

Curriculum Introduction

For the past decade, the Corps has been evolving in our transition to the Project Management Business Process (PMBP). In the past few years as an organization, we have taken a closer and more candid look at ourselves, where we are, where we have been, where we want to be. Some have asked "why aren't we further?" and have looked into it. As part of our transition, we are recognizing the importance in today's world of rapid and continuous change of becoming an organization that continuously learns and makes improvements in what we are doing and how we are doing it. Having learned from our past experience and from others who have made large organizational changes, we have developed a "refreshed" approach to change. We have learned that there is no "one fix" and that we must approach change with the same flexibility and adaptability that we describe in our vision for the organization - an agile organization that is able to rapidly apply what we learn everyday to action that serves the Nation and the Army. The PMBP is our way of doing business to achieve that vision.

Our "refreshed" approach has the following fundamental beliefs:

- 1: Training is essential for organizational change to be effective - people must be enabled to be successful.
- 2: Culture change drives process change. For a change to "stick" and become a part of the "way we all do business", people must understand why; what new behaviors are expected of them; and they must see the value in the change. Each of us must know "what's in for me" as well as "how will this make the organization better?" - a place where I can exercise my potential and contribute in a meaningful way.
- 3: For change to be sustained, a systems approach must be taken. All systems must be adapted and aligned to support the desired change - from leadership; business processes; and how we are organized to do work to training; awards; recruitment; how we measure success; how we learn; and how we are evaluated.
- 4: Our customers want us to be able to rapidly adapt, to learn from every experience, and to work with them to provide innovative solutions to complex problems

- 5: The team environment where decisions are made at the lowest organizational level enables us to be more responsive to our customers' needs.

The PMBP curriculum has been designed in response to these beliefs. Additionally, the Corps-wide curriculum development team also believes that a new approach to training - to learning - is essential to the successful implementation of the PMBP. The new learning approach occurs onsite and incorporates the team discipline of dialogue - of sharing ideas and exploring assumptions and beliefs - of learning together to create continuous improvement in how we solve problems and complex issues for the public and customers that we serve. This discipline forms the foundation of a learning organization - key to our relevance today and into the future. The method is an adult learning method. Training that occurs **"just in time"** and can be **immediately applied to the work** we do everyday. Learning that recognizes our experience, connects that experience from the past and applies it to our future, offering each of us **"real-world" relevancy**. This method recognizes that adults are experiential learners, learning best through problem-solving activity and dialogue. Further adults tend to assess their own learning needs - they tend to be problem-based learners and as such their learning initiatives are **self-directed**.

Consistent with this thinking, key components of the PMBP curriculum are **self-study** - offering an opportunity for individuals to learn what is relevant to them based on their past experience and to apply that immediately to their daily work; and **small group discussion** - that's where the discipline of dialogue is developed. We cannot make the gains in implementing the PMBP with this curriculum by the self-study alone.

To help you in conducting small group discussions, using trained instructors, **facilitators** are being trained within each Corps organization to serve as in-house assets for facilitating discussion sessions. Additionally, each course comes with questions to assist in the design of each small group discussion session. The curriculum also includes **online mentoring training** to assist leaders in your organization in providing follow-up staff assistance to reinforce key learning points of the curriculum. That training is available via the PMBP Curriculum web site.

Finally, each curriculum course consists of a **formal training** component to serve as a resource for individuals to obtain additional training in topics pertinent to a particular course. That information is available through a link to the web accessible via the course CD and is intended to provide a start to finding appropriate supplemental courses. With the exception of "hands-on" P2 training being developed as part of Course 6, no other formal training is being developed by the PMBP curriculum team at this time.

A key element of a **learning organization** is that people share their good ideas. We invite you to share what you are learning from the curriculum, your best deployment practices, and your ideas for improvement by placing your ideas, comments, and implementation stories on the PMBP Portal Lessons Learned discussion forum to be shared with others. The Portal is available to all Corps employees. A Portal User Guide is included as part of the deployment kit.

Take the time and put in the effort! We guarantee that members of your organization will gain both personally in understanding what is expected of them in the PMBP and in skill development, helping to enhance their success. The organization will gain in its ability to respond, adapt, to learn, and to innovate - and in so doing, to continue to provide valued public service.

"Organizational Culture Change isn't something you can pop in the microwave and out comes McCulture" (adapted from Edgar Schein)

It takes hard, dedicated, purposeful work.

"Du-it"

