

Moving forward

Innovazione e Project Management  
Stato dell'arte e un'analisi nel settore Automotive  
Torino, 20 aprile 2018



# IPMA

## Gli Standard di Riferimento e le Certificazioni

Giuseppe Pugliese – Direttore della Certificazione IPMA Italy

# CHI è IPMA®

International Project Management Association

ANIMP  
+30  
anni

1965

Promoting  
competence  
throughout society  
to enable a world  
in which  
all projects  
succeed.

IPMA  
Italy

+70  
Paesi

# IPMA®

# 50 years

# IPMA Italy

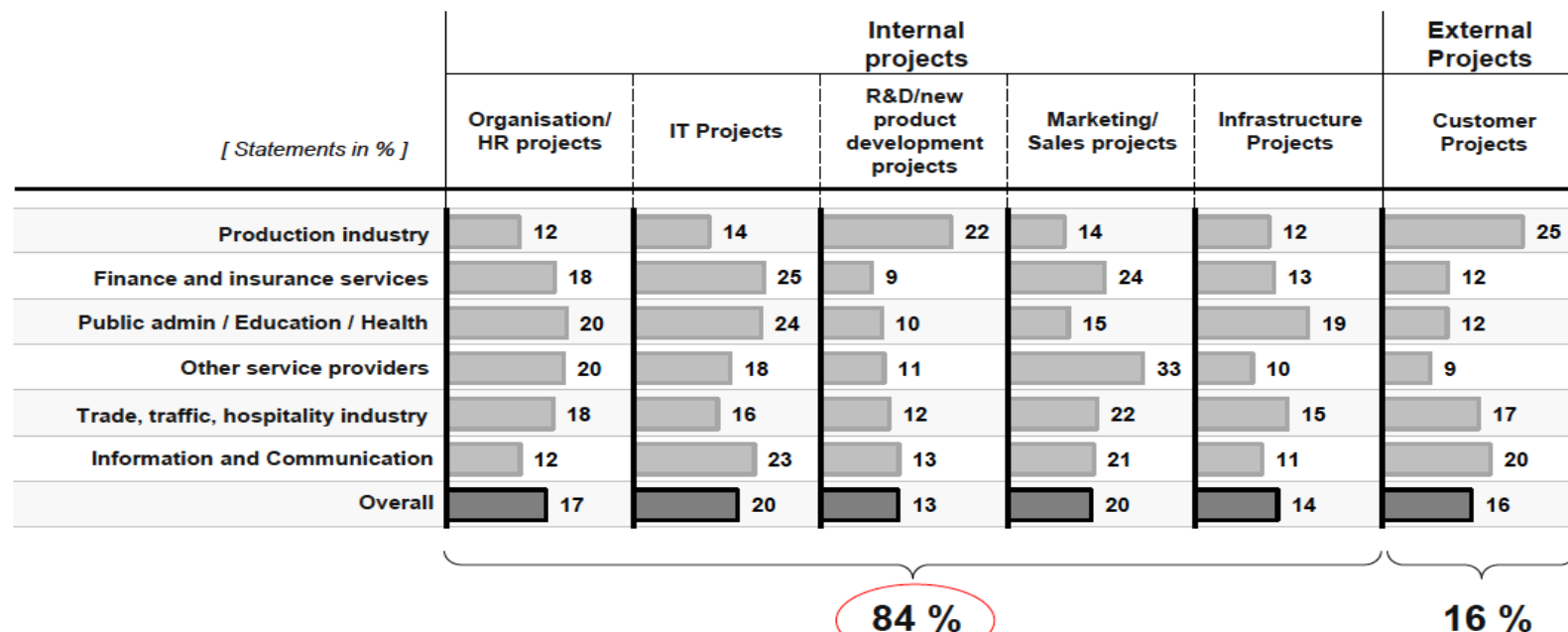


IPMA ITALY è l'evoluzione della sezione Project Management di ANIMP (Associazione Nazionale di Impiantistica), Member Association di IPMA in Italia

- + di 1000 soci
- + di 2000 Professionisti Certificati
- + di 6000 giornate/discente di formazione nelle aree del PM

Dal 2000 ANIMP ha l'esclusiva per la Certificazione IPMA® su territorio nazionale.

## Internal projects have a share of 84% in Germany



> Most projects are internal projects. The more visible external projects only account for 16% of all projects

## Projectification in Germany: Sector-specific results

Economic sectors	Share on GDP	Share of working time by projects			Increase	
		2009	2013	2019 F	2009 to 2013	2013 to 2019
Producing industry (without construction)	26,1	35,7	41,9	47,3	17,2	12,9
Public Admin, Education, Health	18,1	11,6	17,8	21,4	54,3	19,9
Trade, traffic, hospitality	15,6	29,8	42,0	58,6	41,2	39,6
Real estate*	11,1	2,0	2,0	2,0	0,0	0,0
Corporate service providers*	10,7	60,0	60,0	60,0	0,0	0,0
Construction industry*	4,6	80,0	80,0	80,0	0,0	0,0
Other service providers	4,1	16,6	23,0	28,7	38,6	24,6
Finance and Insurance providers	4,1	17,9	23,0	26,7	28,5	15,8
Information & Communication	4,7	30,8	37,7	45,8	22,4	21,5
Agriculture, Forest, Fishing*	0,9	4,0	4,0	4,0	0,0	0,0
Germany Overall	100,0	29,3	34,7	41,3	18,4	19,0

[ \* Estimations ]

Date in %;

The overall values were weighted corresponding to the share of the economic sector on the gross domestic product;

F = Forecast

- › **Construction (80 %)** has the highest share of project work followed by Corporate service providers (60 %).
- › The **lowest share** of project work is in Agriculture, Forest and Fishing industry (4 %) and Real Estate business (2 %).
- › Even supposedly „project distant“ sectors as **Public Administration** show a share of nearly 20 %.
- › The **Public Sector** shows the **highest increase** in projectification over the last years (54,3 %).

# Results of IPMA research on standards...

... biggest project management challenges in next 5 years

1 - INTEGRATING PROJECT-PROGRAMME-PORTFOLIO  
MANAGEMENT INTO ORGANIZATIONS

2 - DEVELOPING SKILLED PROJECTS MANAGERS

3 - SIMPLIFY THE PROJECT ENVIRONMENT



Developing skilled project managers	59.79%	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	64.81%	297
Project, program, portfolio maturity levels	41.38%	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

IPMA Survey 2014. 580 respondents. 54 Countries



Moving forward



# IPMA Standards

Moving PM competence forward

**IPMA**<sup>®</sup>  
international  
project  
management  
association

# ICB

**Get  
Certified**

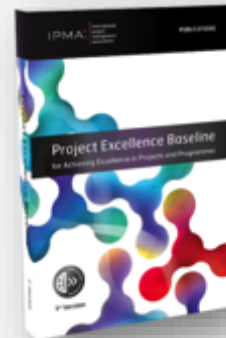


**ICB  
For Individuals**  
Built for People Working  
in Projects, Programmes and  
Portfolios



# PEB

**Get  
Recognized**

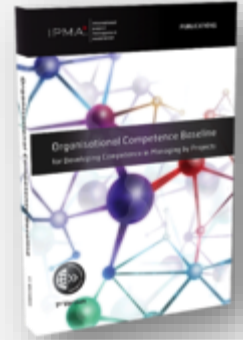


**PEB  
For Projects**  
Built for Achieving Excellence  
in Projects and Programmes



# OCB

**Get  
Results**



**OCB  
For Organizations**  
Built for Developing  
Competence in  
Managing by Projects







# GOVERNANCE

# IPMA Delta Assessment supports continuous development

## Initial

The achievements of Project Management are at a personal level. There are individuals who perform well, but PP&P performance is coincidental. The organisation has no formal PP&P standards, structures and processes in place

## Defined

There are partially defined PP&P standards, structures and processes in place which are partially applied in the organisation

## Standardised

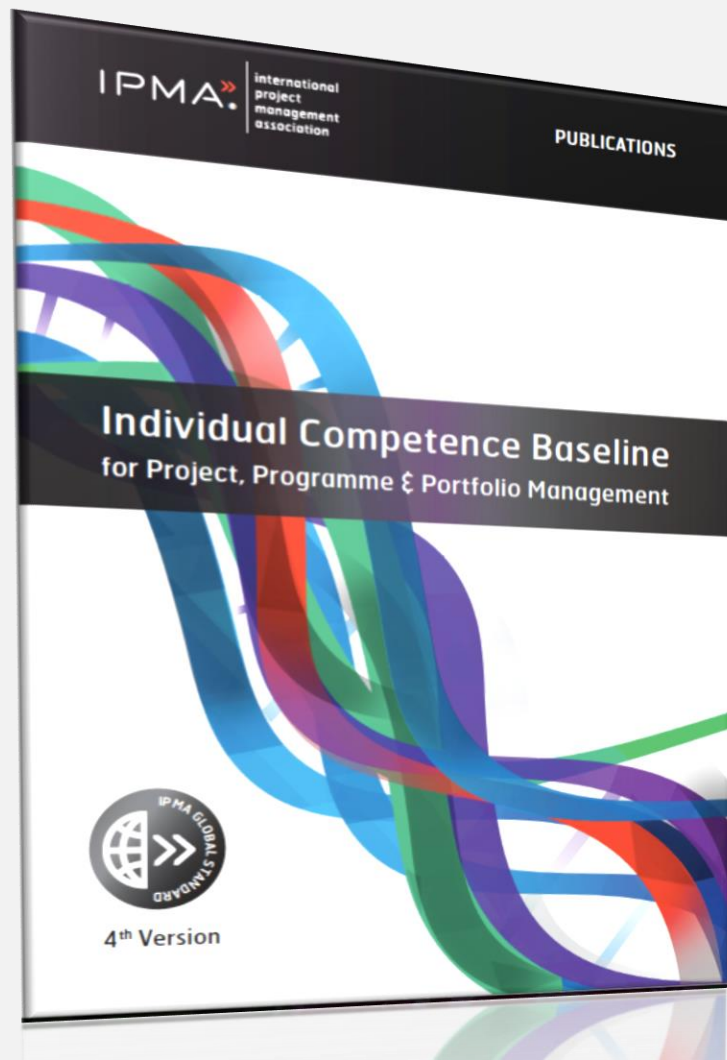
There are fully defined PP&P standards, structures and processes in place which are mostly applied throughout the organisation

## Managed

There are fully defined PP&P standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls

## Optimising

There are fully defined PP&P standards, structures and processes in place which are fully applied throughout the organisation, which the Management actively controls and continuously improves.



**PERSONE**

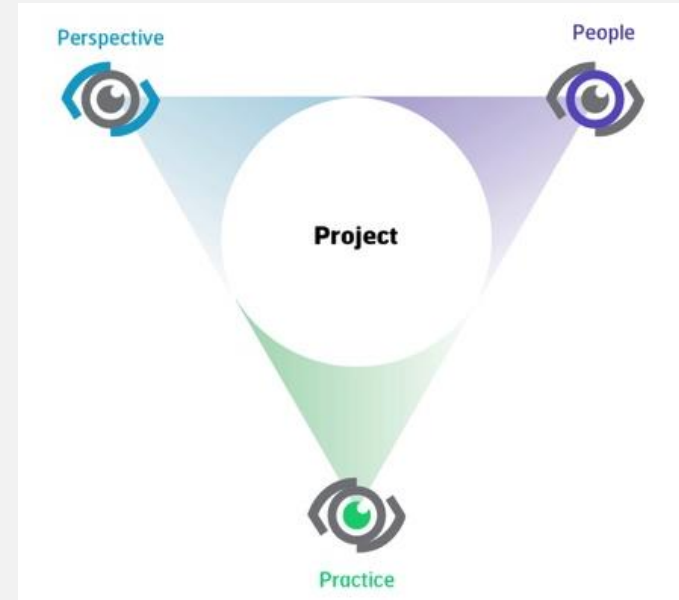
# ICB4 – IPMA Individual Competence Baseline Standard IPMA

**E' una professione**

**Ne definisce i profili  
professionali**

**Standard Globale**

## Le Competenze in Project Management





Perspective	Strategia
	Governance, strutture e processi
	Conformità, standard e norme
	Poteri e interessi
	Cultura e valori

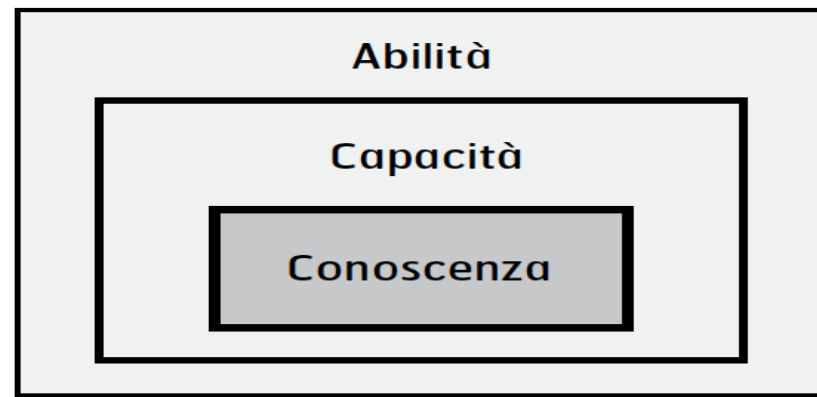


People	Autodisciplina
	Integrità personale e affidabilità
	Comunicazione personale
	Relazioni e coinvolgimento
	Leadership
	Lavoro di squadra
	Conflitti e crisi
	Ingegnosità e Intraprendenza
	Negoziiazione
	Orientamento ai risultati

Practice	Impostazione del progetto
	Requisiti e obiettivi
	Ambito
	Tempo
	Organizzazione e informazione
	Qualità
	Gestione economico-finanziaria
	Risorse
	Approvvigionamenti e Partnership
	Pianificazione e controllo
	Rischi e opportunità
	Stakeholder
	Cambiamento e trasformazione



**3 Aree 28 CE 131 KCI**



La competenza individuale  
consiste nell'applicazione di  
**conoscenza, capacità e  
abilità**

allo scopo di ottenere i  
risultati desiderati  
(definizione IPMA – ICB4)



# SISTEMA INTERNAZIONALE DI CERTIFICAZIONE IPMA

**A**

Certified Projects Director

**B**

Certified Senior Project Manager

**C**

Certified Project Manager

**D**

Certified Project Management Associate

# Take-away

Attenzione a generalizzare e costruire modelli su esperienze limitate.

Non è una gara di velocità.  
La cosa più importante è la direzione.

Esiste la “giusta dose” di Project  
Management per ciascuna dimensione di azienda.

# GRAZIE PER L'ATTENZIONE!

giuseppe.pugliese@animp.it

## DOWNLOAD STANDARD E DOCUMENTI

### ICB4 INDIVIDUAL COMPETENCE BASELINE

[http://ipma.it/ipma\\_/index.php/richiedi-l-icb4-ipma-italy-individual-competence-baseline](http://ipma.it/ipma_/index.php/richiedi-l-icb4-ipma-italy-individual-competence-baseline)

### OCB ORGANIZATIONAL COMPETENCE BASELINE

[http://ipma.it/ipma\\_/index.php/certificazioni-ipma/certificazione-per-le-aziende](http://ipma.it/ipma_/index.php/certificazioni-ipma/certificazione-per-le-aziende)

### IPMA DELTA - ASSESSMENT ORGANIZZAZIONI

[http://ipma.it/ipma\\_/images/PDF\\_certificazione/IMPAGINATO\\_DELTA\\_BROCH\\_ok2\\_web.pdf](http://ipma.it/ipma_/images/PDF_certificazione/IMPAGINATO_DELTA_BROCH_ok2_web.pdf)

### GUIDA ALLA CERTIFICAZIONE IPMA 2018

[http://ipma.it/ipma\\_/index.php/certificazioni-ipma/certificazione-individuale-dei-project-manager/introduzione-alla-certificazione-ipma](http://ipma.it/ipma_/index.php/certificazioni-ipma/certificazione-individuale-dei-project-manager/introduzione-alla-certificazione-ipma)

### CALENDARIO FORMAZIONE 2018

[http://animp.it/animp\\_/index.php/formazione/programma-corsi-2018](http://animp.it/animp_/index.php/formazione/programma-corsi-2018)