

Project Management Competences for meeting Business goals

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26 February 2015

IPMA's Vision



Competent and
Performing
Project and Programme
Management
is recognized and
applied as
**the way to deliver
beneficial change**
in all sectors of industry,
government and society.

IPMA Leading The Way

History

- Founded 1965 as a Non-Profit-Organisation
- Legally registered in Switzerland (Legislation)
- INTERNET until 1994

Worldwide

- 60 member associations
- Promotor for International Project Management
- IPMA World Congress

Services

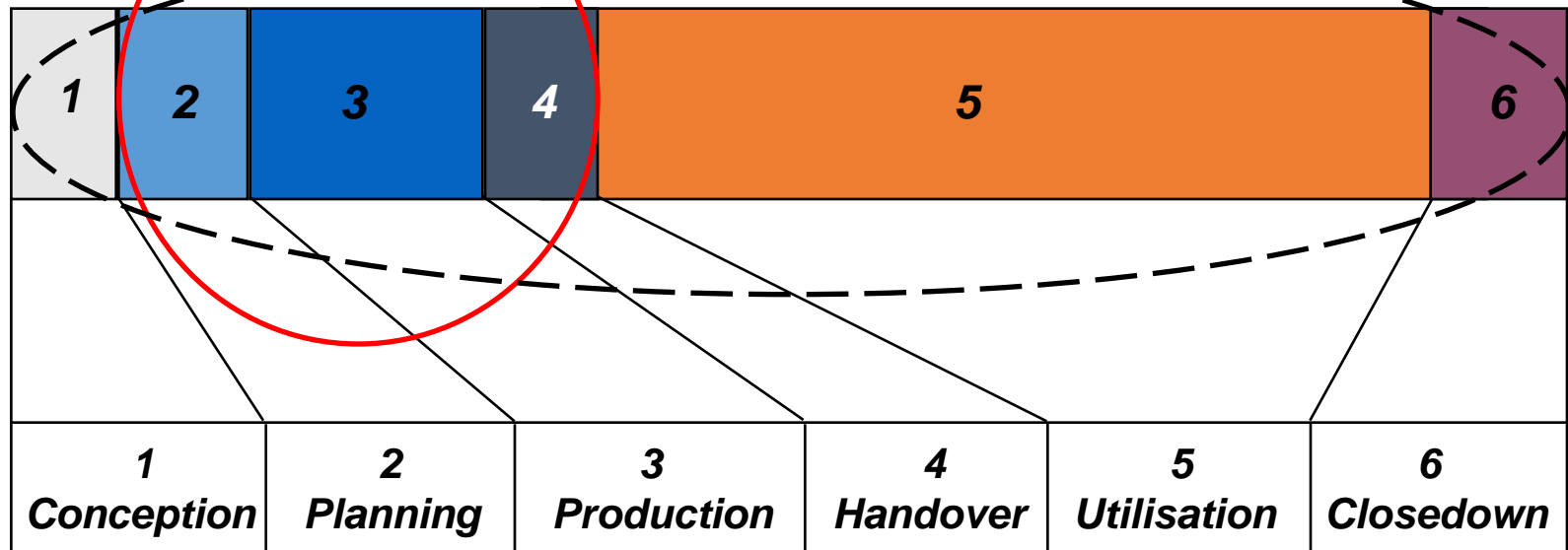
- Quality standard for certifications
- ICB – IPMA Competence Baseline
- IPMA Young Crew / Expert Seminars / Advanced Courses / Research / Events / Journals



Project Success

Scope of project management success

Scope of project success



Project Management & Project Leadership

YESTERDAY



TODAY

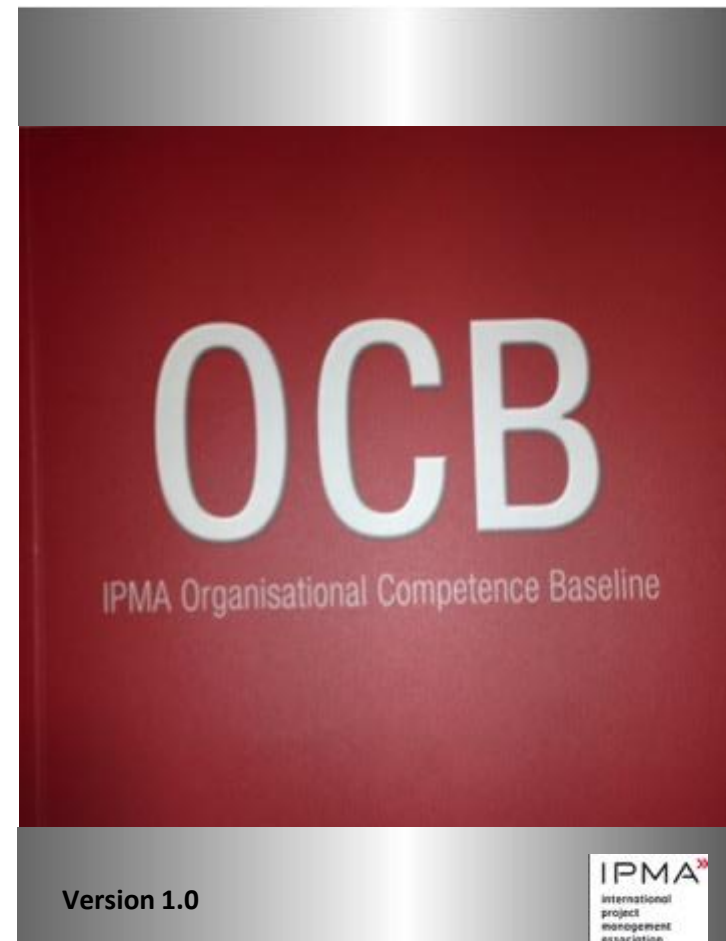


<http://appel.nasa.gov>

Competenze dei Project Manager



Competenze delle Organizzazioni

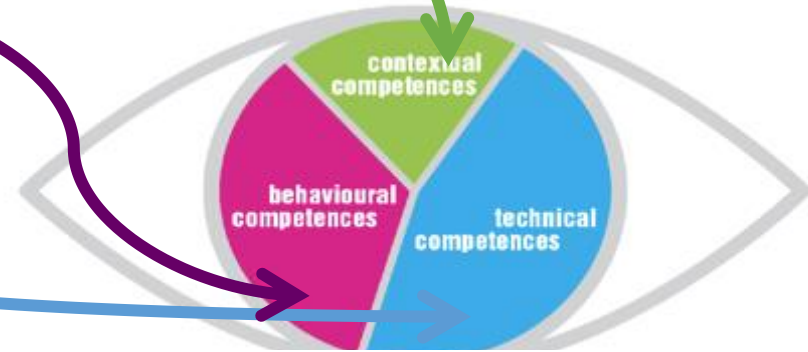


- 1.01 Project management success
- 1.02 Interested parties
- 1.03 Project requirements & objectives
- 1.04 Risk & opportunity
- 1.05 Quality
- 1.06 Project organisation
- 1.07 Teamwork
- 1.08 Problem resolution
- 1.09 Project structures
- 1.10 Scope & deliverables
- 1.11 Time & project phases
- 1.12 Resources
- 1.13 Cost & finance
- 1.14 Procurement & contract
- 1.15 Changes
- 1.16 Control & reports
- 1.17 Information & documentation
- 1.18 Communication
- 1.19 Start-up
- 1.20 Close-out

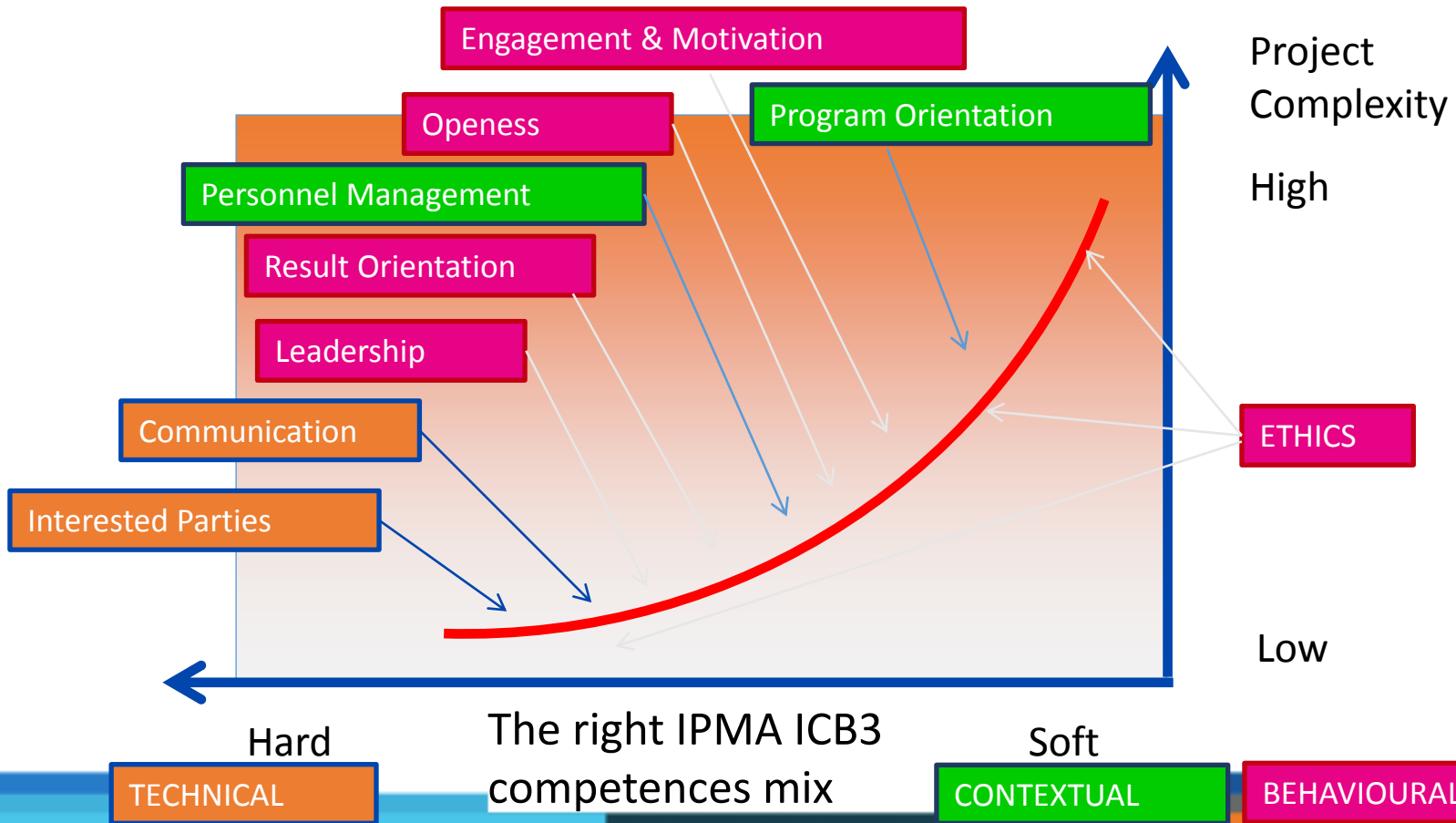
- 2.01 Leadership
- 2.02 Engagement & motivation
- 2.03 Self-control
- 2.04 Assertiveness
- 2.05 Relaxation
- 2.06 Openness
- 2.07 Creativity
- 2.08 Results orientation
- 2.09 Efficiency
- 2.10 Consultation
- 2.11 Negotiation
- 2.12 Conflict & crisis
- 2.13 Reliability
- 2.14 Values appreciation
- 2.15 Ethics

- 3.01 Project orientation
- 3.02 Programme orientation
- 3.03 Portfolio orientation
- 3.04 Project, programme & portfolio implementation
- 3.05 Permanent organisation
- 3.06 Business
- 3.07 Systems, products & technology
- 3.08 Personnel management
- 3.09 Health, security, safety & environment
- 3.10 Finance
- 3.11 Legal

The eye of competence



Project Manager Challenges through Project Complexity



The right IPMA ICB3 competences mix

- 2.01 Leadership
- 2.02 Engagement & motivation
- 2.03 Self-control
- 2.04 Assertiveness
- 2.05 Relaxation
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Business Oriented

BEHAVIOURAL

CONTEXTUAL

- 1.05 Quality
- 1.06 Project organisation
- 1.07 Teamwork
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- 1.09 Project structures
- 1.10 Scope & deliverables
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IPMA 4 Level Certification System

True, Role-Based Certification



Table 3.12 *Weighting of competence ranges at IPMA Levels A, B, C and D*

Competence ranges	IPMA Level A %	IPMA Level B %	IPMA Level C %	IPMA Level D %
Technical	40	50	60	70
Behavioural	30	25	20	15
Contextual	30	25	20	15

The knowledge and experience requirements depend on the levels as well.

Competenze delle Organizzazioni



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Organisation's external context

Organisation's internal context

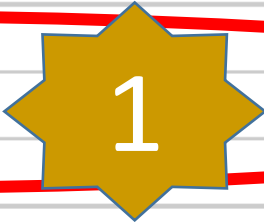


Results of research on standards

... biggest challenges in next 5 years

2014 IPMA Survey

Answer Choices	Responses	
Developing skilled project managers	59.70%	277
Validating the competences of project managers	40.52%	188
Project manager recruiting	15.73%	73
Developing skilled program managers	40.73%	189
Integrating project, program and portfolio management into the organization	64.01%	297
Project, program, portfolio maturity levels	41.81%	192
Developing skills project portfolio managers	33.19%	154
Simplifying the project environment	42.24%	196
Applying more automation to projects, programs and portfolios	33.19%	154
Total Respondents: 464		



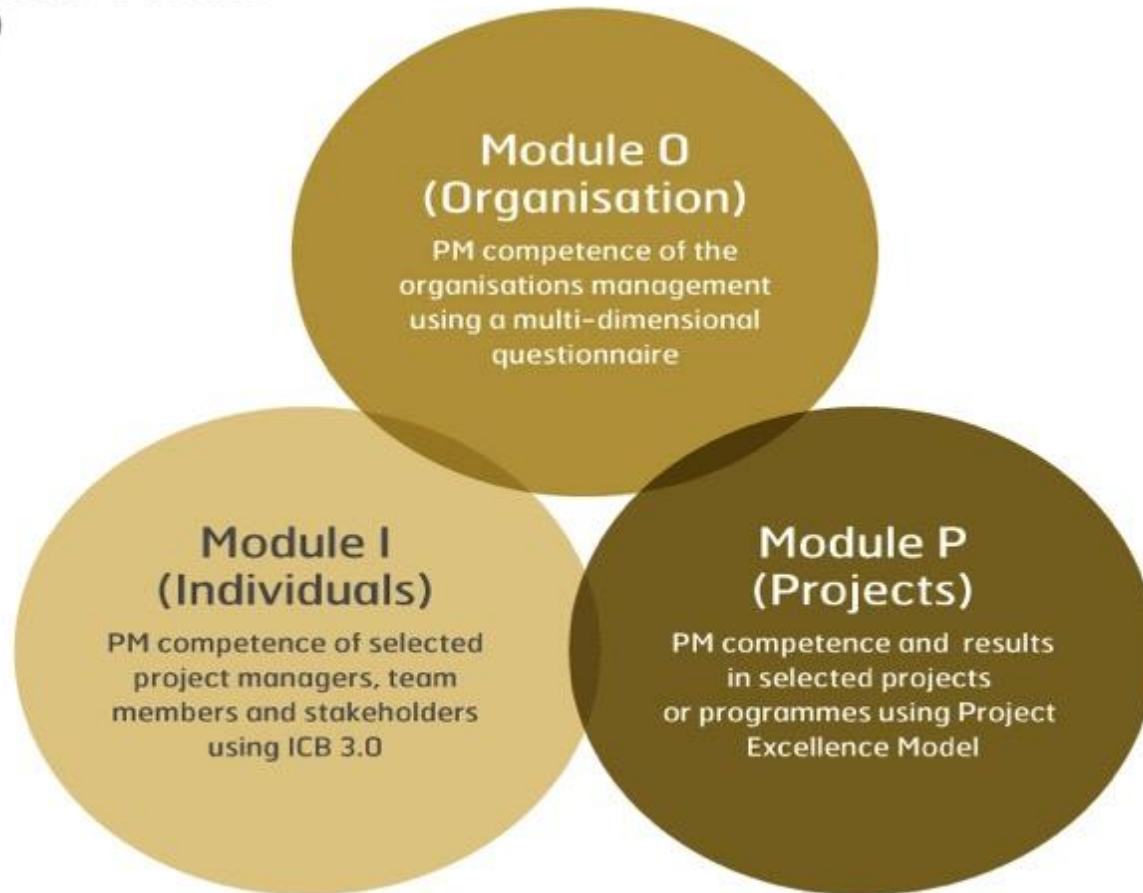
the first project management assessment
for the entire organisation

IPMA DELTA 
UP TO THE NEXT DIMENSION >>

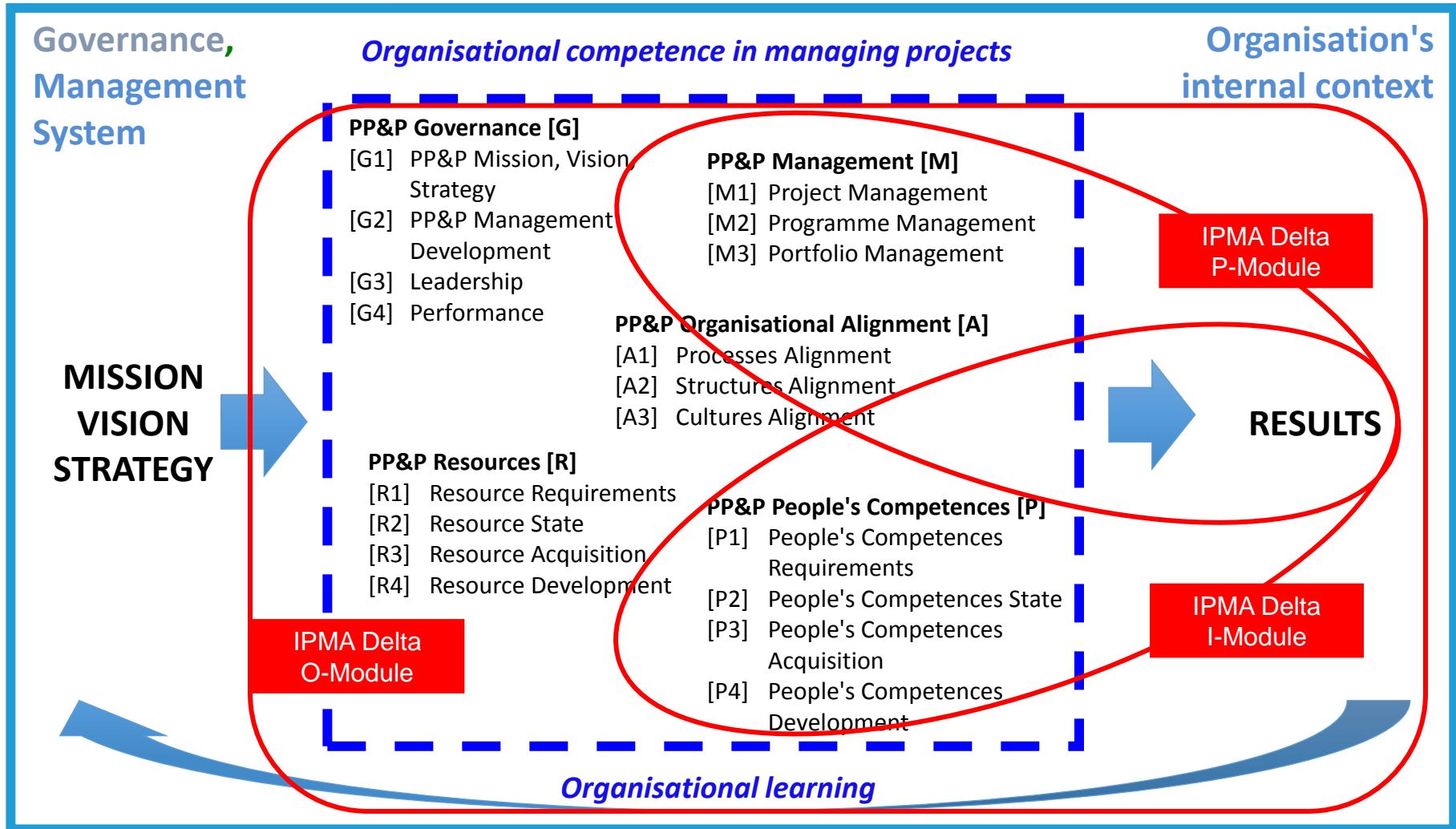
a product of

IPMA
international project management

The IPMA Delta-Model (I/P/O-Modules)



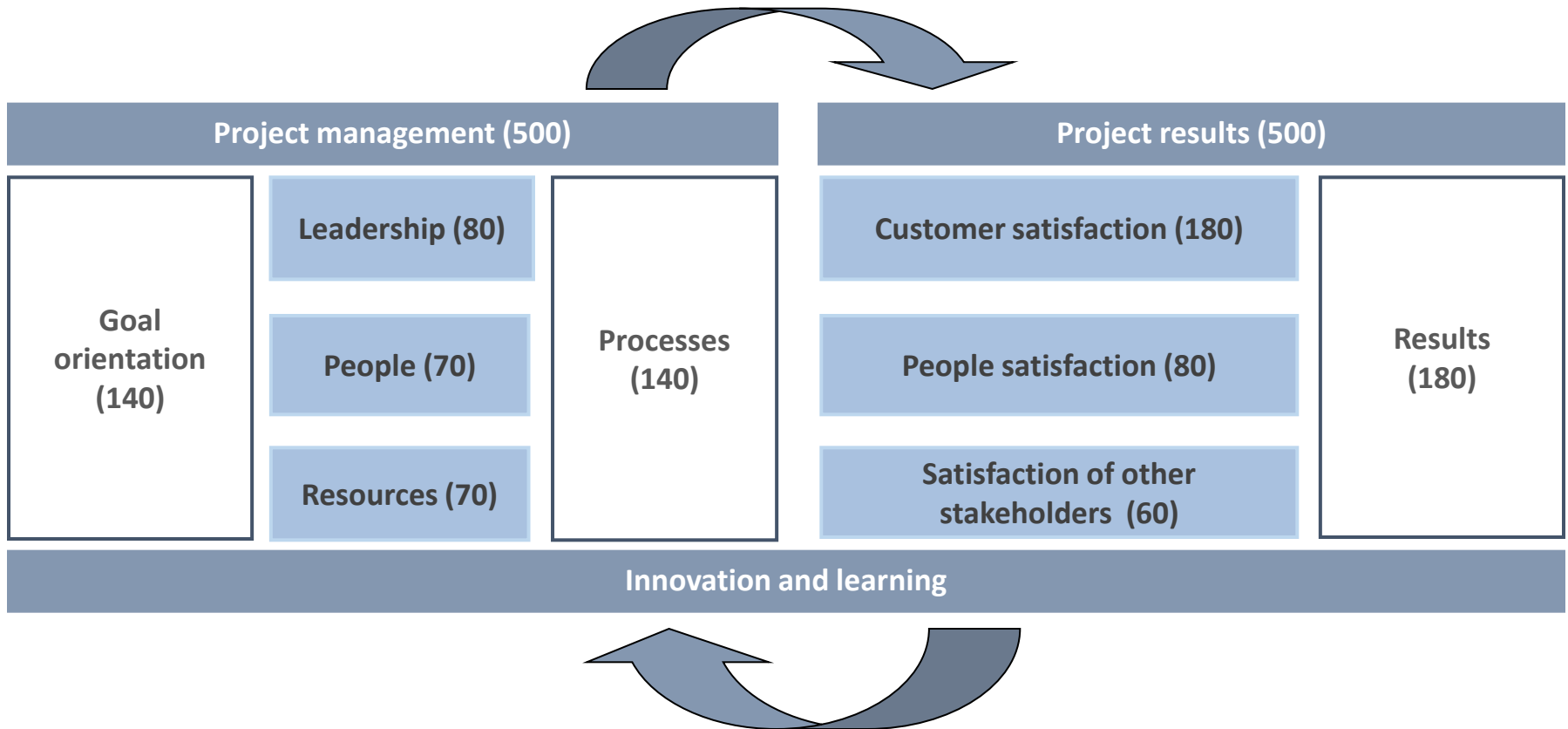
Organisation's external context



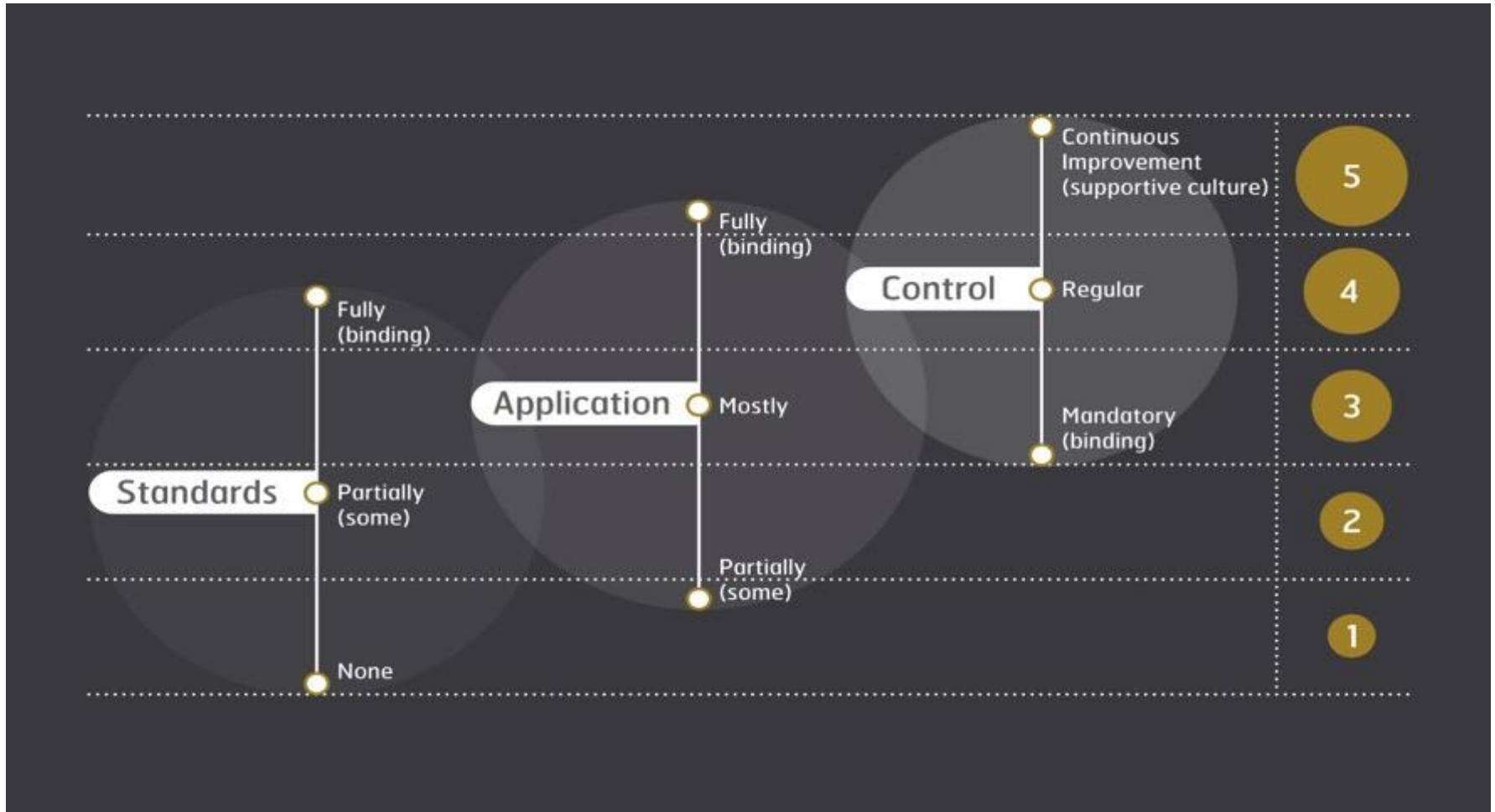
A2 – Structural Alignment - Key Questions

- ✓ Does the organisation provide standards for aligning structures in PP&P (e.g. interface diagram, description of roles and responsibilities, and tailoring concepts)?
- ✓ Does the organisation ensure that organisational functions and roles in PP&P are aligned with functions and roles of internal parties (e.g. delivery, support, leadership functions)?
- ✓ Does the organisation ensure that organisational functions and roles in PP&P are aligned with functions and roles of external parties (e.g. customers, regulators, and partners)?

PROJECT EXCELLENCE (1,000)



IPMA Delta® Competence Classes
Areas for Proof



PROJECT MANAGEMENT FROM A **360°** PERSPECTIVE



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