



# Project Manager as E(I)ntre(a)preneur

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📍 1400 UTC



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Guest Speaker



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Session Moderator



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Answers

Prof. João Carlos Boyadjian, PMP, MBA, MSc, ATP

# Painelists in the session



# Participants



**1285 registrations**  
**444 people attended the event**  
**63 countries**



## OBJECTIVE

Present questions and answers from the event held on 07/21/2023 **PMI Chapter Exchange** by João Carlos Boyadjian





## Painelists questions



## João Carlos Boyadjian Answers



**Answer**

- 1 - Independence and autonomy** - value autonomy and are more willing to take risks
- 2- Initiative and proactivity** –are often driven by initiative and search for opportunities –
- 3- Creativity and Innovation** - are more creative and are willing to challenge the status quo.
- 4 - Risk Taking-** is more willing to take risks and deal with uncertainty.
- 5- Results orientation** – has strong results orientation and are focused on achieving established goals and objectives.
- 6 - Resilience and Persistence** - face challenges and obstacles along their journey and demonstrate resilience and persistence to overcome these difficulties. They can manage pressure and uncertainty

**Q2 - Are there challenges or obstacles that project managers may face when trying to adopt an entrepreneurial mindset? How to overcome them?**

**Answer**

**In my opinion there are many challenges and obstacles to overcome. For example, not being client-driven. We must seek to understand well the needs of customers and the expectations for the product or the engineering solution, aiming to exceed their expectations**

**Q3 - Can you share examples of projects where project managers have effectively cultivated an entrepreneurial mindset? What were the results and lessons learned?**

**Answer**

**Yes, a client of mine needed building an aluminum plant and considered the risks high. He requested the probabilistic risk calculation to develop the project with a 95% confidence degree and the projected costs with this degree of confidence were met.**



**Answer**

- 1 - promote engagement –**
- 2 - guide the team to work collaboratively –**
- 3 - training of good practices (important, if possible, to have a course in Project Management or CAPM)**
- 4 - promote creativity –**
- 5 - promote work within the principles and conduct appropriate to the internal and external environment.**

**Q5 - Are there specific tools, methodologies, or frameworks that project managers can utilize to enhance their intrapreneurial capabilities?**

## **Answer**

Yes it has many, such as:

**Models: Situational leadership models are important because the team needs to have competence and commitment. Communication model that when they are not used you lose the effectiveness of communication. We need reliable feedback in a timely manner depending on the type and complexity of the project. Motivational models to improve team performance. Models of change so that the team has freedom of creation and thus achieve the desired objectives. Complexity models, type Cynefin or Probability and Impact Matrix. Negotiation models, planning and/or process group, Scrum, Kanban...**

**Regarding methods, I will mention some more specific ones, such as for data collection (Assumptions and constraints, analysis of alternatives, decision tree). Estimation methods such as, analogous, multipoint, parametric) or in adaptive projects, story point). Meeting methods we can use daily and retrospective (for adaptive projects) or weekly, biweekly, or monthly for predictive, meeting with bidders, kick off, lessons learned)**

**In terms of computerized tools there are hundreds... Here in BRAZIL, are widely used, MS Project, Primavera and Project Libre. For adaptive projects, Miro, Trello, Jira, Asana**

## Q6 - How can project managers leverage technology and digital transformation to drive innovation and entrepreneurship in their projects?

### Answer

In various ways –

- 1 Use of digital tools and platforms: – using for example software such as Miro, Trello, Jira, Asana
- 2 – Exploration of new emerging technologies such as AI, Data Analytics, IOT, virtual augmented reality, automation and other managerial technologies, such as using agile and iterative approach such as Scrum and Kanban,

**Q7 - Can we say that project management and entrepreneurship are two sides of the same coin and that they can support and add value to each other?**

**Answer**

**Yes, they really are in my opinion. Here in Brazil, such is the coincidence that when we first translated the PMBOK, we thought that the name of the profession should be Enterprise Manager instead of Project Manager. We adopted the second one because the world called it that...**

**Q8 - What value can project management add to entrepreneurs on their way to creating something new, to realizing their ventures? Can you tell me about some ways in which project management can support and add value to entrepreneurs?**

**Answer**

**Establish clear goals for the project seeking to deliver the product according to the defined requirements, within the defined time and budget. The analysis of the results can take place through tangible and intangible methods and usually through analysis metrics NPL, OKR, ROI, PAY BACK... and so on. Or in emergency project, I recommend the method GUT analysis (gravity - urgency and tendency)**



### Answer

Thinking in Principles of the PMBOK 7aed. We can apply

1. **Focus on value** - identify customer needs and expectations
2. **Adaptive approach** - agile practices, such as iterativeness, collaboration and flexibility, to respond in an agile way to changes and opportunities.
3. **Focus on stakeholders** - identify, understand, and manage their expectations, needs and concerns to ensure effective engagement
4. **Systems thinking** - understand the interdependencies between the elements of the system and the impacts that the project can have in different areas and processes.
5. **Continuous learning:** - identify lessons learned, share knowledge and apply improvements in future projects. This involves collecting feedback, reflecting on the practices adopted and seeking innovative solutions.
6. **Evidence-based decision making** – should seek relevant information, perform analysis and evaluate options before making decisions
7. **Clear and effective communication:** should ensure that information is shared appropriately, in a timely manner and with clarity, to avoid misunderstandings and promote open and transparent communication
8. **Team involvement and empowerment** - They should provide support, resources and development opportunities for the team, promoting a motivating and stimulating work environment

Q10 - How can project managers train other team members so that they too can become en(in)tre(a)preneurs? "Goal: Create more leaders along the way."?

**Answer**

- **First identify and evaluate the characteristics and potential of the stakeholders.**
- **Second, develop a training plan to develop each of the characteristics and third, put into practice in a project;**

**Q11 - What do you consider to be key elements for project managers to be successful as intrapreneurs navigating the complexity of an international multisite company?**

**Answer**

- 1. Must understand the company's vision and strategy:**
- 2. Leadership and influence skills**
- 3. Effective communication**
- 4. Adaptability and flexibility**
- 5. Strategic thinking**
- 6. Risk and uncertainty management**
- 7. Focus on results and value**

**Answer**

- 1. I think there should be a very clear definition of objectives and scope**
- 2. Risk identification and management**
- 3. Strategic planning and resource allocation**
- 4. Continuous monitoring and control**
- 5. Stakeholder management**
- 6. Continuous learning and adaptation.**

**In short. Entrepreneurs can balance different constraints, make more informed decisions, mitigate risk, and adapt to change**

**Answer**

- 1. There would certainly be a difficulty in establishing a clear vision for the project and aligning its activities with the strategic objectives of the organization**
- 2. Other problems I see is the manager will tend to be more resistant to change and less likely to adopt innovative approaches. This can limit the project's ability to adapt to new circumstances and find creative solutions to the challenges that arise. –**
- 3. There may also be a lack of initiative and productivity, so you can be more passive and will wait for things to happen and will tend to a delay in the project**
- 4. Difficulties to keep the team motivated and focused on results.**



**Answer**

**Must establish clear goals for the project of acquisition of public services, seeking efficiency, quality and satisfaction of citizens, within the deadline and budget established**

**Answer**

You can have both. It depends on the context and the responsibilities performed.

- entrepreneurs by developing new initiatives, creating effective methods and processes, seeking innovative solutions, and promoting continuous improvement of project management within the organization.
- intrapreneurial by identifying and promoting innovation, optimizing processes, aligning organizational strategies with projects, and fostering a culture of internal entrepreneurship.

**Answer**

**Entrepreneur** – They seek to explore different development approaches and methodologies, such as Lean Startup, Design Thinking or Agile, to drive innovation and rapid value delivery. The **Intrapreneur** - Adapt the existing development methodologies and life cycle as opportunities for innovation arise, seeking continuous improvements in the project delivery process.

**Answer**

**Usually develops a strategic and flexible plan that allows rapid adaptation to change and the identification of innovative opportunities, incorporating ambitious goals and clear milestones**



Thank you - Obrigado -  
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