

# Are the Days of A Pure PM Numbered?

## An Integrated PM

By – Burt Kim, Managing Director @ SimpliGRC

November 21 @ Winsport Event Centre

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# Agenda

1. Introduction
2. Presentation Format
3. Sample Progression to PM
4. Pure PM
  - Defining a Pure Project Manager
  - Pros and Cons
  - Examples and Real Scenarios
5. Integrated PM
  - Defining an Integrated Project Manager
  - Pros and Cons
  - Examples
6. Benefits to Resilience
7. Questions

# Introduction

## About Burt Kim

- Started 1999 in networking and troubleshooting
- Managed 30+ projects in GRC, critical infrastructure, private and public sectors.
- GRC and critical Infrastructure for +12 years
- Certifications:
  - CRISC
  - ISO/IEC 27001 Lead Auditor
  - ISO/IEC 27001 Lead Implementer
  - PMP
  - Security+
- Co-Founder of SimpliGRC Inc.

# Presentation Intent

- Presentation will focus on IT and Cybersecurity industry
- Intended for all levels of Project Manager experience
- Information presented are opinions based on my experiences and observations
- Be cautious of sharing proprietary or confidential information, this is a public forum
- No intent to diminish PM's role, but to offer a different perspective
- Slide deck will be published on 2025 PMISAC PDC and SimpliGRC website

# Defining a Pure PM

This presentation defines a Pure Project Manager as:

- a tracking and reporting function for project progress and delivery
- resembling a politician and central point of communication
- limited Subject Matter Expertise (SME) in the project's industry
- assigned responsibility for the project without authority
- heavy reliance on team competence and performance for project success
- separated from a delivery resource
- agnostic to technology specialties

# Sample Progression to a Pure PM

## Possible Career Paths:

- Subject Matter Expert (SME) > PM
  - Business or Technical Analyst
  - Engineer
  - Marketing
  - Construction
- Administration > Project Coordination > PM
- Other

# Pure PM: Pros and Cons

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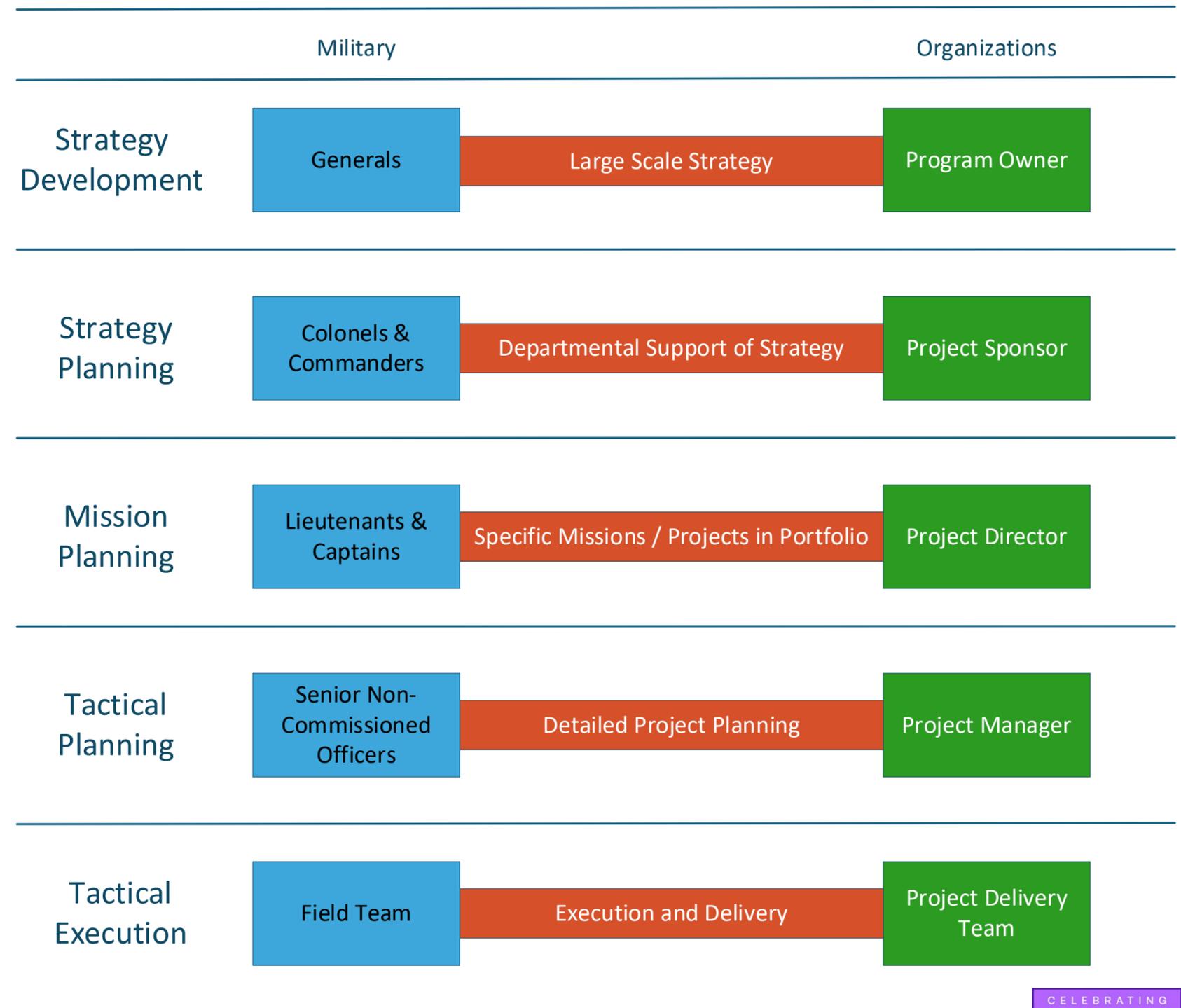
Pros	Cons
<ul style="list-style-type: none"> <li>• Focus on project management discipline only</li> </ul>	<ul style="list-style-type: none"> <li>• Relies heavily on project team performance and expertise</li> </ul>
<ul style="list-style-type: none"> <li>• Usually a strong facilitator</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of miscommunication or misinterpretation without SME</li> </ul>
<ul style="list-style-type: none"> <li>• May be effective in highly complicated cultures</li> </ul>	<ul style="list-style-type: none"> <li>• Organizations require projects to do more with less</li> </ul>
<ul style="list-style-type: none"> <li>• Focus on a Generalist PM function</li> </ul>	<ul style="list-style-type: none"> <li>• Lower chance of project resiliency without industry SME</li> </ul>
<ul style="list-style-type: none"> <li>• Supports separation of duties</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for pure PM may be decreasing</li> </ul>
<ul style="list-style-type: none"> <li>• Less learning requirements for new industries and disciplines</li> </ul>	<ul style="list-style-type: none"> <li>• Less chance to challenge SME resources or deliverables for quality</li> </ul>
	<ul style="list-style-type: none"> <li>• Less chance to communicate in business terms with stakeholders</li> </ul>
	<ul style="list-style-type: none"> <li>• Less chance to appropriately adapt to business or project changes</li> </ul>



**How often are your projects stalled due to resource performance?**

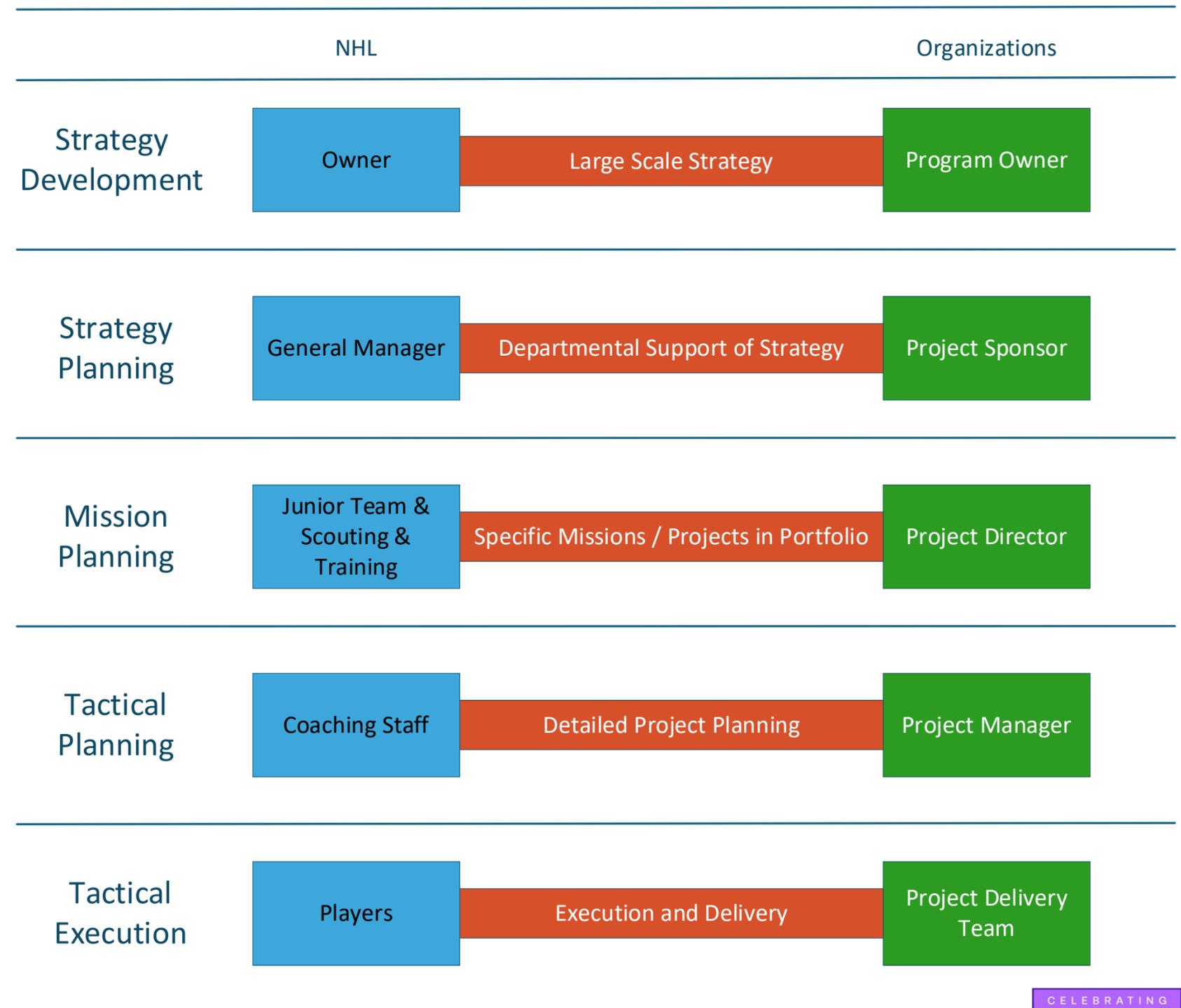
# Pure PM Example: Military Comparison

- Without clear understanding of the strategy or mission a pure PM may be unable to lead the tactical execution on the field
- Inability to understand Field Teams increase risk of failure
- Tracking and reporting from field to the strategy or mission planning function may be inaccurate
- Field execution may be siloed and does not support the strategy or mission



# Pure PM Example: NHL Comparison

- Coaching experience from another sport and applying to NHL resembles a pure PM role
- Coaching without clear understanding of the strategy or players may miss expectations
- Inability to understand players increase risk of failure
- Game execution may be disconnected from the strategy or mission



# Pure PM Example: Real Scenarios

## A NERC CIP Project

- Brought in as a SME in NERC CIP
- PM had no experience in NERC CIP
- Caused miscommunication and misrepresentation
- Capable to repeat SME report but unable to answer any questions or details
- Depended on team to answer everything
- More of an anchor than facilitator
- Value of pure PM was low

## Application Development Project

- PM had no prior development experience
- Only track and report function
- Primary developer became an issue
- PM had to solve the resource issue
- Team member feedback were subjective and often negative
- Developer had communication challenges
- Project deliverables were at risk
- Value of pure PM was low

# Defining an Integrated PM

This presentation defines an Integrated Project Manager as :

- a SME in one or more specialties or industries
- both a project manager and a delivery resource
- higher degree of credibility in the project's industry
- capable to communicate in SME language
- agnostic to technology specialties

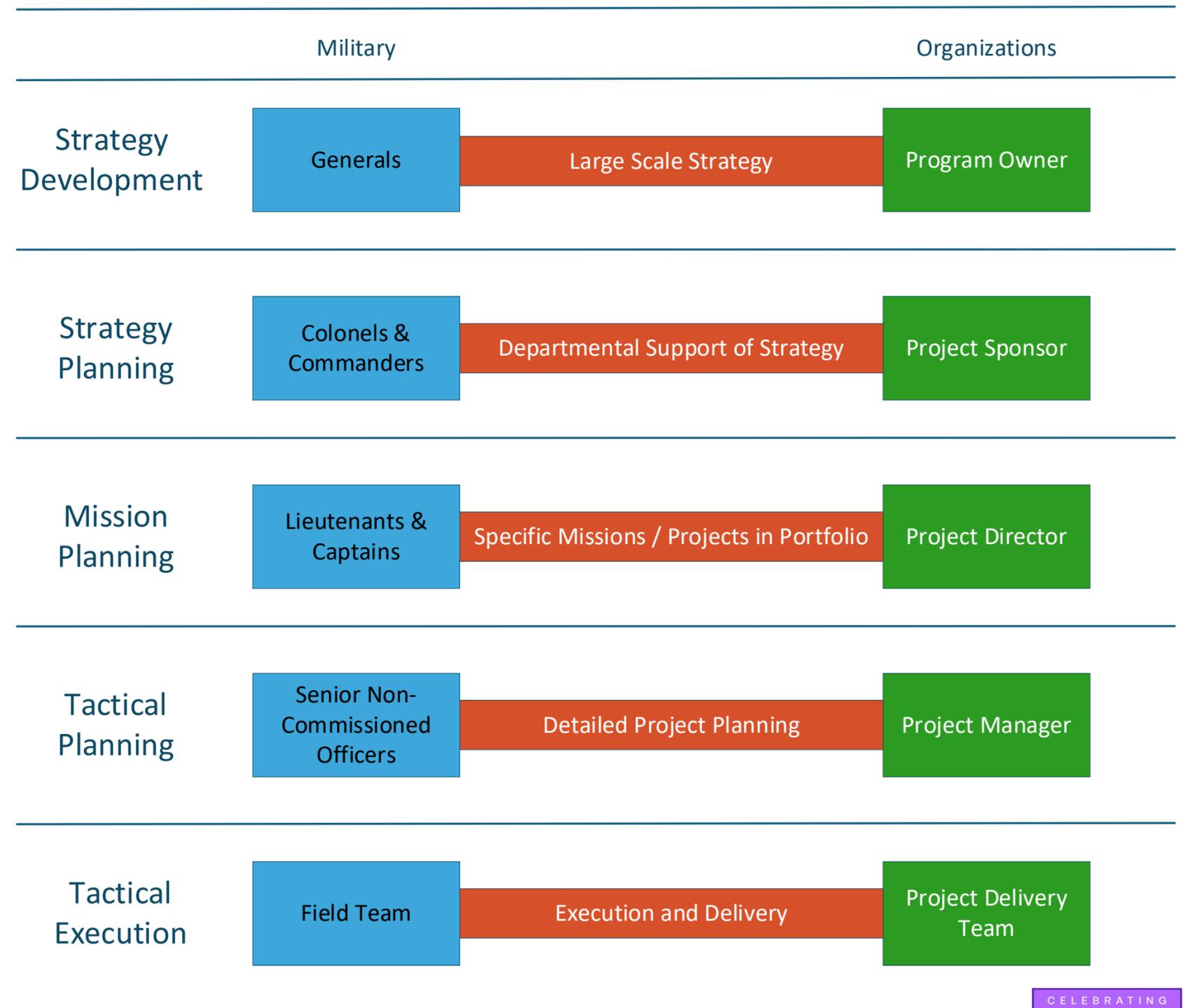
# Integrated PM: Pros and Cons

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Pros	Cons
<ul style="list-style-type: none"> <li>Integrates project management and SME in one resource</li> </ul>	<ul style="list-style-type: none"> <li>May be overburdened for project management and delivery</li> </ul>
<ul style="list-style-type: none"> <li>Reduces risk of miscommunication or misinterpretation</li> </ul>	<ul style="list-style-type: none"> <li>Central point of failure with two functions in one resource</li> </ul>
<ul style="list-style-type: none"> <li>May be effective in highly complicated cultures</li> </ul>	<ul style="list-style-type: none"> <li>Requires higher level of knowledge with multiple specialties</li> </ul>
<ul style="list-style-type: none"> <li>Enables expansion to other sectors or disciplines</li> </ul>	<ul style="list-style-type: none"> <li>Unifying PM and delivery roles may increase risk for project continuity</li> </ul>
<ul style="list-style-type: none"> <li>Capable to directly challenge SMEs and project activities</li> </ul>	
<ul style="list-style-type: none"> <li>Increases flexibility to project interruptions or changes</li> </ul>	
<ul style="list-style-type: none"> <li>Increases value by integrating PMI into standards, frameworks, and regulations</li> </ul>	
<ul style="list-style-type: none"> <li>Do more with less, more demand for broader specialties</li> </ul>	

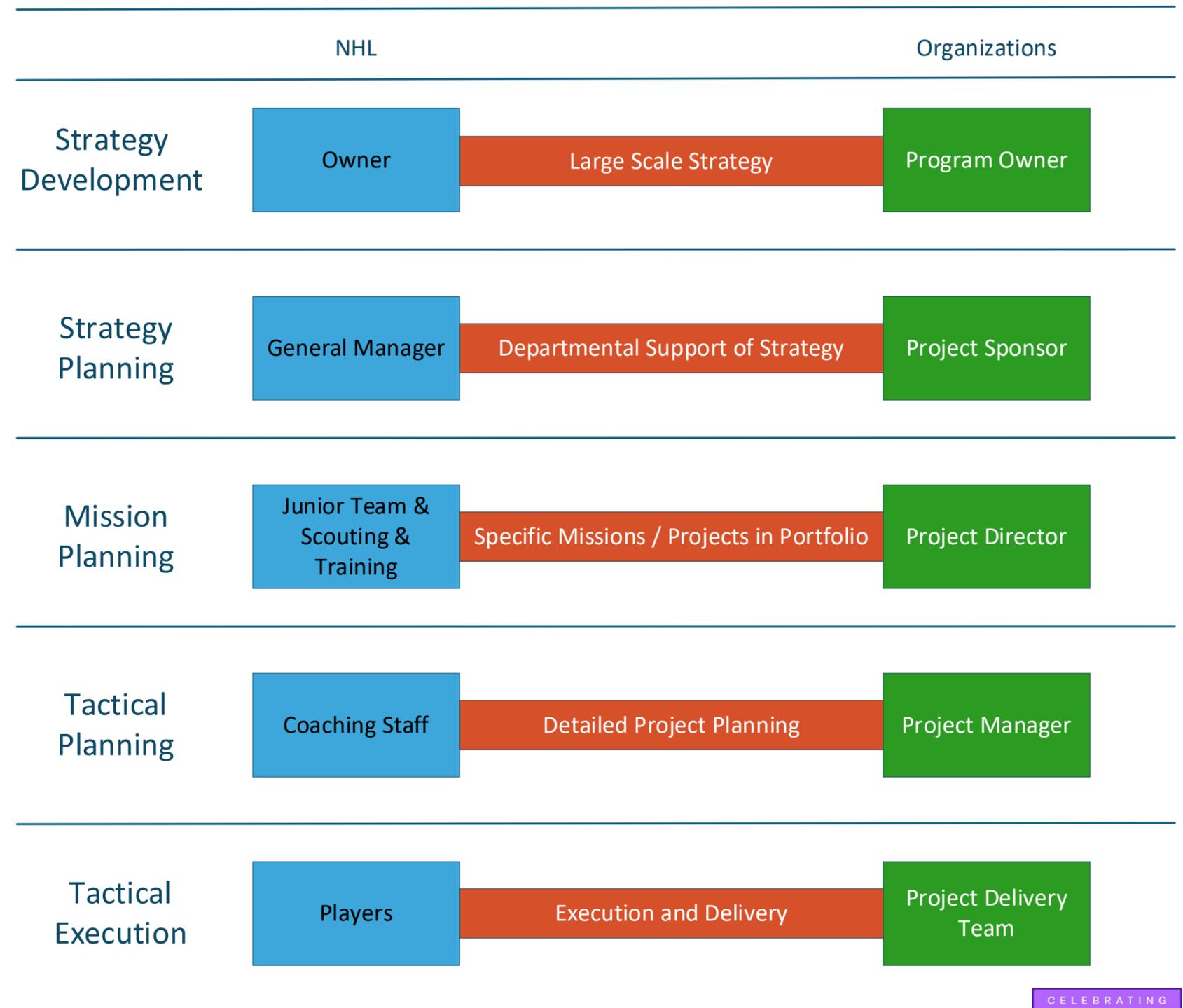
# Integrated PM Example: Military Comparison

- Tactical planning and execution clearly understands the strategy or mission with military knowledge
- Performing as the Field Team reduces risk of project failure
- Offer intimate knowledge and value to the strategy, mission, and tactical objectives
- Higher capabilities to respond to unplanned events in the field



# Integrated PM Example: NHL Comparison

- Coaching staff usually are ex-players
- Coaching staff clearly understands the strategy or mission with player knowledge
- Prior player expertise and experience reduces risk of game plan failure
- Offer player knowledge and value to the strategy or mission
- Coach is a key stakeholder to execution



# Integrated PM Example: Real Scenarios

## An OT Cybersecurity Program

- Project BAs were junior in both OT and cybersecurity
- Existing program was very immature
- Able to manage and build the program simultaneously
- Led the building of the business case and requirement deliverables
- Able to compensate where project resources didn't deliver
- Value of integrated PM was high

## A Regulatory Compliance Project

- Assigned the PM and BA responsibilities
- Introduced cost savings for the project
- Able to track, report, and deliver
- Apply PM soft skills with technical SMEs
- Able to develop and QA deliverables
- Able to translate content for all stakeholder groups with intended messaging
- Value of integrated PM was high

# Sample Progression for Integrated PM

## Integrated PM Progression:

- Build upon your existing strengths
- Further your education in the field with most experience
- Obtain industry certifications and credentials
- Volunteer to non-profits
- Join local industry / chapter meetings in any discipline



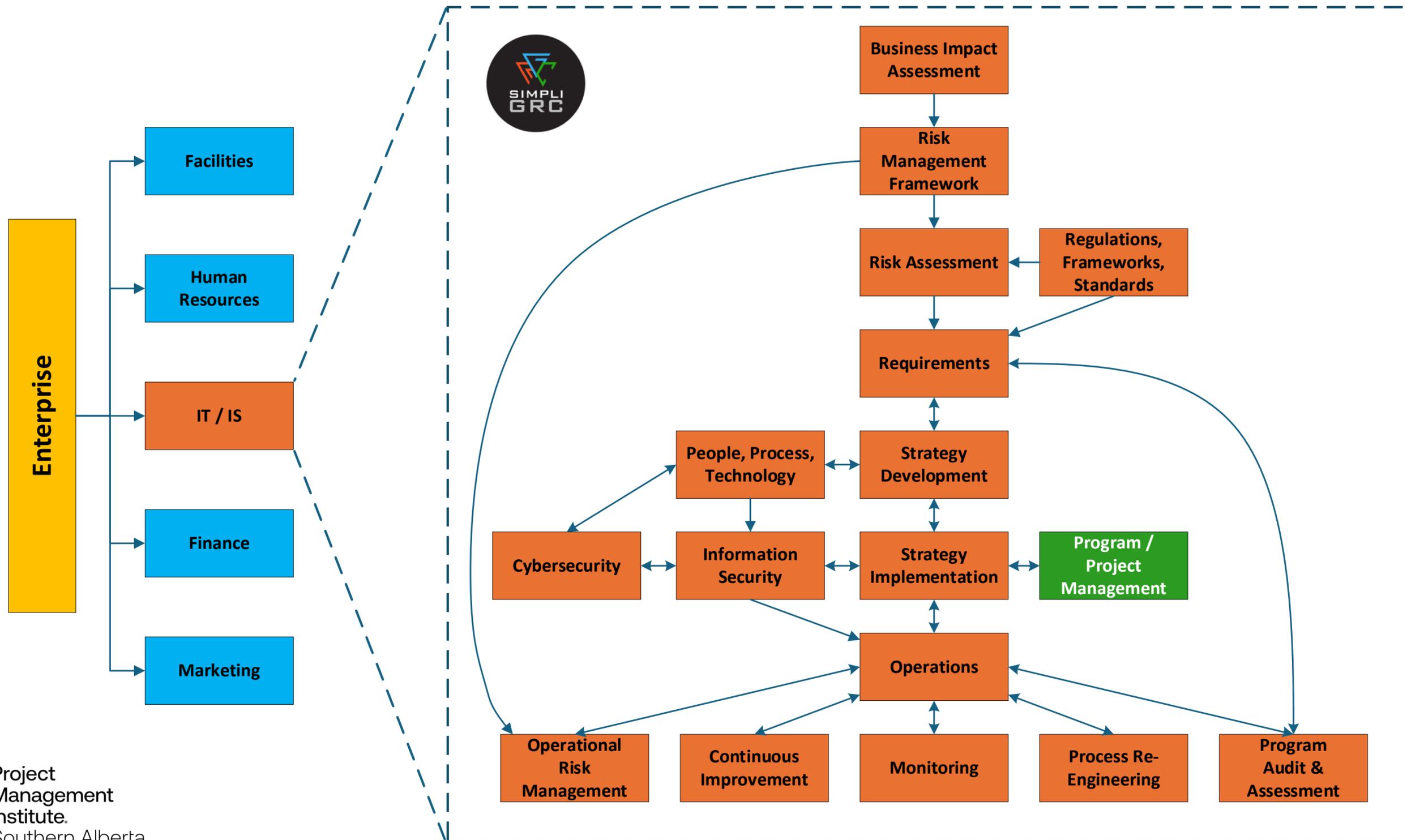
**What Subject Matter Expertise do you believe would benefit a Pure PM?**

# Integrated PM: Benefits to Resilience

## Benefits to Resilience:

- Lower risk for under-performing resources to impact your project
- Higher chance to pivot with business changes
- Direct contributions to resilience activities as an SME
- Capable to extend the project to the organization's Business Continuity and Disaster Recovery Plans

# Sample Representation of IS/IT



# Questions?



# SIMPLI GRC

- Local to Calgary with international reach
- Specialize in Governance Risk and Compliance across all sectors :
  - Critical Infrastructure with IT and OT environments
  - Private and public organizations
- Information security and cybersecurity regulations, frameworks, and standards
- Authorized partner of PECB for internationally recognized certifications

<https://simpligrc.com>

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# Contrasting Pros (Pure vs Integrated)

Pure PM - Pros	Integrated PM - Pros
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# Contrasting Cons (Pure vs Integrated)

Pure PM – Cons	Integrated PM – Cons
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<ul style="list-style-type: none"> <li>Lower chance of project resiliency without industry SME</li> </ul>	<ul style="list-style-type: none"> <li>Pure PM may provide specialty role for project continuity</li> </ul>
<ul style="list-style-type: none"> <li>Demand for pure PM is decreasing</li> </ul>	
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