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Organisational Competence in Project Management
new perspectives for managing multiple projects

Dipl.-Ing. Dipl.-Kfm. Reinhard Wagner

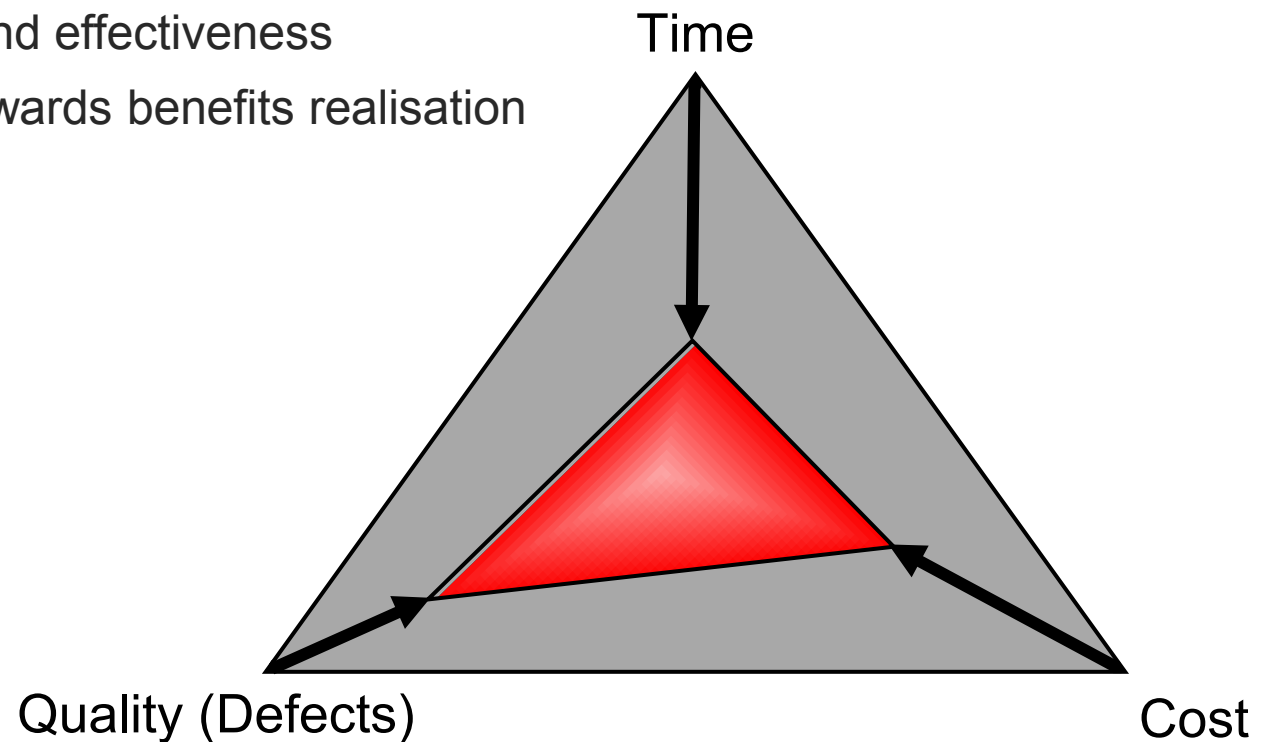
Reinhard Wagner

- CEO of *Shift* Consulting AG
- Degrees in Electrical Engineering as well as Business Administration in Munich/Bavaria and Houston/Texas
- More than 27 years of experience in various managerial functions with special focus on the automotive industry
- Since 10 years Consultant, Trainer & Coach for Project and Multiple Projects Management in various industries
- Adjunct Professor for Project Management in the „Master of Engineering“ at the University of Applied Sciences Augsburg
- Since 6 years Senior Vice President „R&D / International affairs“ of GPM Deutsche Gesellschaft für Projektmanagement e.V.
- Vice President (elect) „R&D / Awards“ of IPMA International Project Management Association
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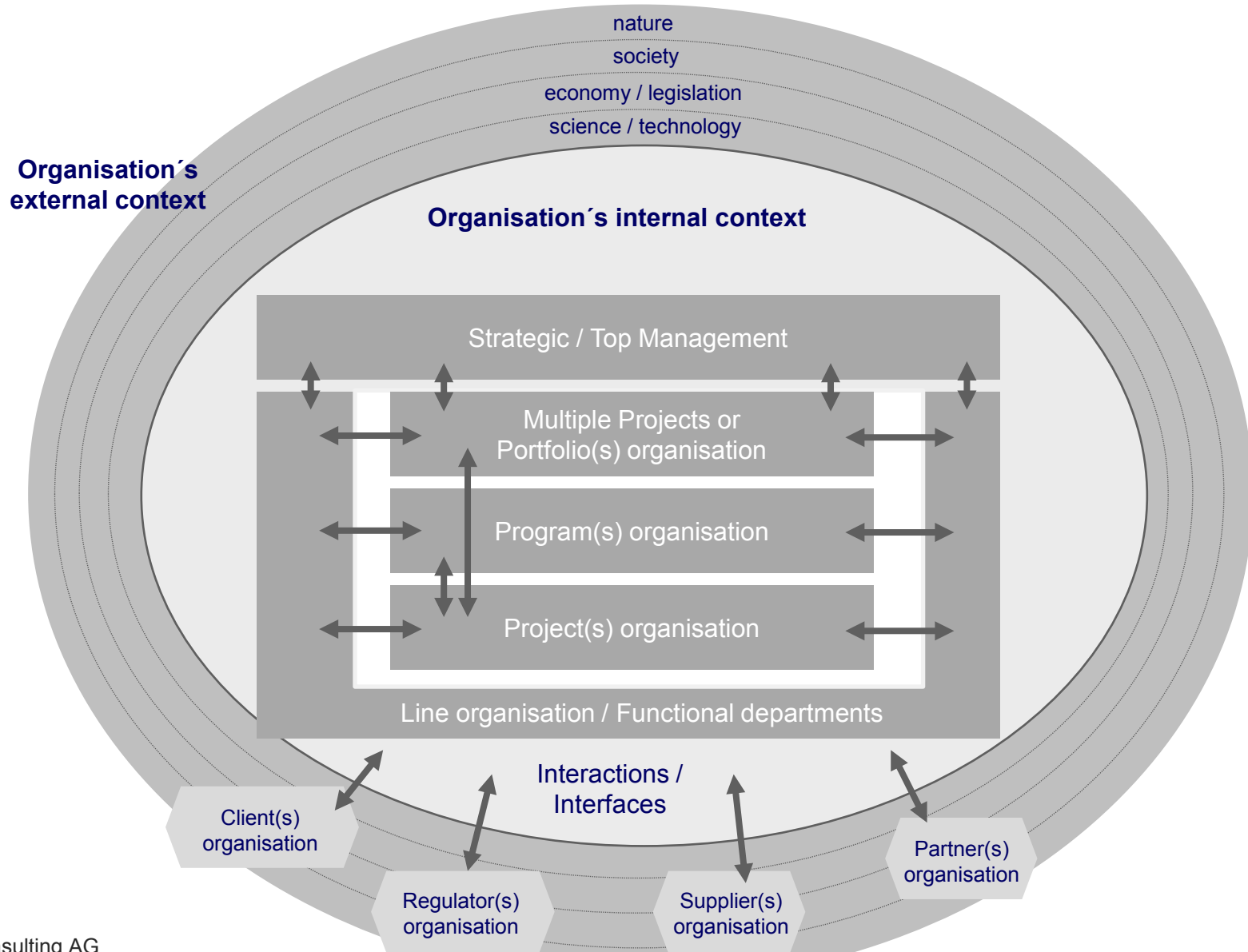


Challenges in project management

- Increased complexity (project context & content)
- Reduced “time to market”
- Increased pressure on cost
- Increased quality requirements
- Need for efficiency and effectiveness
- High expectations towards benefits realisation
- ...

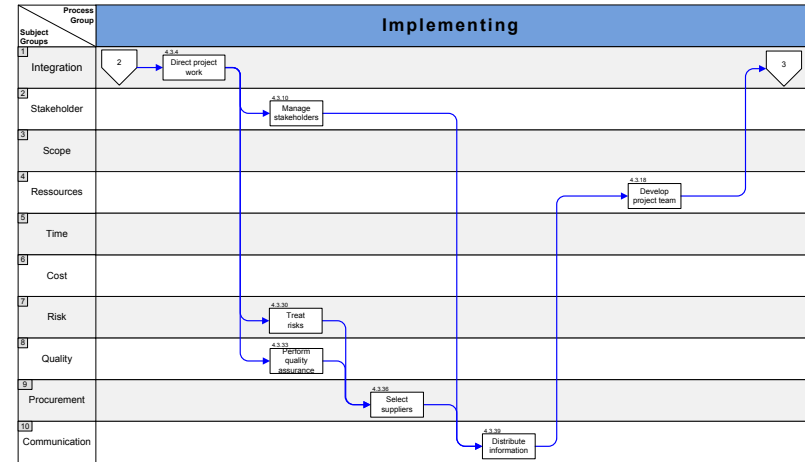


Projectmanagement means to deal with an increasing organisational complexity



Best practice PM is not sufficient

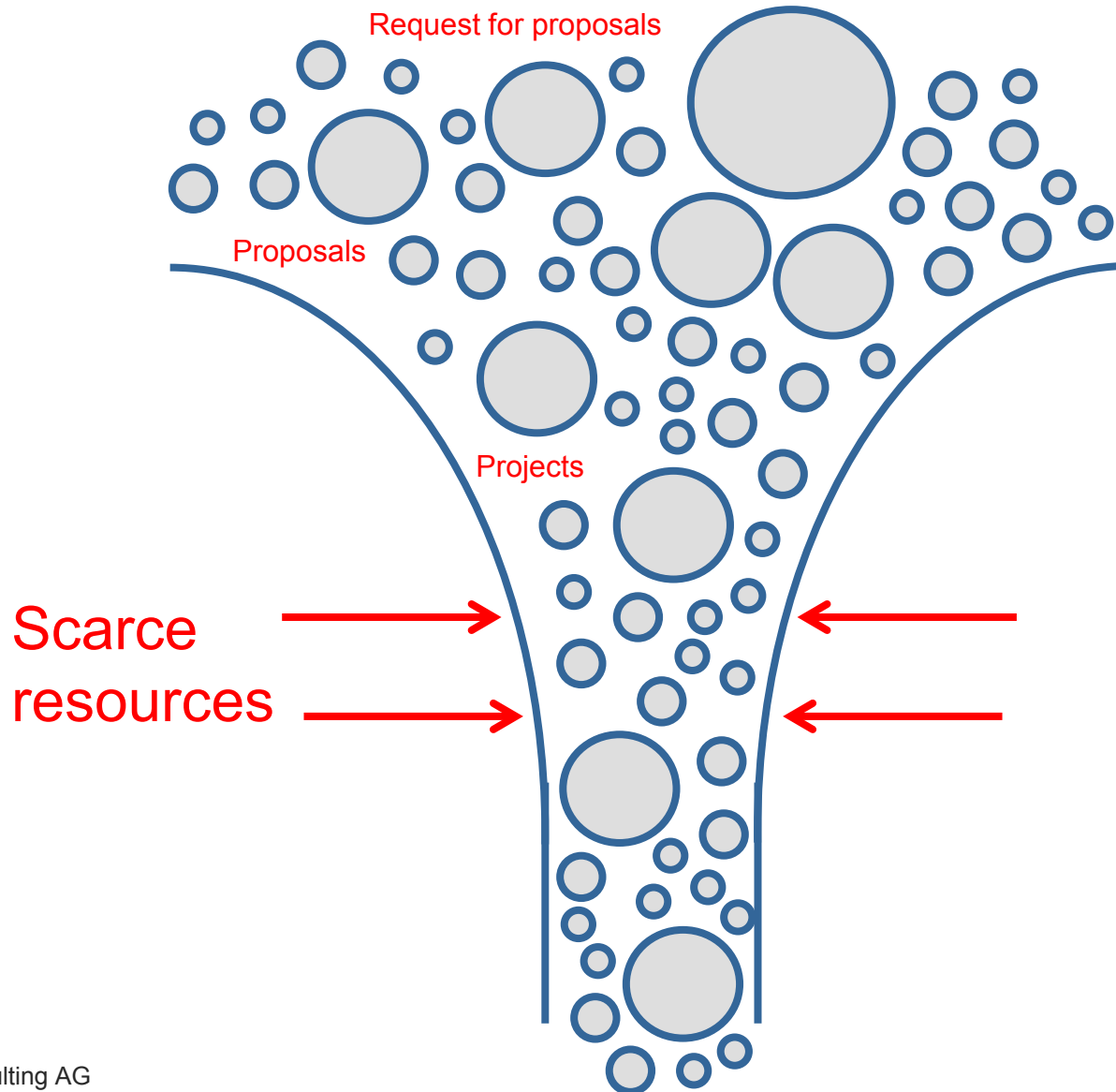
Subject groups	Process groups				
	Initiating	Planning	Implementing	Controlling	Closing
Integration	4.3.2 Develop project charter	4.3.3 Develop project plans	4.3.4 Direct project work	4.3.5 Control project work 4.3.6 Control changes	4.3.7 Close project phase or project 4.3.8 Collect lessons learned
Stakeholder	4.3.9 Identify stakeholders		4.3.10 Manage stakeholders		
Scope		4.3.11 Define scope 4.3.12 Create work breakdown structure 4.3.13 Define activities		4.3.14 Control scope	
Resource	4.3.15 Establish project team	4.3.16 Estimate resources 4.3.17 Define project organization	4.3.18 Develop project team	4.3.19 Control resources 4.3.20 Manage project team	
Time		4.3.21 Sequence activities 4.3.22 Estimate activity durations 4.3.23 Develop schedule		4.3.24 Control schedule	
Cost		4.3.25 Estimate costs 4.3.26 Develop budget		4.3.27 Control costs	
Risk		4.3.28 Identify risks 4.3.29 Assess risks	4.3.30 Treat risks	4.3.31 Control risks	
Quality		4.3.32 Plan quality	4.3.33 Perform quality assurance	4.3.34 Perform quality control	
Procurement		4.3.35 Plan procurements	4.3.36 Select suppliers	4.3.37 Administer procurements	
Communication		4.3.38 Plan communications	4.3.39 Distribute information	4.3.40 Manage communications	



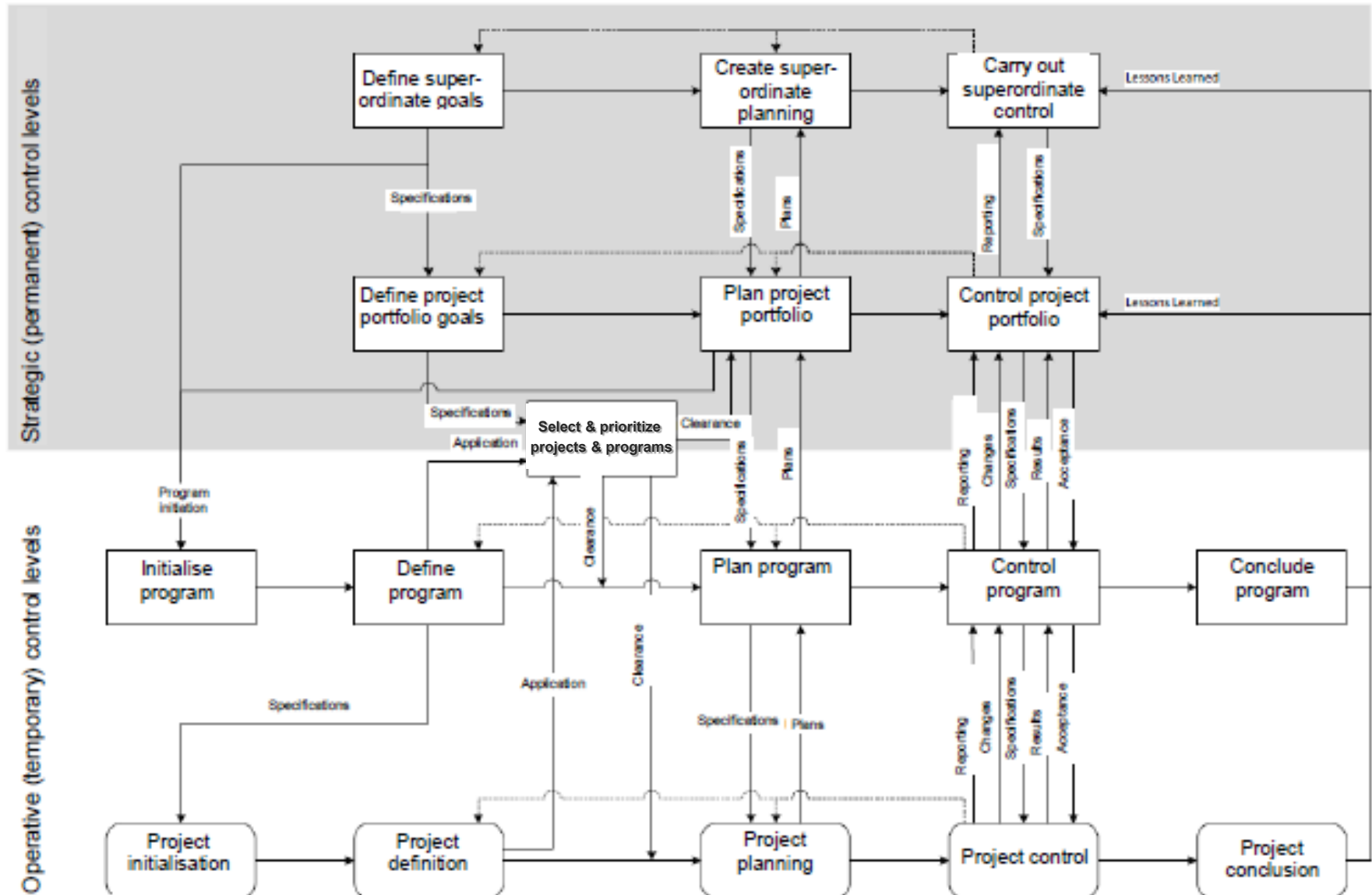
Not all process interactions are depicted in the figure. The arrows represent one logic sequence of processes and it is up to some combination of the organization, project manager, project management team, and project team to decide what processes are required and in what sequence. Any process may be repeated.

Source:
ISO 21500:2012
Process model

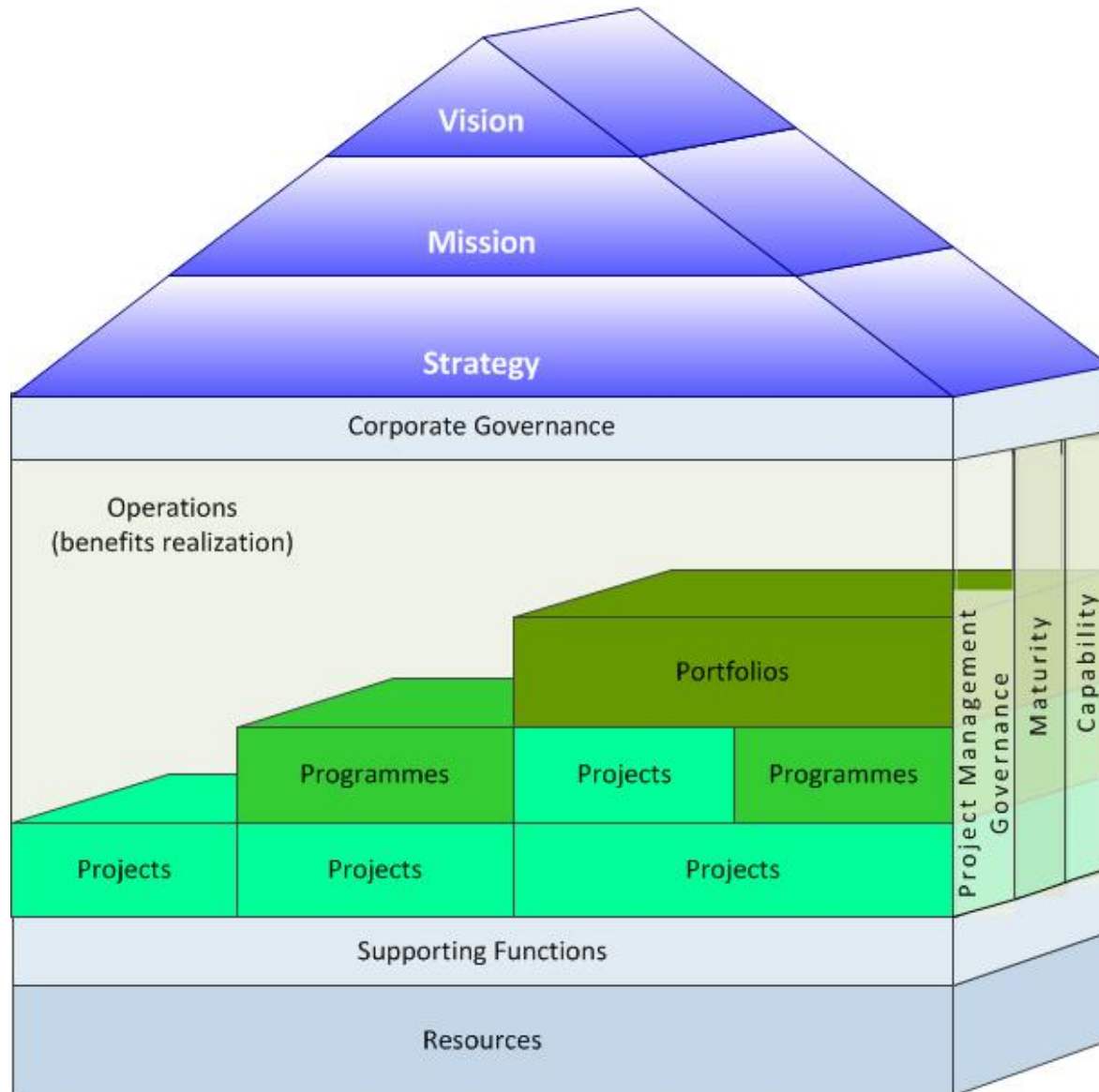
Multiple Projects Management means segmentation, selection & prioritisation



E DIN 69909-2:2012 MPM Process Model

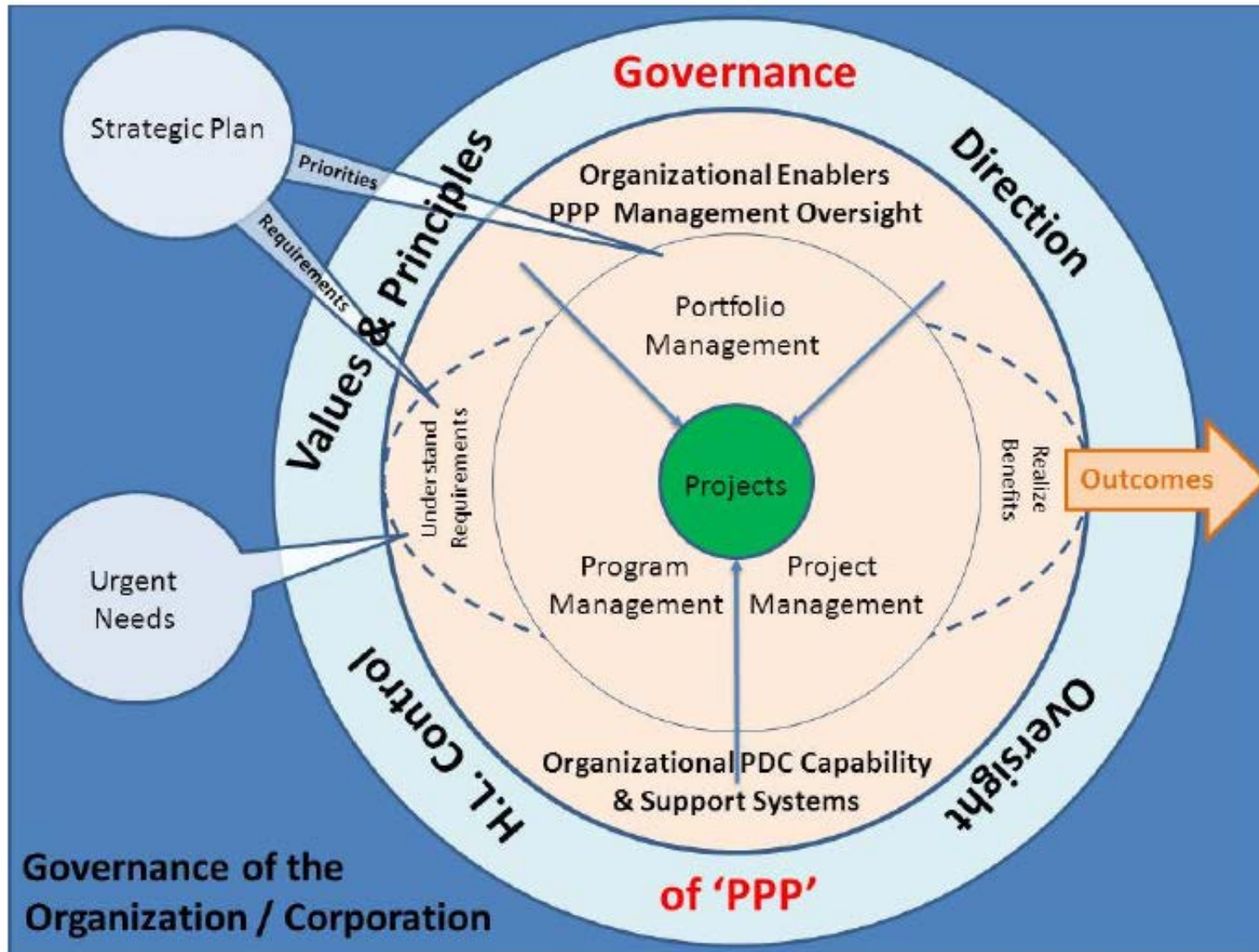


A framework for PPP Management



Source:
ISO/TC258 TDG

Governance and Management Systems



Source:
Pat Weaver &
ISO/TC258 SG1
PPP Governance

Competence – revealing new perspectives

Competence is the ability to perform a specific task, action or function successfully. Incompetence is its opposite. (Wikipedia. The Free encyclopedia)

A competence is a collection of knowledge, personal attitudes, skills and relevant experience needed to be successful in a certain function. (IPMA, ICB 3.0)

Competences are abilities in a certain area that individuals, groups of people, organisations, certain sectors or the entire society possess (Motzel, PM Lexikon)



Organisational competence!? We believe one of the key factors in the 21st century

Core competences: the collective learning in the organization, especially how to coordinate diverse production skills and integrate multiple streams of technologies. (Prahalad/Hamel, 1990, p.82 in Harvard Business Review 66)

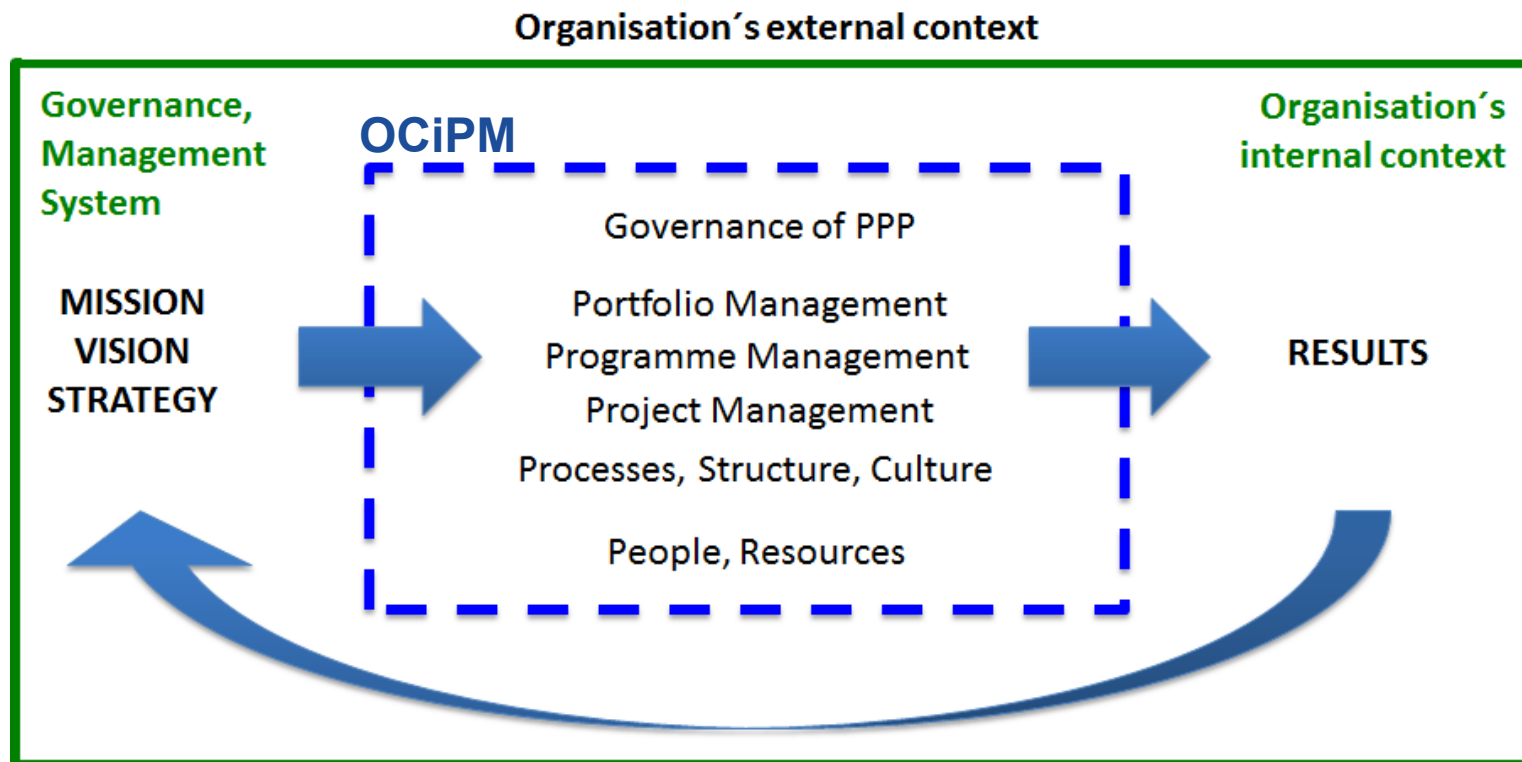
differentiated skills, complementary assets, and routines that provide the basis for a firm's competitive capacities and sustainable advantage (Teece et al, 1990, p.28)

Organisational competence: An organisation's internal capability to reach stakeholder-specific situation-dependent goals, where the capability consists of the situation-specific combination of all the possible individual-based, structure-based and asset-based attributes directly manageable by the organisation and available to the organisation in the situation (Taatila, 2004, p.88)

Dynamic competences: the firm's ability to integrate, build and reconfigure internal and external resources and competencies to address rapidly changing environments (Teece et al, 1997, p.516)

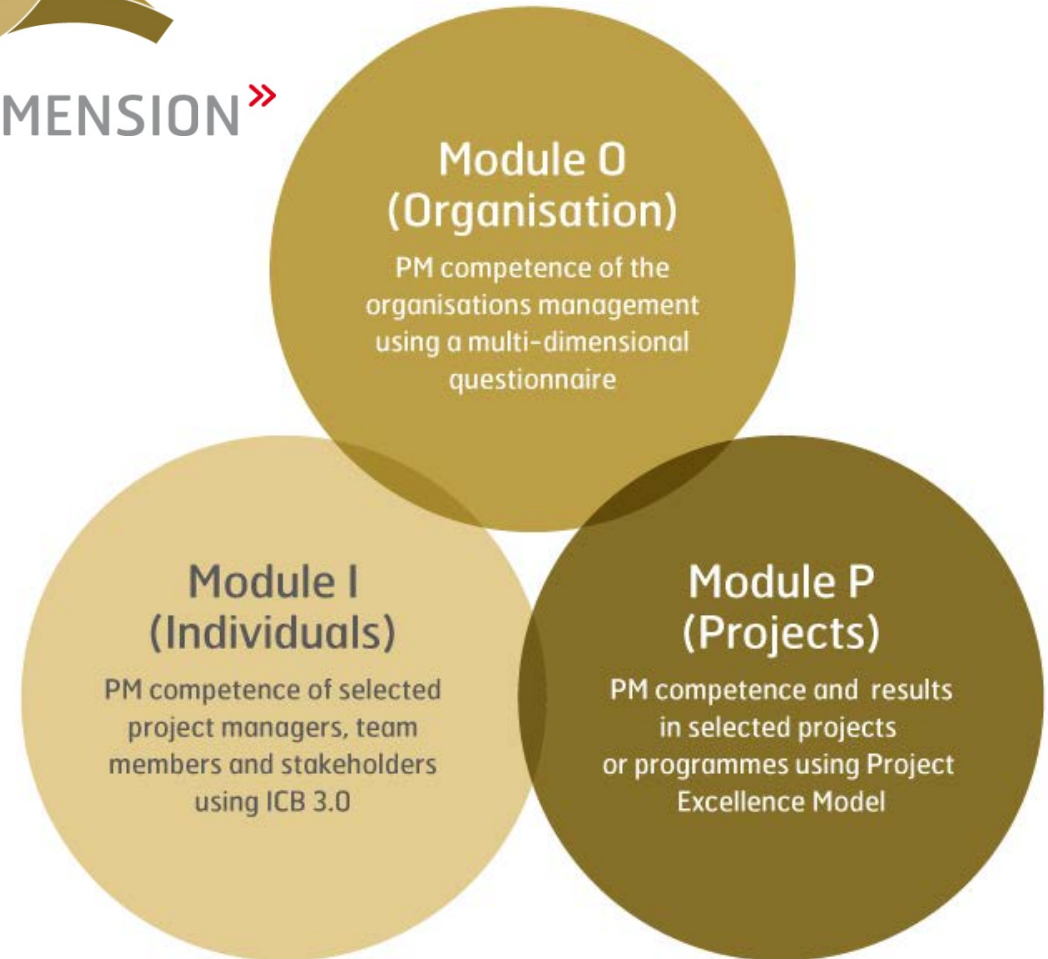
OCiPM Organisational Competence in Project Management – a definition

The ability of an organisation to integrate people, resources, processes, structures and cultures in projects, programmes and portfolios within a supporting governance & management system. It is specifically aligned with mission, vision & strategy of the organisation and intended to achieve results as well as to ensure continuous organisational development

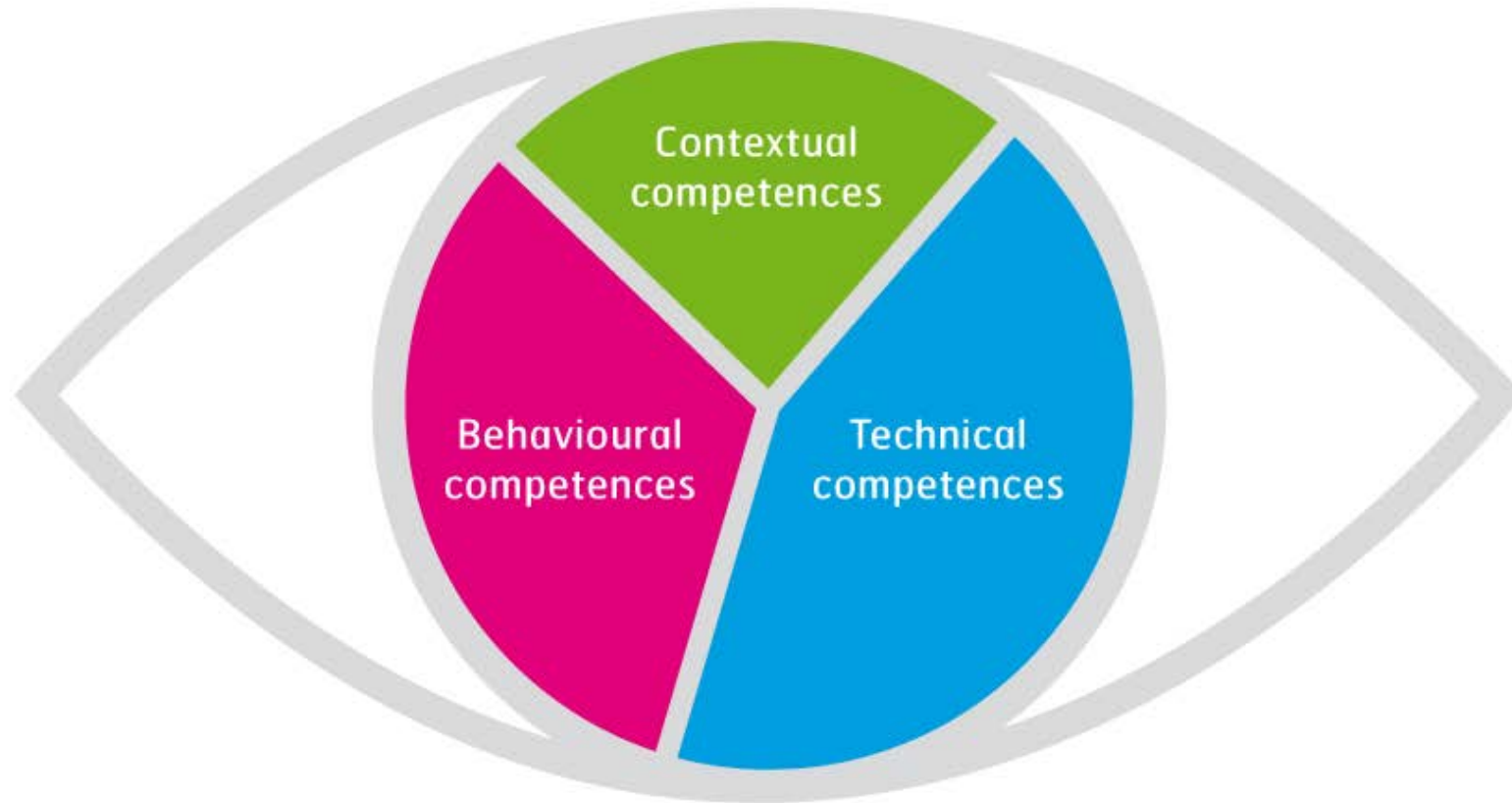


IPMA DELTA[®]

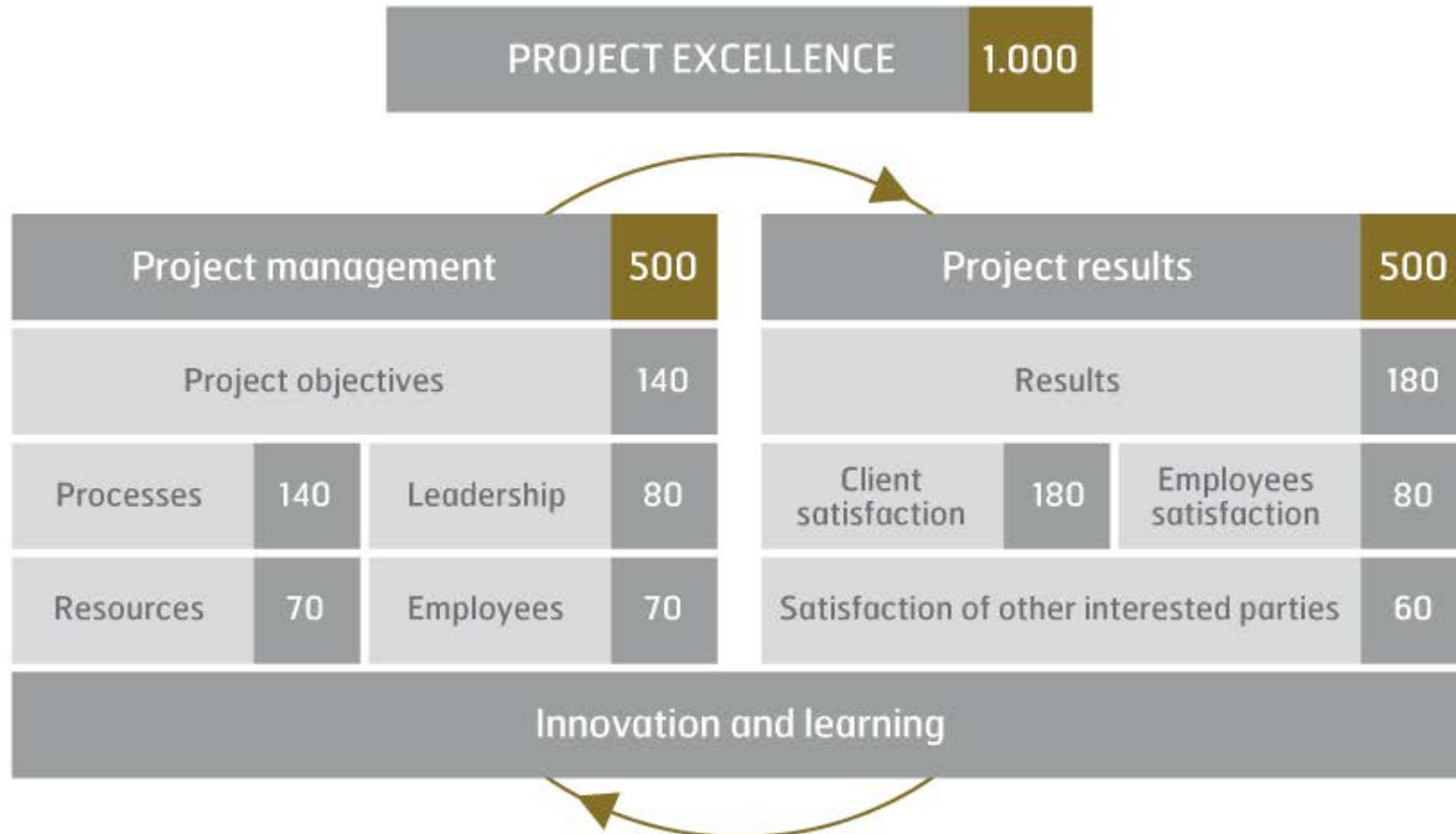
UP TO THE NEXT DIMENSION >>



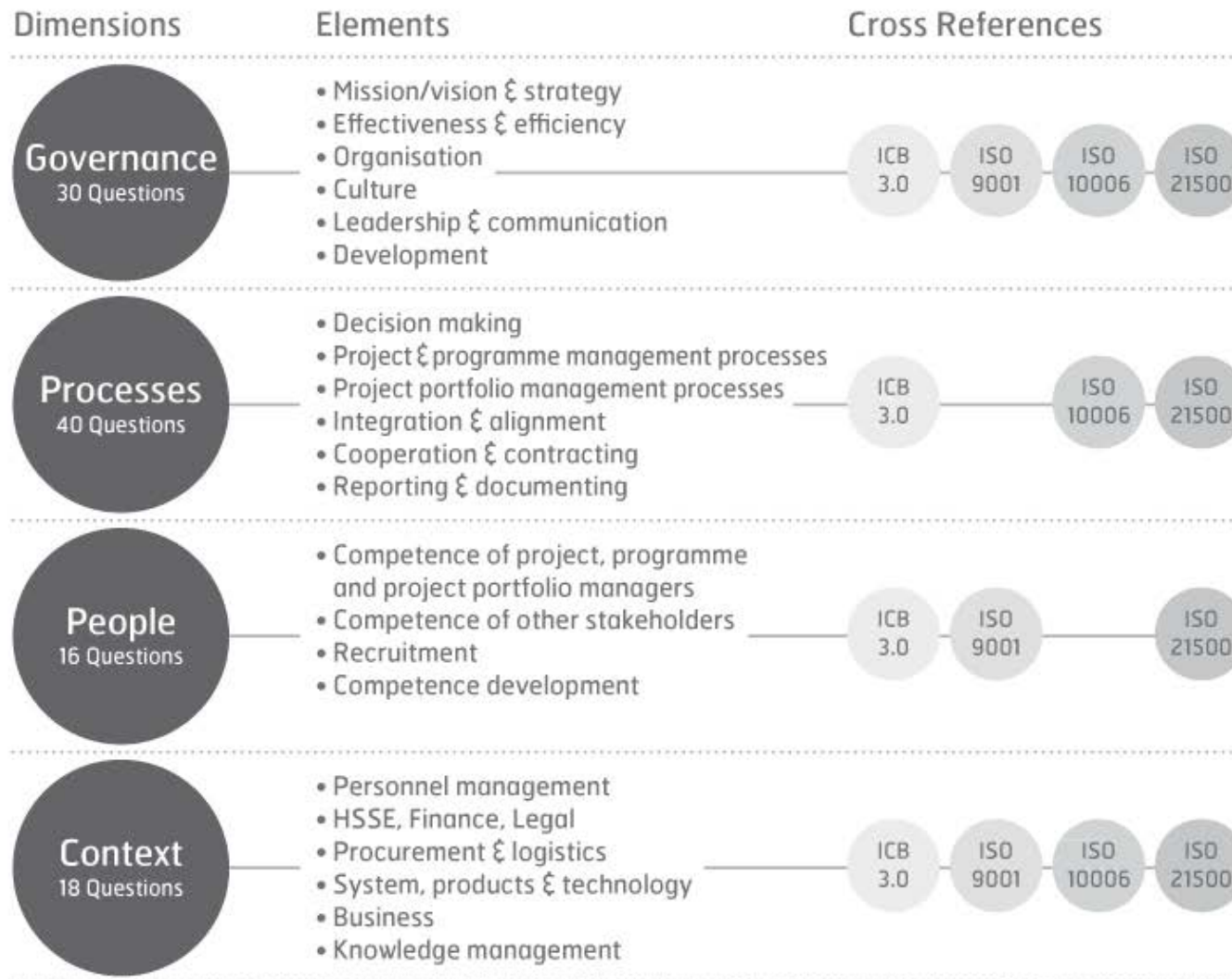
IPMA Competence Baseline (for individuals)



The Project Excellence (Award) Model



The O-Module of IPMA Delta



IPMA Delta Competence Classes 1- 5

5

Optimising

There are fully defined PM standards, structures and processes in place which are fully applied throughout the organisation, which the management actively controls and continuously develops.

4

Managed

There are fully defined PM standards, structures and processes in place which are fully applied throughout the organisation, which the management actively controls.

3

Standardised

There are fully defined PM standards, structures and processes in place which are mostly applied throughout the organisation.

2

Defined

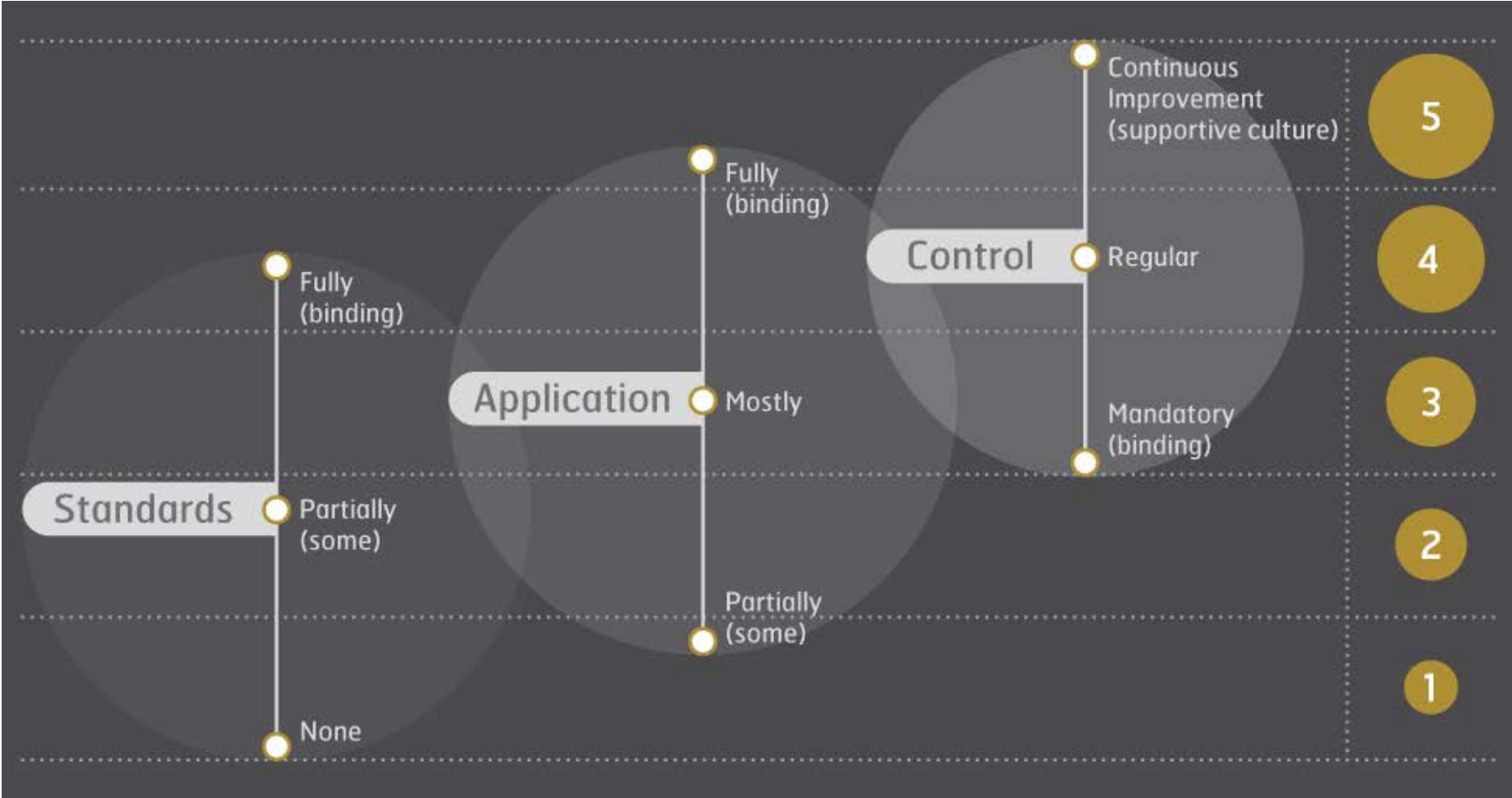
There are partially defined PM standards, structures and processes in place which are partially applied in the organisation.

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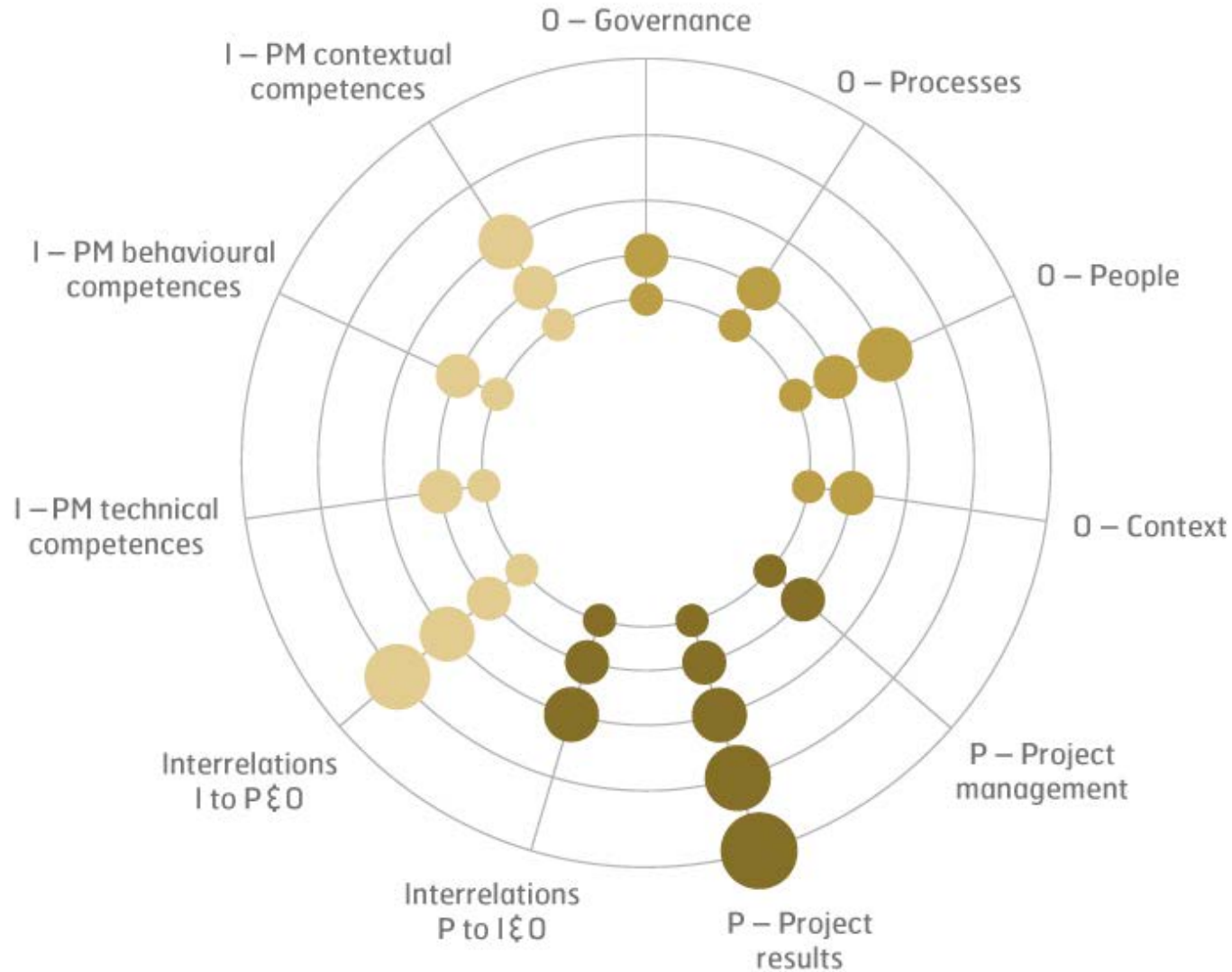
Initial

The achievements of project management are at a personal level. There are individuals who perform well, but performance is coincidental. The organisation has no formal PM standards, structures and processes in place.

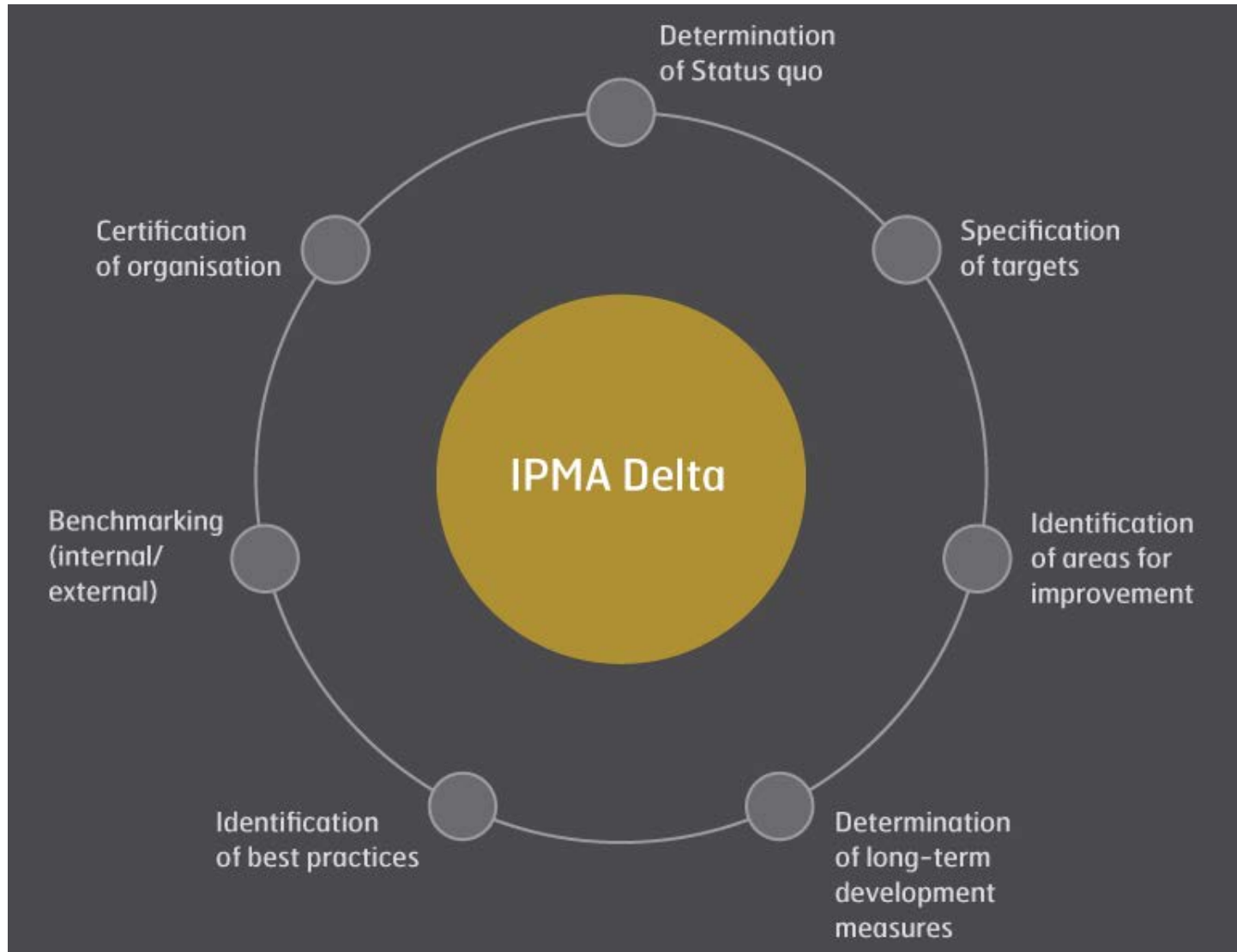
and evidence organisations need to show



Example: IPMA Delta assessment results



Some reasons for an IPMA Delta assessment



Questions & Answers

Thanks for your attention!

Questions?

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