

Trend Outlook: PM/BA

Subject matter experts weigh in on the current status of technology in the PM/BA space and what they see on the horizon for 2016 and 2017.

Q & A with the Experts

Carl Pritchard, PMP, PMI-RMP, Principal Pritchard Management Associates

Carl is the author of seven texts in project management, co-producer of a 9-CD audio set, pioneer and visionary in risk management and e-learning. He has clients from virtually every sector of the economy. He is recognized as a dynamic, entertaining and fun keynote presenter, speaker and trainer.



Q: *What do you think are two or three trends or technologies in the PM space that are going to impact companies in 2016/2017 and why?*

A: Agile and risk. I think Agile is going to loom large as a function of self-fulfilling prophecy. It's easy to say that your organization is "doing Agile," but it's another thing entirely to actually make it happen. Too often, we launch into a practice like Agile without understanding the infrastructure implications and the education that's involved. But enough organizations have now committed that the practice of Agile is virtually "too big to fail." Thus, organizations (who practice it well, and those who practice it poorly) feel that they cannot back out of it, so there's going to be more money poured into it in the year ahead. The supporting organizations that can provide a sense of how success in Agile can be achieved will be those who win the day.

Q: *What do you think companies are going to expect from candidates in the PM space this year?*

A: Value. You better be able to prove that you produce something of value. The concept of pure management is history. Managers need to be achievers, or they are not long for the organization(s). The problem is that many managers believe their management adds value. It doesn't. Their management ONLY adds value when a \$\$ sign can be attached to it. If you can prove that you expedite the work of others? Value added. If you can prove that you had powerful ideas that went through to implementation? Value added. If you can point to infrastructure that you developed that will last the test of time? Value added. But if you simply shepherd others to get work done and don't infuse any creative energy or gifted insight, your value is limited and your days are, as well.

Q: *What technologies do you feel are going to be most in demand this year for PMs and what technologies do you recommend they learn if they have not already worked with them?*

A: Learn to speak Cloud, Agile, and sharing tools. Meeting management tools will be in high demand, particularly those that facilitate facilitation. Anything that brings the organization together more effectively and affords the opportunity to communicate value will be valued.

Lisa DiTullio, Principal, Your Project Office



Lisa is a renowned thought leader and recognized international speaker/trainer on PMO operations, business strategy, and turnaround efforts. With over 20 years of hands-on experience, Lisa has led many successful re-engineering efforts across all spectrums of healthcare.

Q: *What do you think are two or three trends or technologies in the PM space that are going to impact companies in 2016/2017?*

A: I think it will be all about going Back to the Future. In other words, you will see us go back to the basics—diligent project planning, constant communications, and religious risk management. In spite of tools and technology, good old-fashioned project management still works best. As cool as the bells and whistles are with the high-tech tools on the market today, the tools never deliver the project. Humans do.

Q: *What do you think managers are going to expect from candidates in the PM space this year?*

A: In today's business environment, a first-rate project manager sounds like a fantastical being – proficient at planning and problem-solving; adept at budgeting; an accomplished negotiator and master influencer who is able to lead, motivate, and communicate. Successful project managers are those who think big, play to win, and have keen intuitive skills. Lastly, project managers who can seamlessly translate project management terminology into business terms are the ones who excel. Speaking the language of business leaders has the most impact and influences behaviors to produce measurable results.

Kupe Kupersmith, CBAP President, B2T Training



Kupe possesses over 18 years of experience in software systems development and is BA certified. He has served as the lead Business Analyst and Project Manager on projects in various industries. He serves as a mentor for business analysis professionals. Kupe is the co-author of Business Analysis for Dummies, a Certified Business Analysis Professional (CBAP®) and a former IIBA® Board Member.

Q: *What do you think are two or three trends or technologies in the Business Analysis space that are going to impact companies in 2016/2017 and why?*

A: Design Thinking principles. Companies are getting laser focused on improving customer experience. This starts with thinking of the customer for every aspect of an organization. Remote facilitation: We are in a global world. Companies have offices in many locations and have team members scattered. Although co-location is preferred it is not reality. BAs need to be able to be effective in the remote world. They need to be able to connect quickly with people and know how to use different mediums to work with their team members and stakeholders. Using text, phone, and online collaboration tools is a must.

Q: *What do you think managers or companies are going to expect from candidates in the BA space this year?*

A: Critical Thinking, and this does not apply to just BAs. More and more managers want their staff to challenge the status quo. In organizations I still see managers wanting to overcome the perception that their BA team is a group of note takers. Critical thinking skills help people make the transition from note taker to advisor.

About the Apex PM/BA Practice Director

Cate Murray Practice Director – PM/BA

Cate, Apex's PM/BA Practice Director, is responsible for managing our nationally-based talent acquisition strategies of the Apex Systems PMO practice. Prior to becoming a Practice Director, Cate was responsible for leading our delivery function within our Ohio markets, which included managing a team of skill-based recruiters as well as helping our clients source and attract teams of proven performers across the IT spectrum using our on-demand recruitment model. Throughout her 10+ year career in talent acquisition, Cate has performed various roles within recruiting and account management including leading the efforts for supporting the needs of our clients' PMO offices. That support includes sourcing and placing technical professionals with backgrounds in infrastructure, telecommunications and applications among a variety of industries, such as: healthcare, financial services, and retail.

As the leader of our PM/BA practice, Cate develops competitive strategies to effectively build and maintain a strong candidate community and is responsible enabling our PMO-focused recruiters to successfully place professionals with the right skills at the right time.

Cate holds a CAPM certification from PMI and is a Professional Development Author and Speaker for MSSQLTips.com.

2016 trend outlook and take on the industry:

The popularity and adoption of Agile remains strong, with Scrum continuing to be the most popular Agile methodology used. Year over year, we saw the following:

- 39.9% increase in requirements for Business Analysts with Agile
- 50.1% increase in requirements for Project Managers with Agile
- 48.5% increase in Scrum Master requirements
- 112.6% increase in Agile Coach requirements

Additionally, we saw a 140.3% increase in requirements requesting candidates with SAFe® (Scaled Agile Framework®) experience. SAFe® is based on Agile and Lean principles and is gaining in popularity because it allows Agile to be adopted on an enterprise scale.

Digital Project Managers (DPMs), also referred to as Digital Producers, are becoming more widespread as clients are understanding the importance of having strong digital marketing strategies and/or are undergoing digital transformations. DPMs are responsible for the management of digital marketing efforts such as: SEO, web development projects, mobile solutions, social media engagement strategies, and customer experience projects.