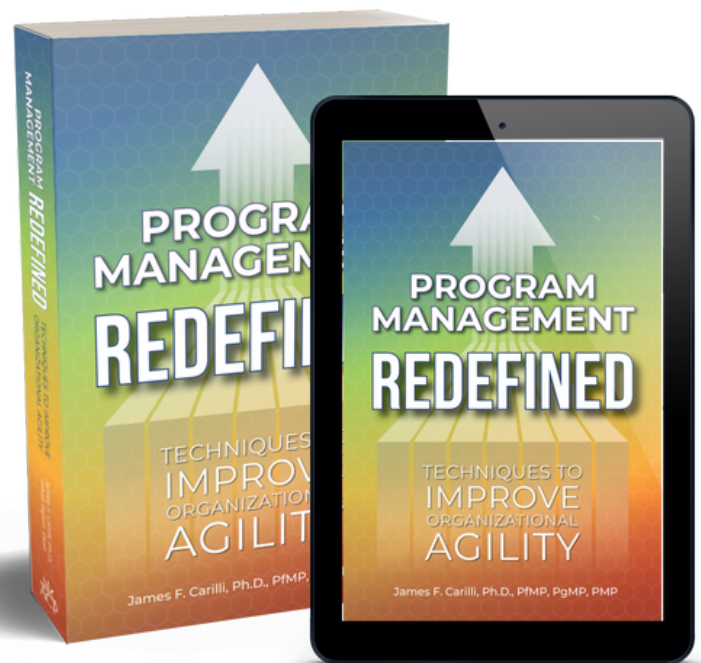# JAMES F. CARILLI, Ph.D.

MBA, PfMP, PgMP, PMP, CSM, ITIL-F, SAFe® SA/LPM, AWS-CCP, LSSGB

Over his 30-year career in project, program, and portfolio management, Jim Carilli has had the pleasure of working with teams in a variety of organizations, allowing him to hone his skills and develop fresh ideas about the way that organizations can run more efficiently and effectively, leading teams to create a productive environment with a positive work culture. Jim has led teams at Aetna, KPMG, Deloitte, Computer Sciences Corporation, and PricewaterhouseCoopers, among others. Currently, he is an associate partner/senior program manager at IBM. This book was inspired not only by his career in project and program management but also by his work outside the office in developing literature on management, including the research he performed for his doctoral dissertation, "The perceived effectiveness of the Scaled Agile Framework® in software development organizations: A mixed methods exploratory case study."

Jim's expertise in the management arena has been utilized in his role as a subject matter expert reviewer for two of PMI's ANSI-accredited peer-reviewed foundational standards, including The Standard for Program Management, fourth edition, PMI (2017), and A Guide to the Project Management Body of Knowledge (PMBOK Guide), sixth edition (2017). Jim helped lead the development of the first edition of PMI's Requirements Management: A Practice Guide (2016) as the vice chairperson and a contributing author. Earlier, in 2013, Jim served as a core team member and contributing author for a significant update to the third edition of The Standard for Program Management. He also served as a reviewer for The PMBOK Guide, fifth edition (2013), and The Standard for Portfolio Management, third edition, PMI (2012).

Jim has been a contributing author for multiple peer-reviewed publications, including those published by the *Academy of Human Resource Development, Scrum Alliance, and Project Management Institute's Annual Global Congress*. As a guest lecturer at the American University, Kogod School of Management, Jim has addressed MBA students on program management, project management, and agile methods and practices.

Released Spring 2023, *Program Management Redefined* is available at Amazon.com and BN.com. A signed copy can be purchased at ProgramAgility.com.

JAMES F. CARILLI, Ph.D.

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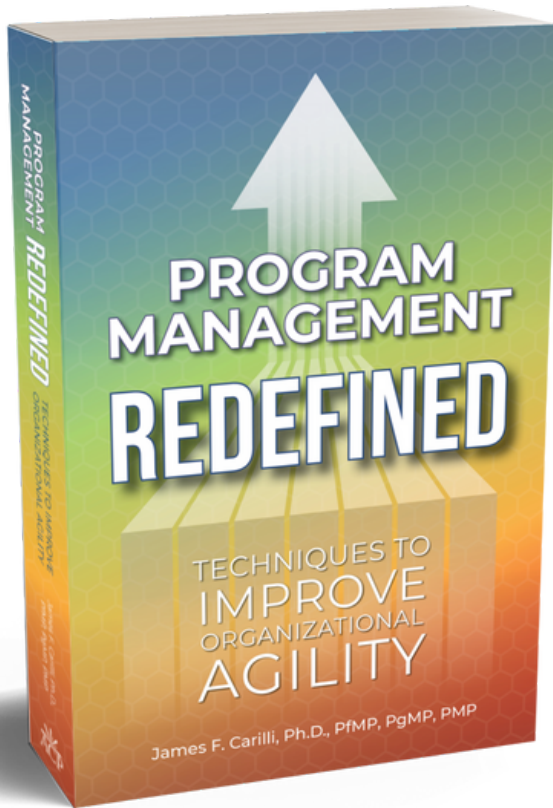SAFe® SA/LPM, AWS-CCP, LSSGB

Signature Talks and Topics:

Academic (Ph.D. / MBA) Presentations:
Careers in Project, Program, and Portfolio Management
Success with Agile Scrum and Kanban
Applying PMI's Program Management Framework
A Framework for Managing IT Programs
Managing Complex Programs
Managing Program Risk and Uncertainty

Professional Presentations:
Techniques to Improve Agility in Program Management
A Program Delivery Framework for
Improved Organizational Agility
What is Program Agility?
Agile Techniques for Program Management
Transitioning to Agile: Seven Strategies for Executives
Strategies for Transitioning to Agile@Scale Methods

A retired Medical Service Corps officer in the Army National Guard, Jim holds a Ph.D. in technology management from Indiana State University, an M.B.A. from Virginia Polytechnic Institute and State University, and a B.S. in management information systems from Central Connecticut State University. Jim also holds a variety of certifications, including the Portfolio Management Professional (PfMP), Program Management Professional (PgMP), and Project Management Professional (PMP) from the Project Management Institute; Agile certifications, including Certified Scrum Master (CSM) from the Scrum Alliance; and Scaled Agilist (SA) and Lean Portfolio Manager (LPM) certifications from Scaled Agile, Inc. He also holds several technical certifications including the Information Technology Infrastructure Library Foundation certificate in Service Management, and several certifications and badges provided by Atlassian, AWS, PwC, and IBM. Jim resides in Florida with his wife Debi and three dogs who focus on a different type of agility.

Contact Jim at Jim@ProgramAgility.com and visit ProgramAgility.com
for a signed copy of *Program Management Redefined*.

JAMES F. CARILLI, Ph.D.

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EDUCATION

Ph.D., Technology Management, Indiana State University
MBA, Marketing and Management, Virginia Polytechnic Institute and State University
Bachelor of Science, Management Information Systems, Central Connecticut State University
Strategy & Leadership Certificate, Yale School of Management, New Haven, CT
Certified Solution Executive (CSE), Cornell University, Ithaca, NY

KEY SKILLS

- Management & Technology Consulting
- Enterprise Strategic Planning
- Portfolio Management
- Program & Product Management
- CIO Consulting Services
- IT Governance & Compliance

- Business Development
- Contract & Vendor Management
- Policy & Standards Development
- Team Leadership and Development
- Business Systems Integration
- Agile Software Development Leadership

CERTIFICATIONS

AWS Certified Cloud Practitioner, Amazon Web Services, Inc., Seattle, WA
Lean Portfolio Manager (LPM), Scaled Agile, Inc. Boulder, CO
Scaled Agilist (SA), Scaled Agile, Inc. Boulder, CO
Portfolio Management Professional (PfMP), Project Management Institute, Newton Square, PA
Program Management Professional (PgMP), Project Management Institute, Newton Square, PA
Project Management Professional (PMP), Project Management Institute, Newton Square, PA
Foundation Certificate in IT Service Management (ITIL), Pink Elephant, Rolling Meadows, IL
Certified Scrum Master (CSM), Scrum Alliance, Indianapolis, IN
Lean Six Sigma Green Belt (LSSGB), KPMG Consulting, Inc.

PROFESSIONAL CONTRIBUTIONS

The Standard for Program Management, 5Ed., PMI (2023) – Draft Comment Period Reviewer
The Standard for Program Management, 4Ed., PMI (2017) – Subject Matter Expert Reviewer
The PMBOK Guide, 6th Ed (2017) – Subject Matter Expert Reviewer
Requirements Management A Practice Guide, PMI (2016) – Vice Chair & Contributing Author
The Standard for Program Management, 3Ed., PMI (2013) – Core Team Member & Contributing Author
The PMBOK Guide, 5th Ed (2013) – Final Exposure Draft Reviewer
The Standard for Portfolio Management, 3Ed., PMI (2012) – Exposure Draft Reviewer
Practice Standard for Project Estimating, PMI (2010) – Exposure Draft Reviewer
Participated in Examination Question Writing Workshops for PMP and PgMP certifications

What was your inspiration for *Program Management Redefined*?

There were a number of influences in deciding to write this book. My quest to write this book was initially founded in my support of the profession by volunteering for several Global standards efforts as a Vice-Chair, Committee Member, Contributing Author, and Subject Matter Expert Reviewer. I would say jokingly "one day I'll have my name on the front of the book instead of in the back of the book." I've made knowledge sharing a principle part of my professional life by presenting research and perspectives at academic and professional conferences, serving as a guest lecturer for MBA students, mentoring those starting their careers in project and program management, and training and coordinating training for scores of professionals seeking industry certifications. I receive so much satisfaction and learning by sharing information and helping train new employees. Finally, this book represents an opportunity to give back to the profession by reaching a much wider audience to share techniques that redefine Program Management as a set of practices to support governance, strategic alignment, and delivery with Lean/Agile methods to improve overall organizational agility.

How does this fill a gap in the available information for people to successfully lead their teams?

The inspiration for this specific topic and title was based on looking at how much Agile practices have changed other disciplines (e.g. Software Development, Project Management, etc.) and and seeing very little guidance for Program Managers to follow to apply the principles to their profession. The book provides specific techniques to increase agility in program management practices that include: Communications, Quality, OCM, Resource Management, Risk Management, Information Management, and Learning and Development.

What experiences did you draw from to create this book?

In my 30+ years of helping global organizations with complex projects and programs, I have been very fortunate to have opportunities, mentors, and experiences that helped shape the content of this book. With that said, I did not solely reference my experience in writing this book. I shared the manuscript with my network from the business and academic communities and reviewed several case studies, recently published books, articles, journal papers, conference proceedings, videos, and other media prior to publishing.

Can you talk a little about the concept and importance of agility for program and project management?

Organizational agility enables an organization to sense (identify, qualify, quantify) opportunities, respond (by internally assessing and prioritizing) and deliver (through flexible structures) those changes deemed highest priority by their customer base.

Agility for programs considers fusing organizational competency, market and stakeholder understanding, strategic alignment and responsiveness; structural flexibility and learning and adaptability.

The outcomes of applying these practices yield:

- Improved alignment;
- Enhanced visibility of work-in-progress;
- Improved stakeholder collaboration;
- Managed organizational risks;
- Increased efficiency;
- Increased agility;
- Reduced costs; and
- Improved Return on Investment (ROI).

Who is this book for? Why will it be helpful to them?

This book was primarily written for those currently serving in program management roles or those who aspire to enter the profession. For both audiences, the content is intended to provide a new way of thinking about programs through the lenses of organizational agility and simplified, yet comprehensive, practice areas and guiding principles. The Program Delivery Framework provides a structure for solutions through the integration of practices and interactions with key stakeholders.

Portfolio Managers, Program Sponsors, Program Steering Committee members, and Senior Business and IT leadership may benefit from this book to gain knowledge regarding:

- Assessing the business case for the investment in program management and promoting the benefits of program management.
- Identifying opportunities to deploy program management teams to support the delivery of strategic business objectives.
- Providing support and guidance to program management teams.
- Evaluating potential candidates for upcoming program management opportunities or when assigning additional responsibilities.
- Understanding the program roles and competencies to offer learning and development opportunities to those who aspire to program management roles.

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Schedule Jim to speak on Academic (Ph.D. / MBA) Presentations:

Careers in Project, Program, and Portfolio Management

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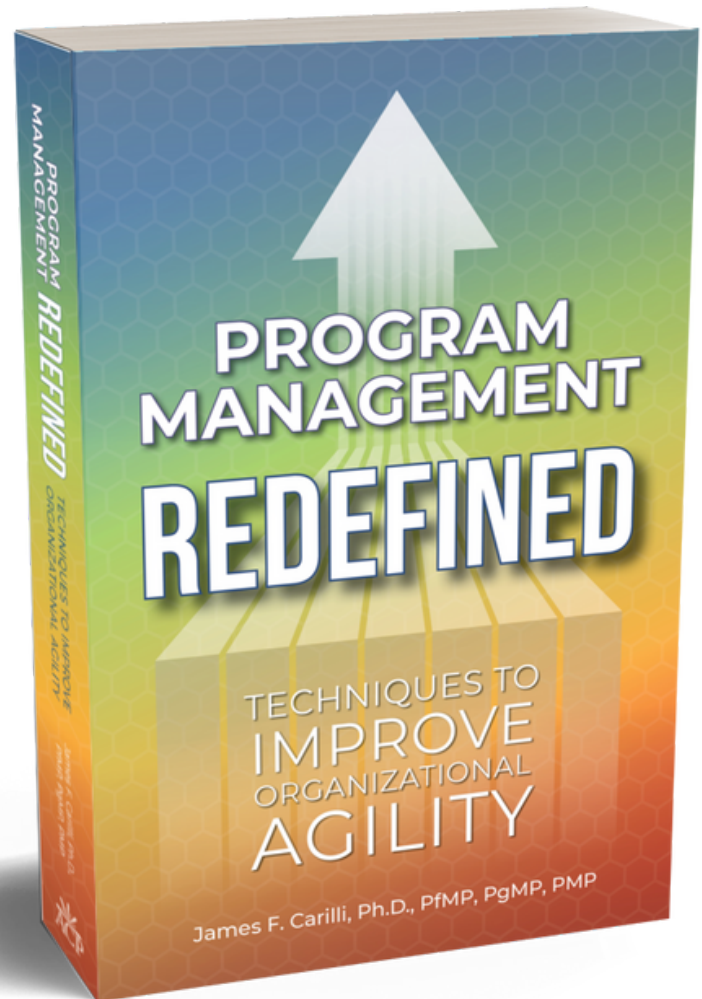Techniques to Improve Agility in Program Management

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What is Program Agility?

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PROGRAM AGILITY
SENSE · RESPOND · DELIVER

PROGRAM MANAGEMENT REDEFINED
TECHNIQUES TO IMPROVE ORGANIZATIONAL AGILITY
James F. Carilli, Ph.D., PfMP, PgMP, PMP

Jim is represented by K2 Creative. For interviews and speaking engagements contact Kelli A. Komondor at 412.302.3463 or kelli@k2creativellc.com.

Contact publisher Cori Wamsley at Aurora Corialis Publishing at cori@coriwamsley.com.