



Mohammad Nahavandi, PMI ATP, ACP, CMC,PMP,RMP,TSPM

*"Helping Companies achieve their strategic plans and transformation initiatives through effective portfolio, program and project management."*

## Profile

**First Name:** Mohammad

**Last Name:** Nahavandi

**Location:** Tehran, Iran

**Date of Birth:** February 19, ۱۹۸۰

**Mobile Access/ WhatsApp:** +98 (912) 522-9165

**Skype:** m.nahavandi

**E-mail:** [Mohammad.Nahavandi@TenStep.ir](mailto:Mohammad.Nahavandi@TenStep.ir)

[Mohammad.Nahavandi@TenStep.ge](mailto:Mohammad.Nahavandi@TenStep.ge)

**LinkedIn:**







<https://www.linkedin.com/in/mohammadnahavandi/>


## Education

**Master of Science in Project Management** Earned 2009

**Master of Art in Architecture** Earned 2007

## Credential and Professional Certificates

| Credential/ Professional Certificates   | Organization   | Earned                                   | Badge   |
|---|--|--|---|
| <b>Authorized Training Partner Instructor</b>   | Project Management Institute (PMI)                       | Dec 2020                                 |  |
| <a href="https://www.youracclaim.com/go/geGZnc3D">https://www.youracclaim.com/go/geGZnc3D</a>   |  |  |   |
| <b>PMI Agile Certified Practitioner (PMI-ACP)</b>   | Project Management Institute (PMI)                       | Dec 2022<br>Number:<br>3383168           |  |
| <a href="https://www.credly.com/badges/5f92c405-e621-409c-8f85-a8f334afb596/public_url">https://www.credly.com/badges/5f92c405-e621-409c-8f85-a8f334afb596/public_url</a> |  |  |   |
| <b>PMI Risk Management Professional (PMI-RMP)</b>   | Project Management Institute (PMI)                       | Dec 2013<br>Number:<br>1680765           |  |
| <a href="https://www.youracclaim.com/badges/ed4efe91-797e-4a3e-bc0b-8974c0e3b7f5">https://www.youracclaim.com/badges/ed4efe91-797e-4a3e-bc0b-8974c0e3b7f5</a>             |  |  |   |
| <b>Project Management Professional (PMP)</b>  | Project Management Institute (PMI)                       | Jul 2013<br>Number:<br>1655208           |  |
| <b>Lean Fundamentals Certified</b>  | Lean Project Management Foundation                       | Dec 2023<br>Number:<br>LFC-<br>2000698   |  |
| <a href="https://badgr.com/public/assertions/O3pnaIWCRF-5uYLxo8XlfQ?action=download">https://badgr.com/public/assertions/O3pnaIWCRF-5uYLxo8XlfQ?action=download</a>       |  |  |   |
| <b>Certified Management Consultant (CMC)</b>  | International Council of Management Consulting Institute | Mar2020<br>Number:<br>IR-2022-00-<br>105 |  |

|   |                                    |                                  |  |
|---|------------------------------------|----------------------------------|--|
| <b>Organizational Transformation, Foundation</b>  | Project Management Institute (PMI) | March 2023<br>Number:<br>3437833 |  |
| <a href="https://www.credly.com/badges/51390ce4-62db-4157-bc9e-95a309a9c9cf/public_url">https://www.credly.com/badges/51390ce4-62db-4157-bc9e-95a309a9c9cf/public_url</a> |                                    |                                  |  |

## *Experience Details (Project Management Consulting Provided)*

**TenStep Project Management Co.**

**2007 – Present**

**Worldwide management team.** <https://tenstep.com/worldwide-management-team/>

CEO and Senior Project Management Consultant and Instructor, Iran, and Georgia

[www.tenstep.ir](http://www.tenstep.ir)

[www.tenstep.ge](http://www.tenstep.ge)

### **Area of project management consulting experience**

|                   |                              |
|-------------------|------------------------------|
| <b>Industries</b> | IT and ICT                   |
|                   | Manufacturing                |
|                   | Energy                       |
|                   | Oil and Gas                  |
|                   | Transpiration, Rail and Road |
|                   | Construction                 |
|                   | Hospital and Health Care     |

## **Industry: IT and ICT**

**Client: Iran Mobile Telecommunication Company (MCI), Oct 2022- Present**

**Main Problems:**

Although the company was supposed to benefit from a mixed of fast running ICT and digital services portfolio:

1. it suffered from pure functional structure,
2. the project managers had minimum authority while maximum responsibility.
3. The led to make project progress very slowly.
4. project managers were not happy to have the responsibility of managing and leading initiatives.

**Solution and Consultancy Services provided:**

A transformation program in moving from functional to a real matrix project management system include:

Conduct readiness assessment phases, assess the current state assessment and future vision statement (North Star), Prepare the transformation plan, build rapid response team, coaching program manager and team leaders. Authorities of project managers enhanced in area of selecting resource and managing team and several incentives program has been designed to encourage project team to work more with project managers.

**Outcomes and values generated:**

Power of project managers increased, project management role and responsibilities have been balanced between functional manager and project managers. Assessing project management performance has been shifted from traditional KPI such as time and cost to monitor success and values. A new recognition, reward and compensation system designed and implemented based on new powers of project managers and new performance management.

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**Client: Iran Mobile Telecommunication Company (MCI), Nov 2021-Nov 2022**

**Main Problems:**

There was no well-structured Project management training, and the requests usually came from the functional units. Project managers have not any career path and their real training needs were not fully identified. Selecting project managers was conducting only by experience and availability.

**Solution and Consultancy Services provided:**

Design project manager's competency model. Assess current knowledge, skill, and soft skill competencies of 210 project managers. Implement gap analysis frameworks. Prepare individual development plans (IDP)

**Outcomes and values generated:**

Project management training program organized by individual needs and strength and weakness. A career path has been developed for project managers. Results of PM competencies had an important factor while selecting project managers.

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**Client: National Post Company of Iran (NPCI), Aug 2013- December 2013**

**Main Problems:**

An abundance of information was created, transferred, and stored over the project management life cycle of the customer executives had problems with decision making while managing their ICT portfolio.

**Solution and Consultancy Services provided:**

Improve Project management information system capabilities. Assess the current state of PMIS weakness. Develop a product roadmap includes function and features in several release and iteration, create and maintain and prioritize product backlog based on feature and function that generates value to the customer. Run sprint planning meeting, daily standup, and demo sessions. Effectively run retrospective sessions and improved process, product, and people performance

**Outcomes and values generated.**

Effective project management methodology designed and updated. New project management information system implemented that built strong awareness of status and trends of project performance by effective combination of leading and lagging indicators

**Industry: Manufacturing**

**Client: MAPNA Locomotive Engineering and Manufacturing Co. (MLC), Feb 2015-Feb 2016**

**Main Problems:**

Increasing the numbers of program and projects forced customer to expand their project management capabilities with a centralized project management office. There was no scaled project management methodology based on size, critically and strategically of components within the portfolio.

**Solution and Consultancy Services provided:**

Assess the current project management practice, Finding the gap with, Finding the gaps between current condition and future state vision, finding the right project management improvement initiatives and supervising the implementation of them, such as Improving program management capabilities for launching Map24, ER24, and Control System of Diesel-Electric Locomotive programs. The services included define program management procedures. Building program roadmap. Shifting performance to benefit and interface management. Building a program management office, upgrading project risk management process. Enhance PMO capabilities, building agile practices and scrum capabilities to manage product feature specially while constructing pilots before final lunch process.

**Outcomes and values generated.**

A new way of thinking has been established to realize benefit management. Agile mindset has been expanded to development team. Project management office started to generate values.

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## **Industry: Energy**

**Client: Mapna Group MD1, Jun 2022- Jan 2023**

**Main Problems:**

The customer HR department was intending to serve more and unique project management curriculum to project managers based on their project context.

**Solution and Consultancy Services provided:**

Design project manager's competency model. Assess current knowledge, skill, and soft skill competencies of 22 project managers. Implement gap analysis frameworks. Prepare individual development plans (IDP)

**Outcomes and values generated:**

Project management training program organized by individual needs and strength and weakness. A career path has been developed for project managers. Matching system between competencies and nominating project managers.

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**Client: Iran Water and Power Resource Development Company, May 2015- August 2015**

**Main Problems:**

The customer was interested in developing project risk management practices through systematic approach and a shared culture. Project risk management was ad hoc and there was not a governance model for empowering consulting engineering companies and contractors in risk management area.

**Solution and Consultancy Services provided:**

Assess the current capabilities of project risk management. Enhance project risk management capabilities includes new process, involve more project stakeholder while identifying risks, expand risk management process to contractors and technical consultants. Conduct new risk management initiatives in 3 Balootak cable bridge in Karoon 3 Dam as a pilot. Enhance risk management process to core project management process. Various type of training and coaching sessions was conducted for project stakeholders. Enhance risk management.

**Outcomes and values generated.**

Some of major construction and contracts risks have been mitigated. Stakeholder's satisfaction increased. The consulting team could accompany project consulting companies and contractors to one team for implementing risk management practices. Risk management practices became official in consultant and contractors' responsibilities. Based on the results of implementing a pilot the PMO regulated these practices to other program and projects.

Project management training program organized by individual needs and strength and weakness. A career path has been developed for project managers. Matching system between competencies and nominating project managers .

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**Client: Niroom research institute (NRI), October 2017- April 2018<sup>1</sup>**

**Main Problems:**

NRI is a research institute involving in commercializing electricity and wind energy products. Shifting from project management to program management forced customer to build program management competencies and program manager role.

**Solution and Consultancy Services provided:**

A competency model was designed for program manager with focused on benefit management, interface management and program governance. An assessment has been made for project manager who wanted to upskilling to program management. A gap analysis has been done based on the program management competency model and finally several program management courses has been designed and implemented for new program manager.

**Outcomes and values generated.**

A shifting model has been generated and implemented from current project manager to new program managers. The minimum required program management competencies has been successfully built. HR department now have this ability to run the program management course based on program manager Individual development plan (IDP).

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<sup>1</sup> I have done similar consultancy services has been done for this customer in project manager competency development for its project managers through Apr to July 2010.

## ***Industry: Oil and Gas***

**Client: Iranian Gas Engineering and Development Co, Nov 2021- August 2022**

**Main Problems:**

The customer was interested to have a deep structured assessment for its project management system. It was the first time that such deep assessment was being done in company. So, stakeholders were so exited to see the results and find shortcomings.

**Solution and Consultancy Services provided:**

Assessed project management capabilities includes status of organizational enables, project management processes and procedures and competencies of project managers.

**Outcomes and values generated:**

A structured approached for assessing project management capabilities have been created. Top executives and C-suit level become familiar with the weakness of core PM process. A new vision statement and north star created for improving the PM capabilities. After doing a gap analysis, several improvement initiatives have been made. The PMO was restructured and fit within the structure.

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**Client: Pasargad Energy Development Co (PEDC), April 2017- August 2017**

**Main Problems:**

PEDC is an integrated group with activities that span the entire value chain including exploration. PEDC is a holding company and there are several project-based companies are at subsidiaries. The EPMO decide to upgrade it's reporting system and transform to a new management information system.

**Solution and Consultancy Services provided:**

Assessed customer needs based on a business analysis process. Framing a new platform for PMO project management information system and upgrading BI. Conducting several training sessions for the project team, project managers and PMO members to become familiar with the new reporting system.

**Outcomes and values generated:**

PMO could have the ability to manage the portfolio via updated KPI and metrics. New ways to collect real data form project level has been captured and an effective decision support system was implemented.

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**Client: Iranian Central Oil Filed Company, November 2017, March 2018**

**Main Problems:**

the customer had several development oil field program and building gas pressure boosting stations in its portfolio. All the technical project works has been outsourced to engineering firms and contractors. The customer was interested in integrating some part of the engineering firm and contractor PMIS to its own to have more live data and reduce the data entry rework.

**Solution and Consultancy Services provided:**

a capacity and capability assessment has been done on customer and its vendor's PMIS in order to find the integration level. A product road map have been developed and a backlog of required features and functions was established. The integration layer and data feeding were successfully implemented.

**Outcomes and values generated:**

The customer C-level executives and PMO had this ability to improve their decision making process as the they have the ability to received refined project data in a shorter period. Several project dashboard has been developed to build a more realistic picture of portfolio. Communication became smooth between parties and the PMO team reached capability to produce required report with less paper work with live data.

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## ***Industry: Transportation, Rail and Road***

**Client: Iran Railways Company, April 2016, April 2018**

**Main Problems:**

The customer suffered from not having a central project management office. The whole planning and managing project were in ad hoc model and

**Solution and Consultancy Services provided:**

Design, build and run enterprise project management office: assess the current project management practice, build future vision statement, and gap analysis. Build a customized and upgraded project management methodology in waterfall and agile frameworks. Automate new process based on new PMIS. Consolidate project performance status data and build KPI and business intelligence portfolio supporting decision support.

**Outcomes and values generated.**

A structured way for defining, planning, and managing project related activities has been created. New process in project management designed and adapted based on real client needs.

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**Client: Abad Rahan Pars International Group, May 2013-August 2013**

**Main Problems:**

the customer have been awarded to construct 2 freeway named “ Pole Zal- Andimeshk and Roodbar-Manjil”. The speed of delivery was one critical success factor for customer. So a new and modern project management system was needed to meet the deadlines.

**Consultancy Services, Scope of Work**

An integrated risk management system was in placed to mitigate future problem and do not let them turn to issue. Having minimum of project issue means less delay in execution. So several training sessions on risk management topics was made to the stakeholder, team and external project team in engineering firms and contractor in order to make a common language and predict threats.

**Outcomes and values generated**

Both projects have been finished with a minimum of variance according to the schedule. I saw a mindset shift in accepting risk management and a cultural of openness for bringing future problems on the table without any fear.

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**Client: Hormozgan Providence Water and Wastewater Co. Jun 2015- June 2016**

**Main Problems:**

the demand of development projects specially in in water and wastewater infrastructure caused the customer had not any time to develop its project management system. So there were huge problem regarding managing and controlling project among stakeholders.

**Solution and Consultancy Services provided:**

A recovery plan has been designed and implemented. Several updates from initiating to closing project management process has been done. The PMO were empowered through more effective process and basic infrastructure. All project management and technical process redesigned and tried to delete wastes based on value mapping stream in Lean. Huge training was done to several internal and external stakeholders including vendors.

**Outcomes and values generated.**

The system became more stable. A common language in new way of working was established between stakeholders and external engineering firm and contractors. The new PMIS became more visible and useful. A customized PM methodology has been established so that stakeholder put their time and effort based and size, critically and strategically them of projects.

## ***Industry: Construction***

**Client: Iranian Atlas Company, Aug 2013- Aug 2014**

**Main Problems:**

The customer was intended to upgrade its project management system through effective project management methodology and increase its project practitioner awareness of modern project management.

**Solution and Consultancy Services provided:**

Assessed current project management weaknesses though analyzing organizational enables that can boost projects performance, effectiveness of project management procedures and process and project managers knowledge and skills. Prepared a future vision statement and did gap analysis. Designed improvement initiatives and run some new pilots.

**Outcomes and values generated.**

There was a shift in mindset of customer's project practitioners in way of working. A new PMO was set up to handle these new initiatives. A customized project management methodology was developed based on size and importance of projects.

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**Client: Padideh Shandiz Building and Construction Company, Nov 2017- Nov 2021**

**Main Problems:**

The customer was developing a large area of north city of Mashad in east of Iran for tourism purpose. There were a lot of number of engineering consultants and contractor working in parallel to build a new city with residential complex and shopping centers etc. a new governance model for managing program and projects was needed.

**Solution and Consultancy Services provided:**

An enterprise PMO was set up and built for managing and coordinating stakeholders through effective governance and project management methods with a well structured PMIS. The project management team supervised the PMO and made continues improvement for way of working specially for the project delivery method and managing stakeholders.

**Outcomes and values generated.**

The system shift from ad hoc to a well-designed governing PMO. Several PM methodologies was built to integrate and connect project management system of consulting engineering and contractors to the main PMO.



## ***Industry: Hospital and Health Care Project***

**Client: Bank Meli Iran (BMI), Main Hospital, Feb 2023- Present**

**Main Problems:**

Rapidly evolving technologies, along with demographic and economic changes, are expected to alter hospitals. BMI hospital executives is thinking to integrate digital technologies into traditional hospital services to truly create a health system without walls. So, the new CEO and board member has decided to run a transformation project to shift the Hospital to the next level of digitalization.

**Solution and Consultancy Services provided:**

A transformation program focus on digitalization set up. In phase one a huge training program in area of transformation and program and project management is being run to main stakeholders and team. In parallel way a strategic plan focusing on sustain the current capabilities, enhance capabilities in some area is under developing.

**Outcomes and values generated.**

This program is live. And the consulting team and internal rapid response team working together to build up the road map and nominated initiative and program components.

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**Client: Salamt Pasargad Co. May 2022- Present**

**Main Problems:**

The customer's mission was to build a city in Qom for 1026 bed hospital with facilities including hotel, medical universities, residential complex (for medical students) in 100 hectares. For this large program the customer was intended to set up and build a enterprise program management office to handle all project and program management initiatives in a directive mode.

**Solution and Consultancy Services provided:**

A rapid assessment has been done to find out what key are for developing program and project management activities are needed. The PMO charter was designed, lunched and approved by key stakeholders. Also, a development plan was prepared. Some basic trainings were conducted to build a general awareness among key stakeholder and team members.

**Outcomes and values generated.**

A basic infrastructure has been set up for developing program and project management. Top C-level executives found the importance of having an integrated project management system and PMO benefits.

## Experience Details (Project Management Training Provided )

### Summary of project management Training projects

| No. | Course                                     | Hours | Customer   | Date      |
|-----|--|-------|--|-----------|
| 1   | Organization Transformation Foundation     | 16    | Iran Mobile Telecommunication Company (MCI)            | Feb2023   |
| 2   | Fundamental of Portfolio Management        | 48    | Iran Industrial Management Institute                   | Feb2023   |
| 3   | Project Management, PMBOK 6 <sup>th</sup>  | 35    | CPG Pars Co.   | Jan 2023  |
| 4   | Project Management Simulation Workshop     | 16    | Mapna Group, MD 1 Co                                   | Dec 2022  |
| 5   | Project Management, PMBOK 7 <sup>th</sup>  | 48    | Pezhvak Energy Co.                                     | Nov 2022  |
| 6   | Building and running a value added PMO     | 32    | Salamt Pasargad Co.                                    | May 2022  |
| 7   | Project Management Simulation Workshop     | 16    | Iran Mobile Telecommunication Company (MCI)            | Dec 2021  |
| 8   | Project Management, PMBOK 7 <sup>th</sup>  | 42    | Samt o Soo Iranian Development Co.                     | Oct 2021  |
| 9   | Project Management, PMBOK 7 <sup>th</sup>  | 42    | Public Class.  | Sept 2021 |
| 10  | Key Derivers in Organizational Agility     | 1.5   | Public Webinar   | Sept 201  |
| 11  | Governance in Project Management           | 16    | Tehran Municipality, Housing and Urban Development Co. | Sept 2021 |
| 12  | Advanced Project Risk Management           | 16    | Public Class   | Jun 2021  |
| 13  | Modern Project Management, Basic Concepts  | 16    | Sheypoor Co.   | May 2021  |
| 14  | Project Management Simulation Workshop     |       | Petroleum Engineering and Development Company (PEDEC)  | Apr 2017  |
| 15  | Effective Project Risk Management          | 24    | Sepehr Energy Co                                       | Feb 2015  |
| 16  | Fundamental of Portfolio Management        | 32    |  | Feb 2015  |
| 17  | Best Practices in Program Management       | 32    |  | Jan 2015  |
| 18  | Project Management, PMBOK 5 <sup>th</sup>  | 48    | Iran Industrial Management Institute                   | Jan 2015  |
| 19  | Advanced Estimating Technique              | 8     | Mapna Locomotive Engineering and Manufacturing Co.     | Jan 2015  |
| 20  | Best Practices in Program Management       | 16    |  | Dec 2014  |
| 21  | Effective Project Risk Management          | 24    |  | Nov 2014  |
| 22  | Effective Communication on Projects        | 16    | Iran Industrial Management Institute                   | Nov 2014  |
| 23  | Strategic Project Management               | 32    |  | Sep 2014  |
| 24  | Preparation for PMI SP Exam                | 24    | Tavanir Co.  | July 2014 |
| 25  | Advanced Project Estimating Techniques     | 8     | Iranian Atlas Co.                                      | Apr 2014  |
| 26  | Effective Scope Management                 | 8     |  | Mar 2014  |
| 27  | Recovering Troubled Project                | 8     |  | Jan 2014  |
| 28  | Project Management Fundamentals            | 16    |  | Nov 2013  |
| 29  | Project Management Preparation for Success | 16    |  | Oct 2013  |
| 30  | Effective Project Risk Management          | 16    |  | Sept 2013 |
| 31  | EVM in Project Management                  | 8     |  | Sept 2013 |
| 32  | Preparation for PMP Exam                   | 40    | Sadad Informatics Corporation                          | Apr 2009  |

## ***Award and Public Speech***

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- Winer of the national award for best management consulting project. Received at International Council of Management Consulting Institutes conference (Asia Pacific Hub), April 2018, Tehran
- Speaker at 16<sup>th</sup> international project management conference, 14 Feb 2023, Tehran “moving from functional to real matrixed structure.”
- Speaker at Iran Project Management Institute June 2022, Tehran, “Best practice in program and portfolio management”
- Speaker at first PMO conference, December 2015, Tehran, “ How to implement a value added project management office”

## ***Skills& Expertise***

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### **Ability to coach, train and empower clients on various organizational project management, but not limited to:**

- Assess project management capabilities, design development roadmaps and improving plans.
- Design project management maturity model.
- Develop and deploy project, program, and portfolio management methodologies.
- Design and customize and tailor project management methodologies in traditional (plan-driven environments) and Agile.
- Design and build a value-added project management office, PMO charter, development plan, maturity models, coach PMO teams on various related topics.
- Design and monitor effective project risk management process, coaching the risk team on identifying, analyzing, and responding strategies.
- Coaching and mentoring on Agile (scrum, XP, lean) framework, their process, ceremonies, artifacts.
- Run effective program management practices and program benefit management.
- Helping project practitioners in business analysis process
- Transformation and change management topics.
- Assess project manager’s competencies finding gaps and prepare development plans (IDPs)
- Preparing and recommending project management improving proposals to revise current methods and procedures.
- Design and customize various project management curriculum and courses.
- Assisting in implementing approved recommendation and managing clients’ expectations.

### **Ability to prepare course contents and run training sessions on**

- General and advanced project management course in Predictive, Agile and Hybrid environment
- Project management from PMBOK 6th and 7th guide view
- Effectively managing small project
- Managing multiple projects
- Project estimating methods.
- Program and portfolio management
- Project risk and issue management
- Project procurement management across the project lifecycle
- Leadership, change and transformation management.
- Recovering trouble projects
- Business analysis and gathering business requirements.
- Preparation for PMI exams such as PMP, RMP,ACP,BA,PgmP,PfMP.

## *Key Interpersonal Skills*

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- Coordinating with others
- Negotiating skills
- Problem solving
- Teamwork
- Resiliency and adaptability
- Actively listening

## *Languages*

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**English:** Upper Intermediate, Speak fluently.

**Persian:** Native

## *References*

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Orlando Casabonne

- CEO of Learnplance, LinkedIn profile: <https://www.linkedin.com/in/orlandocasabonne/> Phone: 00491605510836

Himanshu Kumar

- CEO of TenStep Inc, LinkedIn Profile <https://www.linkedin.com/in/himanshu-kumar-b763a31/> Phone: 00119732048773