



February Chapter Meeting - Integrating & Extending PM and BA Roles to Drive Business Value

The PM role, contribution to value, and method of operation are being significantly impacted by a number of major industry forces:

- increasing criticality of the Digital Transformation Imperative
- widening embrace of Agile delivery methods
- ever-present demand for cost containment, compliance and speed to market

While these forces can increase confusion and pressures, they offer a substantial opportunity for PMs to elevate their contribution to a more strategic level, to work higher and earlier in the strategy-to-execution process, and to better align with BAs, stakeholders, and Digital Technologists and Architects.

To help marshal these forces, many enterprises have embraced the use of *Capabilities-Based Planning* to gain better visibility from high-level business planning to formation of capability-centered strategic initiatives to Integrated Portfolio Management – where companies are managing their various portfolios (Investments, Capabilities, Projects, Innovations, Technologies). Many of these enterprises engage PMs as a key “linchpin” in ensuring successful progression from strategy to execution.

Michael Callahan, AgileLayer, Partner

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