Supercharge Your Project Performance

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Agenda

- Projects in 2007 – The skills needed to succeed
- The Profession
- Tools and Standards
- Certification Options
- Conclusion

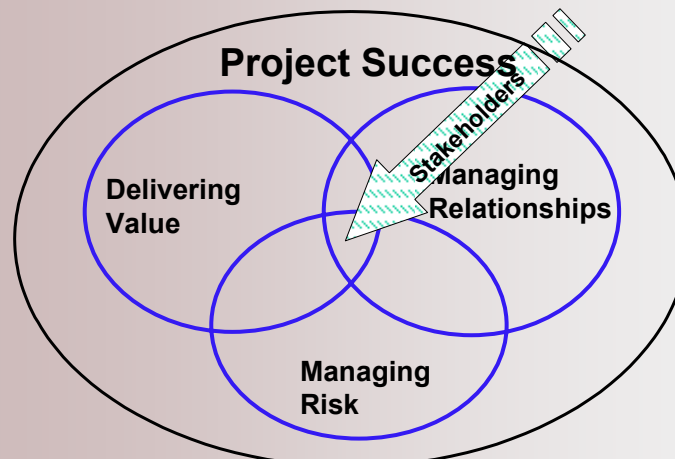2 LearnX 2007 mosaic

This Section

- Project Management Success and Skills
  - Craft
  - Art
  - 3rd Dimension = 'wisdom'
- Accidental -v- Aspirational (career) PMs
- How Organisations & The Profession can help

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Three elements of project success

Project Success

Delivering Value

Stakeholders

Managing Relationships

Managing Risk
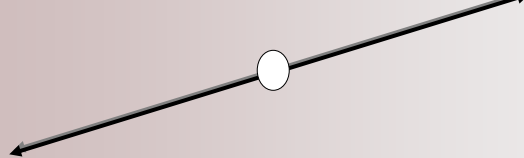
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The *Craft* of PM

Dimension 1
"CRAFT" –
Applying
Techniques

Bourne and Walker *The Third Dimension of project management,* IPMA World Congress Moscow, 2003
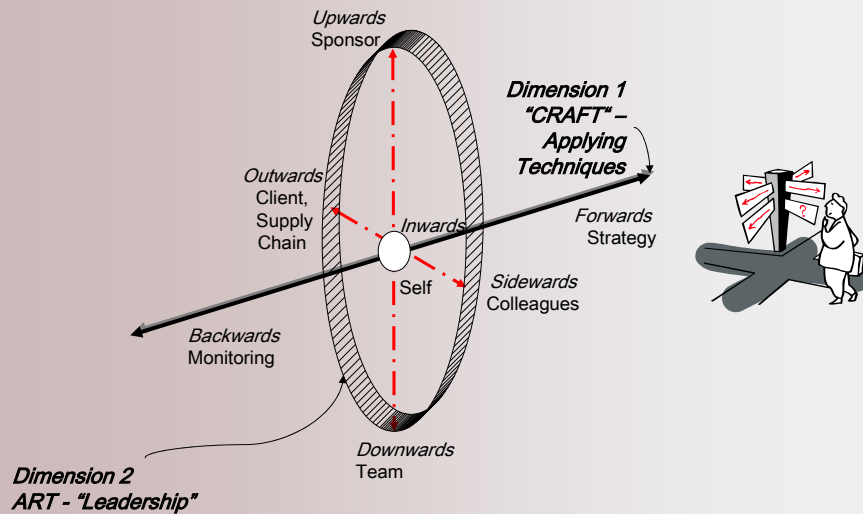
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The *Craft* of PM

- *Craft* skills are concerned with the 'delivering value' success element
- Domain of 'novice' PM
- Covers PMBOK:
  - Scope, Time, Cost, Quality
- Knowledge base is use of tools for estimating, executing, control and reporting

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The *Art* of PM: leadership

Upwards
Sponsor

Dimension 1
"CRAFT" –
Applying
Techniques

Outwards
Client,
Supply
Chain

Inwards

Forwards
Strategy

Self

Sidewards
Colleagues

Backwards
Monitoring

Downwards
Team

Dimension 2
ART - "Leadership"
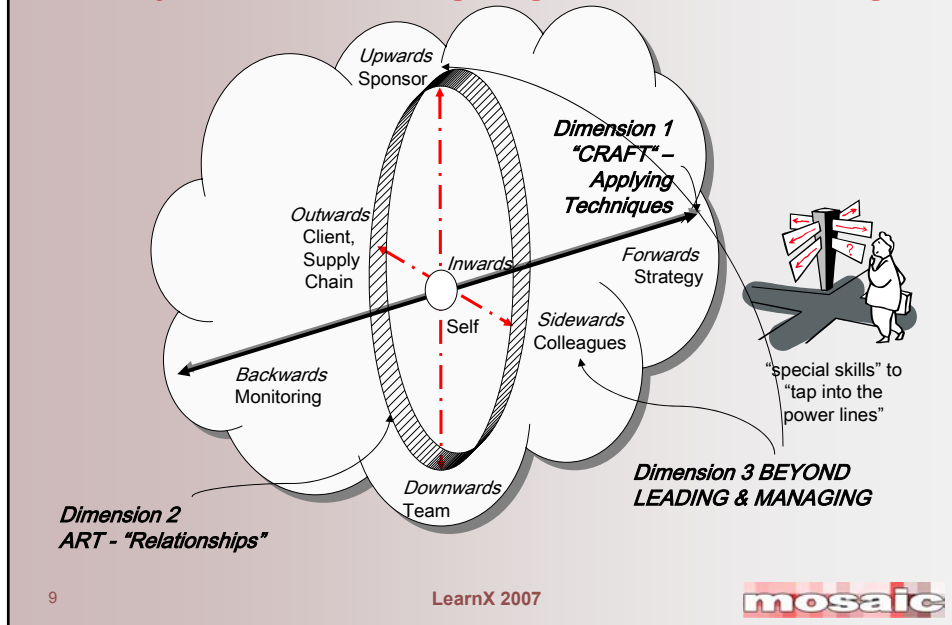
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The *Art* of PM

- *Art* skills are concerned with 'managing risk' success element through proactive management and leadership
- Domain of 'competent' PM
- Covers PMBOK:
  – Risk, Procurement, HR, Communications, Integration
- Knowledge base is leadership, proactive management of risk, proactive use of tools for communicating and managing stakeholder expectations

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www.mosaicprojects.com.au   4

Beyond Managing and Leading

Upwards
Sponsor

Dimension 1
"CRAFT" –
Applying
Techniques

Outwards
Client,
Supply
Chain

Inwards
Self

Forwards
Strategy

Sidewards
Colleagues

Backwards
Monitoring

Downwards
Team

"special skills" to
"tap into the
power lines"

Dimension 3 BEYOND
LEADING & MANAGING

Dimension 2
ART - "Relationships"

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The *3rd Dimension* of PM

- *3rd dimension* skills are concerned with 'managing relationships'
- Domain of 'successful' PM
- Knowledge base is the understanding of the <u>culture</u> and <u>power structure</u> of the organisation to manage stakeholder expectations and perceptions.

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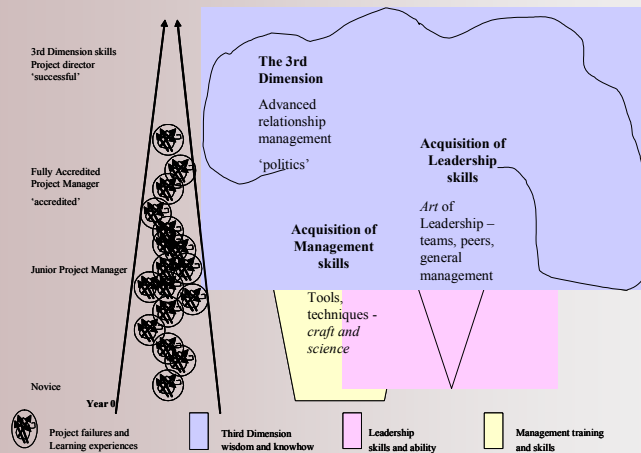
As for the 3rd Dimension

- When it comes to tapping into the organisation's power lines:
  - Most inexperienced PMs don't know
  - And don't want to know
- Avoid political behaviours
  - 'Manipulation'
  - 'They should cooperate because this is a good project'
- Wisdom is needed to succeed

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The 'getting of wisdom'

3rd Dimension skills
Project director
'successful'

Fully Accredited
Project Manager
'accredited'

Junior Project Manager

Novice

Year 0

Project failures and
Learning experiences

The 3rd Dimension
Advanced relationship management
'politics'

Acquisition of Management skills

Tools, techniques -
craft and science

Acquisition of Leadership skills

Art of Leadership – teams, peers, general management

Third Dimension wisdom and knowhow

Leadership skills and ability

Management training and skills

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Key to PM success

- Connect with all areas and levels of the organisation
- Use left brain and right brain (logic and creativity)
- 'Early warning systems'
- 'Stakeholder-centric' communications
- Involvement of team members where appropriate

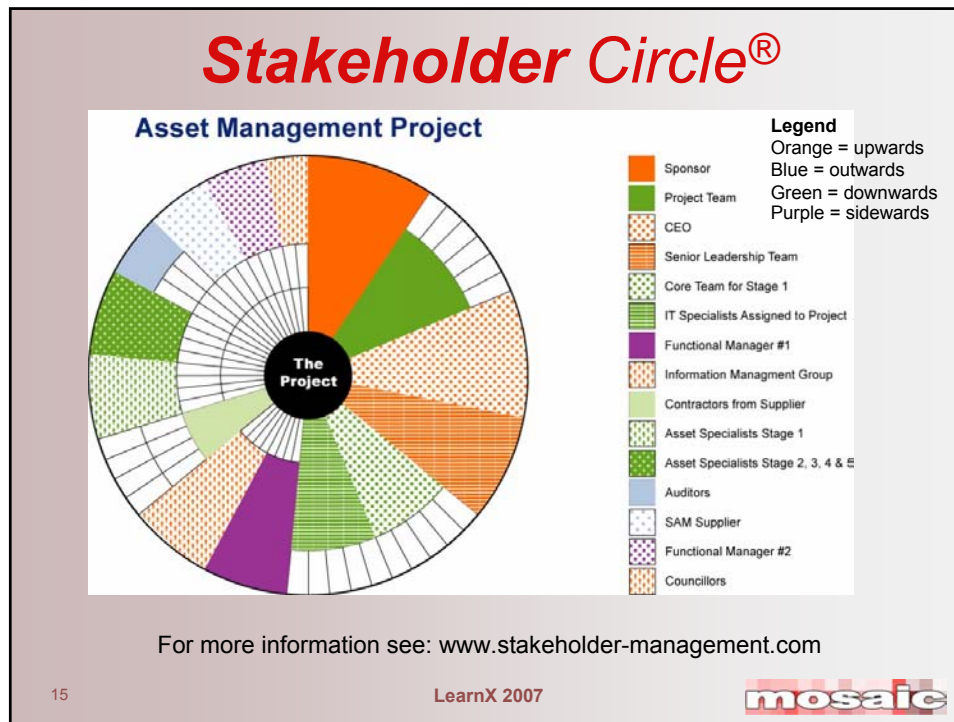13   **LearnX 2007**   **mosaic**

Key to PM success

- In complex organisations, stakeholder relationships are complicated by:
  - Internal politics, hidden agendas and competition for scarce resources
- To succeed, it is essential for the PM to develop 3rd Dimension skills
- Need to focus on people who matter – tools like the ***Stakeholder*** *Circle*® help

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Stakeholder *Circle*®

Asset Management Project

Legend
Orange = upwards
Blue = outwards
Green = downwards
Purple = sidewards

Sponsor
Project Team
CEO
Senior Leadership Team
Core Team for Stage 1
IT Specialists Assigned to Project
Functional Manager #1
Information Managment Group
Contractors from Supplier
Asset Specialists Stage 1
Asset Specialists Stage 2, 3, 4 & 5
Auditors
SAM Supplier
Functional Manager #2
Councillors

The Project

For more information see: www.stakeholder-management.com

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A 'successful' PM is…..

- Aware of elements of success and their interconnection
- Has developed 3rd dimension skills and operates easily in 2nd dimension
- Is willing to work proactively in the organisation's culture and power structures

- **They may be Aspirational or Accidental**

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Accidental Project Managers

- Tend to be: Older (over 40)
- Individuals conscripted to the PM role
- Selected because of Availability or Technical expertise
- Characterised by:
  - Reluctance
  - Other knowledge and skills
  - Poor support and reward

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The Accidental PM is ….

- Often disadvantaged with no support from the organisation in the form of:
  - Advice
  - Training
  - Incentives (financial and other)
  - Good technical skills but not necessarily good management skills.

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Accidental -v- Career PM

Issue	Accidental PM	Career PM
Education	Specialist - technical	Project area
Entry to PM	Accidental	Planned – after qualifying
Career aspirations	Return to technical field	Remain in PM
View of PM	Necessary evil	Interesting, challenging
Knowledge	Technical, in-depth	General, PMP RegPM

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How the profession can help

- Organisations can:
  - Embrace the concept of project management to support their visions
  - Grow PM from within – long-term PM training strategies
  - Select willing and enthusiastic candidates and guide them through apprenticeships, stretch assignments, coaching and mentoring

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How the profession can help

- The PM profession can help by:
  - Establishing PM Communities of Practice
  - Setting standards for PM competencies
  - Increasing senior executive awareness of the importance of project management for an organisation's competitive advantage
  - Encouragement of PM accreditation and its recognition in industry

Both PMI and AIPM are actively doing this

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This Section

- The Profession in Australia
- AIPM
- PMI
- Key Tools and Standards

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The Profession in Australia

- Growing at 30%+ per annum (based on association membership)
- Two dominant groups:
  – Accidental PMs age = 50s & 60s
  – Aspirational PMs age = Late 20s and 30s
- Average age of PMs is declining – more younger people joining the profession

Source AIPM Surveys

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AIPM

- Australian Institute of Project Management
- Web: www.aipm.com.au
- Over 7000 members
- Based Sydney + State Chapters
- Key certification: RegPM

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PMI

- Project Management Institute
- World Wide, Over 230,000 members
- Australia over 4000 members
- Web
  - www.pmi.org
  - www.pmi.org.au
- Key Certification: PMP

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Key Tools and Standards

- PMI's Standards (used by AIPM)
- OPM3 (for organisations)
- PM Competency Frameworks
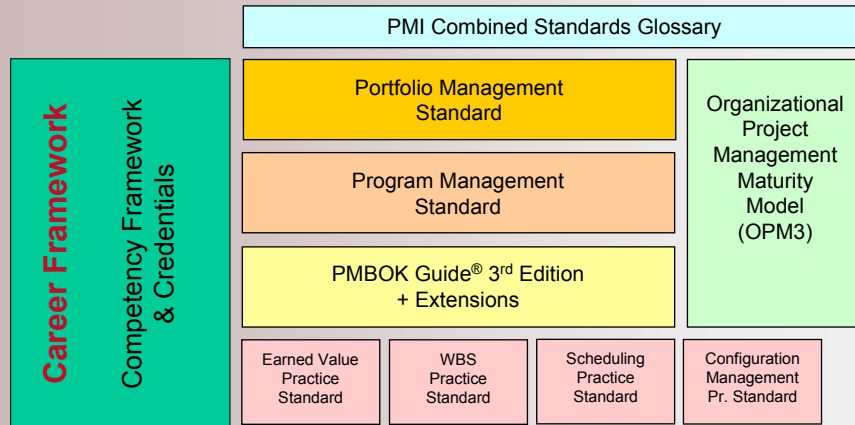 - Australian (used by AIPM)
  - PMI's
  - IPMA's

Project Management is a defined set
of skills and knowledge!

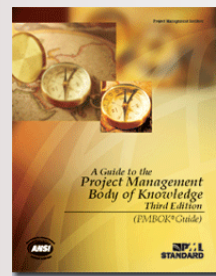26   **LearnX 2007**

Project Management Standards

PMI Combined Standards Glossary		

Career Framework | Competency Framework & Credentials | Portfolio Management Standard / Program Management Standard / PMBOK Guide® 3rd Edition + Extensions | Organizational Project Management Maturity Model (OPM3)

| Earned Value Practice Standard | WBS Practice Standard | Scheduling Practice Standard | Configuration Management Pr. Standard |

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Project Management Standards

- **PMBOK Guide 3rd Edition - a global standard**
  - Provides basic structure for understanding project management and the environment in which projects operate
  - Extensions for Government, Defence, Construction and Automotive Industries

PMI's *A Guide to the Project Management Body of Knowledge* now in 12 languages
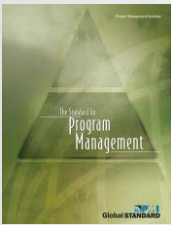
Over 2 million in circulation

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Organisation Management Standards

- **The Standard for Portfolio Management**

- **The Standard for Program Management**

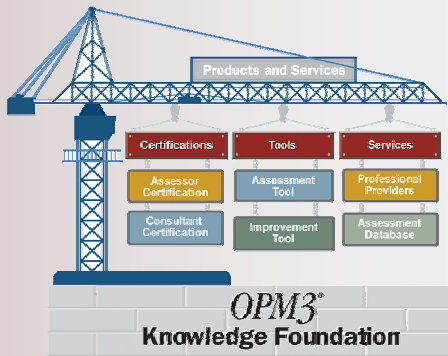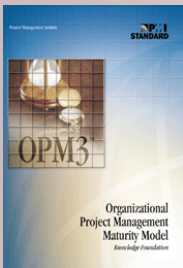Order PMI Standards from www.mosaicprojects.com.au/books.html

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Organisation Management Standards

- **Organizational Project Management Maturity Model (OPM3)**

- **OPM3 Product Suite**

Raising *OPM3®* to a Whole New Level

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Career Framework

Career Framework is a Web-based self and peer assessment tool that will enable you to guide your career in project, program or portfolio management and evaluate the professional performance of your peers.

It's **Free** to use
- Individuals &
- Organisations
www.pmi.org

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This Section

- Certification Options
- AIPM
- OGC
- IPMA
- PMI

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AIPM Certifications

- The AIPM Certification program is currently being reviewed
- QPP   AQF Level 4
- RegPM   AQF Level 5
- Exec PM   AQF Level 7 (Due Oct.)

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AIPM Certifications

- Currently competency based using the PMBOK's 9 'knowledge areas'
- Requires evidence of:
  - Underpinning knowledge (eg a Diploma)
  - Documentation of competencies (several hundred points of evidence needed)
- New system moving towards personal development and 'behaviours'

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AIPM Certifications

- To achieve certification:
- Apply to AIPM and pay 'application fees'
- Assessors accredited under the AQF Framework are independent – choose one for you (or your organisation)
- Assessor reports satisfactory outcome to AIPM for accreditation
- CPD required (every 3 years)

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OGC Certifications

- PRINCE 2 - Projects
- MSP - Programs (+ ITIL and others)
- Based on publicly available methodologies developed by OGC in the UK
- Accredited trainers deliver courses & the exam
- See: www.ogc.gov.uk

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IPMA Certifications

- Not common in Australia
- Based on: IPMA Competence Baseline
  (available for free download: www.ipma.ch)
- 4 Level Project Management
  Certification Programme

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PMI Certifications

- Examination based + Eligibility reqmts.
- CAPM (Certified Associate in Project Management)
  – 150 Questions, 3 Hrs
  – Eligibility:
    - High school diploma &
    - 23 Hrs of training **or**
    - 1500 Hrs of project experience
  – Certification valid for 5 years

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PMI Certifications

- PMP (Project Management Professional)
  - 200 Questions, 4 Hrs
  - Eligibility:
    - High school diploma &
    - 35 Hrs of training &
    - 7500 Hrs of project leadership experience
      (4500 Hrs if you hold a Degree)
- PgMP (Program Management Professional)
  For highly experienced Project Directors

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PMI Certifications

- To achieve certification:
- Training available from many sources
  - Suggest PMI Endorsed R.E.P.s
- Application to PMI for Exam (by candidate)
- Eligibility criteria subject to audit
- PMI conducts examination:
  - Centres in Sydney & Melbourne
  - 'Paper Based' in other locations

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PMI Certifications

- Fees:
  - Training commercial arrangement with training organisation
  - PMP Fees   Members   US$ 405
                  Non members US$ 555
  - CAPM Fees Members   US$ 225
                  Non members US$ 300
  - PMI Membership = US$169
- CPD required for PMP every 3 years

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Conclusions

- Project management is an emerging profession – certifications matter
  - To obtain jobs (required by recruiters)
  - Deliver increased pay (up to 17%)*
- Joining an Association is recommended
  - Needed for CPD
  - Essential for RegPM

* Bremen University & PMI Salary Surveys

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Conclusions

- Choose AIPM for:
  - Competency based assessment
  - If you work in Defence or other AIPM aligned industries

- Choose PRINCE2 if you work in a 'PRINCE' shop or are travelling to the UK / Europe to work

* Bremen University & PMI Salary Surveys

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Conclusions

- Choose PMI for:
  - Exam based credentials
  - International recognition
  - If you work in PMI aligned industries such as ICT
- Tertiary qualifications are also expanding
  - Masters of Project Management
  - Doctor of Project Management

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Conclusions

- Supercharging your project performance requires:
  - Project Management knowledge and knowhow (training + experience)
  - Recognised and appropriate certifications
  - An active career development plan
    Use the PMI Framework – its free!!

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Questions Please

Contacts:
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Web: www.mosaicprojects.com.au

The **'Papers & Resources'** section of the Mosaic site has:
- Direct links to all of the project management associations
- A large number of free PM papers and useful references

The **'Training'** section of the Mosaic site has:
- Details of all PMI Certifications (including downloadable application forms)
- Links to the PMI examination web sites

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