

Annual Conference PMI România

#PMPerspectives

Adapting PM chaired by Simona Bonghez



Simona Bonghez
Managing Partner
Colors in Projects



Roxana Stăneiu
People Director MindIT



John Bax
International Speaker & Coach



Georgeta Gargaz
PMO Manager
Schaeffler Romania

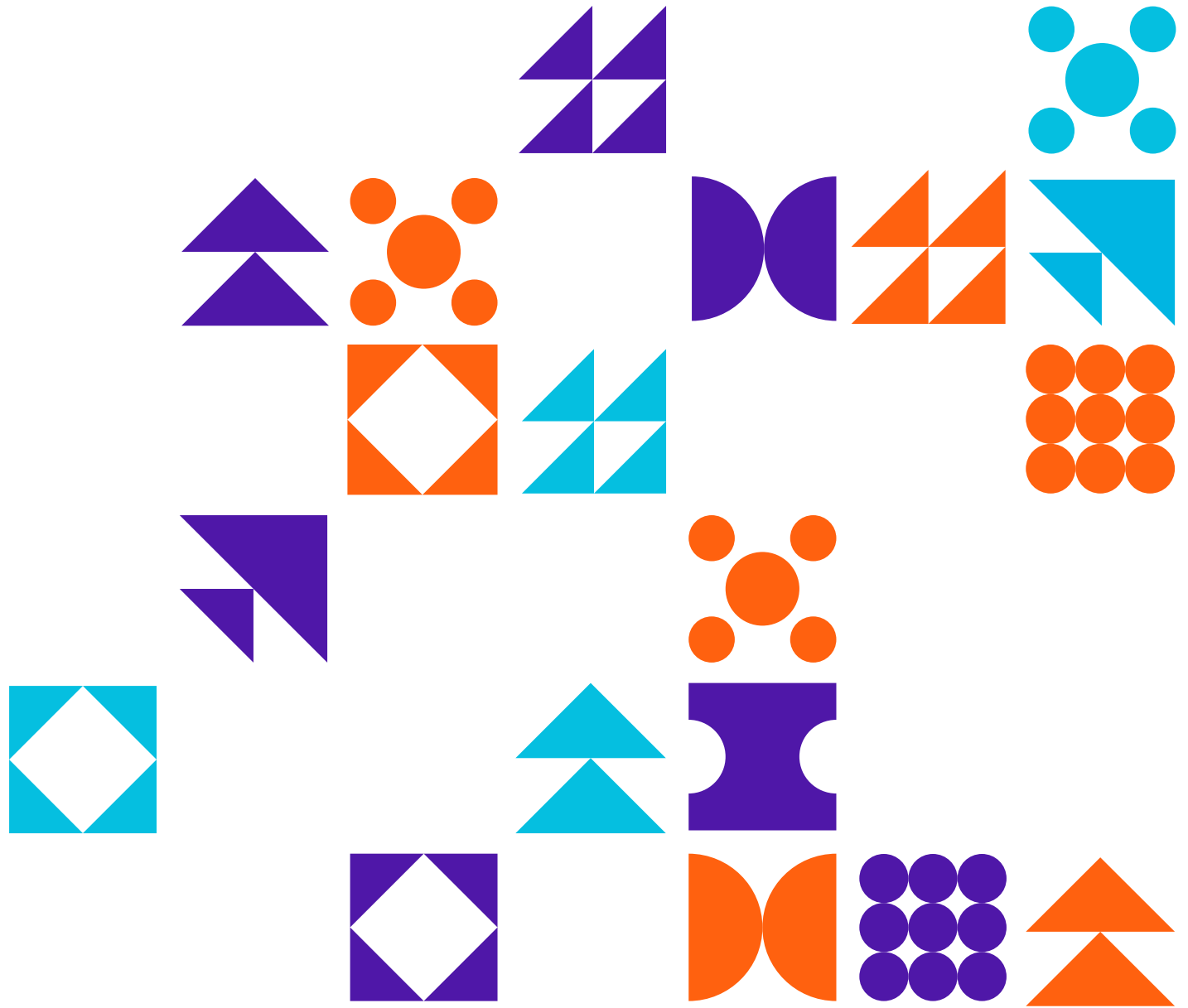



Dragoș Gavrilesco
Co-founder Design
Thinking Society



Adriana Bran
IT Director Mega Image

PUTTING YOUR BRAIN AT WORK: HOW TO EMBRACE NEUROLEADERSHIP





“And once the storm is over, you won’t remember how you made it through, how you managed to survive. You won’t even be sure, whether the storm is really over. But one thing is certain. When you come out of the storm, you won’t be the same person who walked in. That’s what this storm’s all about.” - Murakami



Leaders who walk into fog are the people who can help others navigate the VUCA world.

We don't have to
teach the
leaders of tomorrow.

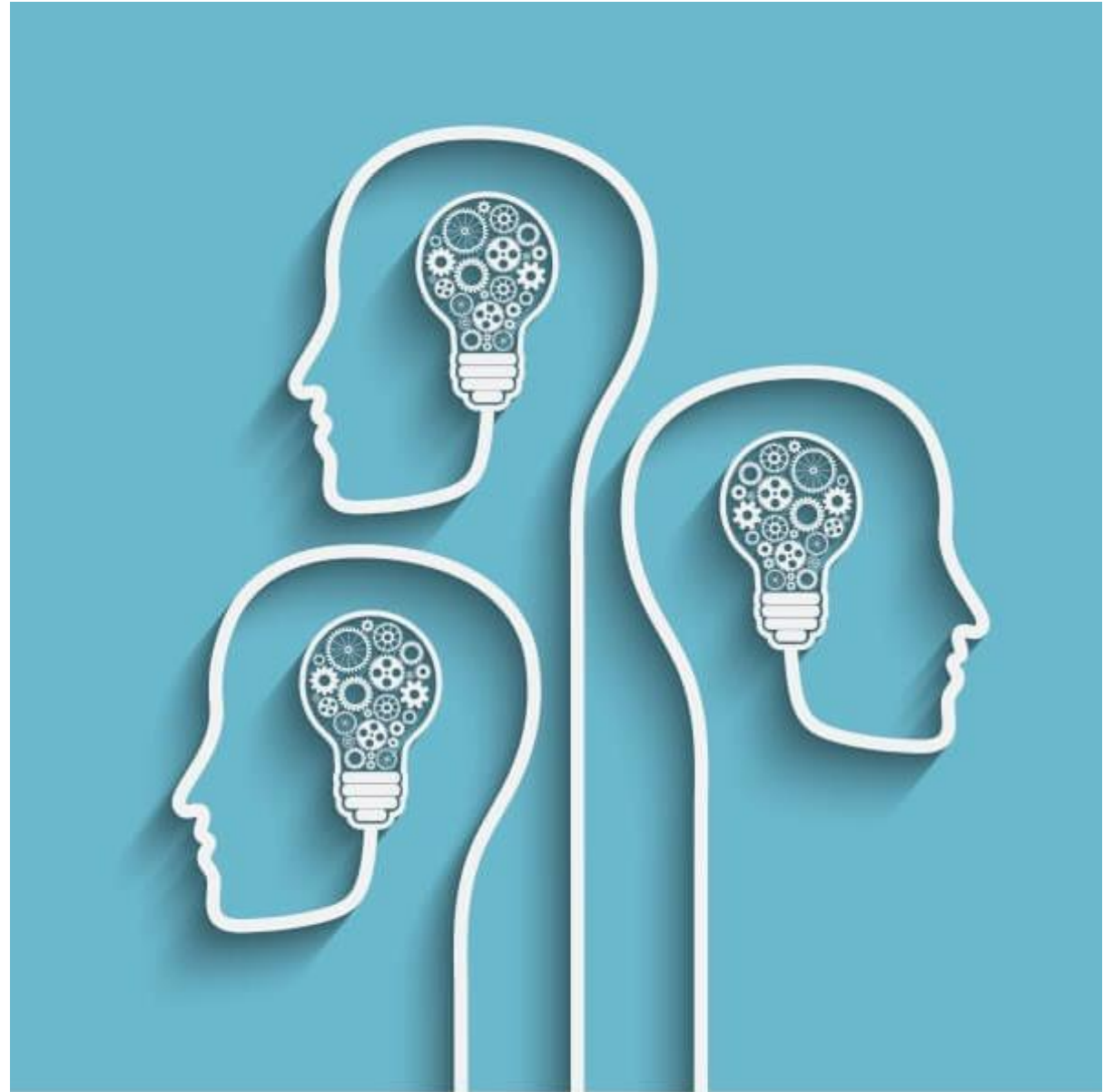
We have to teach the
leaders of today
by challenging
conventional wisdom.



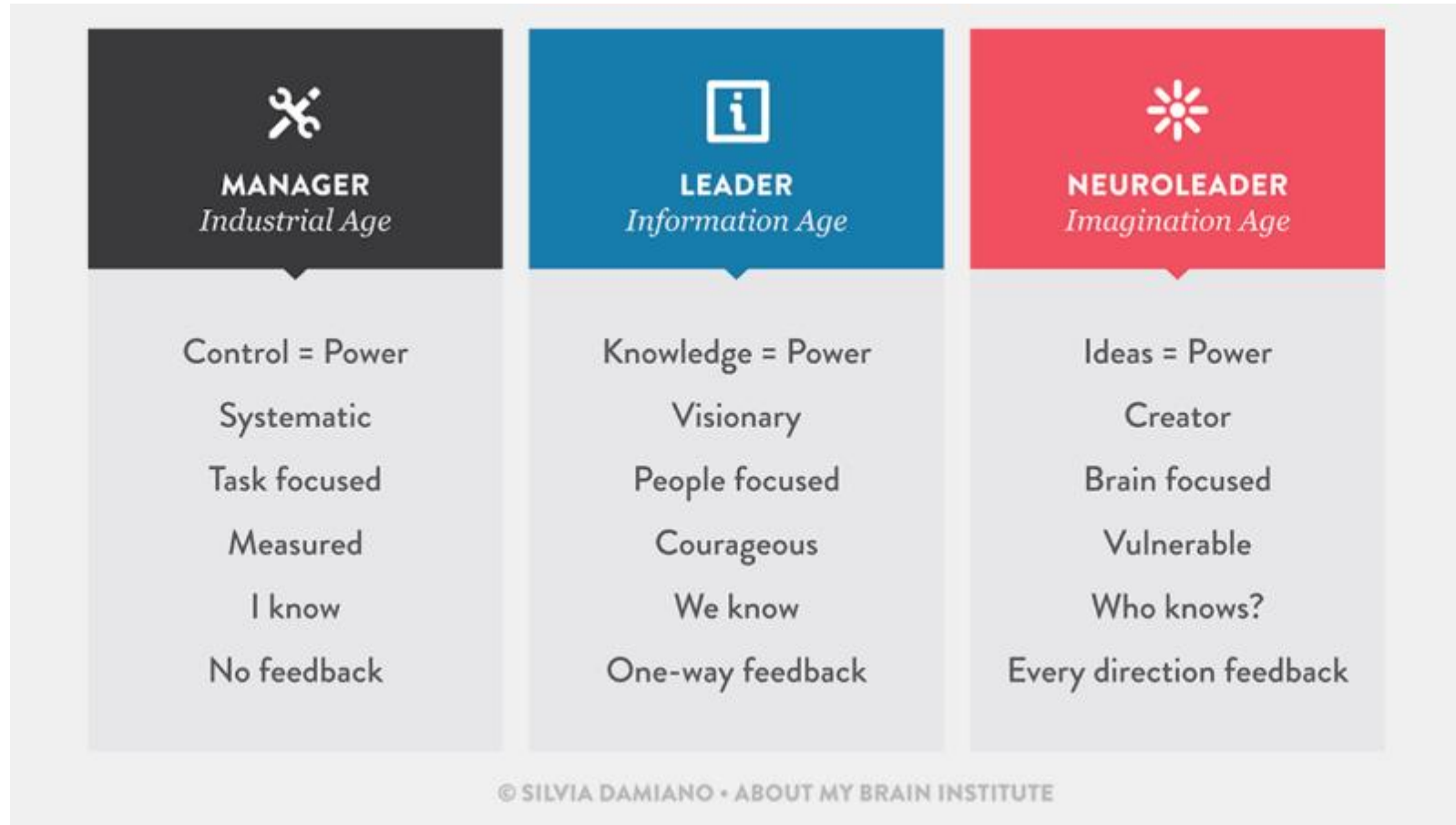
What is neuroleadership?

Neuroleadership is an emerging interdisciplinary field that integrates neuroscience, psychology, and leadership to incorporate insights into how neurological mechanisms can grow leadership effectiveness in projects and organizations.

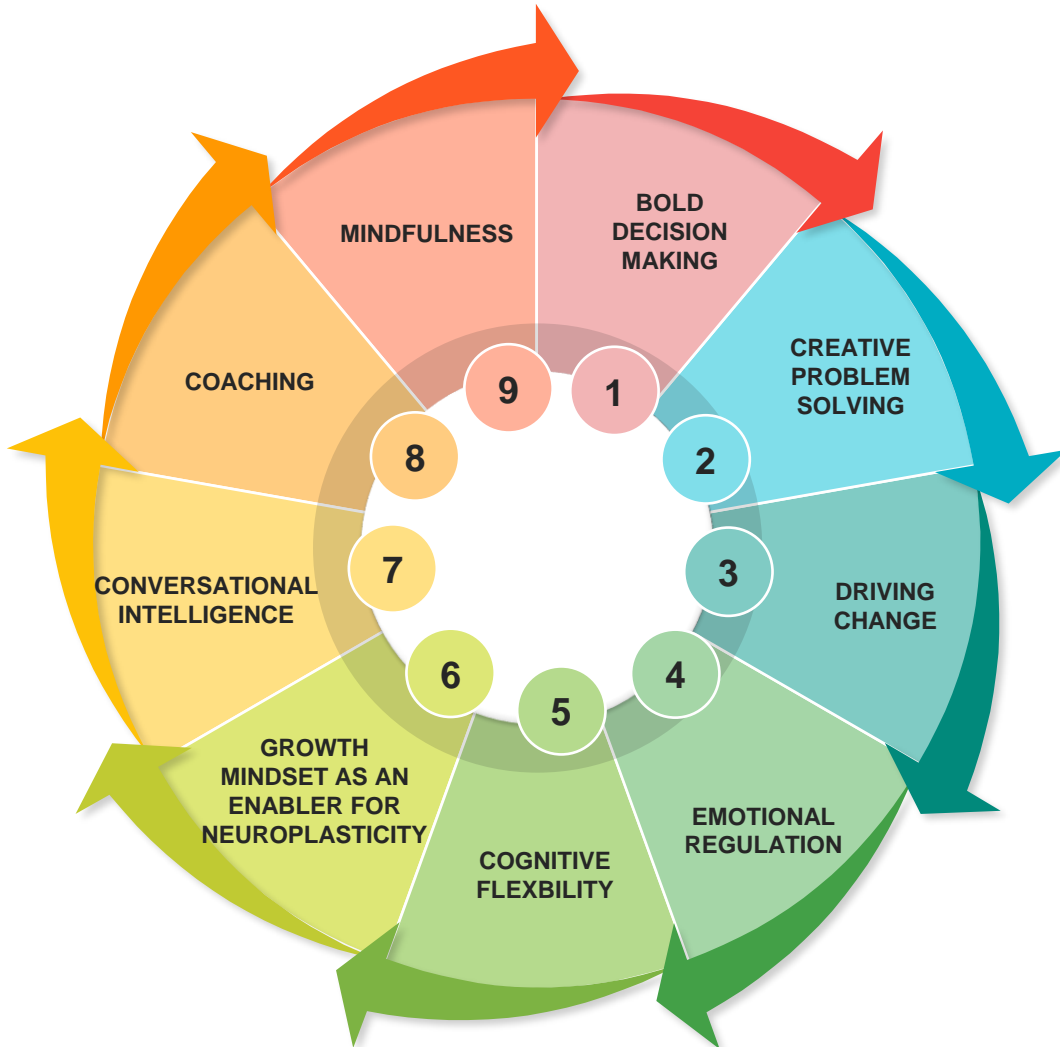
- Using brain-based science to improve the way we lead
- Decode human behavior language and understand people from from a different & more complex perspective



Neuroleadership does not imply abandoning traditional leadership skills. Instead, the neuroscience shifts build on those skills to substantially expand leaders' capacity in this new disruptive era.

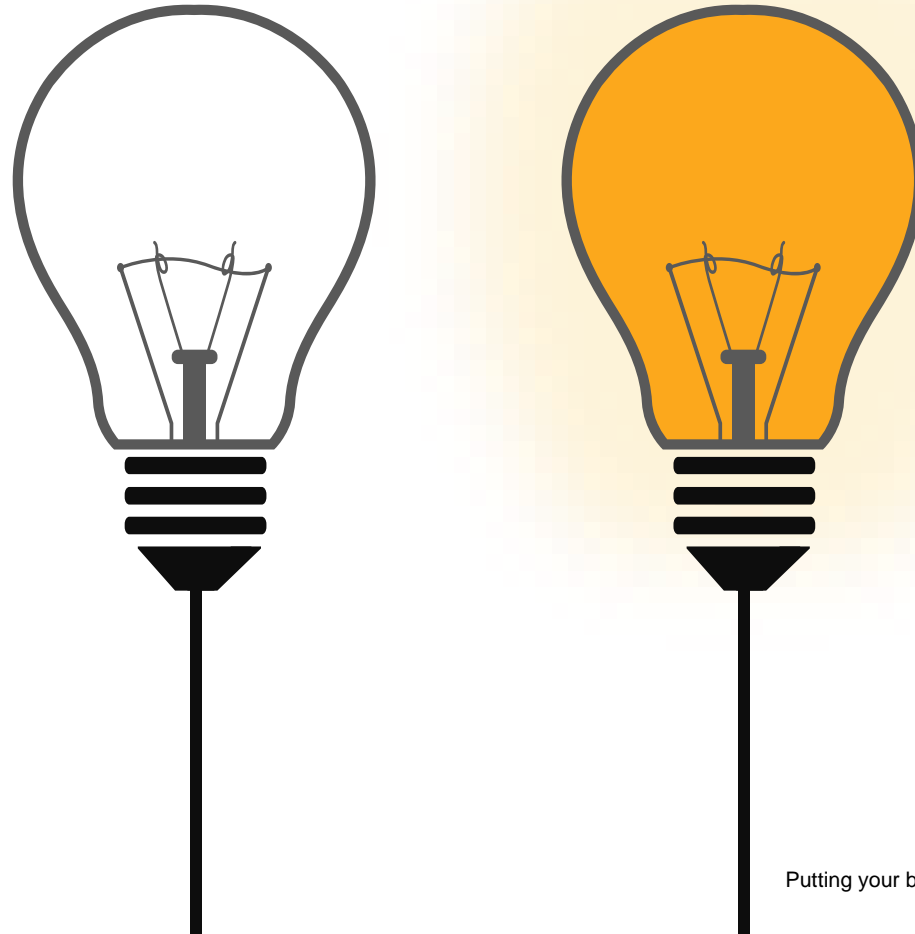


Neuroleadership Principles Wheel



- All 9 pillars are interconnected to drive leadership effectiveness, foster a psychological safety workplace and a high-performing, purpose-driven project team
 - Helps ensuring project success
 - Promotes innovation and organizational performance

EMBRACING
BOTH
TRADITIONAL
LEADERSHIP
AND
CUTTING-EDGE
NEURO
LEADERSHIP
PRINCIPLES,



WE BRIGHTEN
THE PATH
FORWARD
AND INSPIRE
OTHERS TO
“TURN ON
THE LIGHT”
WITHIN



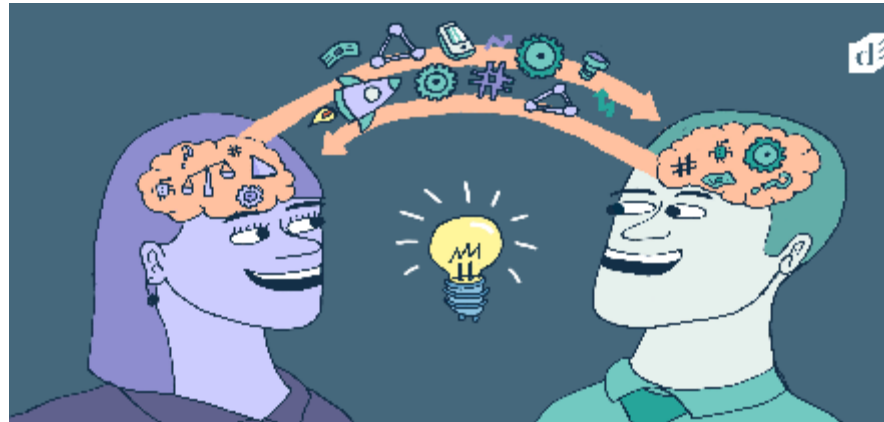
NON-DIRECTIVE COACHING

“Why is non-directive coaching a challenge for an experienced project manager?”



MAIN GOAL

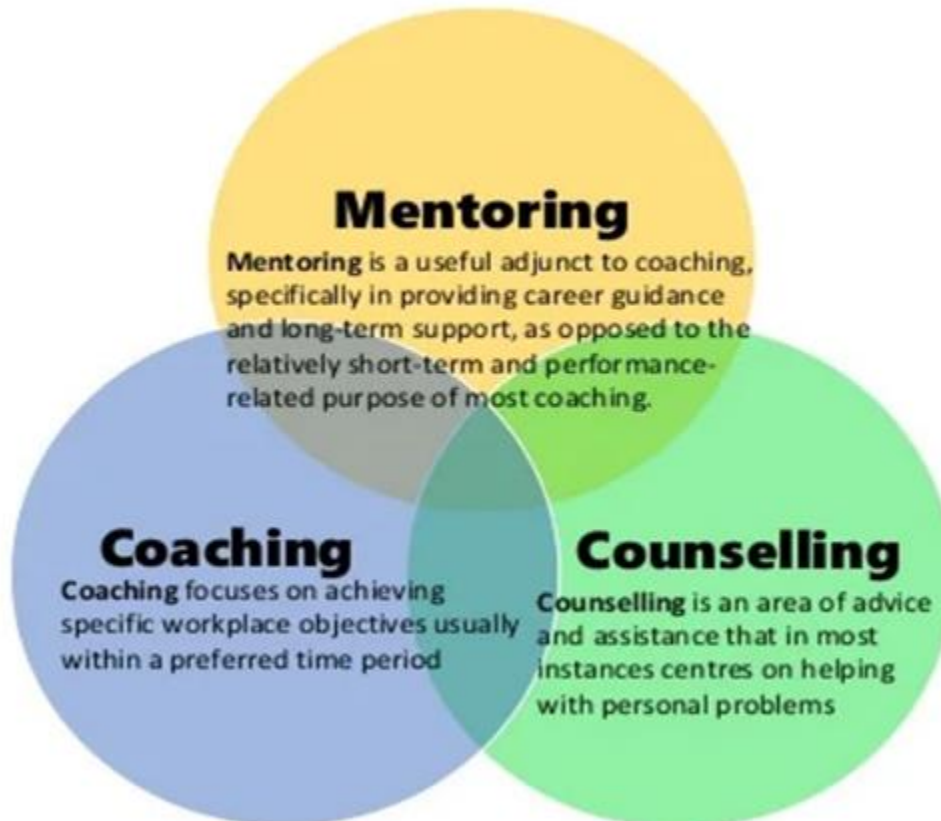
*knowing and understanding
the meaning of non-directive coaching
and the challenge when and how to apply it*





COACHING - MENTORING - COUNSELLING

*Coaching, Mentoring, Counselling
are different forms of guidance and support
with their own purpose, approach and relationship*



THREE MAIN TYPES OF COACH TALKS

PREPARATIONAL (PRE-coaching)

coaching the coachee in being prepared and feeling confident to execute a future challenge

PROBLEM-SOLVING (SOLFU-coaching)

coaching the coachee in finding a solution for a present challenge and taking action to execute it

EVALUATIONAL (POST-coaching)

coaching the coachee in identifying the successes, failures and take-aways of executing a past challenge



GROW-COACHING MODEL



Creating awareness

GOAL

REALITY

OPTIONS

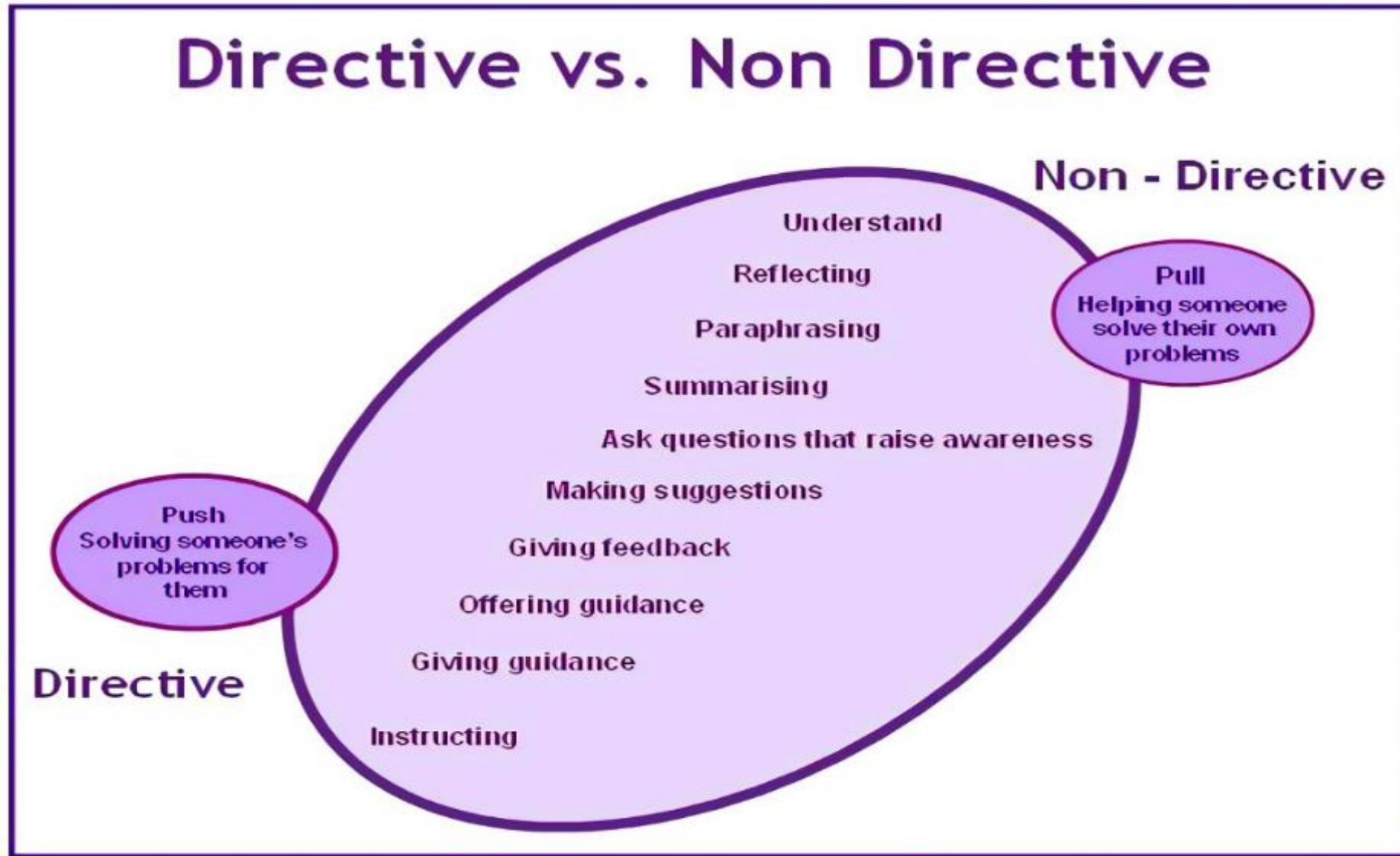
WILL

Taking responsibility

COACHING WITHIN A FRAME



DIRECTIVE vs NON-DIRECTIVE COACHING



MANAGING YOUR DAMAGE BUDGET

NON-DIRECTIVE coaching aims at developing the level of self-management of the coachee

This involves accepting that the coachee takes different decisions and actions than the coach would have done



THE WORST NON-DIRECTIVE COACHING WORDS

WHAT DO YOU THINK YOURSELF?



I KNEW THAT IT WOULD GO WRONG!



THANK YOU FOR HAVING ME!



‘and sharing my passion with you!’

John Bax



“You can do anything if you have enthusiasm. Enthusiasm is the yeast that makes your hopes rise to the stars”

HENRY FORD

FOUNDER OF FORD MOTOR COMPANY



Schaeffler – una dintre cele mai mari companii de familie din lume

~83.000
angajați
în toată lumea

~200
locatii in
~50 tari

76 fabrici
si **20**
centre R&D

Vanzari de
~€15.8
billion
in 2022

6.6%
Marja EBIT
in 2022¹

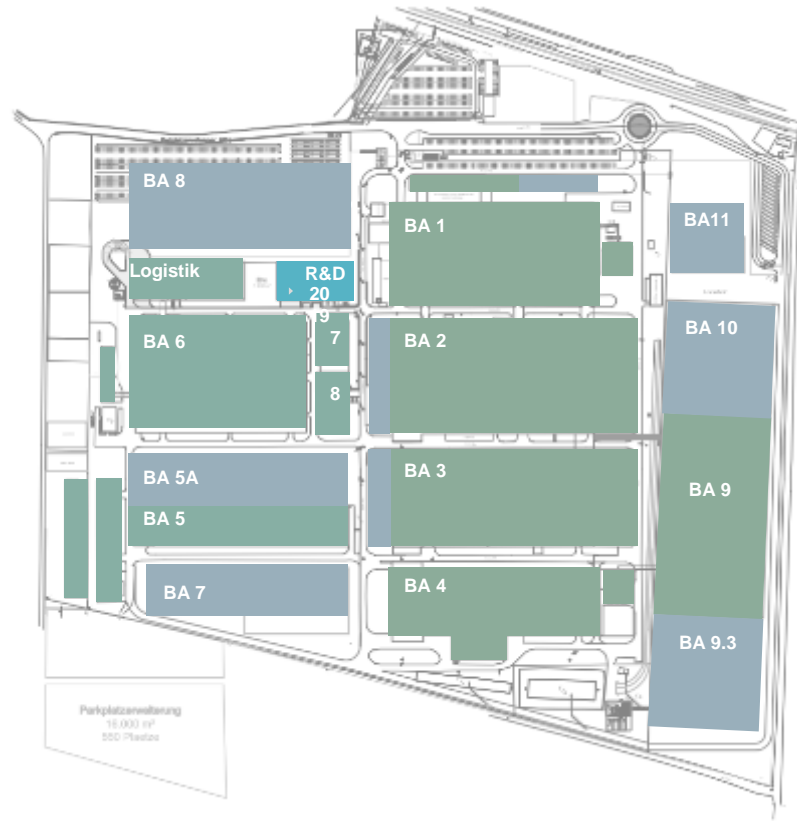
>1.250
cereri de brevet
inregistrate în
in 2022

Date din 31 Decembrie, 2022 | ¹ Inainte de introducerea elementelor speciale

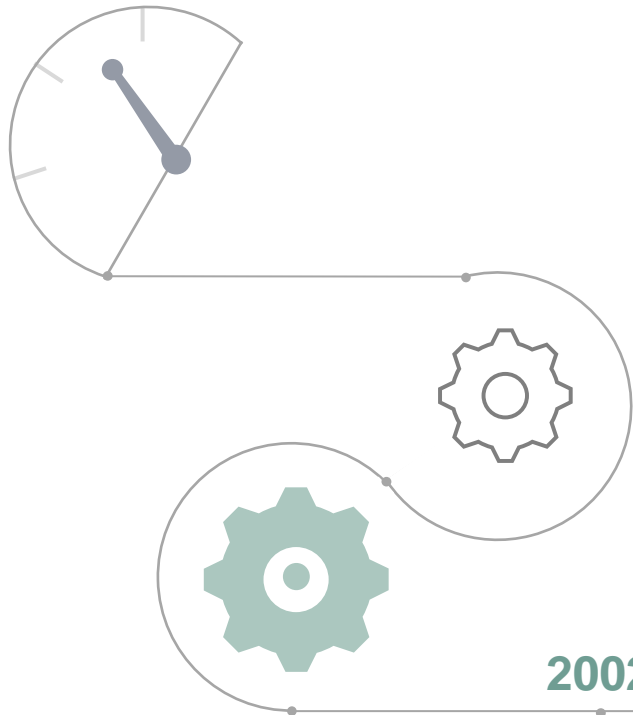


APLICATII IN DOMENIILE AUTOMOTIVE SI INDUSTRIAL – DE EXEMPLU PENTRU TURBINE EOLIENE, UTILAJE, CAI FERATE, AUTOTURISME

Amplasare



Legend:



2002

2004

2005

2009

2012

2014

2018

2020

Înființarea companiei
 INA-Schaeffler
 Brașov

Relocarea și
 începerea producției
 în noua fabrică din
 Cristian

Inaugurarea oficială
 a primei etape de
 construcție

Inaugurarea forjei (
 diametre de până la
 3 m)

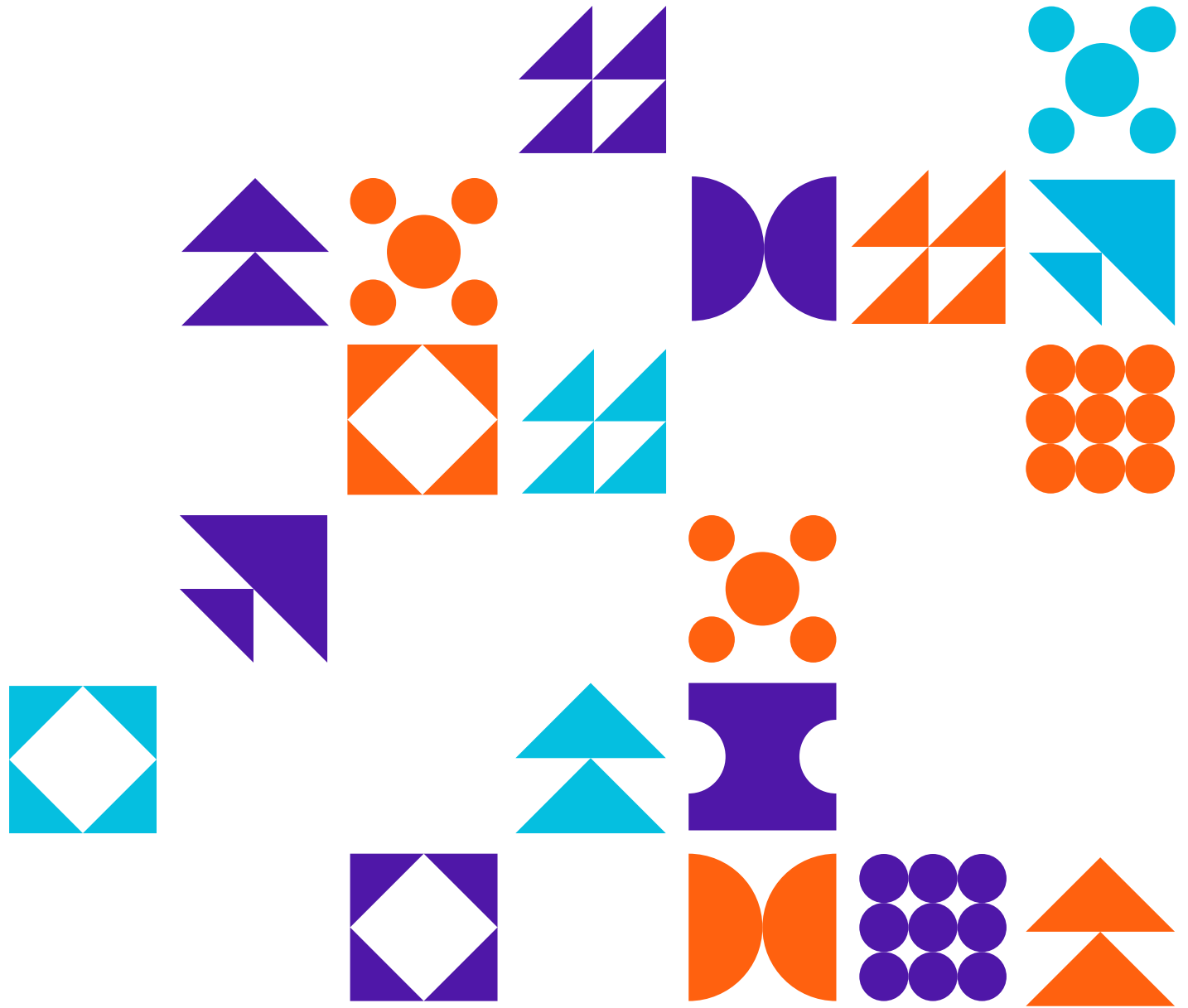
Inaugurarea
 Centrului de Inginerie
 Schaeffler

Primii absolvenți ai
 Scolii Profesionale
 Germane Kronstadt

Testing Center:
 Ceremonia Pietrei de
 Temelie

Construirea celei mai
 noi hale de producție

CUM SA ADUCI MANAGEMENTUL PROIECTELOR IN DAILY BUSINESS



Orice initiativa de succes are in spate cel puțin un instrument din metodologia de project management.



Studiu de caz

Definire **obiective** anuale prin workshop-uri de planificare



Owner: sef fabrica
JD PMO: planifica, modereaza

Sedinte operative pentru urmarirea **activitatilor**



Owner: responsabilul de obiectiv
JD PMO: ofera suport pentru organizare

Verificare **status** si reactie timpurie la riscuri



Owner: seful de fabrica/
responsabilul de obiectiv
JD PMO: coordoneaza proces,
escaladeaza

Gala premiilor anuale, pentru ca...

Team-work matters!



Owner: seful de fabrica
JD PMO: monitorizeaza finalizarea procesului

Definire **obiective** anuale prin workshop-uri de planificare



Waterfall

- Project Charter
- WBS

Agile

- Product Backlog
- Definition of Done

Sedinte operative pentru urmarirea activitatilor



Waterfall

- Planul de comunicare
- Grafic Gantt
- Planul livrabilelor

Agile

- Sprint Planning
- Spring Backlog
- Daily Stand-up

Verificare **status** si reactie timpurie la riscuri



Waterfall

- Review
- Managementul riscurilor
- Plan de Actiuni
- Change Request

Agile

- Sprint Review
- Update Product Backlog
- Feedback

Gala premiilor anuale, pentru ca... Team-work matters!



Waterfall

- Status final
- Lectii invatate

Agile

- Retrospectiva
- Lectii invatate
- Feedback echipa

Barometru in echipa de management Schaeffler

PROJECT MANAGEMENT AWARENESS



Ce scrie in **Project Charter**?

Ne intalnim la sedinta de **status**

In ce **Gate** esti?

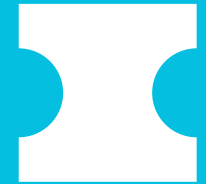
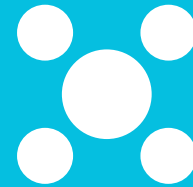
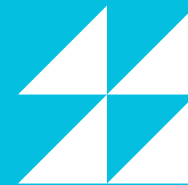
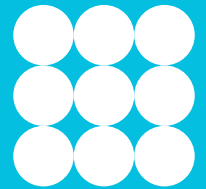
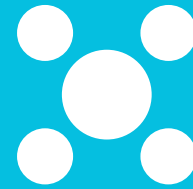
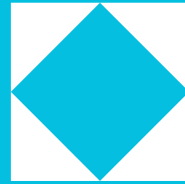
Sa notam in **lectiile invatate.**

Ce **proiect** definesti pentru compensarea deviatilor?



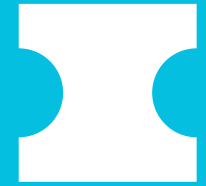
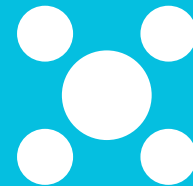
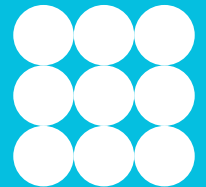
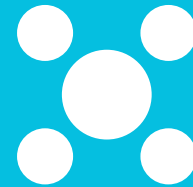
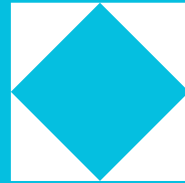


Operations keeps the lights on, strategy provides a light at the end of the tunnel, but project management is the train engine that moves the organization forward.





THANK YOU



GEORGETA GARGAZ
PMO MANAGER SCHAEFFLER ROMANIA,
PLANT LARGE SIZE BEARINGS

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Problem Framing /Reframing in PM

Dragos Gavrilesco

PM Perspectives - Oct 6, 2023

Today

What framing and reframing is
and why you should care

Three approaches / techniques to
use in your work





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1) Nature of the conversation

Emotional / political

Rational / logical / fact-based



2) Competition Win

*Who/What do we have to
win against?*



3)

Resource inequality Constraint

*How would we solve this if we had
half the time and half the money?*



Thank you!

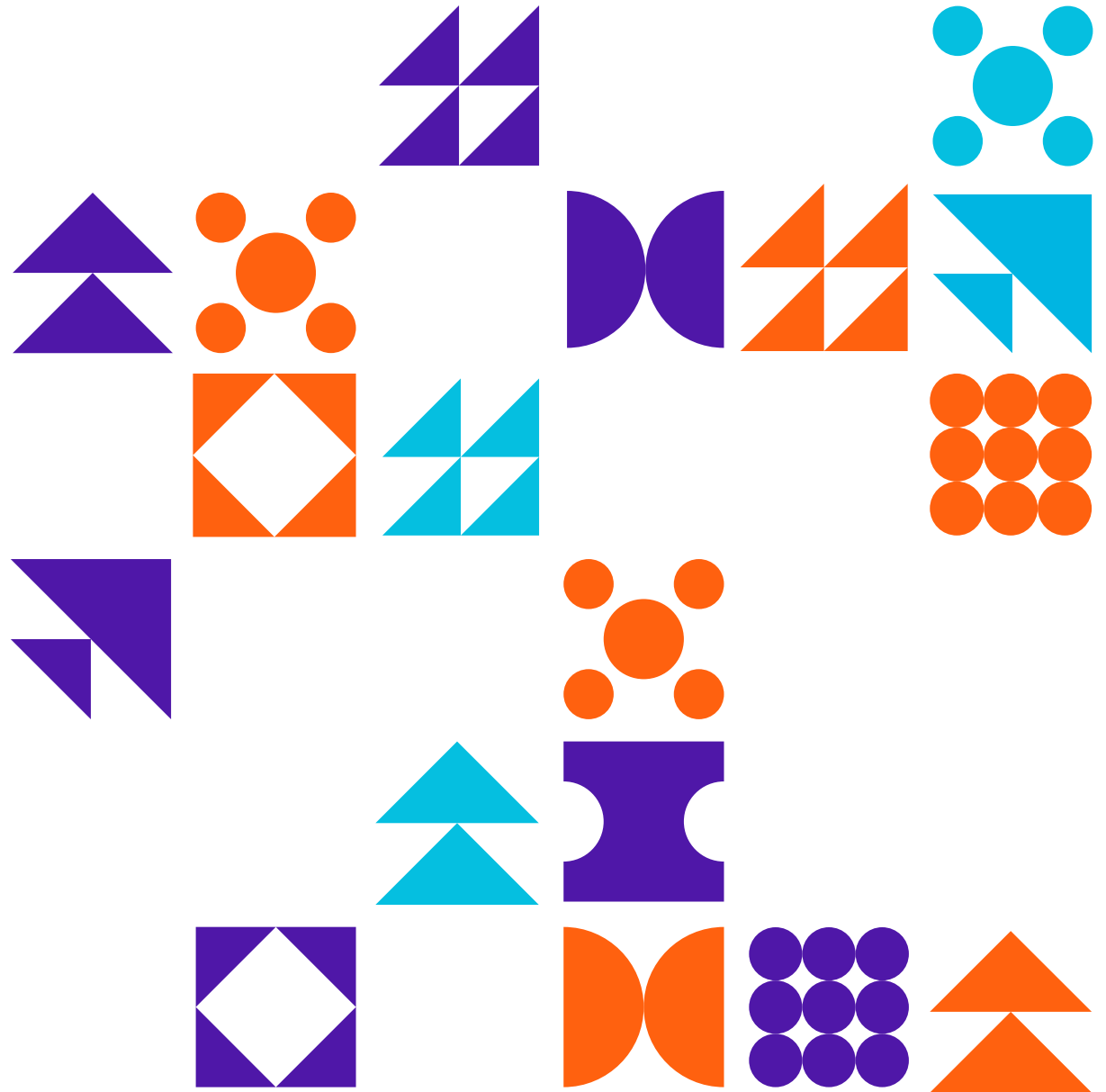
Gavrilescu.Dragos@gmail.com

PROVOCĂRILE LUI FĂT-FRUMOS

“... Și cresc și se făcu mare ca brazii codrilor.

Creștea într-o lună cât alții într-un an.”

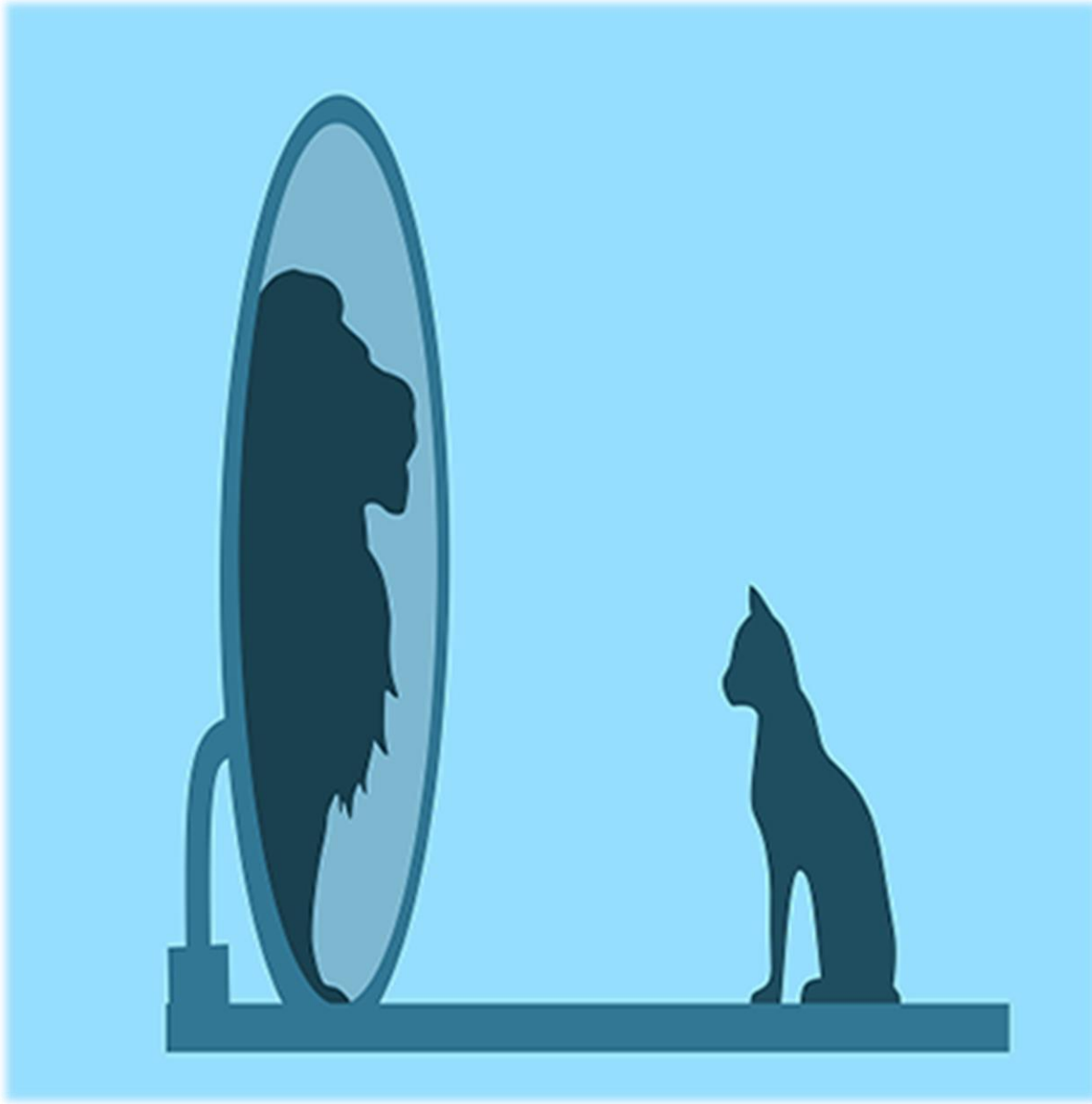
Făt-Frumos din lacrimă, Mihai Eminescu



AGENDA

- Eroul nostru
- Provocări și visuri
- Strategii, tactici, arme
- Aliați și inamici
- Continuare





MIC sau MARE?

- Servicii/produse
- Angajați/colaboratori/parteneri
- Clienți
- Lanț decizional
- Timp de execuție
- Schimbare

AGIL, PROFITABIL, SUSTENABIL

Portfolio Kanban board



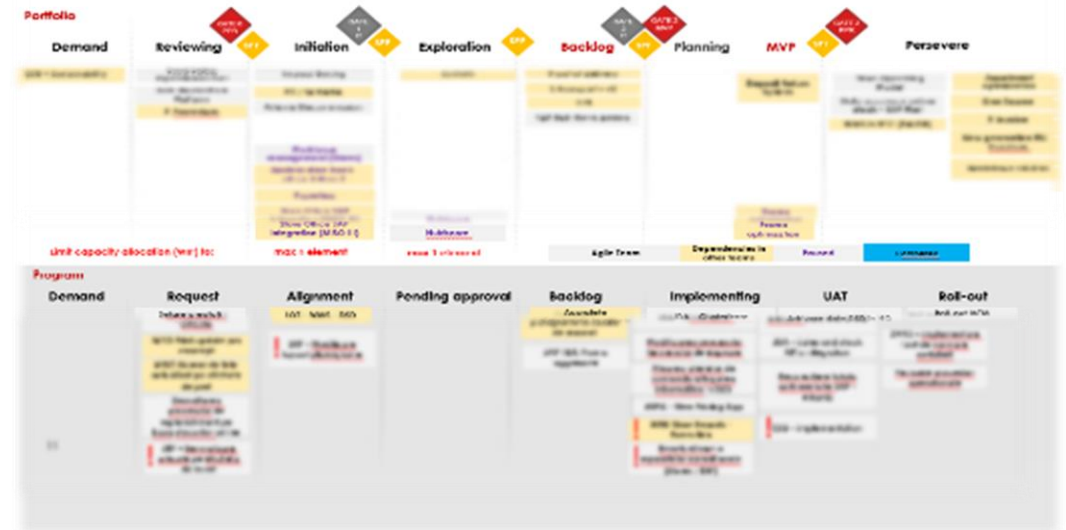
TRANSPARENȚĂ

- Strategie
- Priorități
- Resurse
- Timp
- Relevanță
- Activare de beneficii
- Momente de pivotare

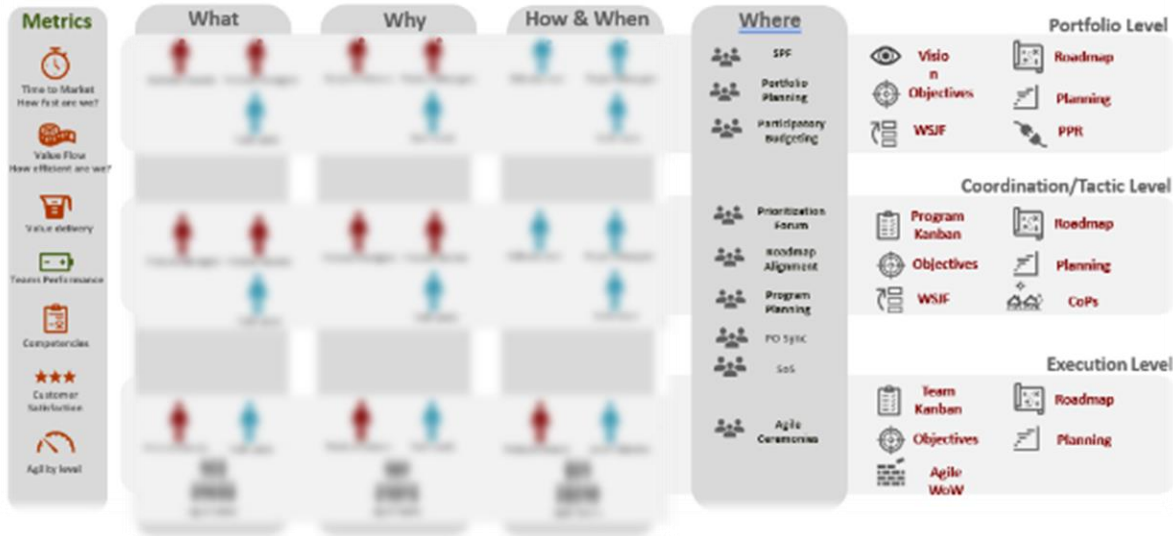
Roadmap 2023



Kanban board Team One



Roles Responsibilities and Tools



CLARITATE

- Scop
- Roluri
- Responsabilități
- Instrumente
- Mod de colaborare

Way of Working and Streams of Collaboration



COMUNIUNE

PROVOCĂRILE LUI FĂT-FRUMOS

“... Și cresc și se făcu mare ca brazii codrilor.
Creștea într-o lună cât alții într-un an.”

TRANSFORMAREA AGILE

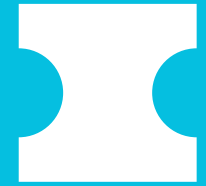
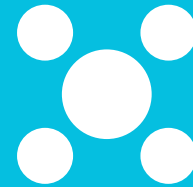
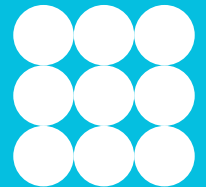
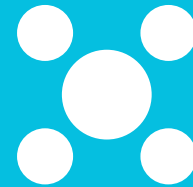
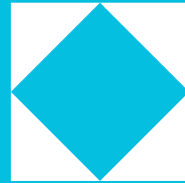
“Ș-au trăit în pace și în liniște ani mulți și
fericiți...”

Făt-Frumos din lacrimă, Mihai Eminescu





THANK YOU



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