

# AMONG ALL THE KNOWLEDGE IN PROJECT MANAGEMENT, WHAT TRULY DRIVES VALUE AND IMPACT?

Are we truly defining Project Success?

Thursday, 19<sup>th</sup> December  
PMI Germany Chapter



Local Group Darmstadt  
Proudly Presents

Thursday  
**19 December 2024**  
**18:00 - 19:30** (CET)  
**Online Event** (MS Teams)

## Project Wonders (anticipating Xmas)



**Register now!**  
**Event free of charge.**



**Grace Najjar**

Seasoned Executive | Former PMI  
Regional MD MENA | Project  
Governance Expert | EMEA Growth  
Leader | Talent & Leadership  
Development | AI & Digital  
Transformation | Speaker & Lecturer |  
Top 50 Inspiring Women AB 2024



# TODAY'S AGENDA

**1** Projects face delays, budget overruns, lack of alignment, project delivery issues etc.

**2** True meaning of Value, Success and Efficiency in projects?

**3** Technology meets Humanity- Align AI, Innovation and People

**4** ESG and larger Impact : Value of Sustainability and Community-focused

**5** Beyond metrics, value beyond metrics to serve businesses, societies, and nations, driving economic and societal transformation.

**6** Blend of Art, Science and Strategy to redefine project success

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Why Project fail?:

Slido #3084267



Describe your biggest  
Challenge in Project ?

slido #3084267



“WE KNOW WHY PROJECTS FAIL

WE KNOW HOW TO PREVENT THEIR FAILURE,

- SO WHY DO THEY STILL FAIL?”

## ✓ Example Case: Construction Industry

- Construction, the biggest industry in the world (13% of GDP), is **not performing well**, over the past 2 decades construction has grown **1% in productivity, 2.8%** in the world economy, **3.6%** in manufacturing
- **98% of mega-projects >\$1B** experience face cost overruns (Bechtel)
- **95% of all projects FAIL to meet one** or more business objectives (CII)

According to PMI Pulse of the Profession research conducted in 2020, **research found that for every \$1billion spent on construction projects, 12.7M is wasted. Vs 113M global.** PMI surveyed 40,000 , more than 70% of project professionals experience cost overrun, scope creep and delays

## ✔ Project Delivery is not delivering: e.g. Capital Projects and Infrastructure

According to *2022 PwC Middle East Capital Projects and Infrastructure Survey* :

The Capital Projects and Infrastructure sector has picked up again post Covid and will be driven by major investments over the next two years, however:

*Project delivery* is often plagued by shifting timelines and competing priorities and Improper Management of Execution Planning :



- **43%** of the surveys respondents cited the **conversion of strategy into implementation** as the most significant **internal obstacle** affecting the health of the capital investment portfolio, program and projects.
- **Lack of alignment** and outdated planning methods lead to **unreliable execution, causing delays, quality issues, scope creep, low productivity, and project inefficiencies.**

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## Figure 1 – Definition of Project Success

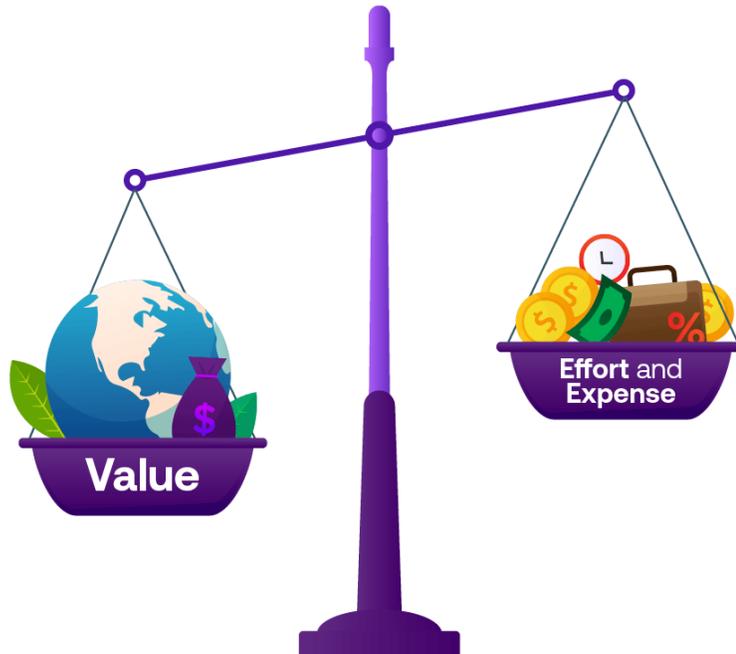
Our new definition accounts for both execution and outcomes.

### Project Success

[proj-ekt suhk-ses]

The consensus view across intended beneficiaries, other stakeholders and project participants that a project was perceived to have:

*Delivered **value** that was  
worth the **effort and expense**.*



# Maximizing Project Success

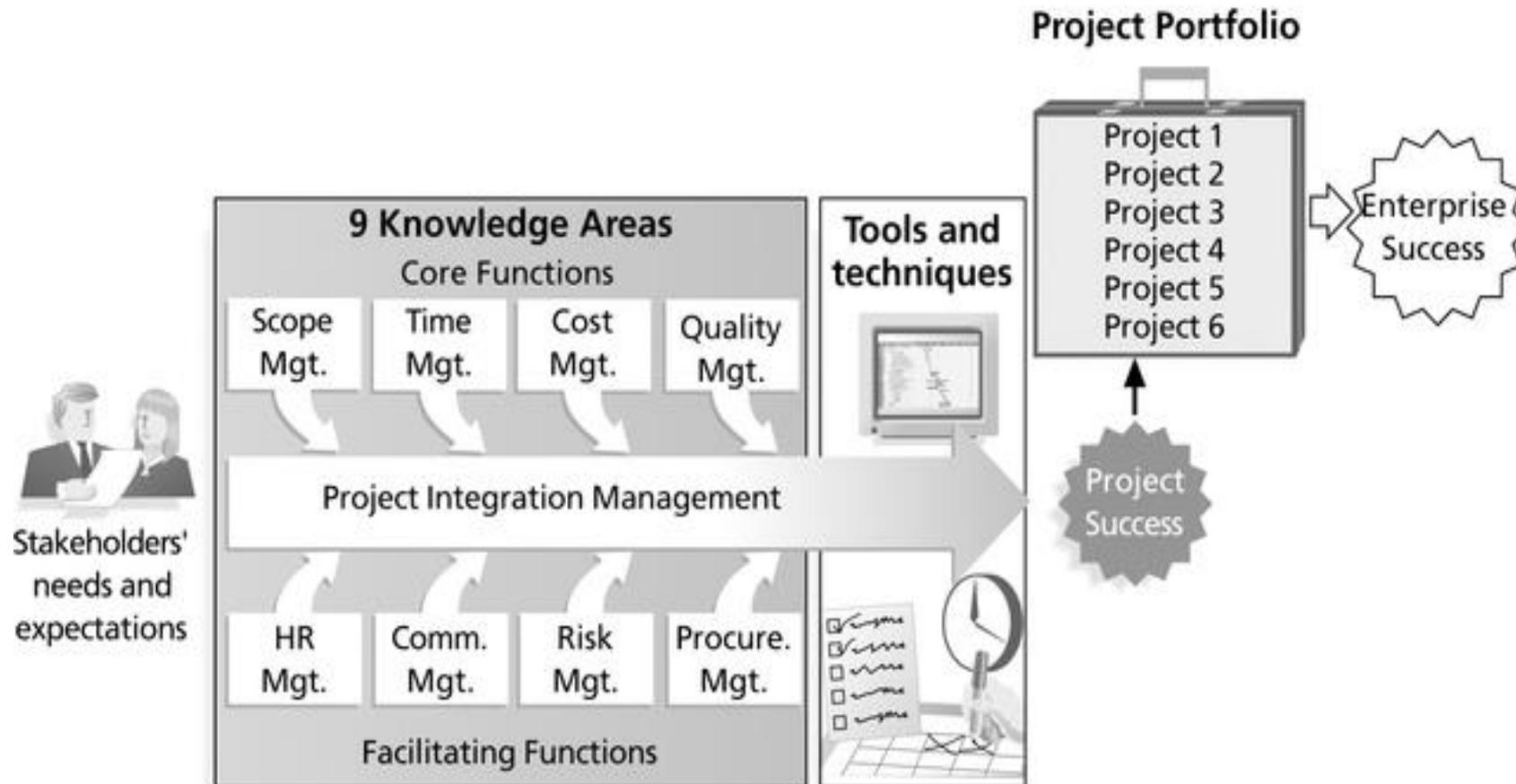
Elevating the impact of the Project Profession. Elevating the impact on our world.

**PM** Project Management Institute.

A decorative graphic on the right side of the slide features a glowing yellow circle with a purple gradient, surrounded by a pattern of purple and blue circles of various sizes and colors on a dark background.

Source: ©PMI Maximizing project success report

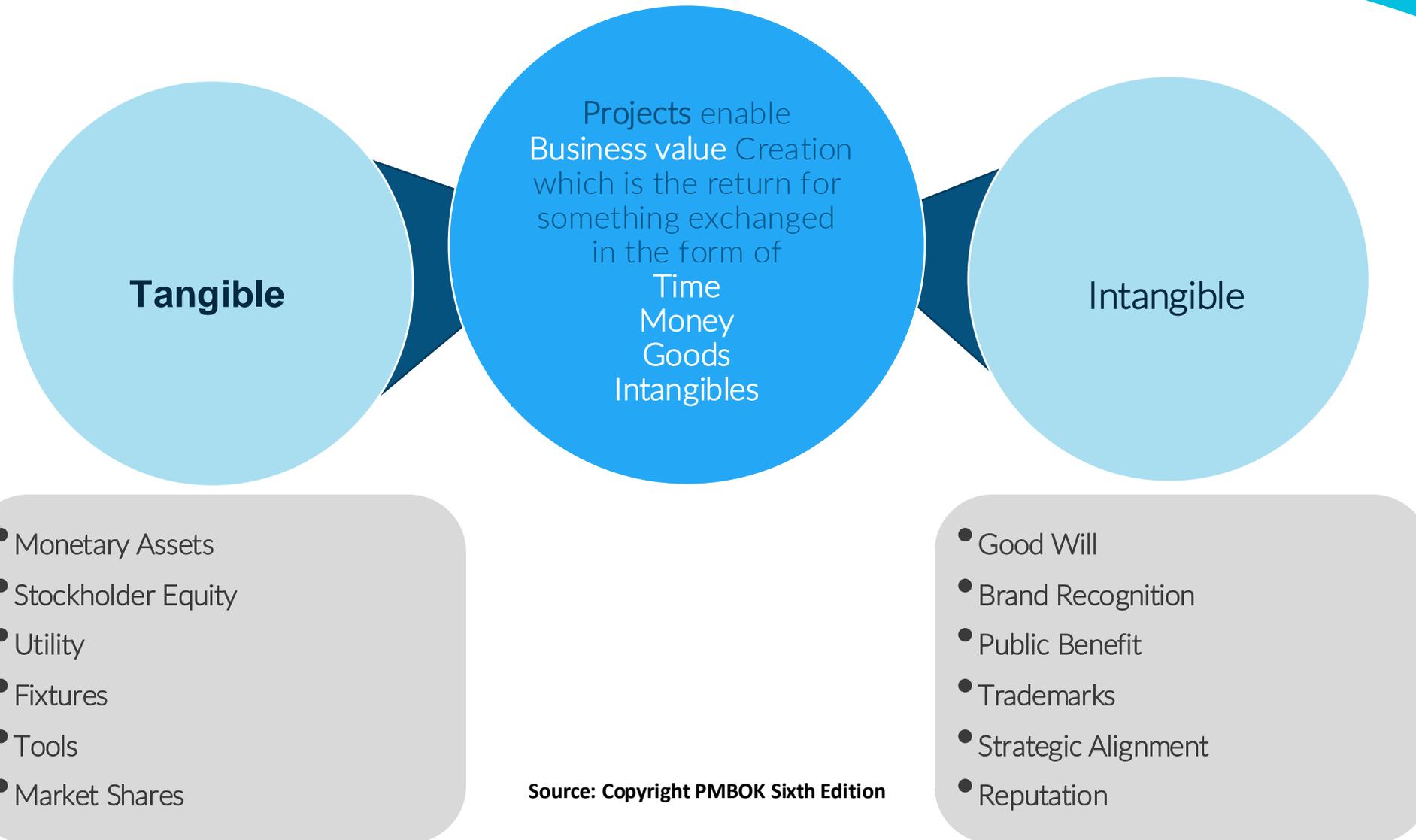
✓ Reminder : Projects enabling enterprise success



Source: PMBOK 3th ® GUIDE



## Reminder: Projects enable Business Value



## VALUE

**Continually evaluate and adjust project alignment to business objectives and intended benefits and value.**

Source: Copyright PMBOK Seventh Edition

- ▶ Value is the ultimate indicator of project success.
- ▶ Value can be realized throughout the project, at the end of the project, or after the project is complete.
- ▶ Value, and the benefits that contribute to value, can be defined in quantitative and/or qualitative terms.
- ▶ A focus on outcomes allows project teams to support the intended benefits that lead to value creation.
- ▶ Project teams evaluate progress and adapt to maximize the expected value.

**Figure 3-5. Focus on Value**

# ✔ Projects drive Value through Strategic Alignment

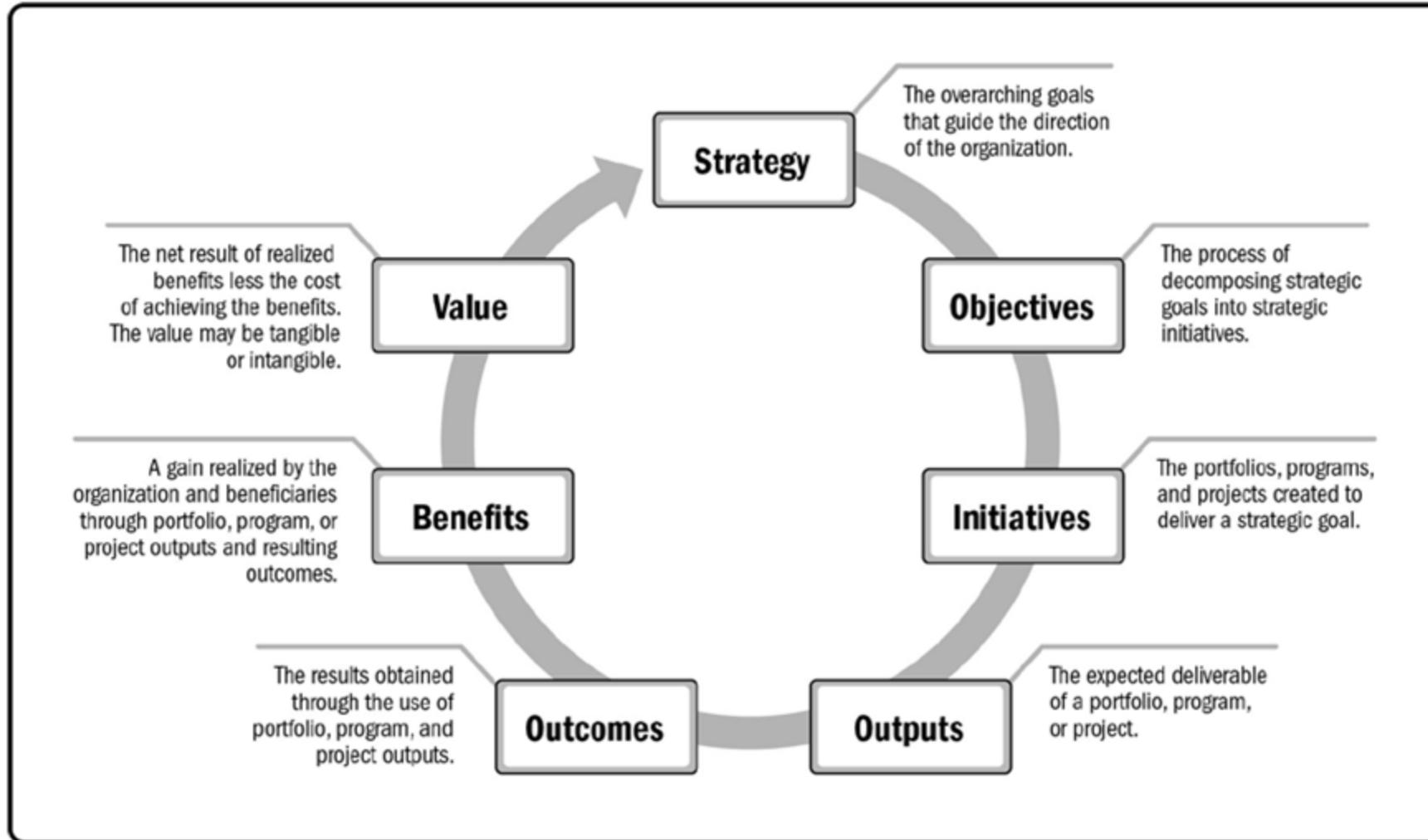
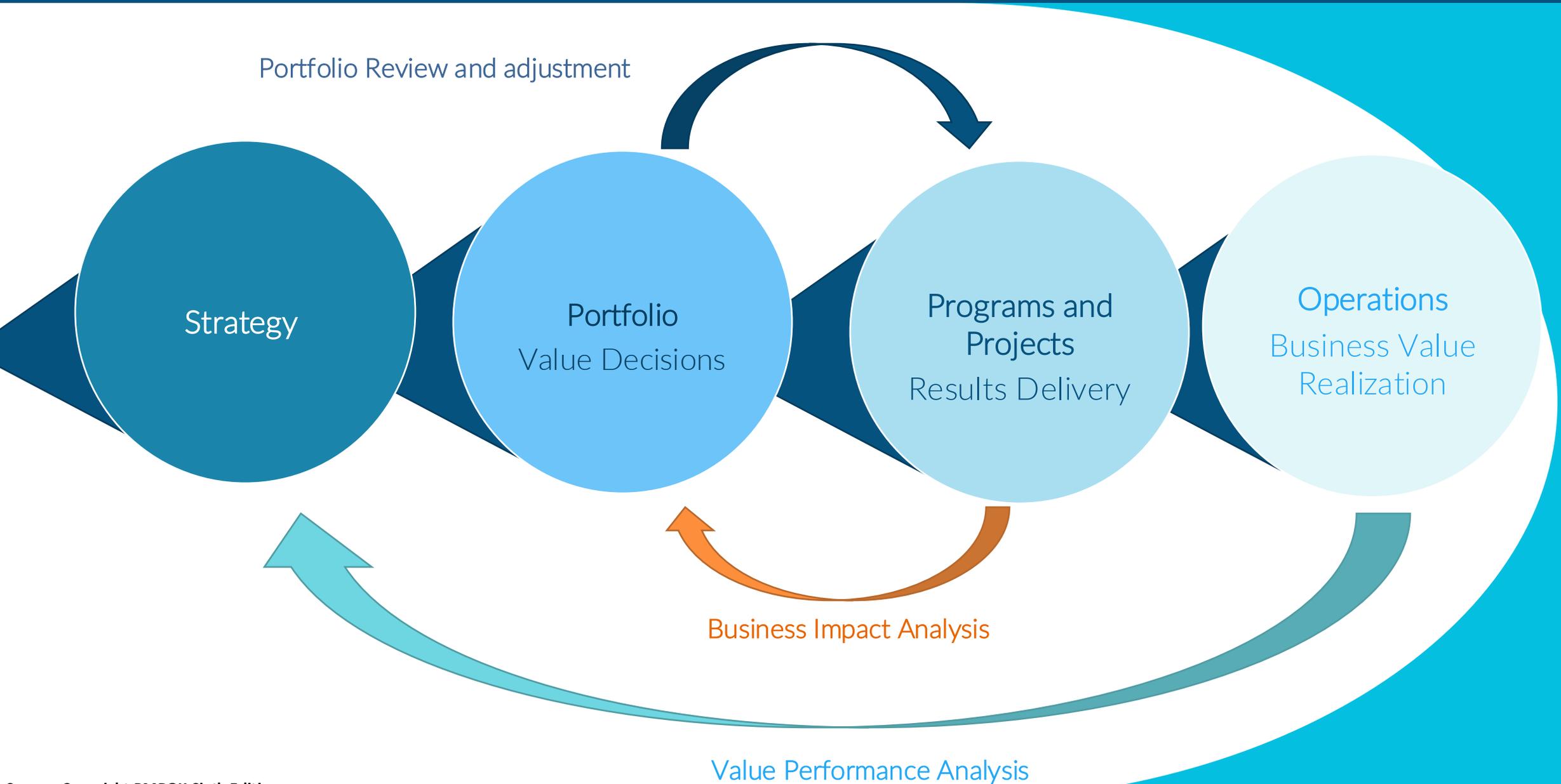


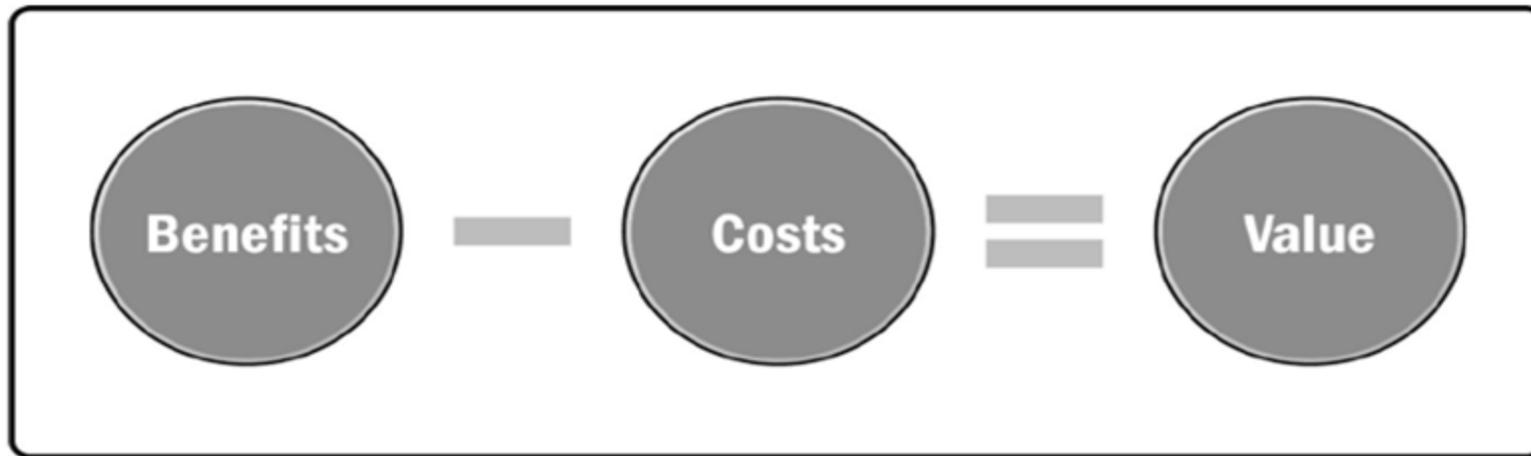
Figure 2-2. Connecting Organizational Strategy to BRM

✔ Projects drive Value through Strategic Alignment



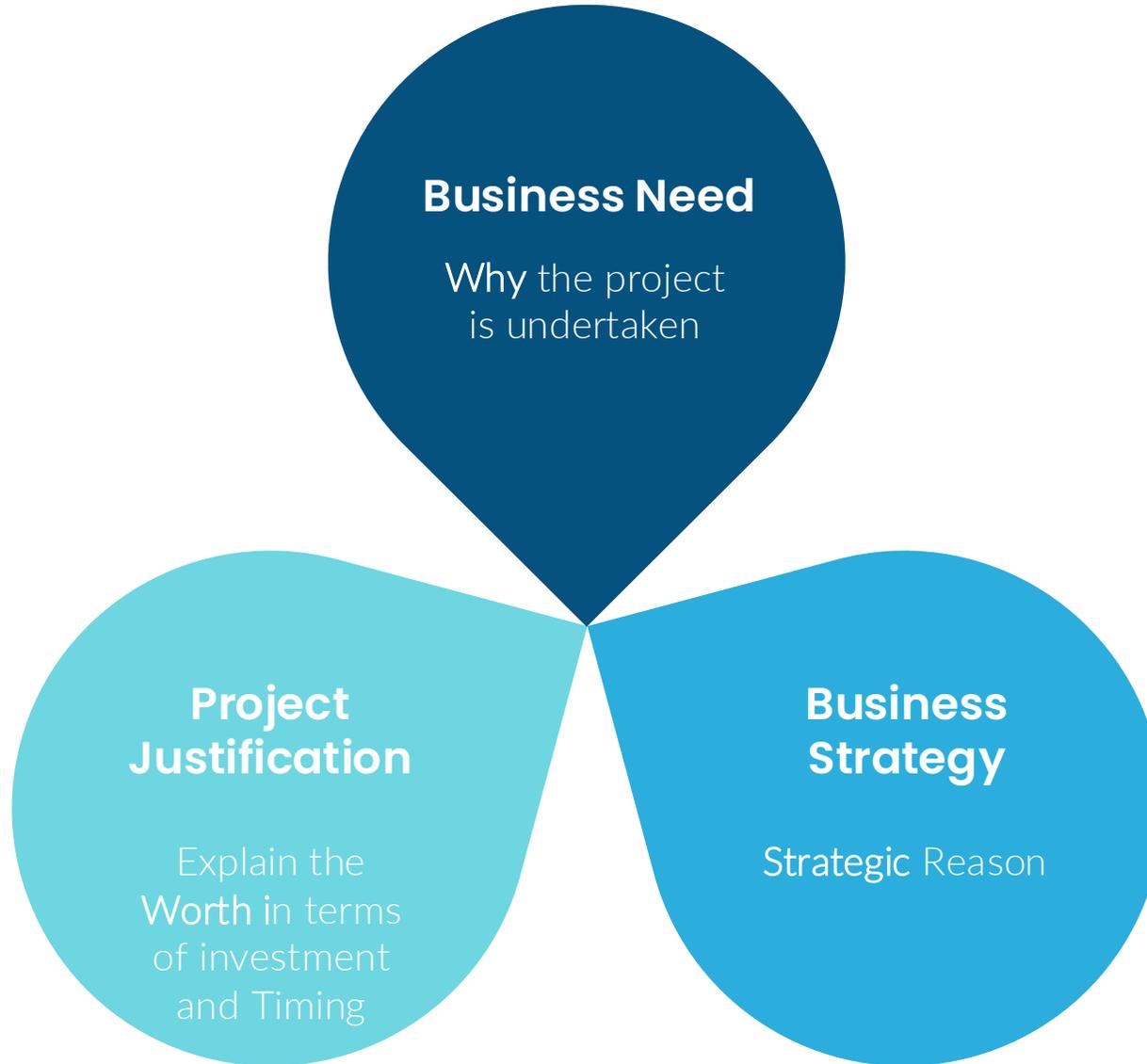


## Benefits - Value Equation



**Figure 2-1. The Benefits-Value Equation**

# Business Case





## Focus on Value Creation

### FUNCTIONS ASSOCIATED WITH PROJECTS AND PROJECT MANAGEMENT



# Case Study Notre Dame de Paris

After the 2019 fire, a €745 million restoration aimed for completion in 5 years: safety, beauty, authenticity, guided by zero-mistake mindset:

In the face of rescue and catastrophe, we outperform

- **Clear Vision and Agile Coordination**
- **Talent and Interdisciplinary Teamwork Alignment**
- **Effective Problem-Solving and Decision-Making**



[Notre Dame reconstruction](#)

# Scenario : Delivering Value BUT what if delivery was delayed

## Case Study Notre Dame de Paris

IF the reconstruction of Notre-Dame de Paris were to extend from 5 to 7 years, the economic losses from delayed tourism revenue would surpass the benefits of a slower, high-quality restoration:

- **Tourism Revenue Loses: ~12M visitors per year**
- **Economic impact:** A 2-year delay causes an additional €1 billion economic loss in tourism revenue

**True Success** lies in balancing **value creation** with sensitive constraints, in this case timely execution is critical, especially when economic impact is time-sensitive. Even if value is achieved through high-quality restoration, the **financial damage of delays** cannot be ignored.



# Scenario : Paris 2024 Saint- Denis Aquatics Centre & Transformation of Paris La Défense

Initially planned to host swimming events JO 2024

**Key issues: 5000 seats (to accommodate community events) BUT it insufficient for Olympic competition**

- Extending seating will drive **huge unjustified costs to maintain long term sustainable value**
- **Decision** was to relocate to **Paris la Défense** : led to **crazy transformation project (40,000)** (*tight deadline – 36 days- (May 15 delivered in June 20th, 2024)*)
- **Pool Depth concerns: 2.5 M less 3M updated**
- **Performance implication:** slower swimming times, as water turbulence ; The water might be too shallow

While the Aquatics Centre was completed on time and within budget, **misalignment between project specifications (capacity) and end-user needs can lead to re-evaluation and changes**, even if the project itself is delivered successfully. Also, delivering on time will not offset the long-term value.



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## Gartner Says 80 Percent of Today's Project Management Tasks Will Be Eliminated by 2030 as Artificial Intelligence Takes Over

- By 2030, **80 percent of the work of today's project management (PM)** discipline will be eliminated as artificial intelligence (AI) takes on traditional PM functions such as **data collection, tracking and reporting**, according to Gartner, Inc.
- **"AI is going to revolutionize how program and portfolio management (PPM) leaders leverage technology to support their business goals,"** said Daniel Stang, research vice president at Gartner. "Right now, the tools available to them do not meet the requirements of digital business."

In today's challenging work environment, technology is one of the most important assets project managers have at their disposal.

*Source: ©PMI*

# Artificial Intelligence in Projects Network

Source:©PMI

## Key elements

- **Streamlining and automating tasks through integration** and process automation
- **Integration and automation with additional human-computer interaction**, mainly based on speech or text recognition
- **Enabling predictive analytics and giving advice to the project manager** based on what worked in past projects return
- **Combining the previous phases, autonomous project management** leads to little-to-no human interaction in project management

## Artificial Intelligence Contribution in Project Management

70%

### Automating tasks

Automating repetitive and mundane project management tasks freeing up time for more strategic work.

20%

### Assisting planning

Tools can optimize resource allocation, identify bottlenecks & suggest project timeline adjustments.

10%

### Augmenting strategy

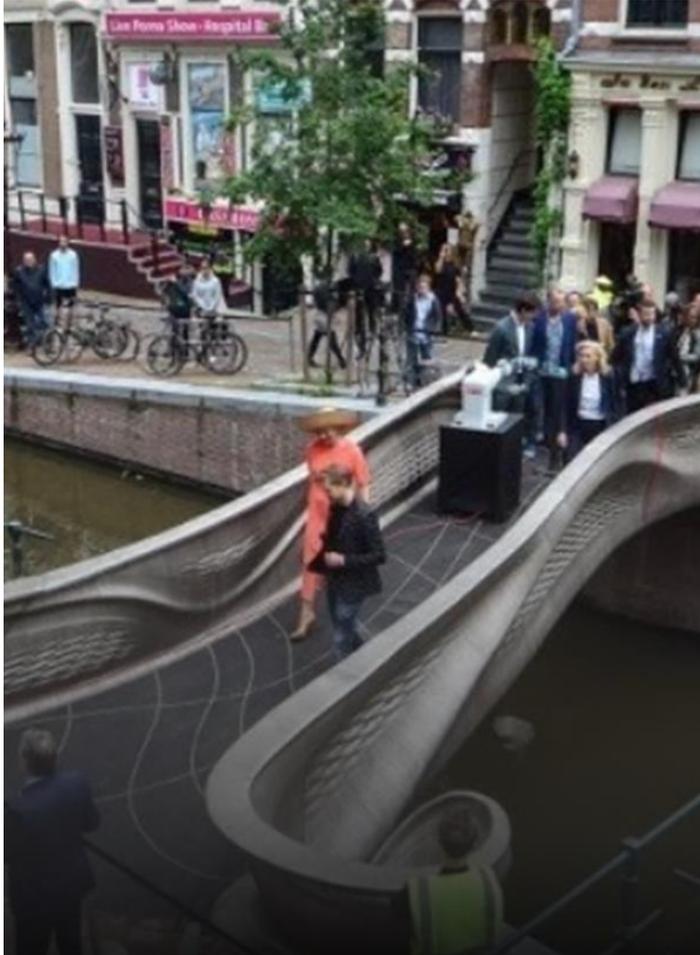
Streamlining data entry, generating reports, providing real-time status updates & improving transparency

# We must align between people, processes, technology and innovation for delivering greater value

Technology is an enabler on projects and not a solution by itself.  
The solution is what you do with the technology.  
A large part of that comes down to adoption and alignment.

AI and technology are tools, not replacements for people. When AI aligns with human insight, values, capabilities, innovation and creative solutions ... projects achieve superior results and performance.





Technology is helping reshape the built environment industry by focusing on solutions that provide **productivity gains, increased health and safety, and finally, integration.**

Source:©PMI



Emerging technologies have brought profound changes to projects, which help to **improve productivity and profitability**, as well as manage disruptions and risks more effectively.

Built environment firms have begun to catch up by **adopting a technology-centric approach to delivery.**

# Technology enablers, digital solutions on site execution solutions drive more efficiencies and successful results

----- TECHNOLOGY TYPES -----

**Established technology trends can be broken down into different subareas:**

**Technology Enablers**

**Digital Solutions**

**On-Site Execution Solutions**

*Source: ©PMI*

# Technology Enablers

- Big data
- Digital twins
- Internet of things (IoT)
- Mobile and cloud technologies

Source: ©PMI

# Digital Solutions

- Artificial intelligence (AI) and machine learning (ML)
- Building information modeling (BIM)
- Blockchain
- Robotic process automation (RPA)
- Geographic information systems (GIS)
- Radio-frequency identification (RFID)
- Low-code / no-code platforms

# On-Site Execution Solutions

- Robotics/autonomous machinery
- Virtual reality (VR) and augmented reality (AR)
- Drones
- 3D printing
- Wearables and exoskeletons

# Technology will be seen as key to increase productivity in construction

The Middle East, particularly in Saudi Arabia and the UAE, is at the forefront of adopting technology in the construction industry, enhancing productivity, safety, and innovation. Several construction projects exemplify the **alignment of technology, human factors, and innovation.**

According to the latest [PwC Middle East CP&I survey](#), technology adoption in the construction industry has passed the **50%** mark for the first time in **2022.**

Majority of respondents recognise technology usage benefits in **reducing human errors, while offering enhanced project delivery insights. While They also recognise the need for skills and knowledge and training.**



# ExxonMobil Case Study Example: Innovation Adoption helping drive success

ExxonMobil delivered a **large-scale deepwater project** on four sites off the coast of Angola, using a “**design one, build multiple**” strategy which leveraged **off-site prefabrication** and repeatable designs.

**Benefits include:**

- 1 **Reduced transition time** from design to construction, and construction period.
- 2 Delivered **5 months ahead of schedule**.
- 3 World-record cycle times with the lowest unit-development costs.
- 4 **Cost was reduced by over 10%**.
- 5 The repeated design increased contractor **productivity by 25%**.



Source:©PMI

# NEVER JUST TECH: New McKinsey research DEVELOPING THE ROLE OF THE PROJECT MANAGER IN ENABLING TECHNOLOGY

Successful **project execution** often depends on the **optimization of technology solutions**, which allows project managers to **better communicate, collaborate, and deploy project management practices**.

The project manager has a responsibility to **inform the technology decisions** and **promote successful adoption** of technology in their programs in order to **optimize and drive more successful project outcomes**

*Source: ©PMI – (photo credit)*



“

The **greatest danger** in times of turbulence is not the turbulence—it is **to act with yesterday's logic.**”

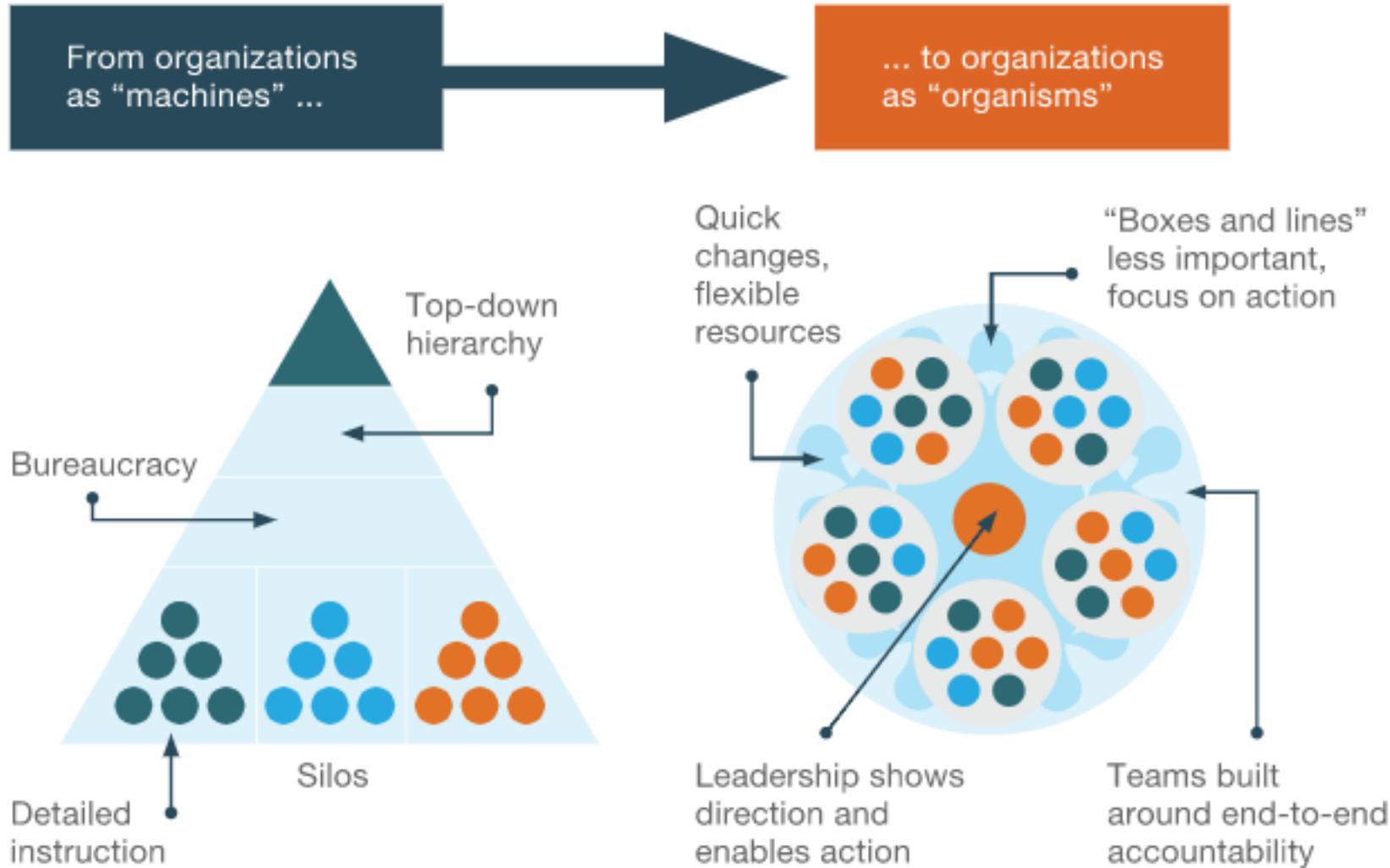
- PETER DRUCKER

**Innovation** doesn't just happen. There must be a **conscious effort to continuously improve.** Project managers should consider **leveraging different methods** to:

- Challenge the status quo.
- Remove inefficiencies.
- Foster innovation.

# Project professionals need skills that rapidly evolve to help them deliver outcomes for their organizations: Agile Organizations

At the same time, organizations are restructuring to be more distributed and agile



Organizations need to promote a culture of **continual learning** and foster their own talent, explore partnerships to equip employees with the necessary project management skills.

Nearly 80% of business leaders cited employee **capability-building** as “**extremely**” important to **their organization’s** growth. (McKinsey study) Including Power skills:

- Collaboration and leadership;
- Business acumen
- Mastering new ways of working, like increased usage of tech-enhanced problem-solving tools.”

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Delivering projects successfully is **not a race against time**, but a mission to create **value for business, people, and the planet..**



Success is no longer just about profits; it's about **planet, people, and purpose**. Aligning **ESG** principles is the key to sustainable success.

The letters 'ESG' are formed by a dense arrangement of small, vibrant green leaves. The 'E' is on the left, the 'S' is in the middle, and the 'G' is on the right. The leaves are scattered around the letters, creating a natural, organic feel. The background is plain white, which makes the green leaves stand out prominently.

ESG



# Set Standards with a Sense of Urgency

Effective project management is needed to lay out **clear plans, metrics, milestones**

Identify the **ESG factors** most critical to a company or a project

Project leaders to **reinforce the organization's strategic vision and managing alignment**

Embrace a wider **stakeholder-centric** perspective

Gathering and sharing information, to create a feedback loop that mitigates disruptions.



# Develop and Empower Project Professionals, Value Delivery and transformational leaders

Must- have skills to support **ESG efforts**

**Bridging the talent gap** with project leaders with ESG Knowledge and experience

**Data & Risk analysis** knowledge

Creative **problem-solving skills**

**Critical thinking with empathy**

Ensure project activities **align with organization's ESG strategy**

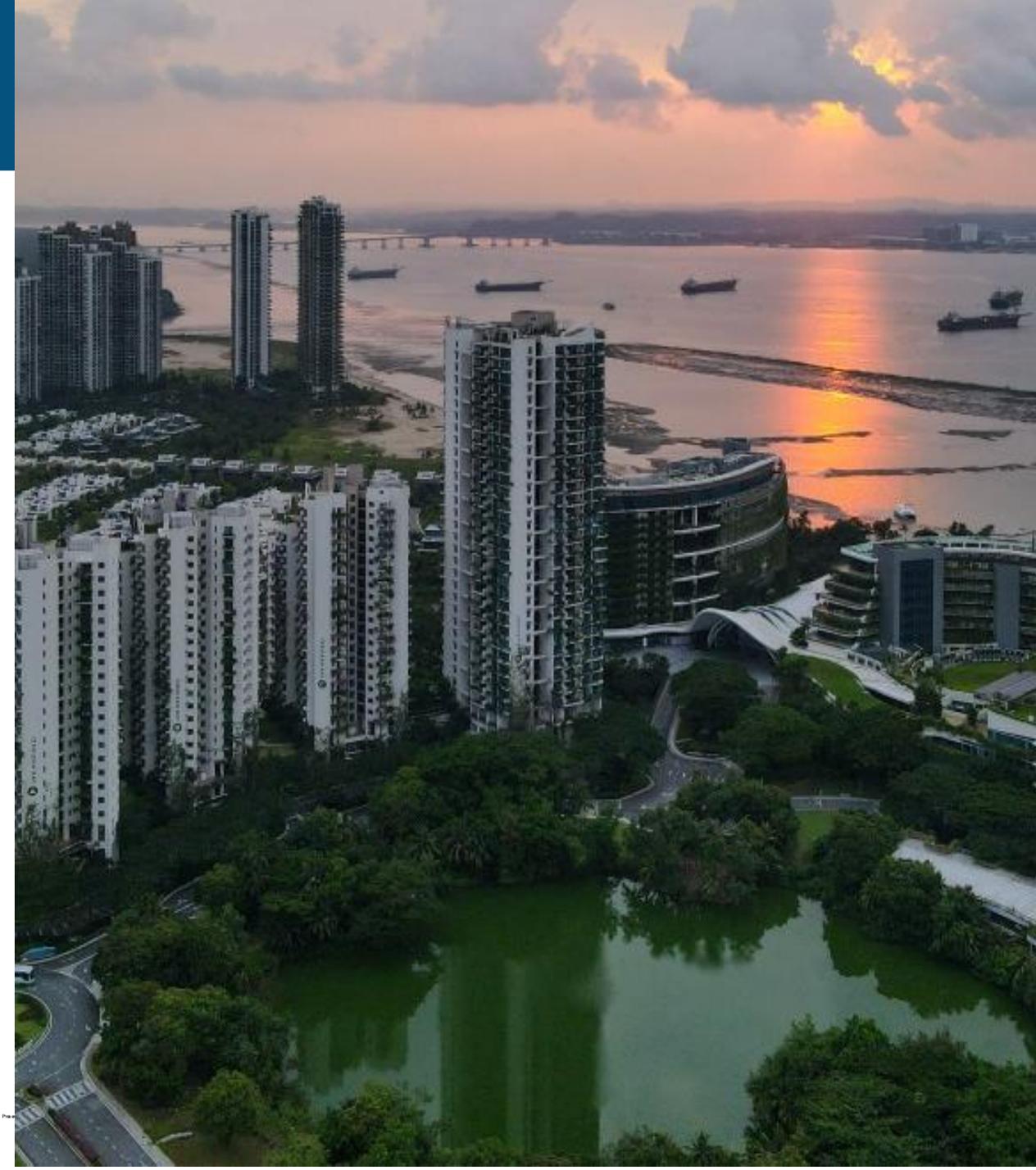
# Case Study : Forest City – “ghost” Development in Johor, Malaysia

Initiated in 2015, the project aims to create futuristic, eco-friendly city designed to accommodate up to 700,000 residents upon completion, investment \$100B (projected in 2035)

## Key issues:

- Despite significant investments and portions completed **only 9,000 people** currently reside there, limited activity and underutilized state
- **Ignored environmental sustainability** by causing significant damage to **coastal ecosystems and fisheries, harming local livelihoods**
- Result: **Public backlash, negative media coverage, and reduced investor confidence due to unsustainable construction practices.**

True success is achieved by aligning project execution with **sustainability and ESG (Environmental, Social, and Governance) goals** ensuring lasting value and positive impact



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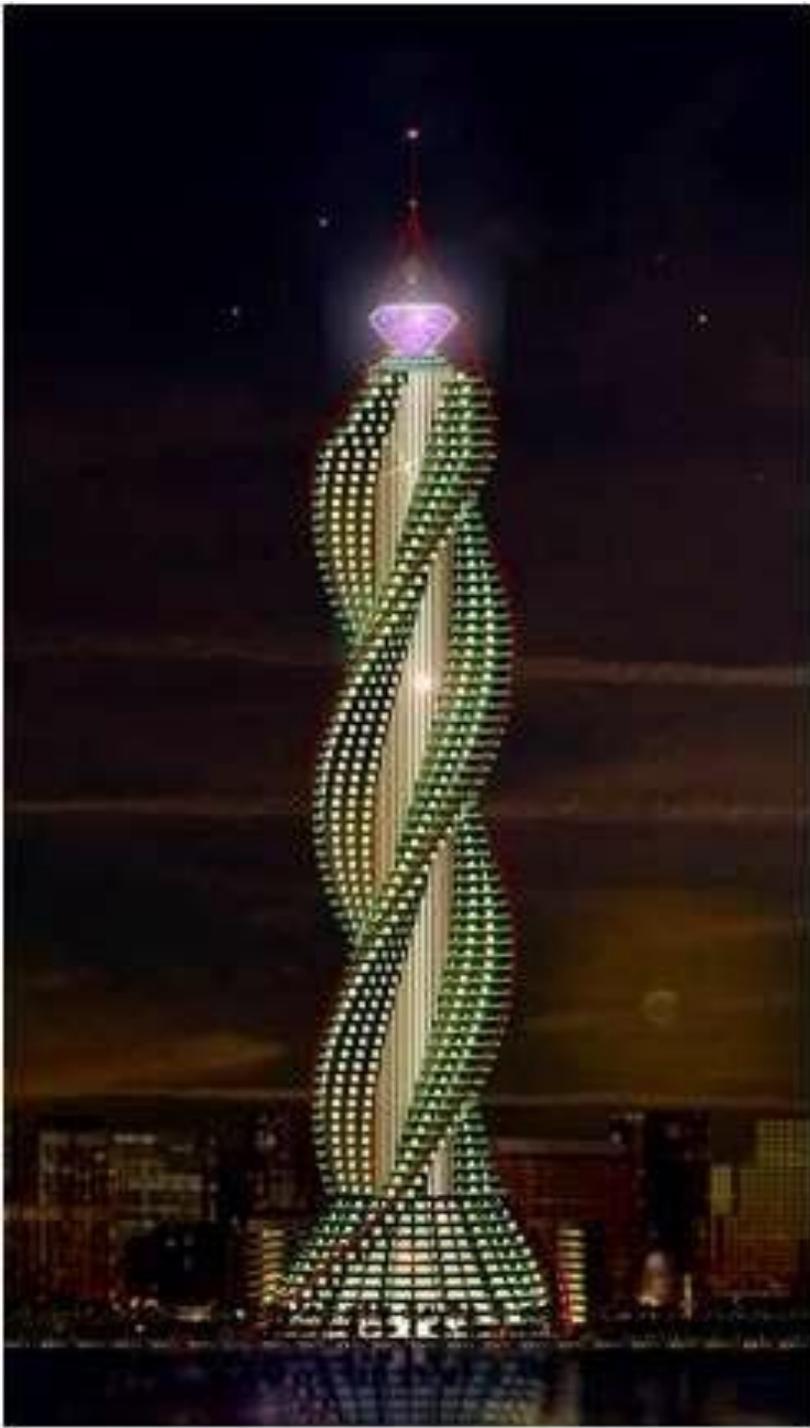
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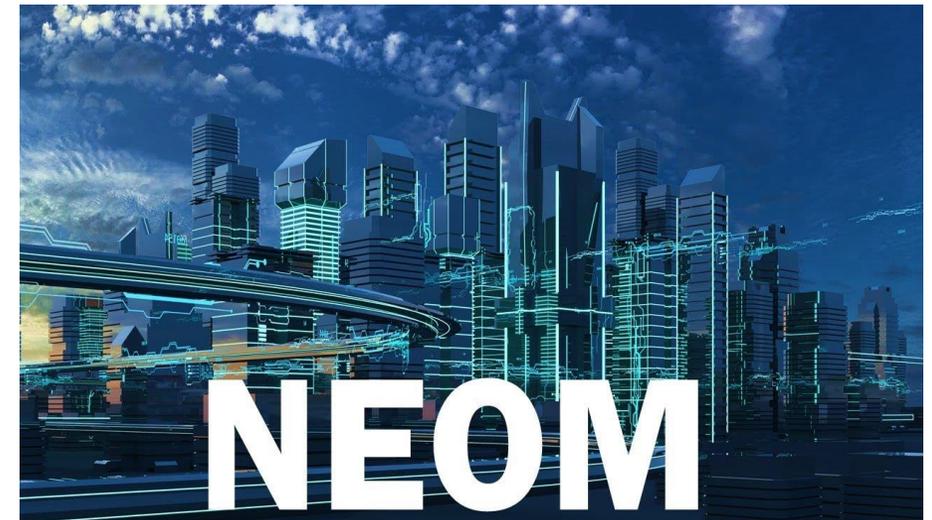




# AI Investment in the Middle East to serve nations' goals

- AI spending in the Middle East and Africa (MEA) region is expected to reach **\$6.4 billion by 2026**, with a compound annual growth rate (CAGR) of 29.7% over the 2022–2026 period. (IDC)
- AI is expected to **boost productivity in KSA by 50%** and contribute 14% to the country's Gross Domestic Product (GDP) by 2030, AI is **projected to contribute over \$135.2 billion to the Saudi economy by 2030**, accounting for approximately **12.4%** of the Kingdom's Gross Domestic Product (GDP)
- The annual growth in the contribution of AI is expected to be **20 to 34%** per year across the Middle East

## UAE FUTURE STRATEGY



# Dubai Metro: Cornerstone of Dubai's urban transformation strategy.

Speed and Timing of delivery is so sensitive:  
Delivered on 9- 9- 9 with projected benefits of AED  
234 billion by 2030:

- Improved urban mobility, reducing traffic congestion, enhanced connectivity (90Km) and lowering carbon **emissions**.
- Offering efficient and affordable mode of transportation (served 2B ride)
- Boosted Dubai's reputation as a forward-thinking, sustainable city.
- Enhanced economic activity by enabling real estate development business and tourism growth.

Dubai Metro exemplifies how infrastructure projects, when aligned with broader business, national, and societal objectives, can deliver enduring value beyond traditional performance metrics



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# Management is an art....

As Henri Fayol, one of the father of modern management observed: *“La gestion, tout en reposant sur des principes scientifiques, nécessite une **adaptation** créative qui en fait un véritable **art**”* .

"Management, while based on scientific principles, requires creative adaptation, making it a true art".



Not only one project at a time, but **one piece at a time** we elevate the world. Guided by humanity, expertise, and purpose, we can elevate all of humanity

*As Voltaire said: "Beauty belongs to all: it gives hope to the human spirit."*

Ley humanity and beauty prevail...



# Discussions Q&A



# THANK YOU



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