

Moving forward



Modern project management – moving individuals, organisations and societies forward

Reinhard Wagner

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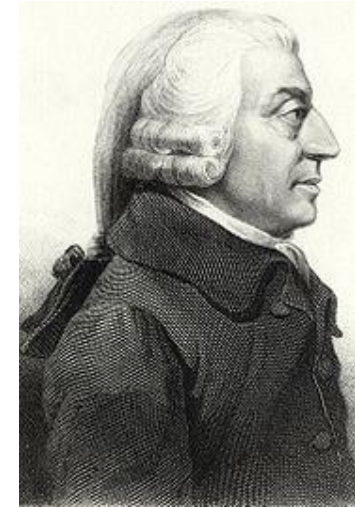
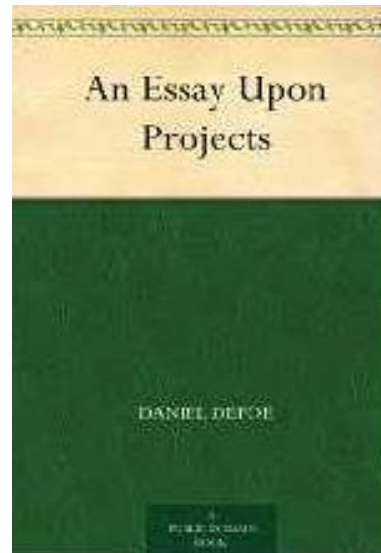
- » 30 years of experience in project-based leadership, mainly in Automotive Project Management
- » Based in Friedberg / Bavaria, nearby Munich
- » Chairman of Executive Board of GPM, the German Project Management Association
- » President of IPMA, International Project Management Association
- » Convenor of ISO / TC 258 SG 04 on Programme Management and past Convenor of the ISO 21500 project management processes
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Projects in a historical perspective...



Pyramids of Gizeh,
2500 B.C.



Adam Smith,
Wealth of the
nations, 1776

Daniel Defoe, An Essay Upon Projects, 1697:

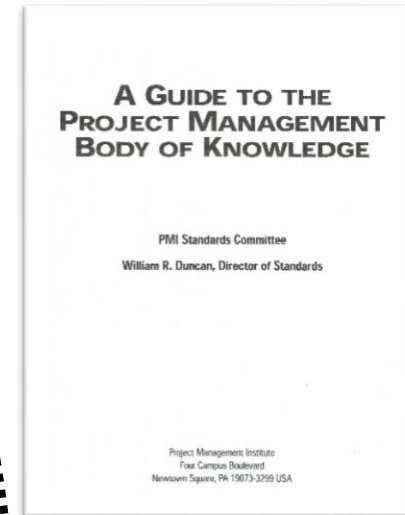
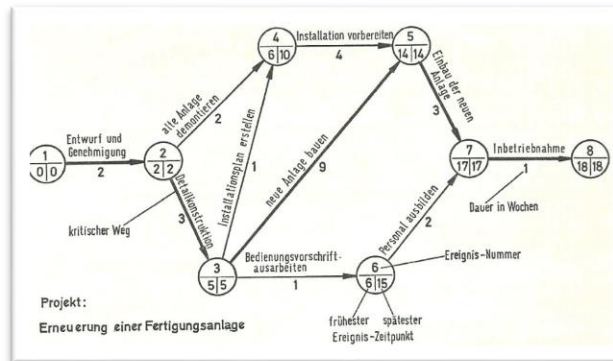
„... the honest projector is he who, having by fair and plain principles of sense, honesty, and ingenuity brought any contrivance to a suitable perfection, makes out what he pretends to, picks nobody's pocket, puts his project in execution, and contents himself with the real produce as the profit of his invention.”

Project management in its start ...



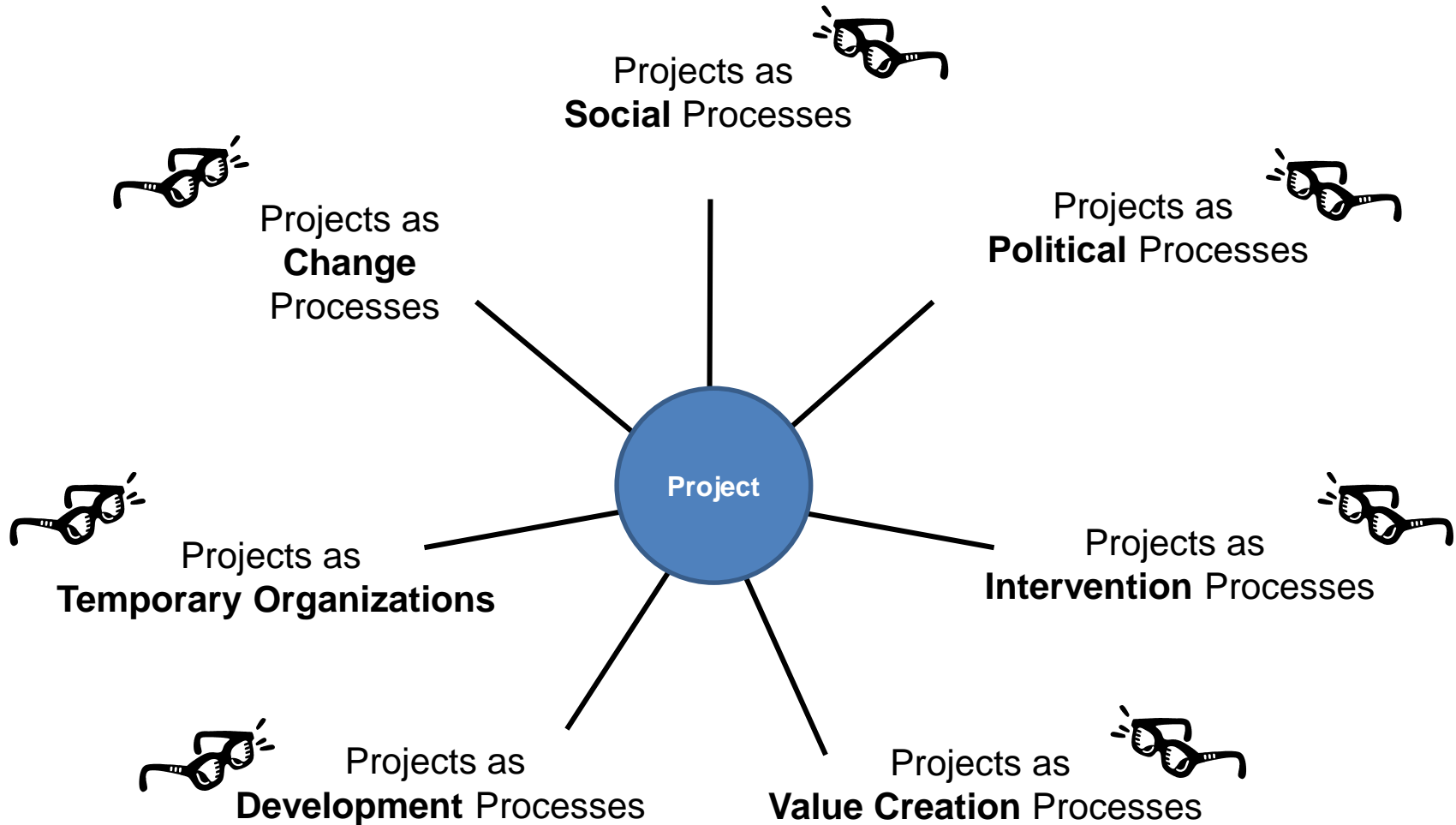
Polaris Projekt,
USA, 1952

Network planning techniques,
Waschek / Weckerle 1967



PMI PMBOK
Ausgabe 1996

... management of projects nowadays



Source: Winter, M.; Szczepanek, T.: Images of Projects, Gower, 2009

Trends in project management

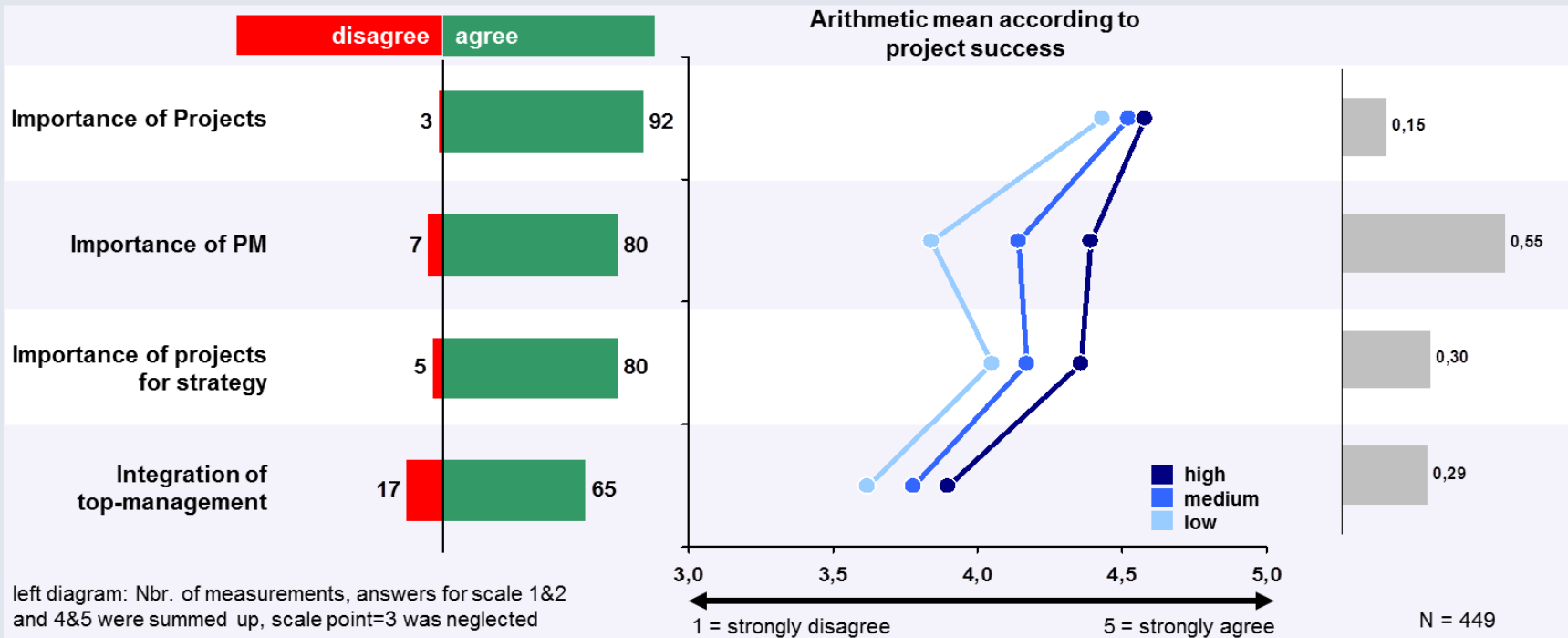
- » **Projectification** of societies
- » Coping with complexity
- » Transnationalisation of project management
- » Virtualisation of project management
- » **Professionalisation** of project management
- » Learning and education
- » Projects as business
- » Stakeholder management
- » Project management goes board room
- » **Project-oriented organisation**
- » Women in project management

Source: TU Berlin, Prof. Hans-Georg Gemünden for GPM, 2014



Growing importance of projects & PM

How important are projects and project management to your company?



Japanese respondents ranked the relevance of project management **consistently higher** except the perceived overall relevance of projects to their company. This could be an indicator for a **higher appraisal of PM as necessary procedure** for the **overall firm**.

Global PM Survey 2010: European Business School, GPM German Project Management Association and IPMA International Project Management Association. Survey covers 449 organisations from 49 countries

Towards “projectification” of societies

DB Research, 2007
„Project economy
will grow
from 2% to 15% in 2020“



Hays / IBE, 2010
„About 37%
of the operations
of organisations is
project-based“

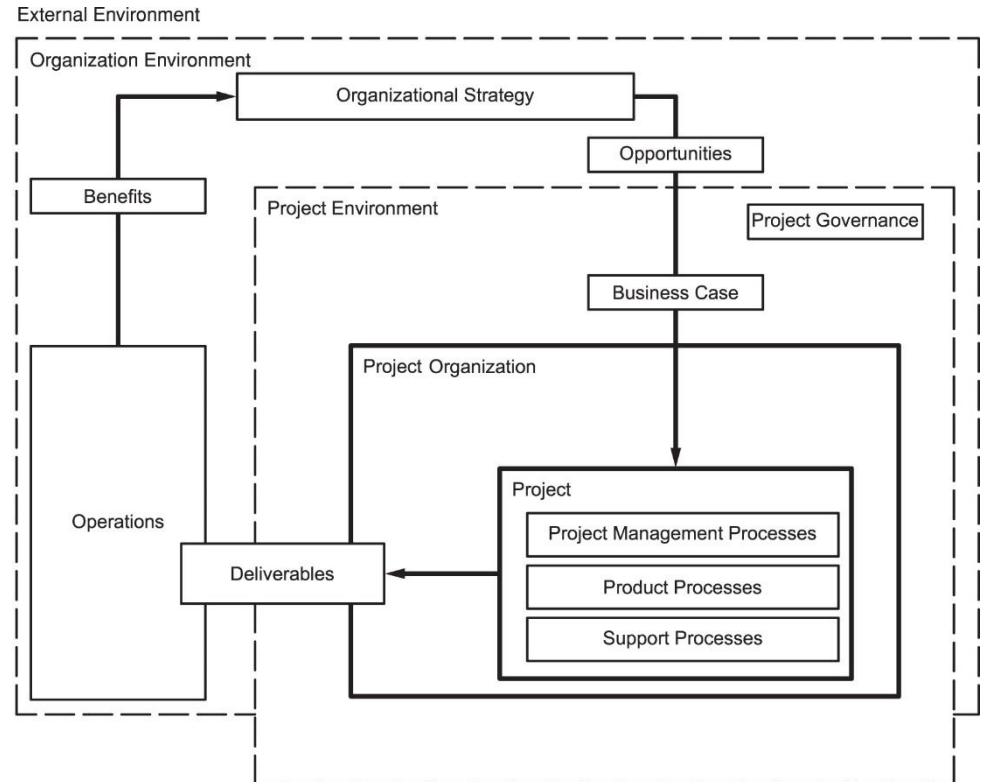


GPM / EBS, 2011
„40% of the weekly
working time is project-
based, in three years this
will increase to 47 %“

More than project management processes needed (ISO 21500) ...

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	

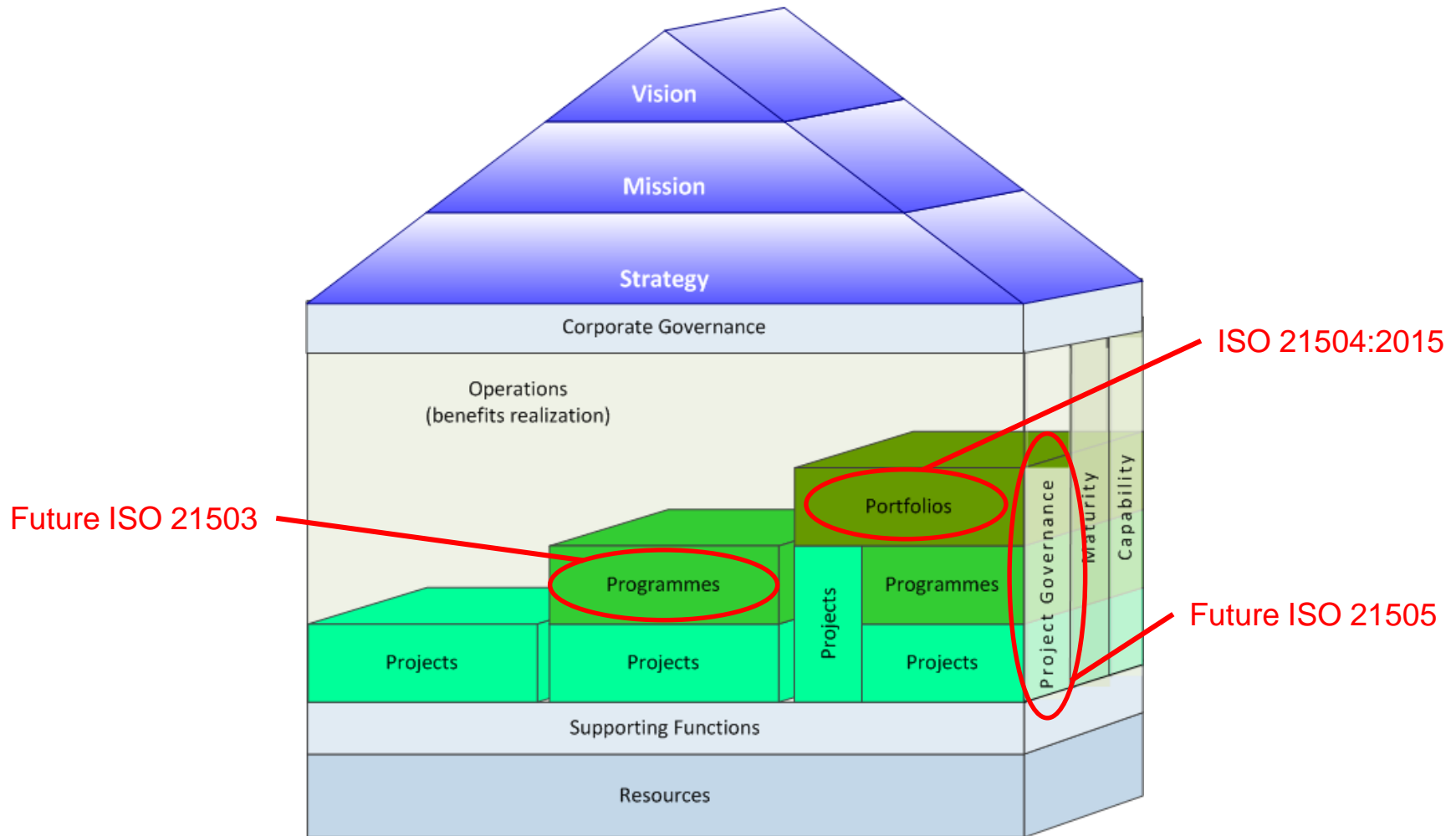
NOTE: This table does not represent activities to be done in a chronological order. The table's only purpose is to map subject groups and process groups.



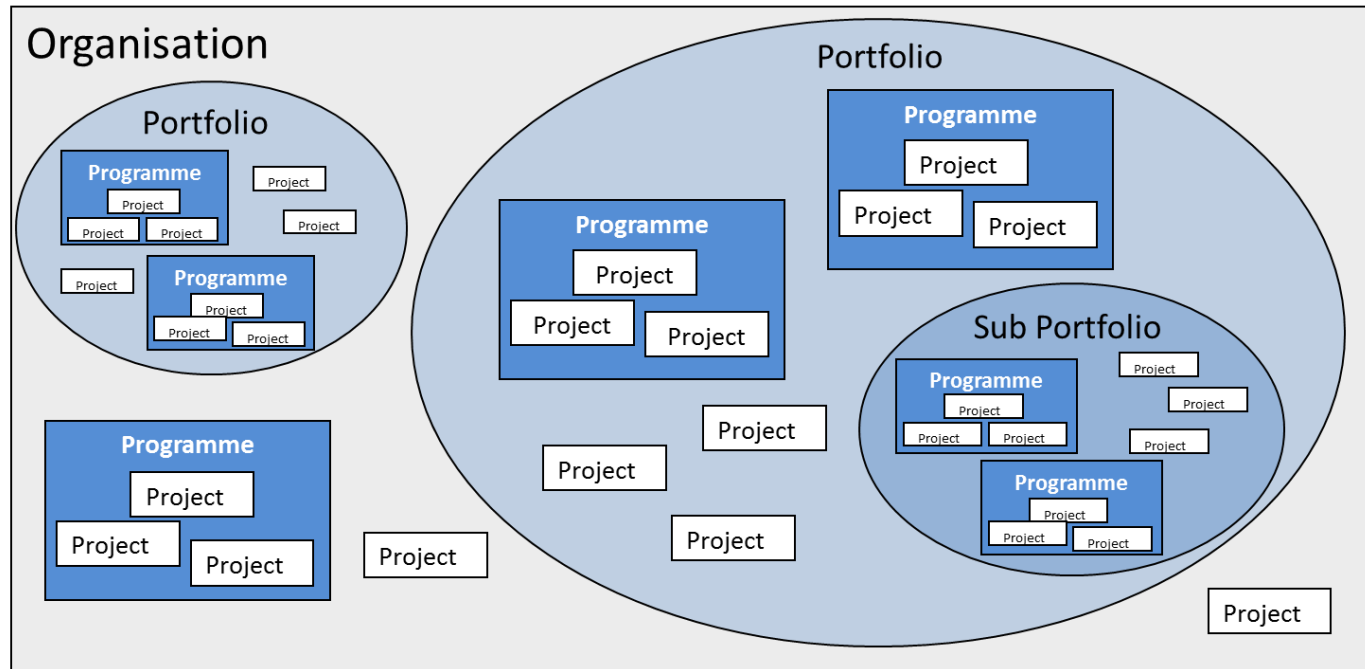
Key:

- Boxes represent project management concepts introduced in the following sections
- Arrows represent a logical flow by which the concepts are connected
- Dotted lines represent organizational boundaries

Guiding framework for the work of the ISO/TC 258 Project, Programme and Portfolio Management

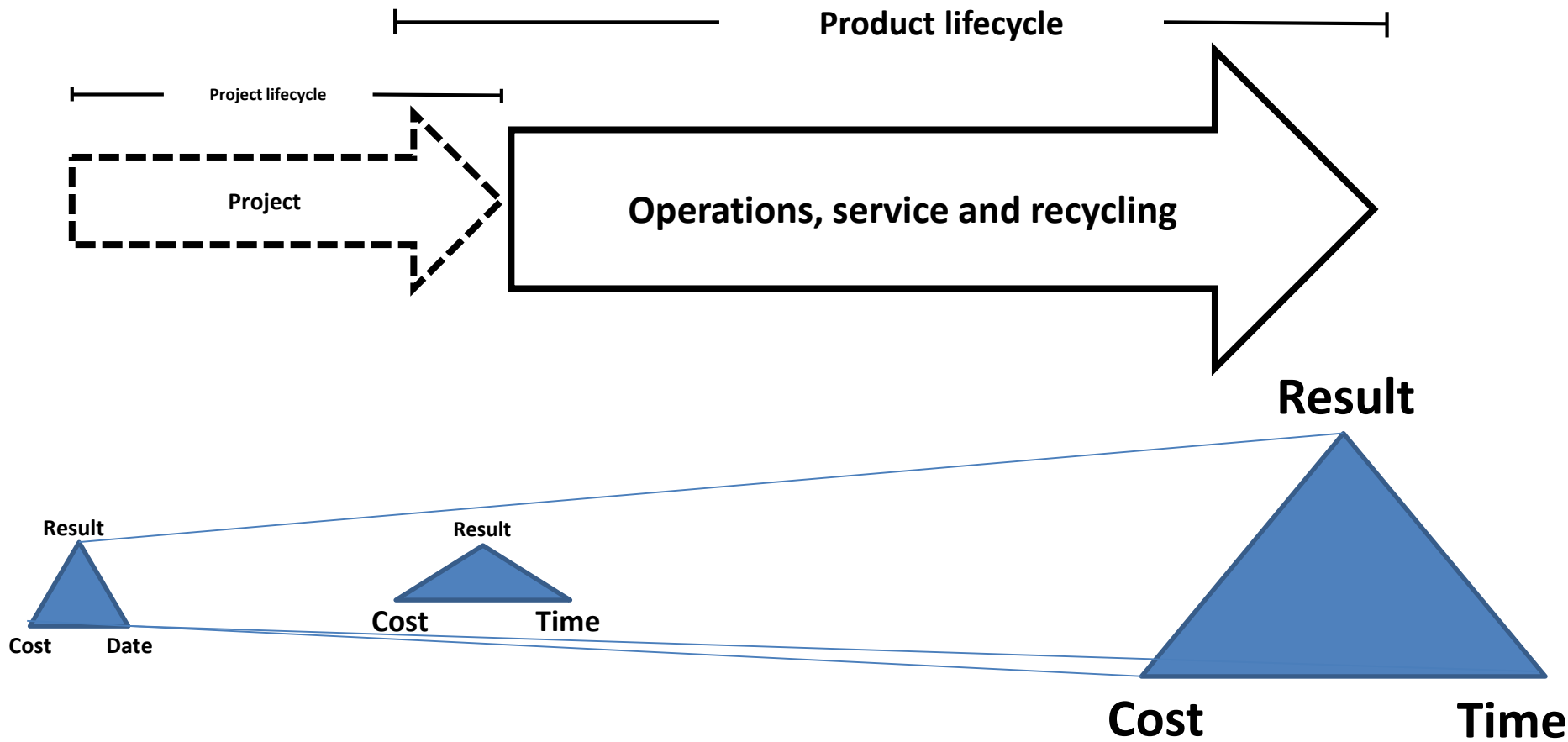


Projects, programmes and portfolios...

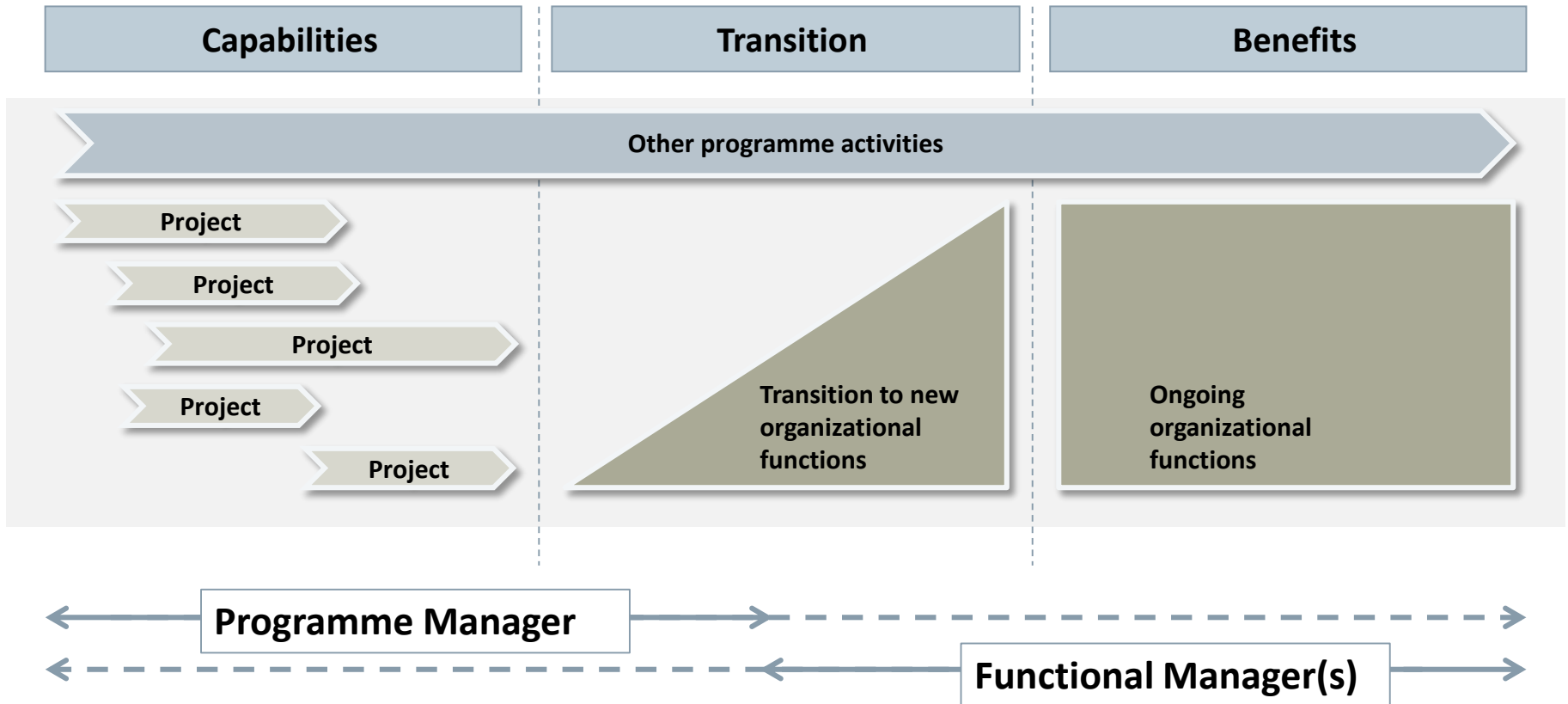


- A **project** consists of a unique set of processes consisting of coordinated and controlled activities with start and end dates, performed to achieve project objectives.
- A **programme** is a group of interrelated projects and other activities managed in a coordinated way to realize benefits contributing towards the strategic objectives
- A **project portfolio** is a collection of portfolio components grouped together to facilitate their management to meet strategic objectives

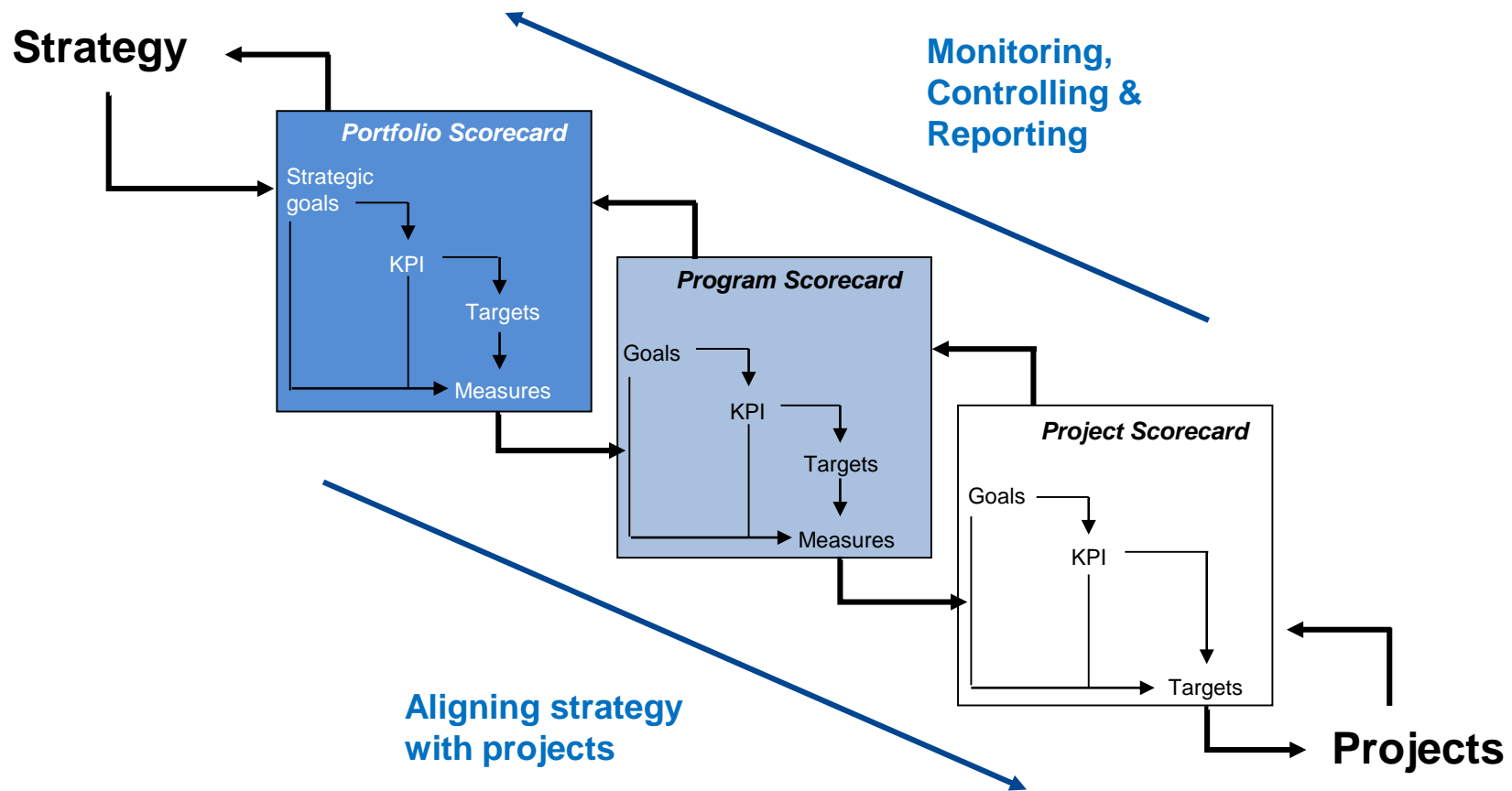
Programmes focus on long-term outcomes and strategic benefits ...



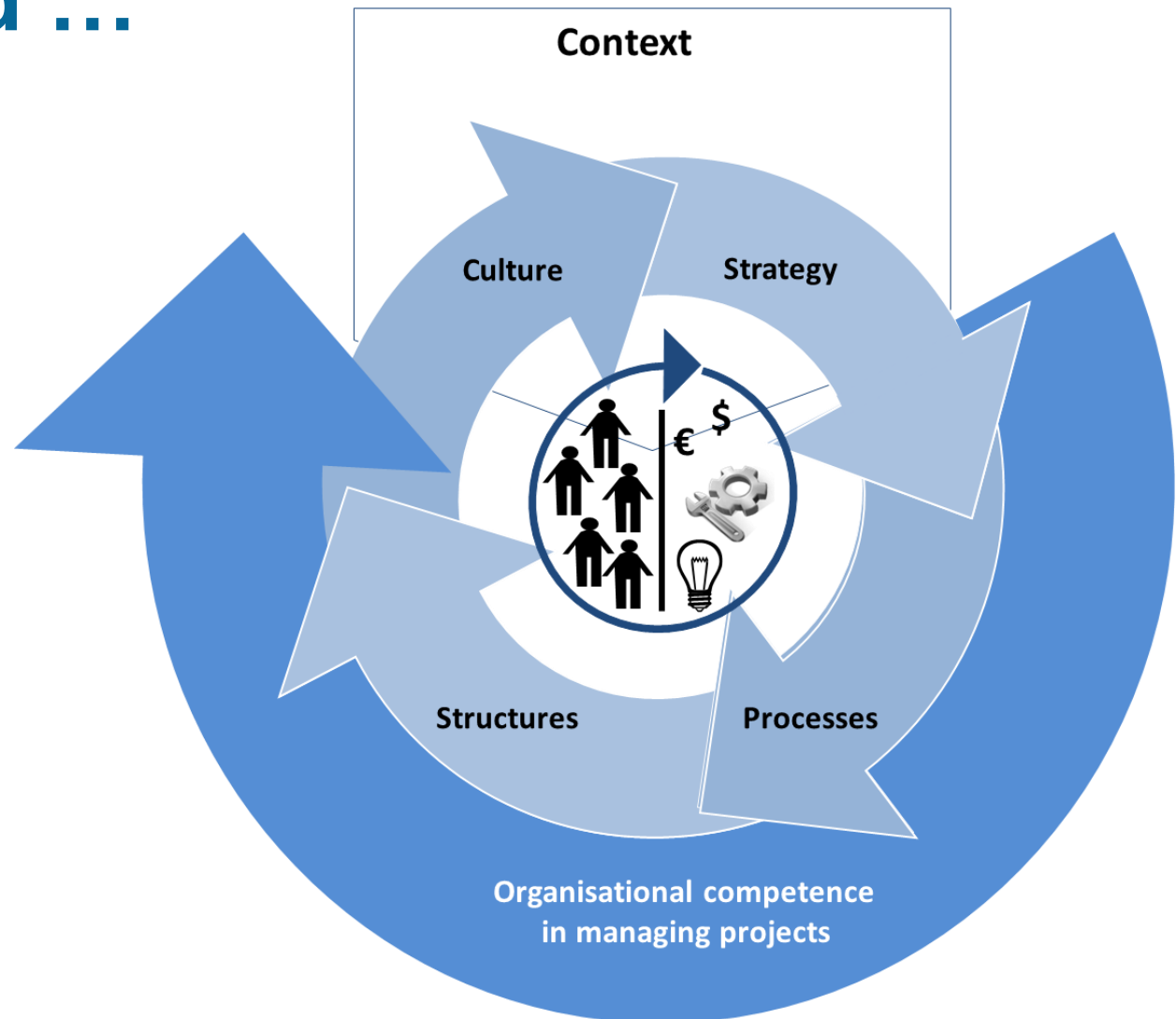
... through build-up of capabilities



Through portfolios, all projects and programmes are aligned with strategy



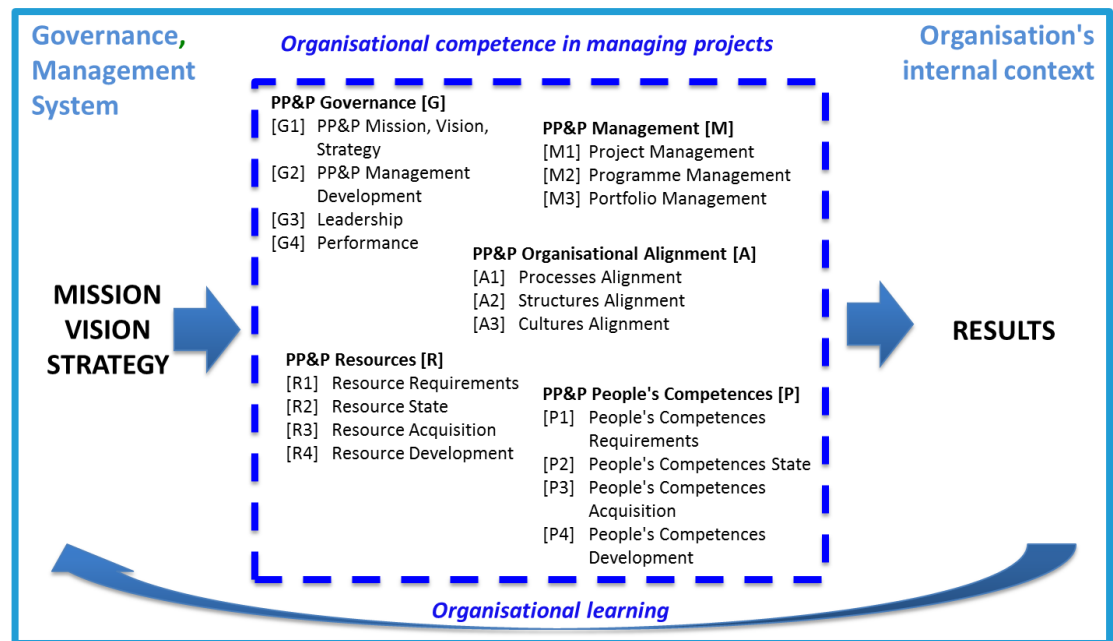
An integrative management approach is needed ...



The IPMA Organisational Competence Baseline (OCB[®]) is leading the way ...

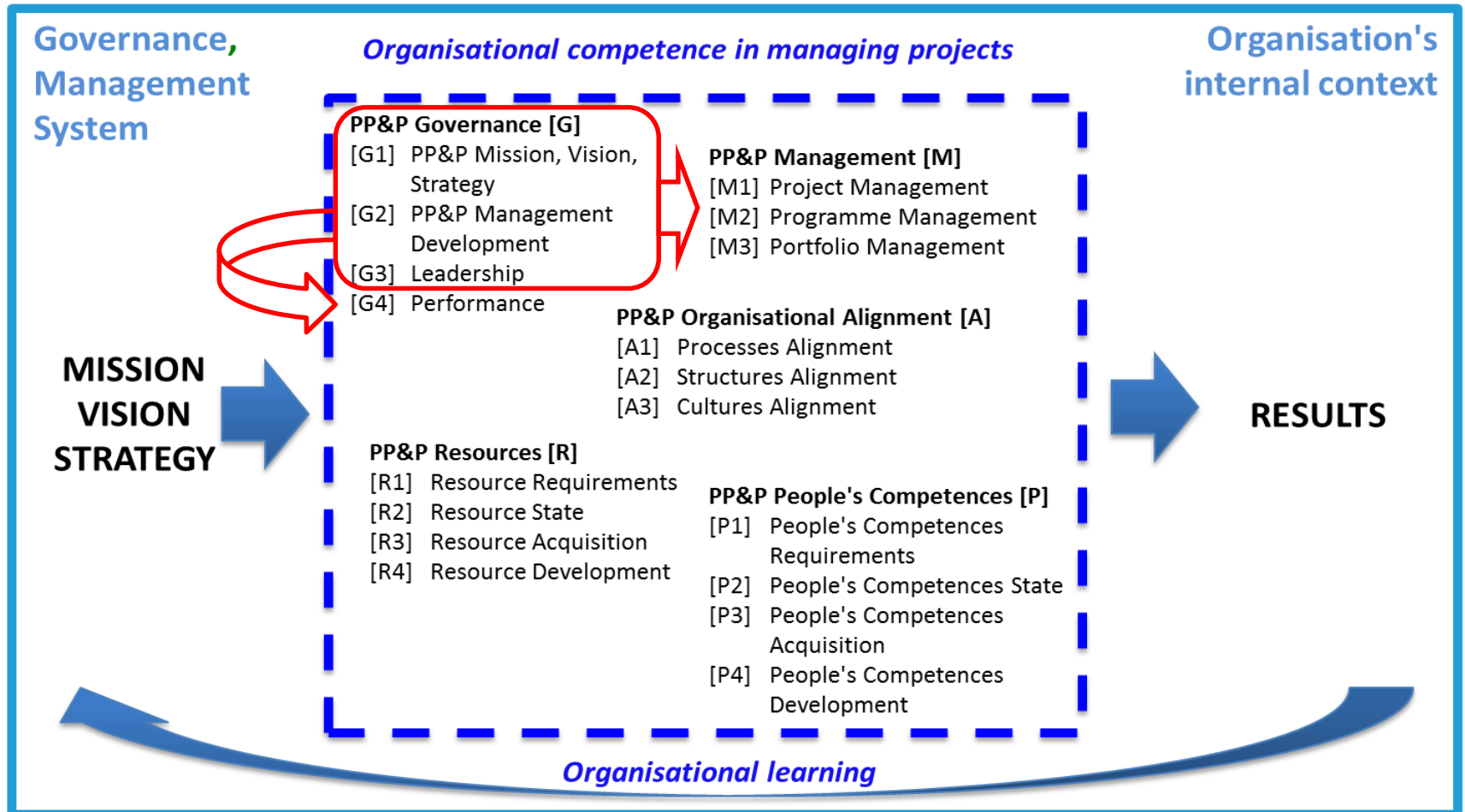
Organisational competence in managing projects is ...

...the ability of organisations to integrate people, resources, processes, structures and cultures in PP&P within a supporting governance and management system... it is specifically aligned with the mission, vision and strategy of the organisation and is intended to achieve results as well as to ensure continuous organisational development.

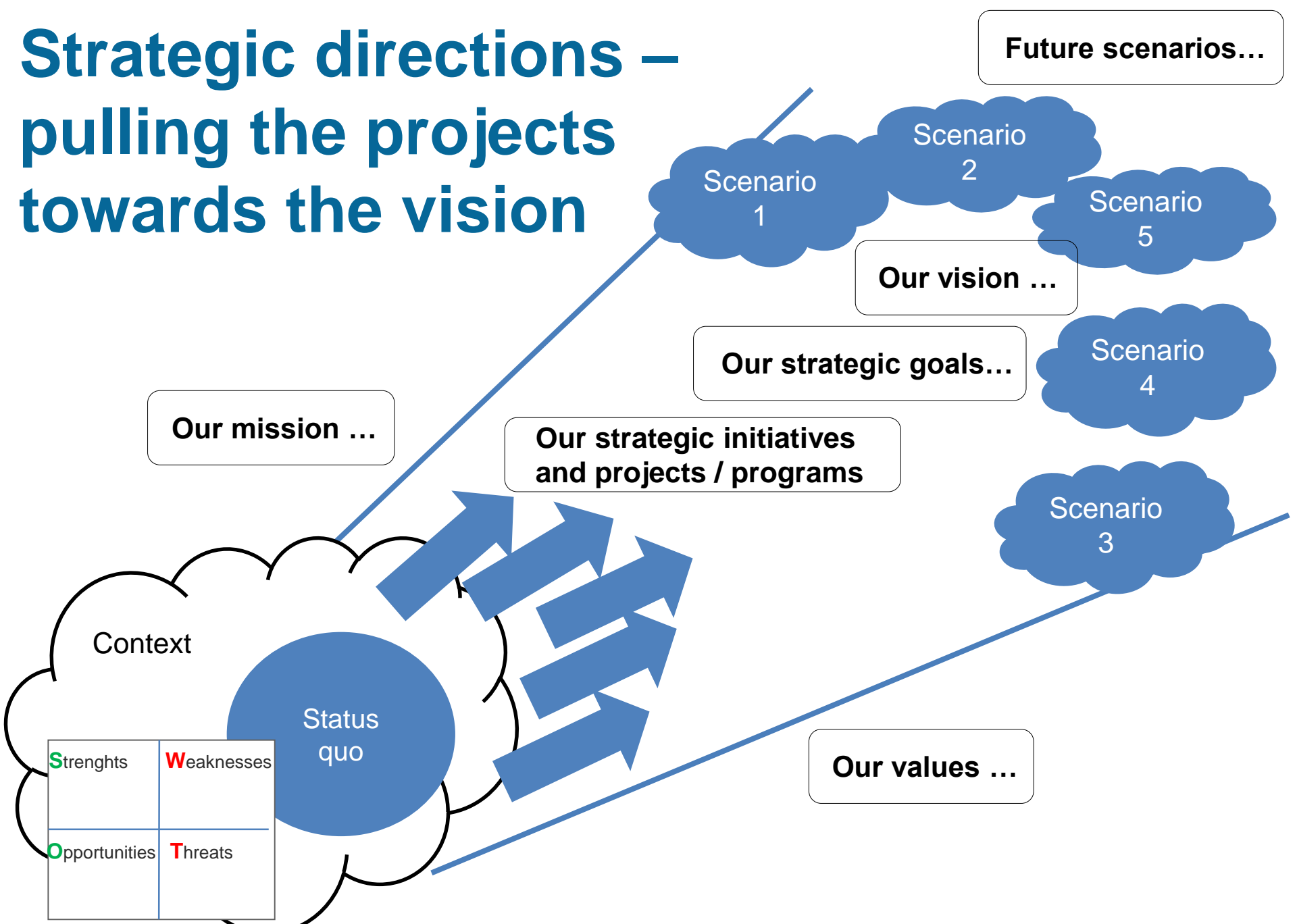


... and the most important levers for the organisational development ...

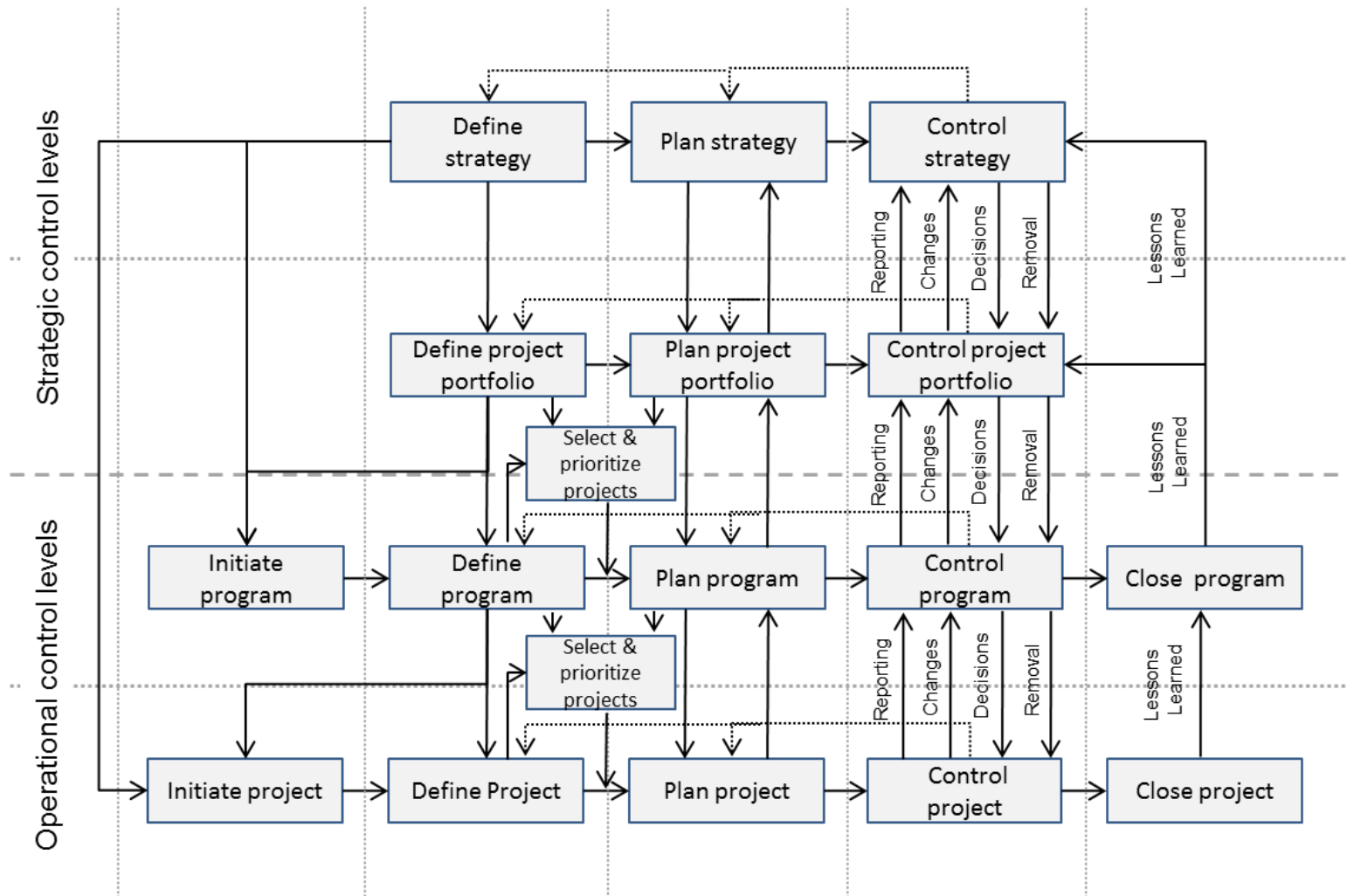
Organisation's external context



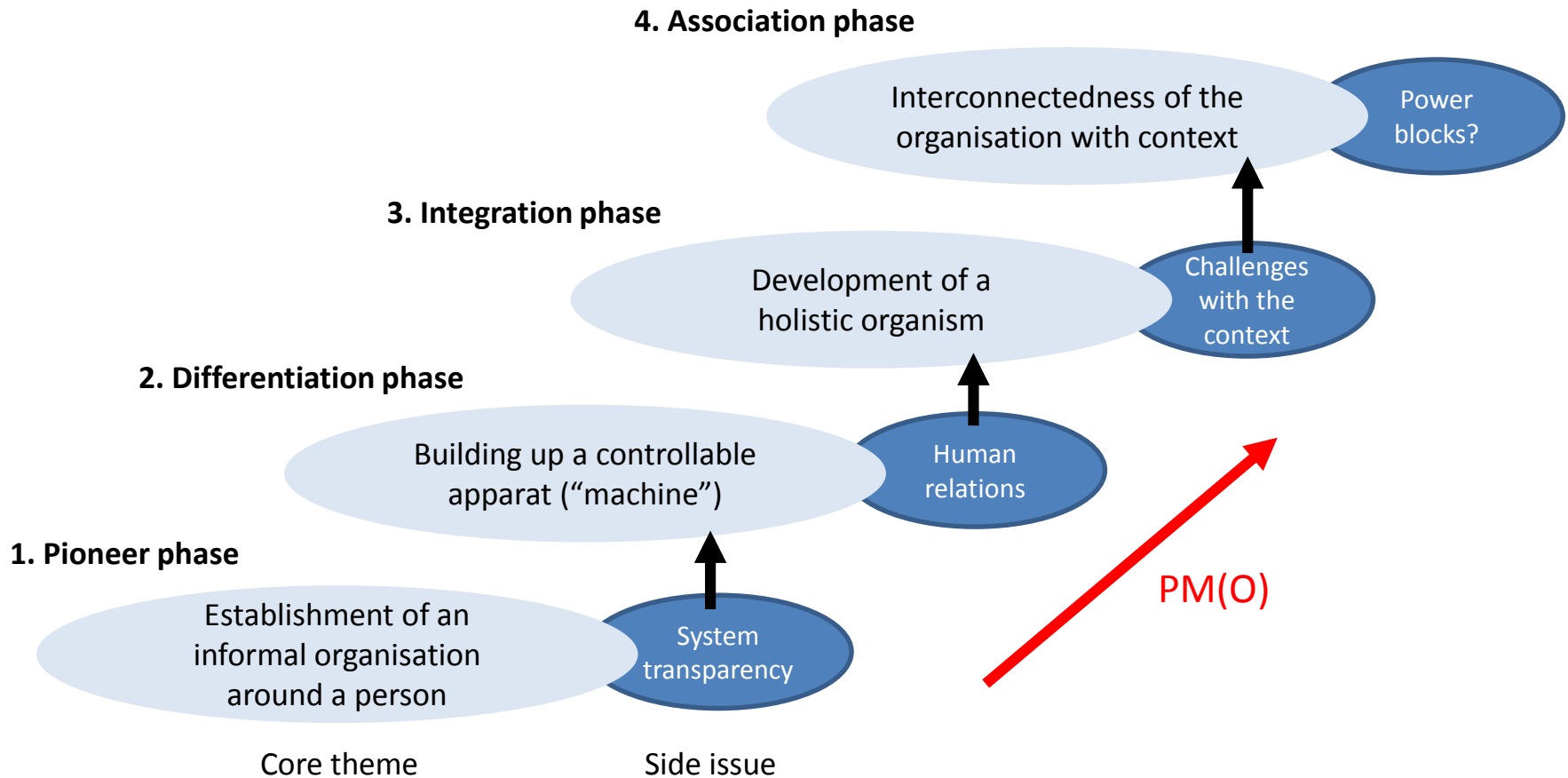
Strategic directions – pulling the projects towards the vision



Many interrelations between strategic and project level (DIN 69909:2013) ...



Evolution of an organisation ... and the transformational role of PM(O)s

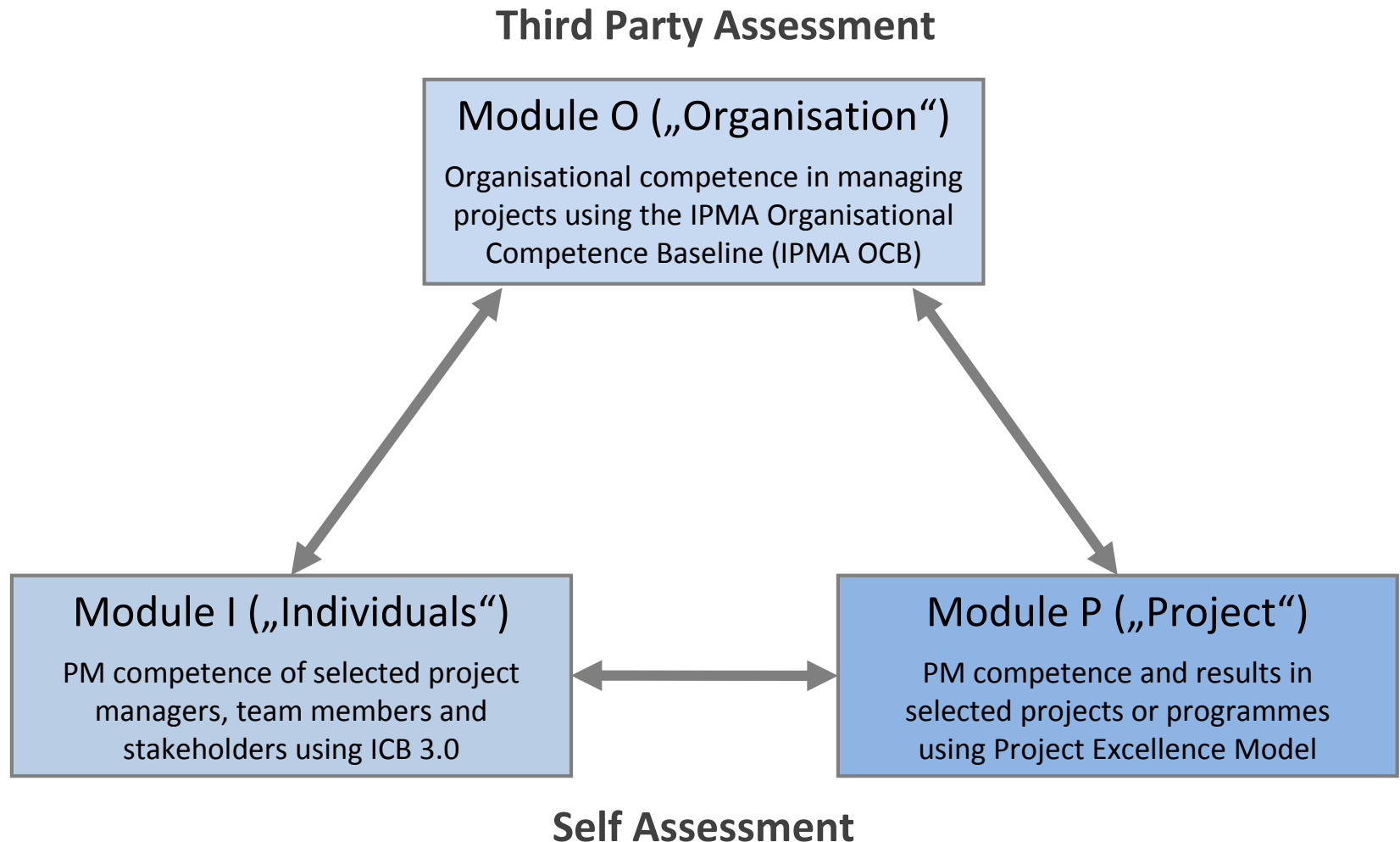


Source: Glasl, F.; Lievegoed, B.: Dynamische Unternehmensentwicklung. 4. Auflage. Haupt Verlag. 2011

IPMA Delta[®] assessment and certification of organisations



The models and approach used for an IPMA Delta assessment & certification

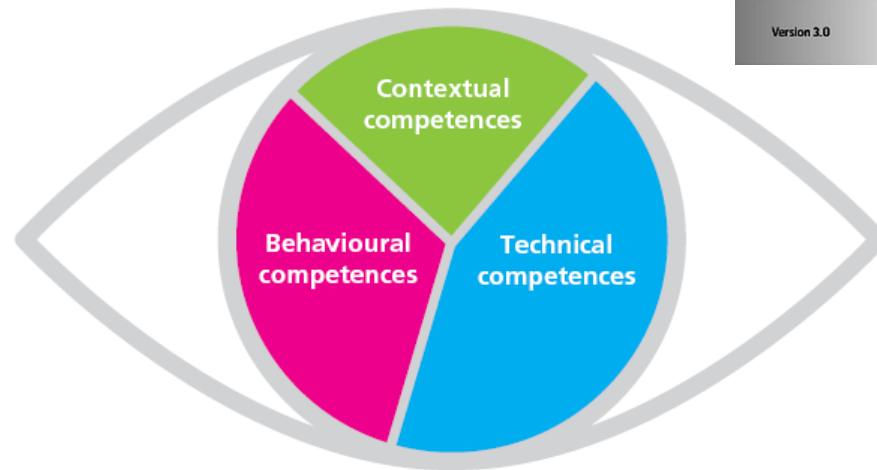


The new Project Excellence Model, IPMA Project Excellence Baseline®



IPMA Individual Competence Baseline (ICB[®]) for qualification & certification

- » The ICB 3.0 standard proves its value to PM practitioners and our stakeholders.
- » It highlights key **competences** expected for personnel acting in:
 - Projects
 - Programs
 - Portfolios



The ICB in a periodic table of project management competence elements

IPMA PM Competence Element Groups									
 Contextual Competence Elements Technical Competence Elements Behavioral Competence Elements									
3.01 P Project orientation							2.02 M Engagement & motivation	2.03 Sc Self-control	2.01 L Leadership
3.02 Pg Programme orientation	3.03 Pf Portfolio orientation						2.04 As Assertiveness	2.05 R Relaxation	2.06 O Openness
3.04 Pp Project, program & portfolio implemen.	3.05 Po Permanent organization	1.01 Ps Project management success	1.02 Ip Interested parties	1.03 Rq Project requirements & objectives	1.04 Ri Risk & opportunities	1.05 Q Quality	2.07 Cy Creativity	2.08 Ro Results orientation	2.09 E Efficiency
3.06 Bu Business	3.07 Sa Systems, products & technology	1.06 Po Project organization	1.07 T Teamwork	1.08 Pb Problem resolution	1.09 Ps Project structures	1.10 Sd Scope & deliverables	2.10 Co Consultation	2.11 Ne Negotiation	2.12 Cc Conflict & crisis
3.08 Pe Personnel management	3.09 Hs Health, security, safety, & environment	1.11 Tp Time & project phases	1.12 Re Resources	1.13 C Cost & finance	1.14 Cn Procurement & contract	1.15 Ch Changes	2.13 RI Reliability	2.14 Va Values appreciation	
3.10 Fi Finance	3.11 Le Legal	1.16 Cr Control & reports	1.17 In Information & documentation	1.18 Ca Communication	1.19 Su Project startup	1.20 Cs Project closeout	2.15 Et Ethics	ICB: IPMA Competence Baseline	

What is unique about IPMA?



ICB 4.0



PEB 1.0

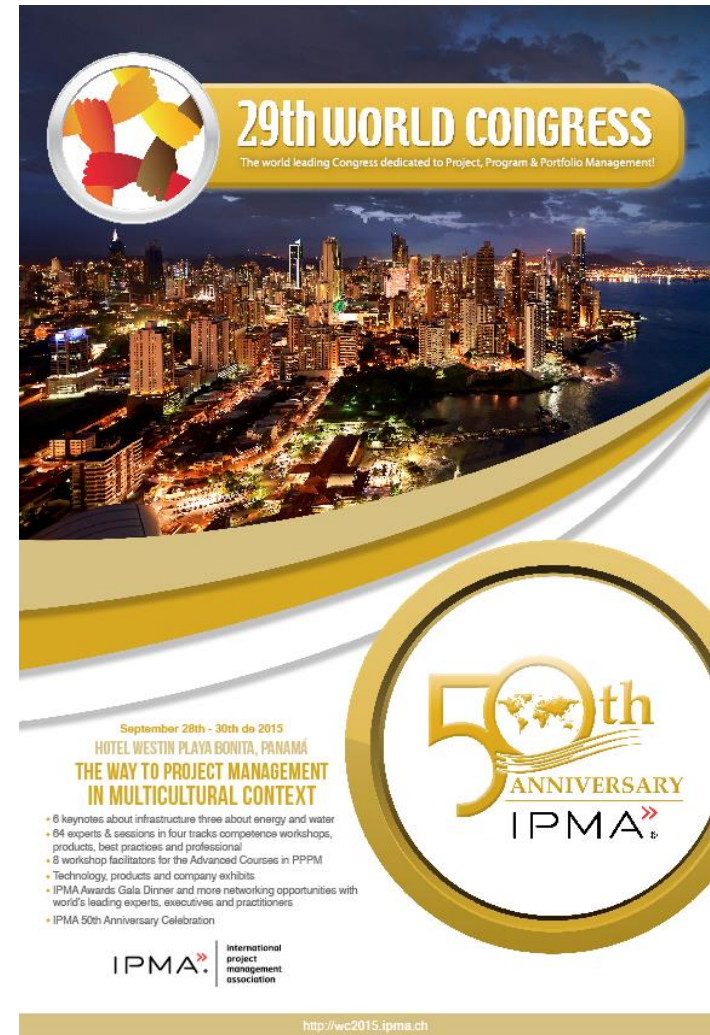


OCB 1.0



Summary and outlook

- » IPMA is globally **leading the evolution** of the project management profession and the maturity of its practice.
- » A unique **global network** that thinks globally and acts regionally as well as locally.
- » Recognize, respect and build on **diversity** as the foundation for a global network.
- » **Your Partner** for competence and performance in project, program and project portfolio management.



The poster for the 29th World Congress of IPMA features a night view of a city skyline with a yellow banner at the top. A circular logo with colorful hands is in the top left. The bottom right has a large '50th Anniversary IPMA' logo. The text on the poster includes the dates, location, and a list of activities.

29th WORLD CONGRESS
The world leading Congress dedicated to Project, Program & Portfolio Management!

September 28th - 30th de 2015
HOTEL WESTIN PLAYA BONITA, PANAMÁ
**THE WAY TO PROJECT MANAGEMENT
IN MULTICULTURAL CONTEXT**

- 6 keynotes about infrastructure three about energy and water
- 64 experts & sessions in four tracks: competence workshops, products, best practices and professional
- 8 workshop facilitators for the Advanced Courses in PPPM
- Technology, products and company exhibits
- IPMA Awards Gala Dinner and more networking opportunities with world's leading experts, executives and practitioners
- IPMA 50th Anniversary Celebration

IPMA® International project management association

<http://wc2015.ipma.ch>

Moving forward



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IPMA: Moving *you* forward

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