, leadership skills, and strategic and business management skills, which are part of the PMI Talent Triangle®. In addition to this important triad of skills, a PMI 2018 *Pulse of the Profession®* in-depth report, *The Project Manager of the Future: Developing Digital-Age Project Management Skills to Thrive in Disruptive Times,* found that organizations will need project leaders with an array of digital skills to keep pace with technology. As shown in the graphic, we have added a new digital overlay to the PMI Talent Triangle® to emphasize how digital transformation is impacting every aspect of our work.

The PMI Talent Triangle®

LAYING THE FOUNDATION FOR SUSTAINABLE CHANGE

Digital transformation doesn't just happen on its own. Organizations need a well-designed strategy, smart technology choices, and project management prowess—the trifecta of digital transformation success (Figure 7).

Figure 7: Building Blocks for Meeting Business Objectives

What were the top reasons for your success with meeting or exceeding the original business goals and business intent of the projects related to your company's transformation in leveraging disruptive technologies?

Well-designed strategy	31%
Choosing the right technology	31%
Involvement of the project management function	31%
Collaboration across different functions	26%
Involvement of the office of strategy delivery/management	23%
Adequate funding	18%
Rigorous measurement of KPIs	18%
Available talent/skills	18%
Change management acumen	18%
Well-defined success metrics	15%
The 'think big, start small, scale fast' approach	15%
Culture supports change	15%
Agile execution	13%
Commitment from the CEO	10%

They also need team members with an innovative mindset. "You need people who think the way the [millennial] generation thinks and who are adept with technology," Mr. Toombs says. "Sometimes that means picking people who don't have the experience level but have the ability and willingness to try new things, experiment, fail, move on, reform teams, and partner with people you wouldn't normally partner with."

In addition to simulating a startup mindset, survey respondents cite having the necessary technological savvy as critical to leveraging disruptive technologies. More than half (52%) of executives expect the most profound impact of disruptive technologies to be upskilling and training current employees. An additional 45% of respondents believe disruptive technologies will increase demand for individuals with hyper-specific skills. And 43% of executives feel constantly challenged to fill these skills gaps.

"Sometimes that means picking people who don't have the experience level but have the ability and willingness to try new things, experiment, fail, move on, reform teams, and partner with people you wouldn't normally partner with."

KEN TOOMBS // Infosys Consulting

In response, many organizations are taking steps to strengthen their talent pools. "We are identifying some of our key people, and we are sending them off for months of hard training," says K.R. Sanjiv, CTO for Wipro Ltd., an IT services corporation in Bengaluru, India. "They become much more hands on and much more of the employee profile we want."

Similarly, Ms. Smith of WEX says the company has stepped up its search for technologists, from engineers to data scientists, with "specific, deep technology skills." As WEX moves beyond simply offering corporate payment solutions to launching data analytics platforms, the company will need to build strategic competencies to accelerate the transition to new sectors and expertly navigate new terrain.

Among the top three capabilities executives consider important for talent to possess are project management skills. It's a surprising result and certainly represents an emerging consideration among the C-suite. Previous PMI research (both quantitative and qualitative) has found the C-suite doesn't focus enough on the opportunities and capabilities that project management skills represent. People with project management skills often support and even embrace frequent change, better positioning them to compete and succeed in a fast-paced and disruptive business environment.

In response, some organizations are reassessing what competencies they look for in a project leader. WEX is a prime example. "If you look at our lines of business, we're increasingly deploying people and creating teams that work in a more agile way," Ms. Smith says. "Project management has become less formal across [WEX's] business." The company now "spins up a small team, has them work on something, and then redeploys them to do something else." This approach ensures WEX not only "has the right resources across the company," but encourages greater knowledge-sharing and experience, Ms. Smith says.

Other organizations are looking for project leaders willing to collaborate and support greater transparency. At Shopify, Mr. Lemieux says project champions are required to publish a "health check" that updates co-workers on progress every two weeks. "One of our core tenets is there's nothing an executive should have access to in terms of product work that an intern doesn't," he says. "We make all project information—the timeline, what's working, what isn't working, demos—available to everyone. Updating stakeholders is just something that's built into the way we get things done."

> "We make all project information—the timeline, what's working, what isn't working, demos—available to everyone."
>
> **JEAN-MICHEL LEMIEUX** // Shopify

EVOLVING THE ROLE OF THE PMO

Modifying the skill sets of project leaders is only the beginning. Today's disruptive technologies are a call to action for recasting the role of the PMO. As it is, 92% of executives we surveyed view the PMO as a driving force as they transform their organizations using disruptive technology. And nearly 90% of respondents believe the PMO will play an increasingly critical part in digitally transforming organizations in the future. An informal survey by the Brightline Initiative at the Nordic Business Forum backed up these results. It found that nearly 90% of respondents said an organization's project management capability was essential for strategy implementation success.

Much of a successful digital transformation hinges on an organization's ability to embrace change: 85% of respondents say change management is critical to their success in these times of disruption.

The result is a prime opportunity for the PMO to take rightful ownership of digital transformation. It's the PMO with the people trained in change management, with a full complement of project delivery skills and the right technologies—the ones ideally suited to spearhead strategy delivery, especially when the PMO embraces and works across the full value delivery landscape.

> "What [PMOs] need now is the cachet to make the wholesale changes required to make digital transformation successful."
>
> **PAMELA RUCKER //**
>
> St. Jude Children's Research Hospital, CIO Executive Council, and Harvard Extension School

"The majority of PMOs are already responsible for a lot of digital transformation projects," says Ms. Rucker. "What they need now is the cachet to make the wholesale changes required to make digital transformation successful."

And that largely falls to the organization's chief executives. As we indicated earlier, 36% of executives say it's the C-suite's responsibility to ensure successful implementation of strategy, while 26% say responsibility depends on the initiative.

But as disruptive technology projects multiply and become more complex, executives must recognize the PMO's unique expertise and ability to manage that type of change.

90% of executives believe **the PMO will play an increasingly critical part** in digitally transforming organizations in the future.

READY, SET, REINVENT!

Instrumental changes are already afoot. Project leaders are taking on roles that demand greater accountability, not just around budget, timelines, and resources, but around the full delivery landscape.

At WEX, for example, Ms. Smith says project leaders "are doing more than what they would have historically done. Their work is more strategic and about making sure we're continuing on the path of change."

This evolving role is prompting organizations to rethink how they gauge project management success. "Project management used to be measured in terms of your ability to deliver on time, on cost, on quality," says Mr. Sanjiv. "But what differentiates and creates success within project management now is the ability to innovate within the project." For example, when building an AI-based application, Wipro project leaders are also measured by their ability "to foresee biases in data" and predict whether "security is deep enough"—and many more capabilities that can directly impact strategy delivery.

Not all project leaders may be cut out for a seat in the next-gen PMO. "The profile of the project manager has to change," Mr. Sanjiv warns. Entering "a world of innovation" requires project leaders to think fast—and react quickly. For those "unable to accommodate change, they'll struggle to actually be relevant going forward. The big focus is how do we move our existing project leaders to play that role?"

Mr. Lemieux, on the other hand, says project leaders will welcome the opportunity to lead on strategy delivery and change management. "Project managers have a bit of a bad rep of just beating a drum but not necessarily being accountable for the quality of the outcome," he says.

> For those "unable to accommodate change, they'll struggle to actually be relevant going forward. The biggest challenge is how do we move our existing project leaders to play that role?"
>
> **K.R. SANJIV** // Wipro Ltd.

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