

# **The Future in My Rearview Mirror**



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# Jokes That Can Be Told In Church

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*Attending a wedding for the first time, a little girl  
whispered to her mother,  
'Why is the bride dressed in white?'  
The mother replied, 'Because white is the color  
of happiness,  
and today is the happiest day of her life.'*

*The child thought about this for a moment then  
said,*

*'So why is the groom wearing black?'*

# Honor The Horse You Rode In On

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Remember your “home training”

# Learn How To Kiss All the Cows In The Pasture

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- Have a Win-Win Relationships with all your Stakeholders.



# Golden Rules

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Old-Old Golden Rule,  
He who has the gold rules.

Old Golden Rule,  
Treat people like you want to be treated.

**New Golden Rule,**  
Treat people how they want to be treated.

# Life Is Not Fair

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- ❑ Life is about how well you play the cards you are dealt and what you contribute to others to make things better.



# Change Is A Fact; Learn To Embrace It

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- ❑ Leaders are change agents.
  - ✓ Give people logic for the reality part of the brain.
  - ✓ Give motivation for the emotional side.

# Reality

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You are hired for your technical skills;

fired for your lack of people skills; and

promoted for your leadership and management skills.



# The Set Up

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- These wisdoms will not change, but change in our academic life is upon us.
- What does the future look like?

# Disruptive Future Trends

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## ■ Workforce Demographics

- ✓ Skilled workforce shortages at all levels
- ✓ Knowledge and experience gaps
- ✓ More dispersed workforce

## ■ Globalization

- ✓ Global population growth exceeds available resources
- ✓ Disappearing commercial barriers among nations
- ✓ Transfer of wealth from West to East
- ✓ Continued focus on security and global terrorism
- ✓ Global compliance with increasing rules & regulations

# Disruptive Future Trends

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## ■ Technology

- ✓ Smart machines/robotics
- ✓ **Radically enhanced communications technologies'**
- ✓ Exponential speed of technology innovation
- ✓ Stakeholders with integrated access to project information
- ✓ Innovative construction methods and processes

## ■ New And Changing Organizations

- ✓ Global Knowledge Networks replace Subject Matter Experts
- ✓ Breakdown of traditional hierarchical organizations
- ✓ **Knowledge sources inside and outside of the company**

# Essential PM competencies needed over the next decade

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- **Technical/Virtual:** knowledge and skills relating to a particular subject and involving or using computer technology.
- **Management:** a set of activities, procedures, boundaries and structures that allow an organization to achieve its goals in a disciplined way.
- **Cognitive:** intellectual processes that enable one to learn from, make sense of, and disseminate information.
- **Leadership:** traits designed to align, motivate, and inspire a team so that they want to act and achieve project objectives.

# PM Competencies - Technical/Virtual

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- 1. Technically multi-disciplined:** *is knowledgeable across multiple technical, project management, and construction disciplines with deep expertise in at least one.*
- 2. Demonstrates practical understanding of technology:** *is up to date on project related technology and uses it effectively to lead and enable team members to work efficiently.*

# PM Competencies - Management

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- 3. Possesses keen business insight:** *embraces the parent organization's strategic purpose and goals and translates these into practical concepts relevant to the execution of the project.*
- 4. Understands project management:** *knows and executes the policies, processes, procedures and best practices that lead to successful project execution.*
- 5. Builds knowledge networks:** *creates and maintains a global network of subject matter experts inside and outside their team and organization.*
- 6. Monitors risk continually:** *persistently monitors known and unforeseen strategic and operational risks to maintain a robust response capability.*

# PM Competencies - Cognitive

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- 7. Makes complex decisions:** *think analytically, conceptually and adaptively, and make sense of new information across multiple levels of detail.*
- 8. Displays emotional maturity:** *understands and control one's emotions with empathy for others and uses these skills to lead others.*
- 9. Communicates effectively:** *listens to understand and is able to articulate ideas and complex concepts clearly and convincingly to a wide range of audiences.*

# PM Competencies - Leadership

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- 10. Leverages diverse thinking:** *use diversity to benefit cultural, gender, experience and generational differences.*
- 11. Builds relationships:** *builds collaborative relationships with customers, peers, global knowledge networks, superiors, and subordinates.*
- 12. Engages others:** *through active involvement, fosters teamwork, aligns difference, and leverages individuals' talents.*
- 13. Mentors people:** *consistently teaches, and coaches to help individual and team .... develop the next generation.*
- 14. Builds trust:** *practices leadership truisms that enable others to have a firm reliance on their character and competence.*



# What does our research tell us?

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- In the future that:
  - ✓ PM competencies will change.
  - ✓ There will be more emphasis on Leadership.
  - ✓ PM's are less likely to require an Engineering degrees.
  - ✓ The number of PM shareholders (Interfaces) will double.
  - ✓ And a significant increase in female PMs will occur.

# Impact on ACCE

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- Programs should start teaching a leadership and people skill **course**.
- The movement towards a university research agenda is a **reality**.
- Universities are charged with the mission of educating students and **creating new knowledge**.
- Universities **depend** on research funding for their economic survival.

# Thank you

Anyone interested in using my book for their leadership course, I will furnish you a courtesy copy with power point sides, handouts, and syllabus upon request.

Just email me your address, smile.

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