



***Enhancing Mental Agility,
Critical Thinking, and Decision
Making Through Globally
Recognized Industry
Certifications***

(Lean Six Sigma, PMI-ACP, PMP)

It's all about leadership

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Bluf

If the most powerful weapon on the battlespace is a thinking soldier and his/her weapon/system, how do we enhance thought leadership and critical thinking? It starts with an empowered mind that is provided the tools, culture, and processes to change the way people work until the mission is successful.

Introduction

As the Army Shifts from the COIN environment to the Large Scale Conventional Operations (LSCO) with a peer competitor, the cultural foundation and training we provide need to be evaluated. There is a large investment in technology, resources, tools, and software, yet there is a lack of focus on innovating thought, leadership, and culture for Soldiers to affect “speed” and “tempo” at their own level.

Being able to lead, plan, and adapt to the situation requires innovative training that enables decision making at the point of need, with clear vision and guidance from senior leadership. Additionally, the future job credibility gap is ever growing for our service members, and the Army must find ways to “upskill” soldier capabilities that directly lead to job opportunities. Project Management courses like Project Management Professional (PMP), Project Management Institute-Agile Certified Practitioner (PMI-ACP), and Lean Six Sigma (LSS) directly improve desired leadership skills the Army is looking for, provide additional planning tools based on global industry standards, and enable decision making at the point of need, while ensuring Soldiers have future lucrative civilian job marketability.

Project Management skills are the combination of the Military Decision-Making Process (MDMP) and Mission Command, executed to satisfy commanders’ intent and requires:

- ✓ Competence. ✓ Mutual trust. ✓ Shared understanding. ✓ Vision.
- ✓ Mission orders. ✓ Disciplined initiative. ✓ Risk acceptance.

PMP, PMI-ACP, Lean Six Sigma are **globally recognized industry-leading methodologies** that expand upon current military processes and add depth on how to achieve mission command and many other elements of MDO.

Problem Statement

To succeed in the Peer Fight, individuals and organizations must be able to leverage the full capacity of thought and action. Professional development must be enhanced through self-directed learning to allow the Army to fully leverage the center of gravity of a thinking Soldier, while also being able to build the agile culture necessary to ensure speed and tempo of action across the battlespace.

Background

“In a new era of great power competition, our nation’s adversaries seek to achieve their strategic aims.” Our enemies are “fielding mutually supporting systems designed to be effective against the well-understood patterns, posture, and capabilities of the current Joint Force. Altering Joint Force operational patterns and force posture will mitigate existing capacity and capability gaps and create opportunities to exploit Chinese and Russian operational shortfalls.” -MDO

In the dynamic battle space of today and throughout history, the most powerful weapon on the battlefield is a thinking Soldier who is empowered, equipped, and supported to take action at the point of need. The focus of innovation lately has been on providing advanced analytics, tools, devices, and software to enable better decision-making, yet the focus on how to think differently is missing. Enabling Soldiers to have new leadership and decision-making, tools that incorporate dynamic change, agile decision making, and risk management to clearly achieve the commander’s vision, is key. Additionally, the cultural lull and risk aversion towards a zero- defect, maintain status quo dynamic of the past 20 years has left the Army without the right processes and structure to take full advantage of the mind of the Soldier.

Four areas of MDO that would directly benefit from PM Skills.

Tenets of Multi-Domain Operations

Calibrated Force Posture

- Forward presence forces*
- Expeditionary forces**
- National-level capabilities
- Authorities

Multi-Domain Formations

- Conduct independent maneuver
- Employ cross-domain fires
- Maximize human potential

Convergence (time, space, capabilities)

- Cross-domain synergy
- Layered options
- Mission command / disciplined initiative

*contact and blunt forces; **blunt and surge forces

Conduct independent maneuver. Multi-domain formations conduct independent maneuver by continuing operations in a contested environment within the intent of the theater campaign. Independent maneuver alludes to formation possessing the capacity, capability, and empowered initiative to operate under the constraints of the operational environment (PMP, PMI-ACP).

Maximize human potential. Employing multi-domain capabilities requires the Army to attract, train, retain, and employ leaders and Soldiers who collectively possess a significant breadth and depth of technical and professional expertise. The Army must exercise careful talent management to make the most of these high-quality personnel and integrate them into trusted teams of professionals who are able to thrive in ambiguity and chaos (PMP, PMI-ACP, Lean Six Sigma).

Cross-domain synergy. The principle of cross-domain synergy is an evolution of combined arms maneuver. The combination of complementary effects complicates an enemy's ability to act, producing an overall effect greater than the sum of the individual parts. Synergy optimizes capabilities from across all domains, the Cyber Electromagnetic Activities (CEMA), and the information environment to achieve the maximum effect from the available resources. A missing link is cross domain with our industry partners and enabling Soldiers to communicate using known processes, terms, and structures that the industry thrives on. (PMP, PMI-ACP, Lean Six)

Mission command. Mission command remains an essential element of Army operations on a contested battlefield against a near-peer enemy. Since the enemy will disrupt friendly communications and plans, mission command must expand to enable initiative and dynamic cooperation across Service and other partner lines—at some risk—to allow the Joint Force to preserve the ability to continuously and rapidly integrate multi-domain capabilities despite disrupted communications. (PMP, PMI-ACP)

Military planning processes and formal learning are focused on a kinetic environment at senior levels and lack the processes to go from “issue the order” through final mission closeout. The inherent processes are constrained in nature and not dynamic to allow for change while also tracking “work in progress” relative to specific Lines of Effort (LOEs) and missions. In the peer fight, the U.S. Army needs to enable leaders at lower ranks to think and decide on their own, while building the foundation of common terms, culture, and processes to integrate within the overall system.

The PM-ProLearn Solution

Training and learning are continuous and not only isolated to formal learning centers and specific dates and times in one's career. Our week long training courses can be integrated into leadership development coordinated in and around unit requirements and can be integrated as an evening elective at Formal Learning centers.

The training directly improves on MDMP while providing a structural framework that enables leaders to track and visualize work in progress (LOEs), empower decision making to the lowest possible rank (mission command), and incorporate the opinion and feedback of the multiple stakeholders and organizations inside and outside the DoD (Cross Domain Ops). Our training teaches leaders how to clearly articulate their vision (requirements) and understand how to serve their teams through resourcing and empowerment. Our programs allow commanders to empower Soldiers in their own growth through coordinated voluntary learning programs leveraging ArmyIgnitED credential assistance (ArmyCA) funding.

The peer competitive fight requires out of the box thinking to develop leaders who can integrate across services, and industry partnerships with a goal to remain agile and collaborative while developing the highest quality talent.

Our solution:

- A family of ArmyIgnitED Credentialing Assistance (ArmyCA) approved courses that align with globally recognized certifications and Army Additional Skill Identifiers (ASI) that provide knowledge, skills, and abilities/competencies to build upon standard leadership and planning doctrine while incorporating global industry leading methodologies.
- A training program that combines instructor-led sessions, practical exercise, self- study, a live help desk, and year-long unlimited access to guide Soldiers through the training until they achieve their goals.
- Customizable delivery scheduled in and around unit requirements and formal courses based on demand and operational fluidity to allow organizational leaders to decide what times work best. (Location, delivery format (in person, live virtual, self-paced), daytime, afternoons, evening etc)
- Year-long, all-inclusive program that offers adaptability, flexibility, and ongoing support to ensure that Soldiers have the resources they need, when and how they need them.

The specific features and benefits of this training and how it applies to the U.S. Army can be found in **Table 1** below.

Table 1: Features and Benefits of Project Management

Feature	Benefit
Professional Credibility	<ul style="list-style-type: none"> • Being a certified professional brings you credibility when you are engaging with other professionals. Even outside your own profession, there is a level of respect when you show up already certified. • Professional certs are <u>globally recognized</u> “tabs and badges” of the civilian world. They are hard to get, demonstrate competence and credibility.
Leadership	<ul style="list-style-type: none"> • Project Success is determined by a leader’s ability to execute the plan. The work is inherently human which is why leadership is key. This starts with allowing the team to be engaged from the beginning and knowing how to build high-performing teams. <ul style="list-style-type: none"> ◦ PMP, ACP, and Lean provide unique tools to lead effectively
Trust	<ul style="list-style-type: none"> • Mutual trust is the bedrock of all relationships. Fostering a culture of trust enables team members to act, collaborate, think and communicate. They are more willing to work together and share their knowledge in this environment. <ul style="list-style-type: none"> ◦ PMP, PMI-ACP, and Lean present several techniques for developing a culture of trust
Shared Understanding	<ul style="list-style-type: none"> • The success of the project relies on a common and shared understanding at all levels from the sponsor, program or project manager, and all stakeholders and team members regardless of position or level of authority. The project charter, much like an OPORD, must be clear, but the team itself but radiate information up and down. Through deliberate and effective communications and collaboration, team members are more apt to exercise initiative to solve problems and support the mission. <ul style="list-style-type: none"> ◦ PMP, PMI-ACP, and Lean Six Sigma present skills for building understanding throughout the organization and team
Mission Orders	<ul style="list-style-type: none"> • Like mission orders, there are many project documents that drive or guide a project, including the project charter and project scope. Depending on the type of life cycle (predictive or adaptive/agile) these are updated through feedback or validation throughout the project. <ul style="list-style-type: none"> ◦ PMP and PMI-ACP teach baseline document development

Table 1: Features and Benefits of Project Management (continued)

Feature	Benefit
Disciplined Initiative	<ul style="list-style-type: none"> • The success of projects is often reliant on the initiative of its team members much as with that of mission command. Stakeholders must trust the project team to act within the intent of project leaders. Team leaders must ensure everyone is aware of standards, processes and frameworks to ensure synergy of effort <ul style="list-style-type: none"> ◦ PMP, PMI-ACP, and Lean promote building a culture of change and growth dependent on team members' input and actions
Commander's Intent	<ul style="list-style-type: none"> • The most important element in a project is the customer/sponsor's vision. Everything is built to support this goal. Being able to clearly communicate, translate, dissect, and action vision is critical for project teams to act. Coupled with trust and shared understanding, this enables subordinates to act decisively. <ul style="list-style-type: none"> ◦ PMP, PMI-ACP, and Lean highlight the importance of organizational leaders and structures
Risk Acceptance	<ul style="list-style-type: none"> • Risk comes in many forms from a business perspective. Projects must have a plan that provides the approach for identifying, analyzing, and monitoring risks. Applying a cost-benefit analysis, informed by mature individuals and experience on the team along with expert judgment informs response strategies. Risk creates opportunities that must be exploited too. <ul style="list-style-type: none"> ◦ PMI, PMI-ACP, and Lean discuss risk management
Stakeholder Management	<ul style="list-style-type: none"> • Being able to identify, map and manage stakeholders within and outside an organization are key. Stakeholders are not based on rank, but based on impact to a project. In the recruiting world, this includes cultural nuances, communities, all ranks, etc. Being able to accurately identify, manage, and communicate is paramount to mission success. <ul style="list-style-type: none"> ◦ PMP, PMI-ACP, and Lean teach multiple ways to understand and manage stakeholders

Table 1: Features and Benefits of Project Management (continued)

Feature	Benefit
LOE Tracking	<ul style="list-style-type: none"> • Being able to track multiple efforts at the command level that doesn't disrupt or micro manage is extremely difficult. When working in a dynamic change driven environment it is even harder. This training incorporates tools that allows for both. <ul style="list-style-type: none"> ◦ PMI-ACP and Lean both teach workflow prioritization and visualizations that allow for clear tracking of work in progress and backlog refinement for continually updated priorities.
Efficiency	<ul style="list-style-type: none"> • Time and resources are a finite commodity that must be used effectively. Knowing how to map processes to ensure that actions taken directly relate to mission objectives is key. <ul style="list-style-type: none"> ◦ Lean processes are about removing waste and focusing on value
Quality	<ul style="list-style-type: none"> • Quality is not something you just do, it is intentionally designed into your processes, decisions and thoughts. Cost of quality and cost of poor quality concepts radically affect how you design campaigns to have the highest output based on every touch point. <ul style="list-style-type: none"> ◦ Six Sigma quality processes are integrated into PMP and Lean.
Value	<ul style="list-style-type: none"> • Value is something that permeates everything in project management. Being able to ensure your work is value-added improves resource efficiency, and improves how you make decisions and what you choose to do. <ul style="list-style-type: none"> ◦ Value mapping and decision making are integrated into PMP, ACP, and Lean six sigma.

Rank Progression (understanding each cert)

As we have analyzed the skill sets obtained through each certification, their applicability across all Military Occupational Specialties (MOS's), as well as, the required experience we have developed a continuum or progression model outlined in the image below.

As you move left to right the skills learned in each cert build and are still applicable at higher ranks. It is not recommended to start pursuing each cert until the ranks indicated due to experience required for the application/exam.

CAPM (Certified Associate in Project Management): No required experience, but provides foundational learning in planning processes.

Lean Six Sigma Green Belt: No required experience, but focuses on process efficiency and quality and is perfect for anyone dealing with process-based decision making. (Army wide ASI)

PMI-ACP: requires 24 months of experience and is focused on leading small teams (12 or less) who deal with rapid change.

PMP: requires 36-60 months of experience depending on if one has a Bachelors Degree or higher. It focuses on operational and strategic planning and thinking. (ASI For all 12 Series and AG Roadmap)

MILITARY BENEFIT

- Enhance OPS/Mission Planning
- Lead in a Dynamic Environment
- Maximize Resources and Human Potential
- Build and Lead High Performing Teams
- Empower Action, Minimize Risk

CIVILIAN BENEFIT

- Job Credibility and Recognition
- High Salary Potential
- Build Business Acumen
- Understand Civilian Planning and Terms
- Job Branding and Relatability

ATTENTION!!!

Earn your PM Certification today!

RANK PROGRESSION						
E-1 to E-4	E-5	E-6	E-7	E-8	E-9	
W-3		W-1	W-2		W-4	W-5
O-4	O-1	O-2	O-3		O-5	O-6

→ **Certified Associate in Project Management (CAPM)**





LEAN SIX → **Lean Six Sigma Green Belt (LSSGB)**

PMI - ACP → **Agile Certified Practitioner (ACP)**


PMP → **Project Management Professional (PMP)**

CCMP → **Certified Change Management Professional (CCMP)**

Multiple Funding Options:
VR&E/Voc Rehab, SF-182/Unit Funding &

Apply. Advance. Achieve.



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FLIP FOR DETAILS →

Coordination

Our scheduling process is demand driven and our training can be delivered anywhere in the world. We can work with individual groups, or organizations to identify the best schedule based on unit operations as well as the best delivery style and structure (evening, weekend, in person, live, virtual, etc.) Once we solidify the dates and structure, Soldiers are free to share with other soldiers to see who would want to attend.

Soldiers choose to sign up by requesting an invoice through a flier QR code, or directly through our website here: <https://www.pm-prolearn.com/enroll> We then reach out to each Soldier with our step-by-step guide to walk them through the ArmyIgnitED funding process.

As all Soldiers have a year of unlimited access and re-attendance, they can choose to attend any class scheduled on our calendar. If they can only attend one day per week, they can then pick other classes to finish.

Timelines: Funding takes at least 60 days to process so it is best to begin coordination about 90 days out so we can confirm schedules and delivery format in order to allow soldiers to submit funding 60 days prior. Email training@pm-prolearn.com for details.

No Risk Program

Our training is structured so that a Soldier is “complete” once they finish our initial classes. (5-days for PMP, 5-days for Lean Six Sigma Green Belt, and 3-days for ACP). Per Army CA policy updates, Soldiers must request the exam to be funded, which for us is only \$5.

As part of our program, Soldiers have access for one year to:

- Reattend any live class
- Learning Management System (LMS) access with guides, videos, quizzes, and practice exams
- Application assistance
- Live help desk to get one on one coaching
- Exam fees
- Failure retest fees
- Travel is included for on-site as well

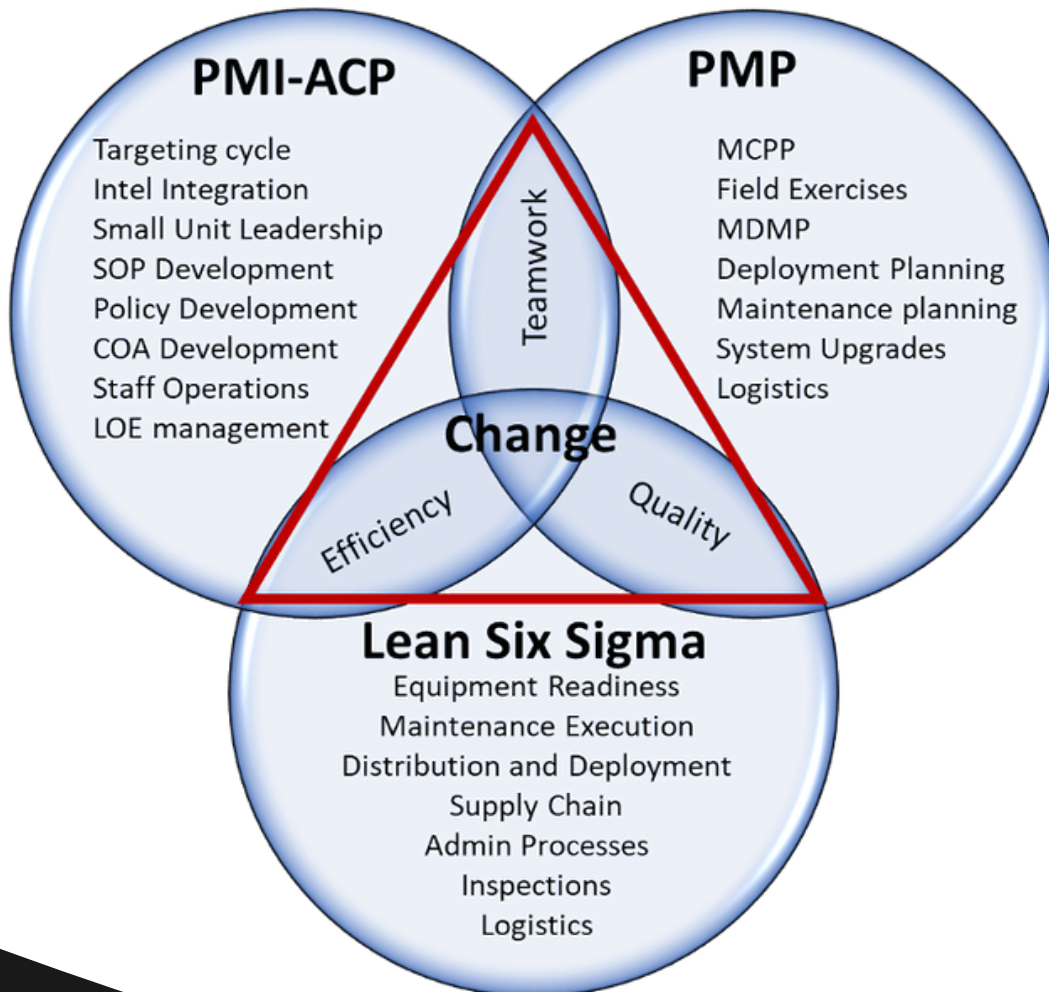
Provided a Soldier completes the initial class, and submits funding for the exam, they are only at risk of paying back the \$5 exam fee if they fail after two attempts or they choose not to test.

Price

Our no risk Leadership Development Model enables soldiers to coordinate training using hybrid funding through Army CA and unit funding that optimizes resources and empowers Soldiers. All our courses provide the initial foundation, follow on tools, study resources, materials, exam fee, failure retest, and practical examples to enable success. Our \$2k flat model allows other fundings like GI Bill, and MyCAA for spouses to be additional options.

Individual Course Costs:

- Lean six sigma Green Belt:** \$2,000.00
- PMI-ACP:** \$2,000.00
- PMP:** \$2,000.00

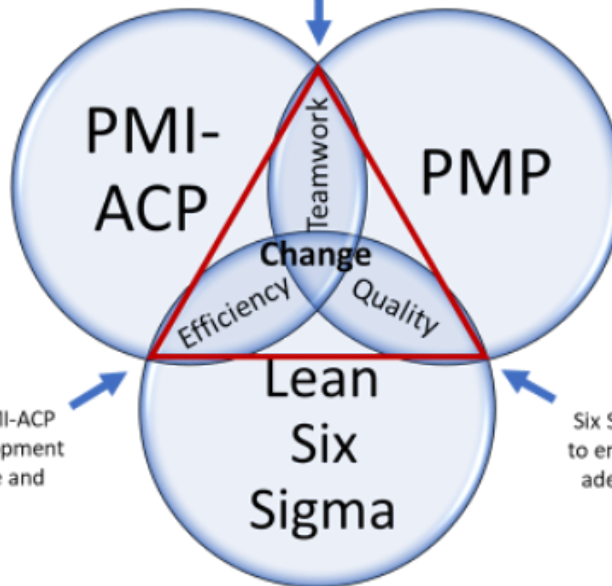


△ Building your leadership tool box

The integration of PMP and ACP allow PM's options to integrate best of both based on the type of project, work being done, potential for change, clarity of scope and various resource constraints.

(Hybrid Agile)

PMI-ACP is focused on building high performing teams and an empowerment culture across 7 leading agile methodologies that enables successful execution of knowledge based projects to provide value in a **dynamic, ever changing environment**



PMP is focused on how to plan, manage and execute multiple types of projects while managing stakeholders and mitigating risk across multiple industries to achieve results in a **constrained environment**

Lean is integrated into PMI-ACP as an efficiency and development process to remove waste and maximize resources

Six Sigma is integrated with PMP to ensure quality deliverables and adequate change management

Lean Six Sigma is a stand alone methodology focused on **improving quality and efficiency** by removing waste in a process or across an organization using various tools and statistical analysis.

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