

Moving forward

IPMA moving forward...

Mag. Brigitte Schaden
IPMA President

Seoul, April 29th, 2010

IPMA»
international
project
management
association

Agenda – Presentation Goals



- Introducing IPMA®
 - Mission
 - Historical Background
 - Membership
 - Excellence Awards
 - Events (World Congress)
 - Research & Publications
 - Certification and Standards
- Trends / Future / Outlook in PM

IPMA – International Project Management Association – www.ipma.ch

- Mission:

IPMA is a world leading non-profit making project management organisation. IPMA represents 50 national project management associations internationally

- Legally based in Switzerland
- Founded in 1965
- Offices in Nijkerk, Brussels, Warsaw and Beijing



IPMA – International Project Management

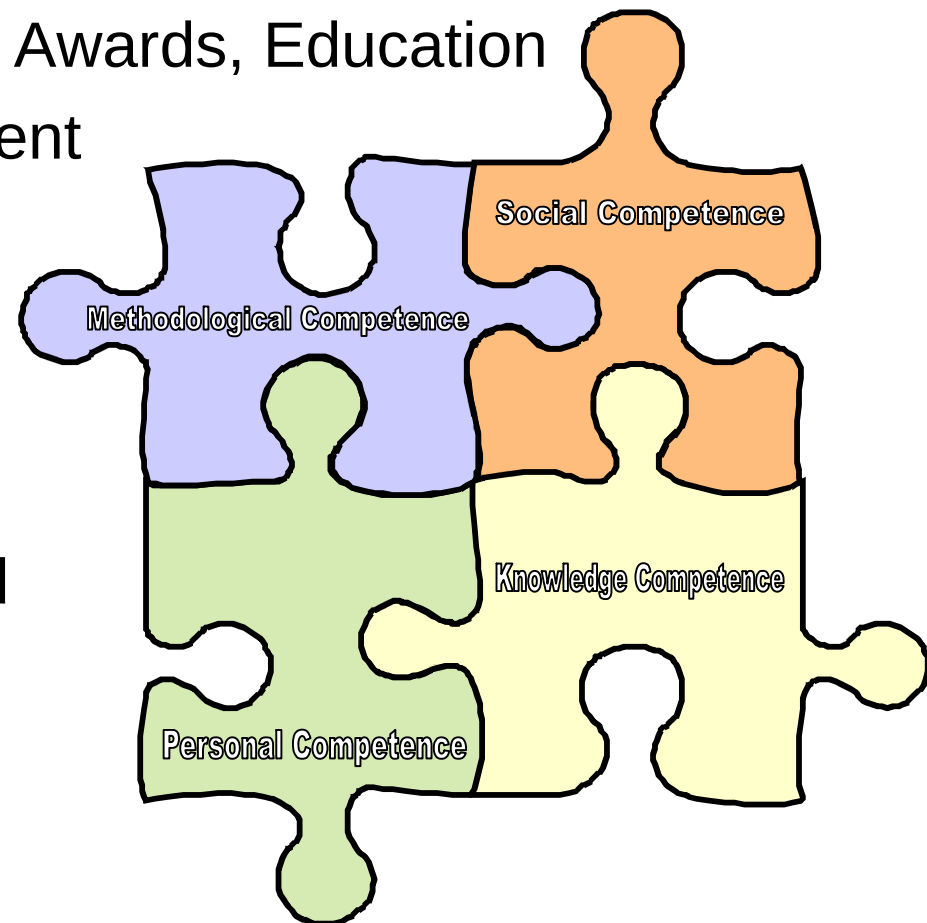
- IPMA has spread from **Europe** to **North** and **South America**, **Asia**, **Africa**, the **Middle East** and **Australia**, and the number of member associations is steadily growing.
- Through IPMA, project managers from all cultures and all parts of the world can network, share ideas and bring project management forward in good co-operation.
- IPMA actively promotes project management to businesses and organisations around the world. In order to increase the recognition of the profession
 - IPMA certifies project managers
 - Awards successful project teams and
 - Provides a number of pm-publications

Award Gala - IPMA World Congress 2009



IPMA – International Project Management

- IPMA's Strategy – a programme of Individual Certifications, Publications, Awards, Education and Research & Development
- Qualifications:
 - knowledge
 - experience
 - and competency based



IPMA - NING Family

- Communication
- Networking
- Sharing Knowledge

- Blogging
- Being up to date
- Sharing Pictures

[Main](#) [Invite](#) [My Page](#) [Social Media](#) [Members](#) [Discussions](#) [Events](#) [Photos](#) [Videos](#)

IPMA Family

Further Improving IPMA Family Communication

Welcome to IPMA Family, Julia Kiss!
Here are a few things you can do right now...


Invite friends


Customize Your Page


Add Content


international
project
management
association

■ GUIDELINES

This network improves communication in the IPMA Family. This way we can learn more from each other between face-to-face meetings.

1. Please do not post proprietary, confidential or damaging information.
2. Use this site as an added way to enjoy the interpersonal side of the IPMA family!
3. Invite your IPMA family colleagues to join you here.

■ PHOTOS



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JULIA KISS

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IPMA Family

Further Improving IPMA Family Communication

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Quick Add...

■ FEATURED BLOG POSTS

[Level-C Zert](#)
[From my desk](#)
[IPMA needs the joint certification questions/answers database](#)

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[Level-C Zert](#)
[IPMA Certification in Greece](#)
[Planning percentages](#)
[Activities You Can Engage In Today!](#)
[Community teaser for Christmas & New Year](#)

■ MOST POPULAR BLOG POSTS

All Blog Posts (20)



[IPMA needs the joint certification questions/answers database](#)

I have participated IPMA D development about 5 years. In Finland we have now the fully automated exam despite essay questions which require an assessor to evaluate answers. The questions/answers database is still pretty limited but we have changed materials with Sweden, Iceland and USA. When we have implemented these new questions/answers we have extensive database that covers well all 46 competence elements and all question types. By cooperation we save a lot of duplicated work. The question... [Continue](#)

Added by [Pekka Mäkelä](#) on November 6, 2009 at 6:00am — [3 Comments](#)



[From my desk](#)

Take a look! It just came out! Brigitte's interview in PMForum:
<http://www.pmforum.org/library/interviews/2009/PDFs/nov/Interview-BrigitteSchaden.pdf> [Continue](#)

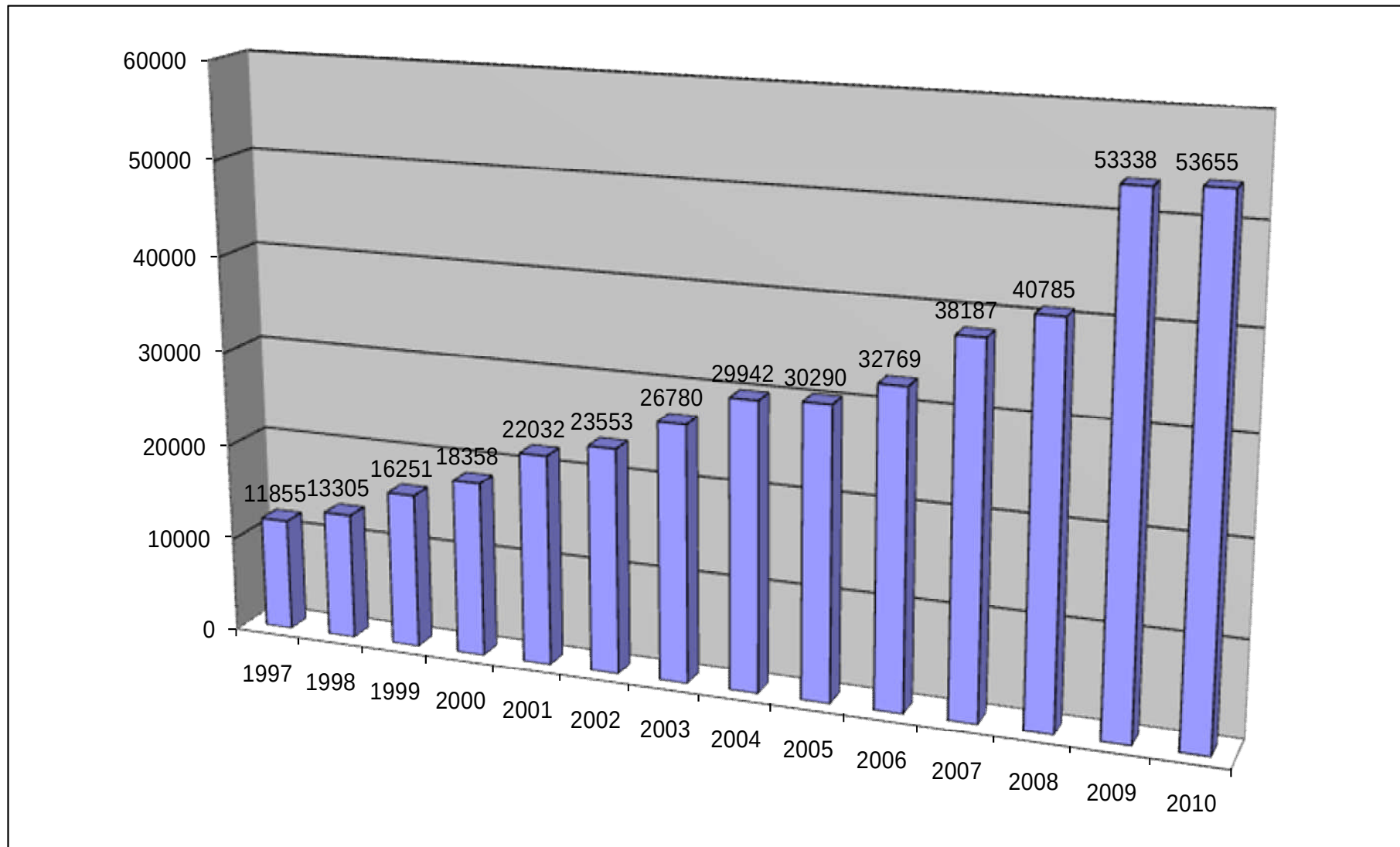
Added by [Veikko Vähä](#) on November 6, 2009 at 2:08am — No Comments



[Level-C Zert](#)

Great day today ! I completed my 'Project Report' for the certification in Level-C by the

IPMA Growth 1997-2010 (members)



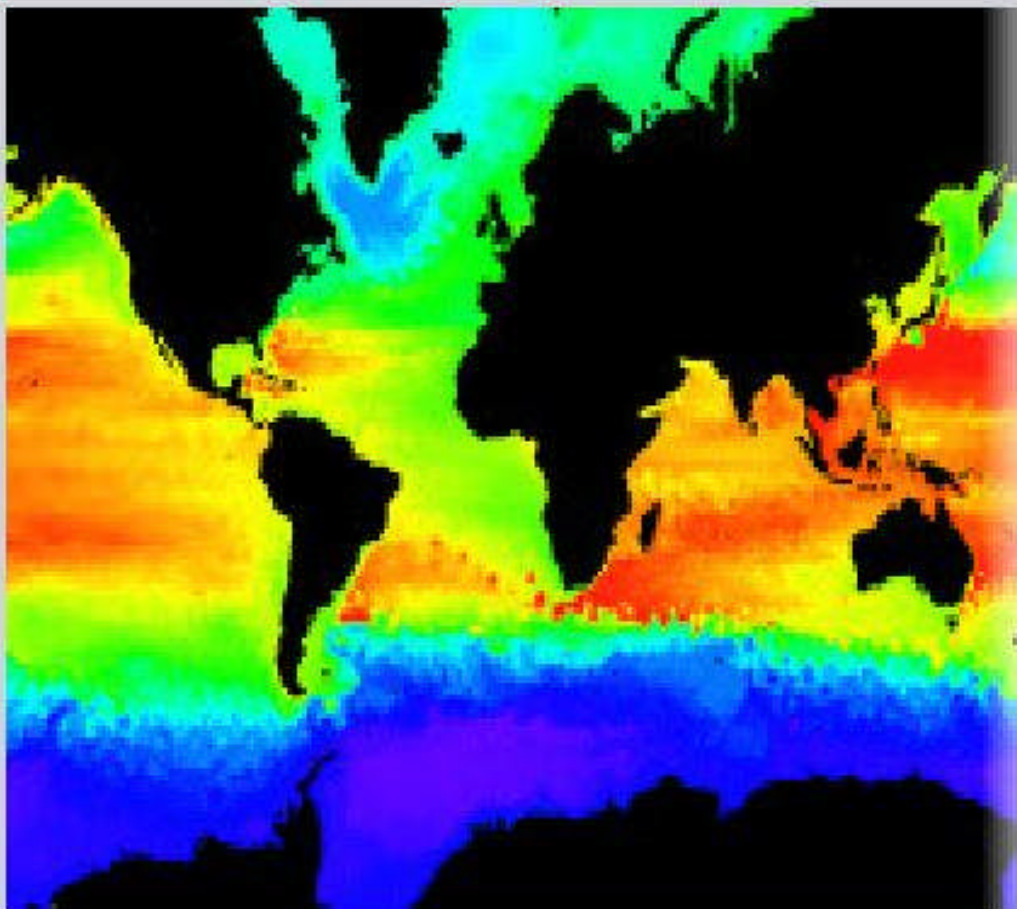
Tomorrow's requirements

- already here this afternoon!

- Mastering IT
- Language skills
- Ability to work in a cross cultural environment
- Thriving in virtual organisation – working around the clock
 - around the globe
- Working in matrix contexts, less and less in the line organisation
- Business understanding
 - Knowing our customers, suppliers, competitors, internal processes, logistics etc.:

Megatrends – the world's toughest questions: 1 - Climate Change

SIEMENS



- The average surface temperature of earth has risen by 0,76° C since 8th century
- eleven of twelve of the warmest years since recording of temperature were between 1994 and 2005
- the greenhouse gas emission has increased massively during industrialization. Today's CO2 concentration in the atmosphere is the highest since 350.000 years

Megatrends – the world's toughest questions: 3 - Urbanization

SIEMENS



- 2007: for the first time in history, more people live in cities than in rural areas
- today: 280 million people live in megacities (> 10 million residents)
- 2030: 60 % of the world's population will live in cities
- urban conglomerations contribute a high share of a nation's economic output: Tokyo provides 40% of Japan's GDP, Paris generates 30% of France's GDP

Success Factors

SIEMENS



- 
- intercultural cooperation in all directions
 - Quality Gate methodology for improved process control
 - cross country deliverables need advanced logistics
 - build an atmosphere of trust

Future project management: Economic realities

- High cost of capital
- Available free capacity
- Limited financial flexibility
- Talent available
- **Recession will create financial benefits for companies who start planning for future investments now**



Future project management: Growth areas

- Green agenda is moving forward
- Investments required for mitigation of climate change
- Technological breakthroughs
- **Environmental and climate change agenda will fuel next growth cycle**



Superior
Project Management Competencies
is the (- only?) key to survive in this ocean of
threats and opportunities

Controlling the variety

„The secret of success is not predicting the future, it is creating an organization that will thrive in a future that cannot be predicted.”

M. Hammer

Ashby's law (The Law of Requisite Variety)

“If a system is to be stable the number of states of its control mechanism must be greater than or equal to the number of states in the system being controlled.”

Portfolio

- Latin „*portare*“ – *to carry* & „*folium*“ - the leaf
- A collection/accumulation/mix of objects of a certain type

Project portfolio

- A project portfolio is the amount of all projects within an organization. These projects are jointly coordinated to enhance the benefit of an organization in comparison to an independent examination of each project.

Project portfolio

It is recommended to bundle those projects of organizations which meet the following criteria/circumstances:

- The projects are within an organization or belong to a part of an organization
- They are comparable
- There exists a dependency/connection/relation between the projects (as regards content, resources or project owner)
- Together (integrated) they generate synergies/potentials

Project portfolio management

Duties/Responsibilities/Functions:

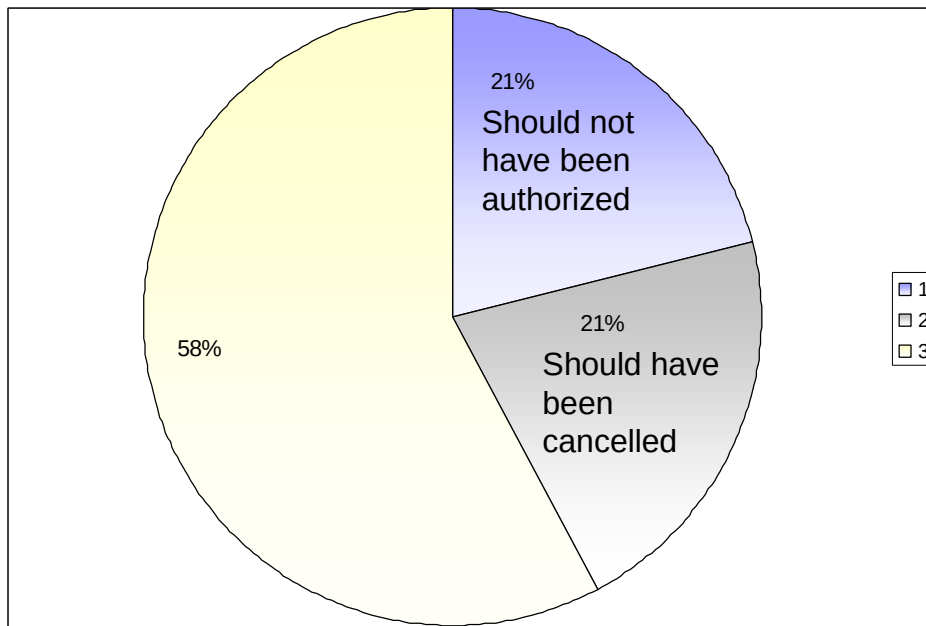
- Permanent planning
 - Definition of projects and programs to enhance the realization of super-ordinate organizational goals and objectives
 - Evaluation of submitted projects
- Prioritization
 - The approval, deferral and rejection of project proposals
- Comprehensive control (overlapping)
 - comprehensive project- and quality management of comprehensive project- and quality management functions as well as
 - comprehensive information- and knowledge-management
- Continuous surveillance of all projects within an organization

*„There is nothing so useless as doing efficiently
that which should not be done at all.“*

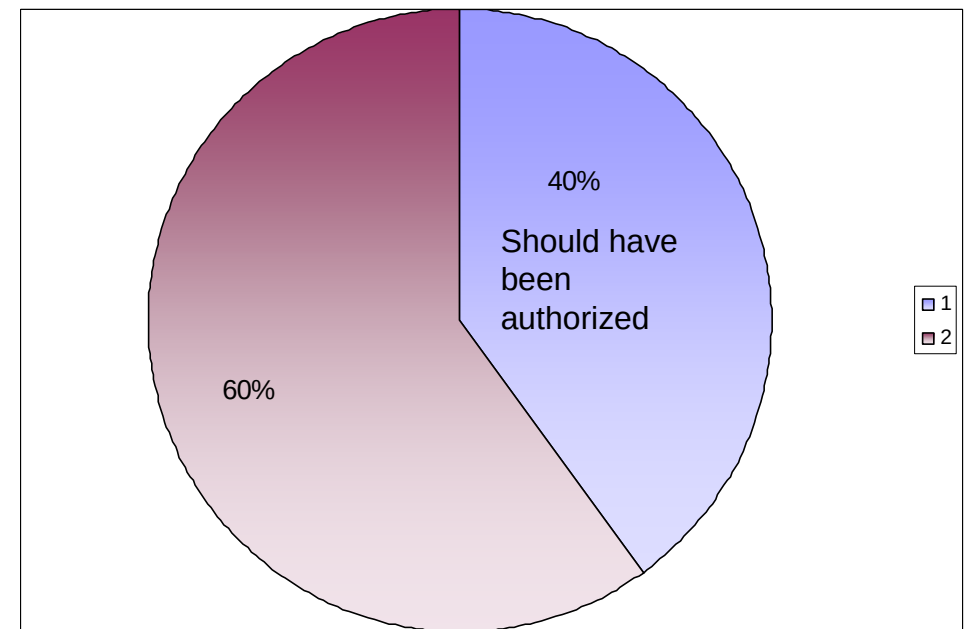
Peter Drucker - writer, management consultant

McKinsey Global Survey (2007)

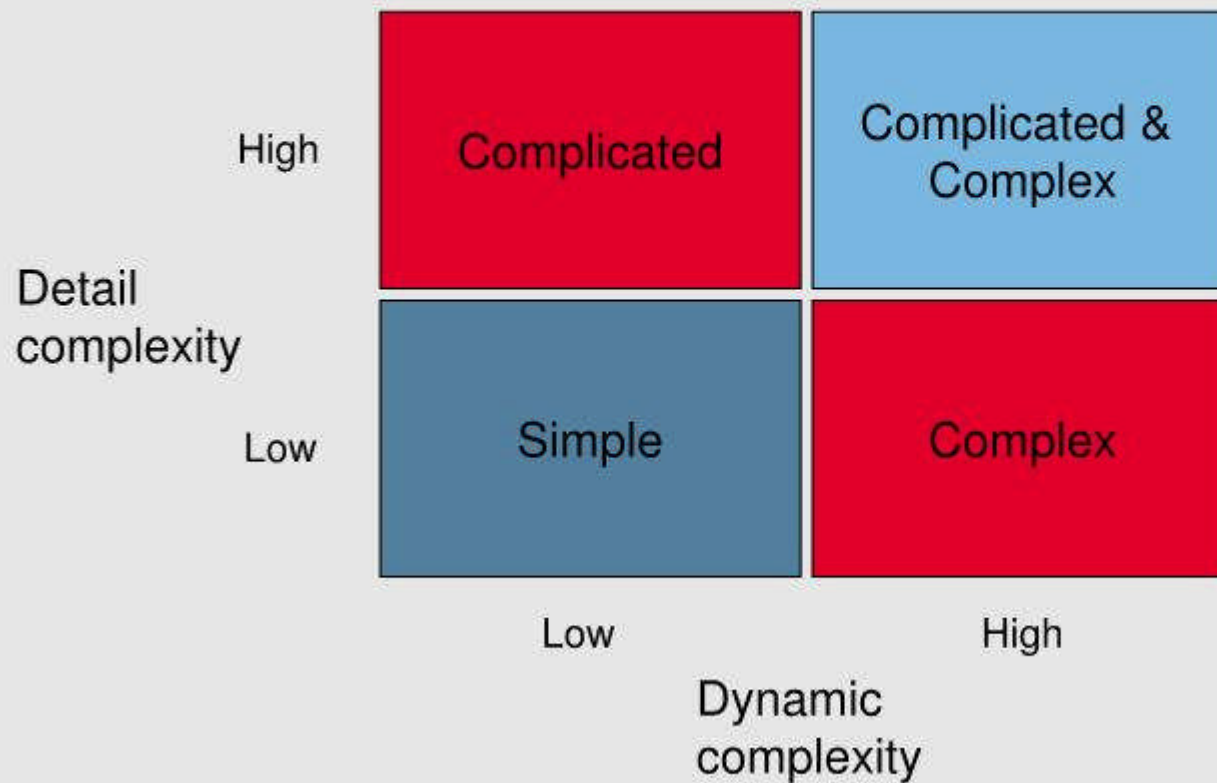
Authorized Projects



Rejected Projects



2. Nature of complexity –merging theory and practice



Project Management Certification



- Formalized verification of your knowledge level
- Assessment of project managers' competence in management of projects, carried out through assessment of knowledge, experience and leadership behaviour

Benefits of PM Certification **for the project management personnel**

- Proof of their competence
- An internationally acknowledged certificate of their professional competence
- Personal advantages for their career path and in competition
- More success in projects
- To stimulate competence development (Certification is also a learning process)

Benefits of PM Certification **for organisations - 1**

- Instrument for focusing on PM training efforts
- To document to the market that the organisation has professional project managers
- To visualise the career process for project managers in the organisation
- To make the competence visible

Benefits of PM Certification

for organisations - 2

- To make the organisation more attractive
- To set up demands for PM jobs
- Customer requirements
- To match the growing demand for verifying maturity both from the vendors and from the clients side (bidding processes)
- Instrument for ensuring quality in PM

Benefits of PM Certification for the clients

- More certainty to get the state-of-the-art services from project, programme and portfolio management professionals
- Strengthening employability

Project Management Certification & ICB 3

Project Management Certification



PM Certification Processes

Title	Capabilities		Certification Process				Validity	
			Stage 1	Stage 2		Stage 3		
Certified Projects Director (IPMA Level A)	Competence = knowledge + experience + personal attitude		A	Application, curriculum vitae, self assessment references project list	Optional	Project report	Interview	5 years
Certified Project Manager (IPMA Level B)			B		e.g. workshop, seminar			
Certified Project Management Professional (IPMA Level C)			C		e.g. workshop, report	Exam		5 years
Certified Project Management Associate (IPMA Level D)	Knowledge	D	Application, curriculum vitae, self assessment	Exam			5 years	

IPMA 4 certification levels

- **Level A: Certified Projects Director**
Shall be able to manage complex project portfolios or programs
- **Level B: Certified Senior Project Manager**
Shall be able to manage complex projects
- **Level C: Certified Project Manager**
Shall be able to manage projects with limited complexity and/or to assist the manager of a complex project
- **Level D: Certified Project Management Associate**
Shall have the knowledge in all competence elements and be able to apply it.

Entry Requirements

IPMA Level A

Certified Projects Director

Has at least five years of experience in portfolio management and/or programme management with strategic relevance, of which three years were in responsible leadership functions in the management of complex portfolios or programmes and has two years of experience in managing projects.

IPMA Level B

Certified Senior Project Manager

Has at least five years of project management experience, of which three years were in responsible leadership functions of complex projects.

Entry Requirements

IPMA Level C

Certified Project Manager

Has at least three years of project management experience in responsible leadership functions of projects with limited complexity. (entry requirement).

IPMA Level D

Certified Project Management Associate

Experience in the project management competence elements is not compulsory; but it is an advantage if the candidate already has applied his project management knowledge to some extent (entry requirement).

Process Steps for each IPMA Level

Stage	Step	Level			
		A	B	C	D
1	Application form	R	R	R	R
	Curriculum vitae	R	R	R	R
	Self-assessment	R	R	R	R
	List of projects/programmes/portfolios	R	R	R	O
	Report proposal	R	R	O	N/A
	People to be contacted for references (referees)	R	R	R	O
	360-degree assessment	O	O	O	N/A
	Exam	O	O	R	R
2	Report	R	R	O	N/A
	Competence development plan	O	O	O	O
3	Workshop	O	O	O	N/A
	Interview	R	R	R	N/A
	Feedback	O	O	O	O

Legend:

R = Required

O = Optional - for the CB to decide

N/A = Not applicable

The ICB 3

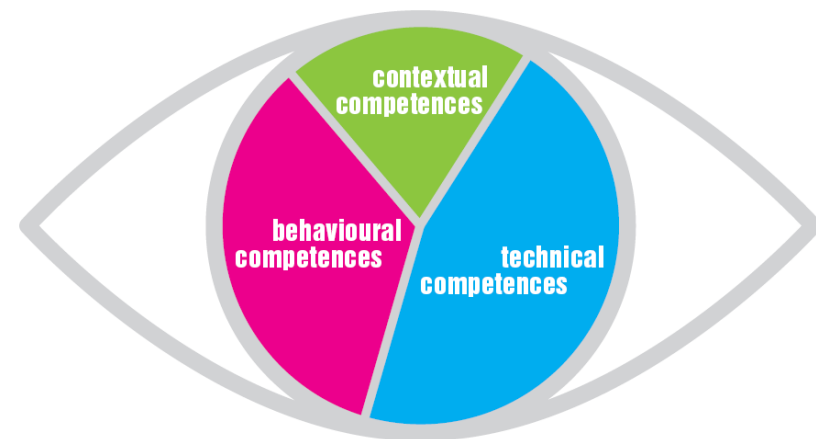


The eye of competence

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 ICB 3

- is useful for the (self) **assessment** of the project, programme and portfolio management competence, undertaken by the candidates, the assessors and other persons
- can serve as a basis for the preparation of project, programme and portfolio management **handbooks** and other standard documents in practice
- can be used as a guide for developing **education and training** material
- is appropriate as a framework for **research**
- is suitable as a **general reference document** for people seeking information about applied project management.
- **!! is neither a textbook nor a cookbook!!**

IPMA certification advantages



- How the knowledge is acquired is irrelevant
- Assessment by human beings (assessors)
- Assessment of behaviour
- Feedback regarding areas for improvement
- 4 levels of certificates
- National language (cultural diversity)

PM Certification trends



- More mutual recognition
- Customized process
- Same process in all countries



The purpose of the GLOBAL ALLIANCE FOR PROJECT PERFORMANCE STANDARDS initiative is to develop agreed frameworks as a basis for review, development, and recognition of local standards that will facilitate mutual recognition and transferability of project management qualifications.

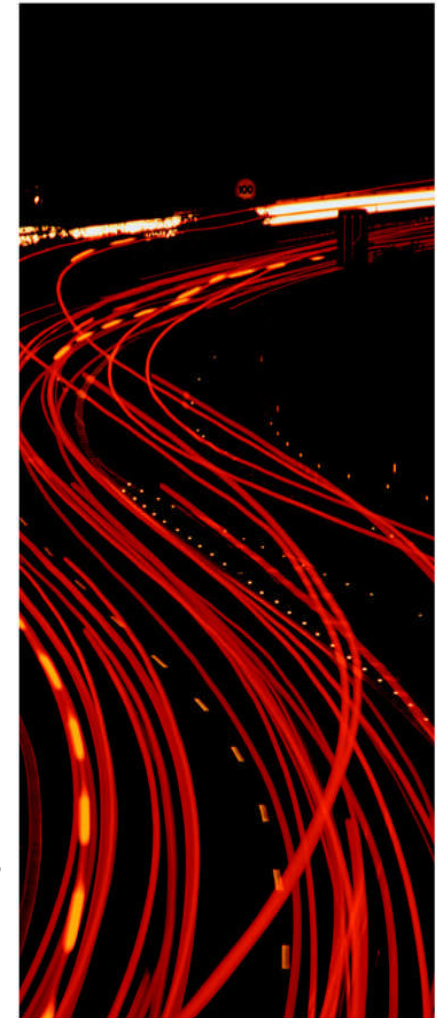
It is intended that the framework and associated standards be freely available for use by businesses, academic institutions, professional associations, and government standards and qualifications bodies globally.

Survey of the Deutsche Bank Research

- In 2020 the project management industry will account for 15% of the value added
- In 2007 it accounted for 2% of the value added

The future...

- Mutual recognition
- Co operations and alliances
- Cultural diversity
- Public sector, governments, EU, World Bank, etc.
- Certification:
 - Bidding systems, customer requirements
 - Qualification, career path



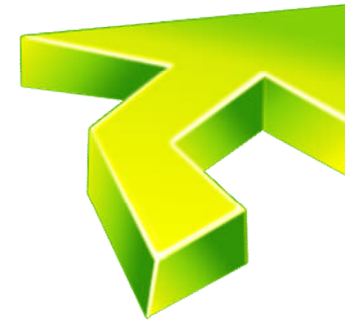
Top Ten Trends in Project Management (1-5)



- Investment in PM training as counter-effect in economically difficult times
- Better and faster decisions on and in projects
- Critical thinking as a core PM competency
- Increasing relevance of the PMO
- Mutual dependencies between PM and business analytics

ESI International: Diane Johnson

Top Ten Trends in Project Management (6-10)



- Project managers are taking over leadership functions in organizational change processes
- Challenges regarding the communication of virtual teams
- Acquisition of PM certifications
- Controlling the overlapping functions between project managers and business analysts
- Effects of „Talent Management“ on ROI

ESI International: Diane Johnson



What is a profession?



...members are almost universally required to swear some form of oath to uphold those ethics, therefore "professing" to a higher standard of accountability. Professions have established pricing mechanisms. Each of these professions also provides and requires extensive training in meaning, value, and importance of its particular oath in the practice of that profession...



certification
professional association



pricing
ethical code
professional structures

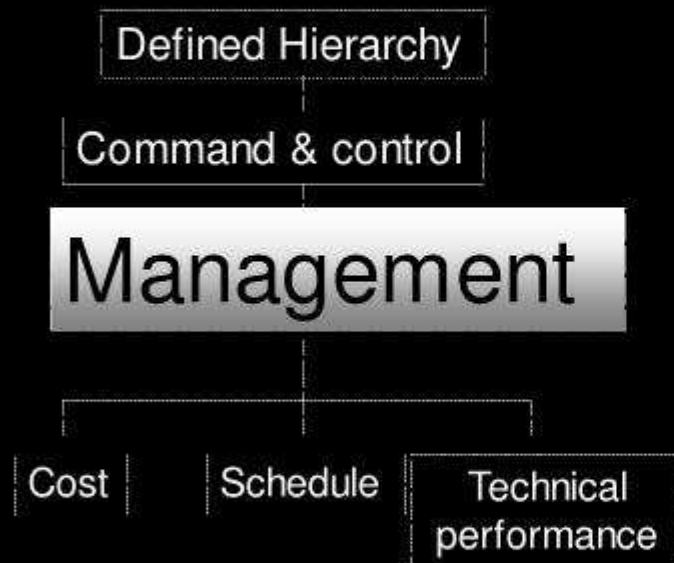
June 17 2009

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4

Project Management & Project Leadership

YESTERDAY



TODAY

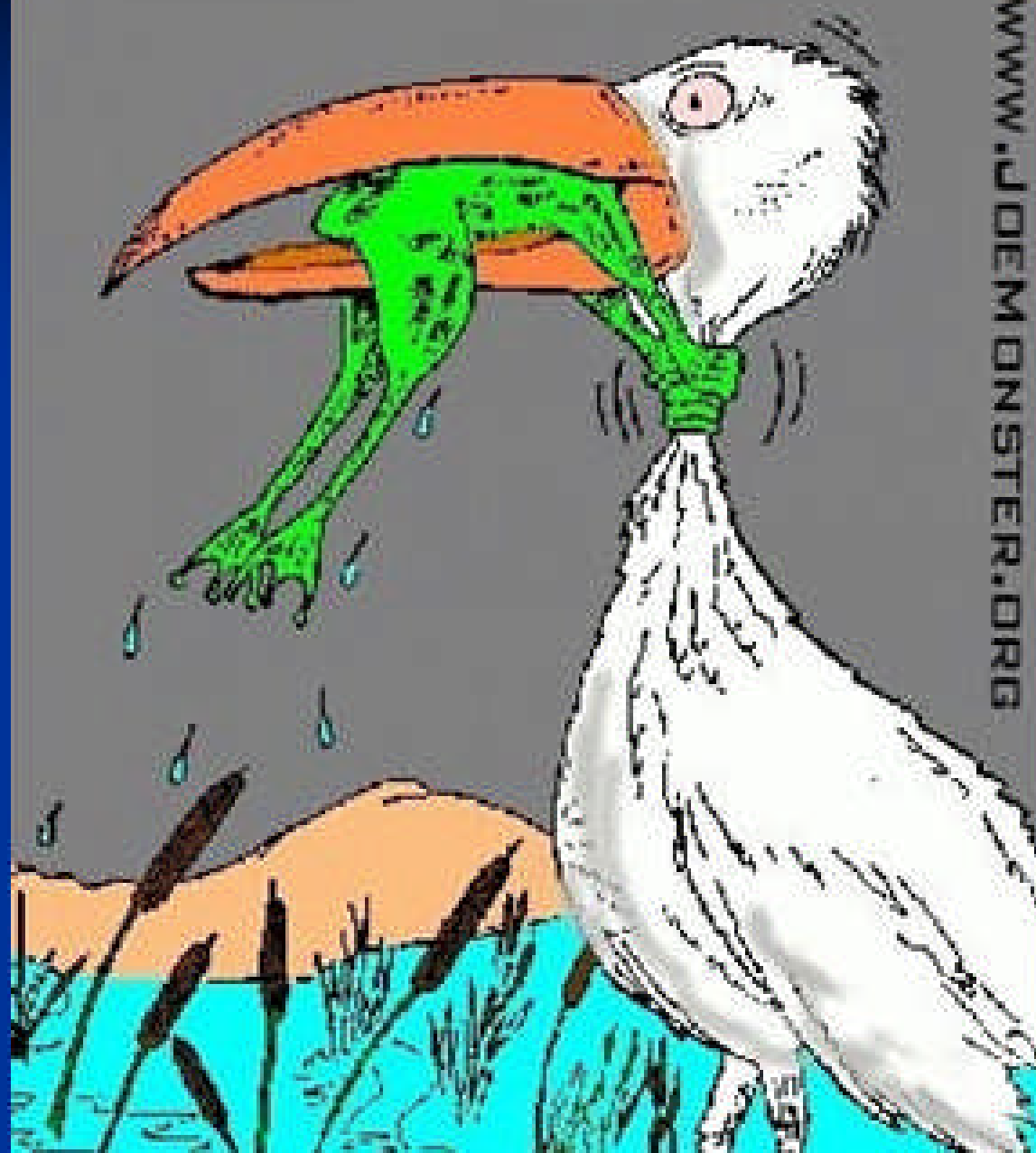


<http://appel.nasa.gov>

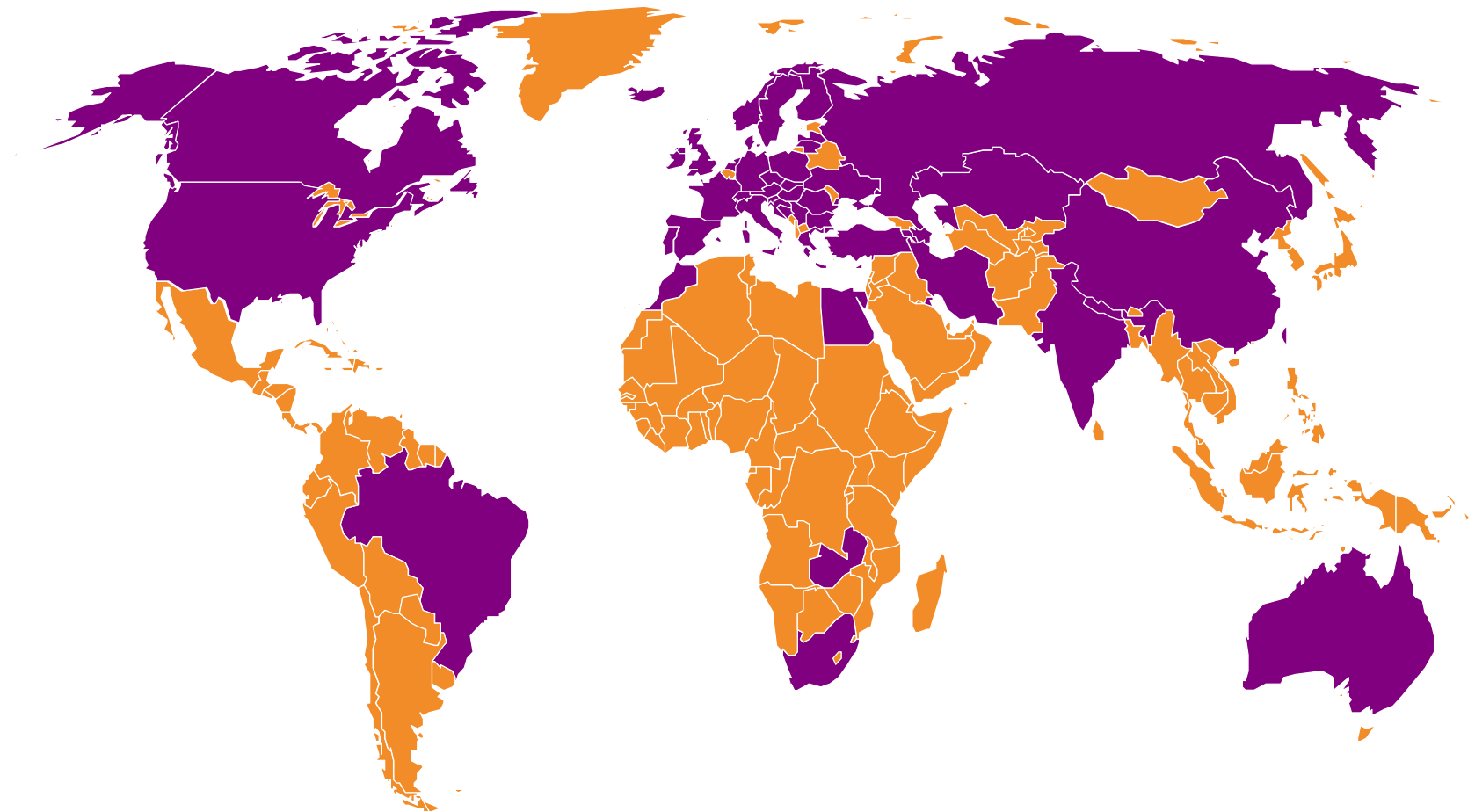
Sven Göran Eriksson about leadership:

*„One should never believe, that one knows
everything about football“*

Never give up



IPMA's World



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