
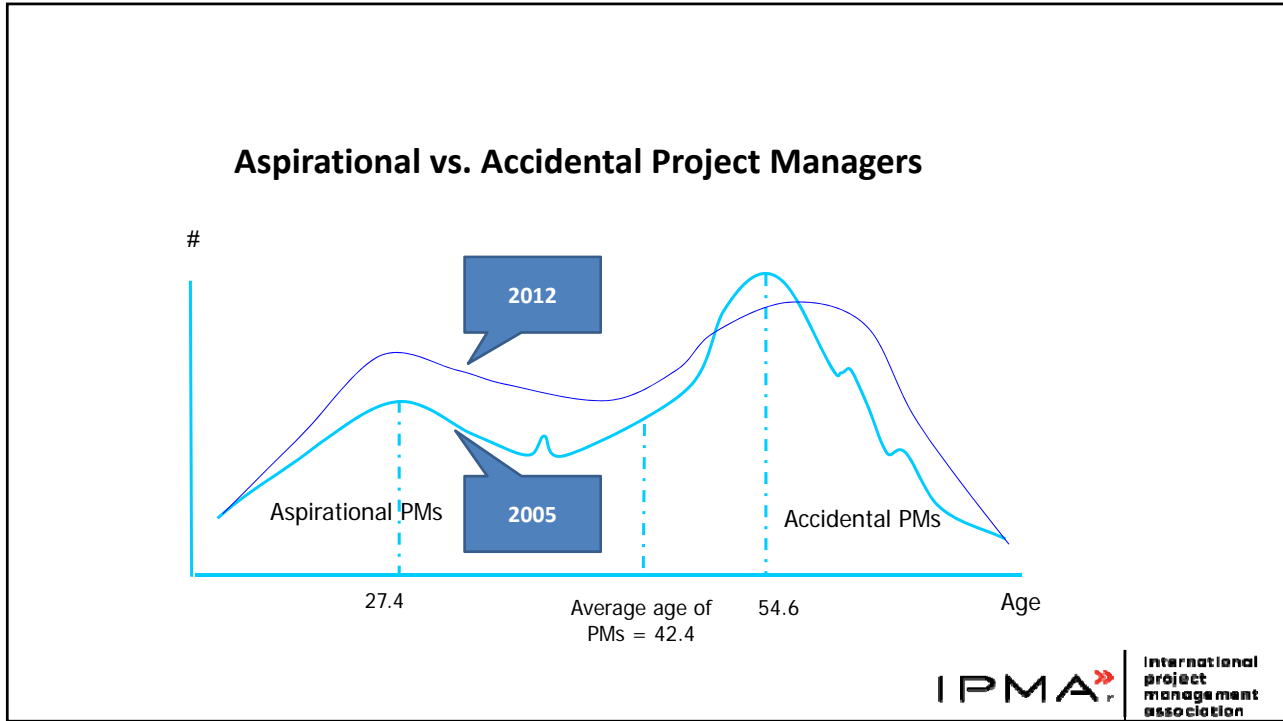




**Imagine a world
where all projects succeed!**

33%

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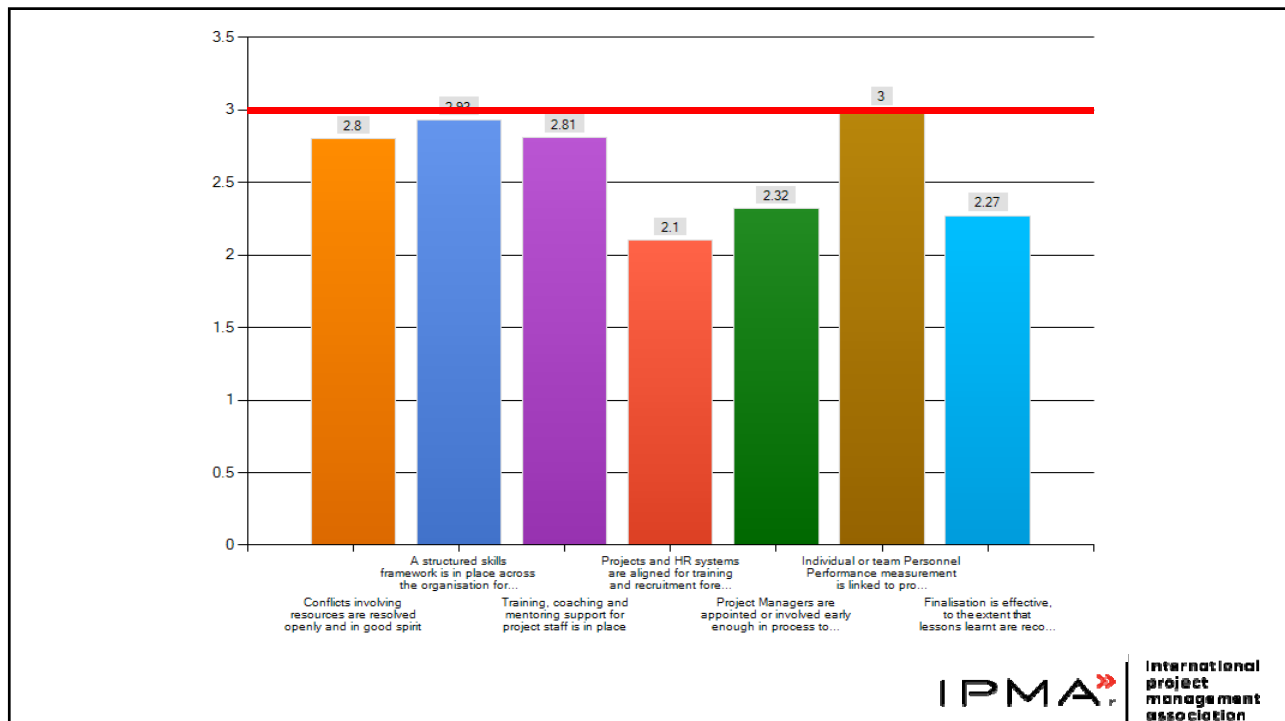
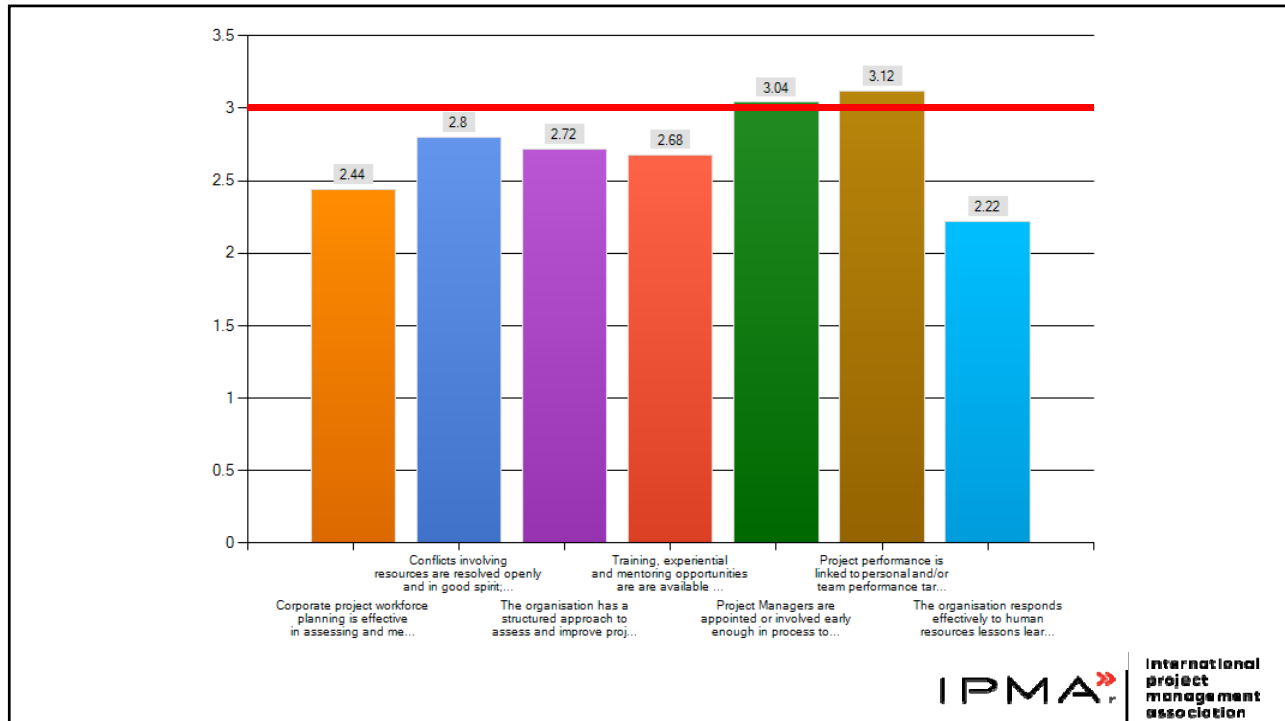


Our agenda

- Human capital as a key EPM element
- What the current data says
- Understanding the full meaning of competency
- Linking competency to organisational maturity
- Embedding competency in resource cycles
- Developing richer competency development pathways
- Going the extra yard to develop full professionals
- The importance of evaluating the ROI for that development

A little self-reflection

- Who will manage your projects - next year, even next month?
- How are you resolving any competency or experience gaps?
- Do you measure the success of professional development?



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ENTERPRISE PROJECT MANAGEMENT AND PEOPLE



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EPM - Traditional Elements



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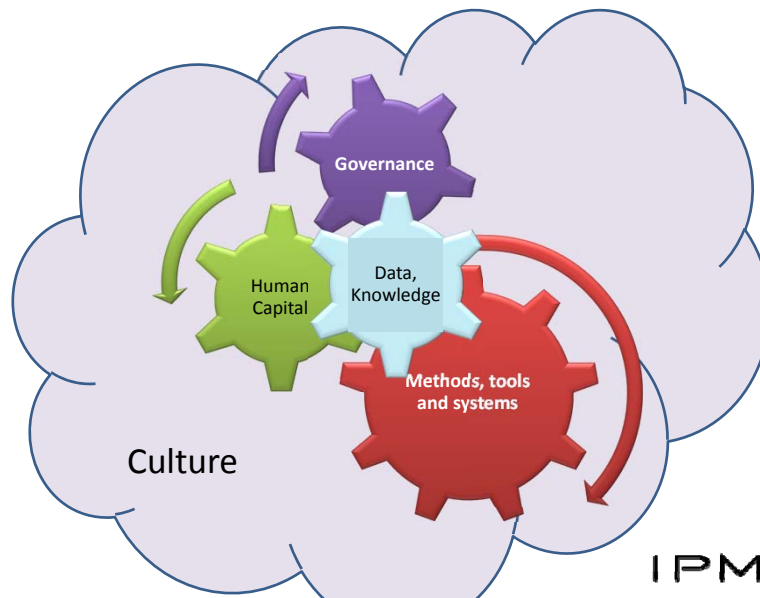
EPM - Traditional Elements



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EPM - Traditional Elements



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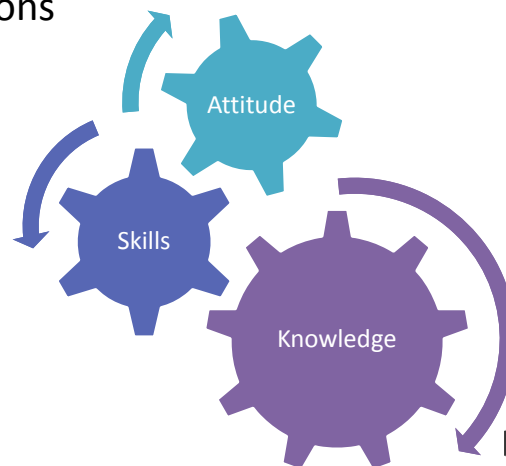
THE FULL MEANING OF COMPETENCY

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Competency

- The ability to perform a role or task successfully under prescribed conditions



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Why a competence difference?

Why you want more than knowledge ...

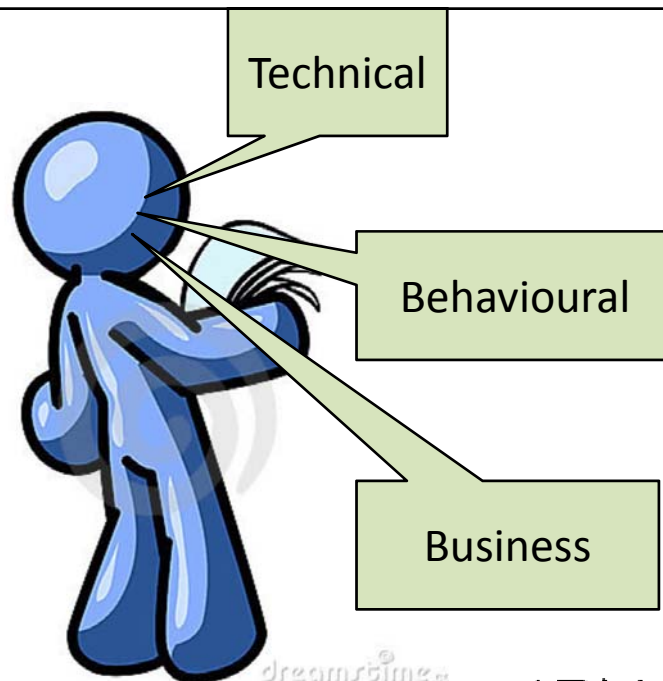
- » You board a flight piloted by two “Air Academy” graduates who have never taken off or landed a plane.
- » Your defense lawyer just passed the bar, knows all the case law, but has never practiced before a jury.
- » Your heart surgeon memorized the manual, but has never used a scalpel.



Q: What is missing? *Competence!*

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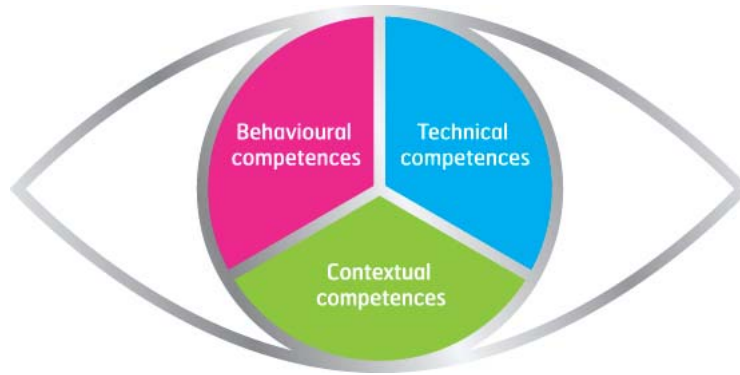


dreamstime

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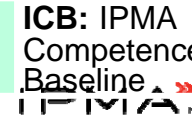
IPMA – ICB EYE OF COMPETENCE



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ICB In a Periodic Table of project management competence elements

IPMA PM Competence Element Groups										2.01	
<ul style="list-style-type: none"> Contextual Competence Elements Technical Competence Elements Behavioral Competence Elements 										2.02	
3.01 P Project orientation											L Leadership
3.02 Pg Programme orientation	3.03 Pf Portfolio orientation										M Engagement & motivation
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	2.04 As Assertiveness	2.05 R Relaxation	2.06 O Openness		Sc Self-control
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 St Project structures	1.10 Sd Scope & deliverables	2.07 Cy Creativity	2.08 Ro Results orientation	2.09 E Efficiency		
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	2.10 Co Consultation	2.11 Ne Negotiation	2.12 Cc Conflict & crisis		
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	2.13 RI Reliability	2.14 Va Values appreciation			
							2.15 Et Ethics				ICB: IPMA Competence Baseline

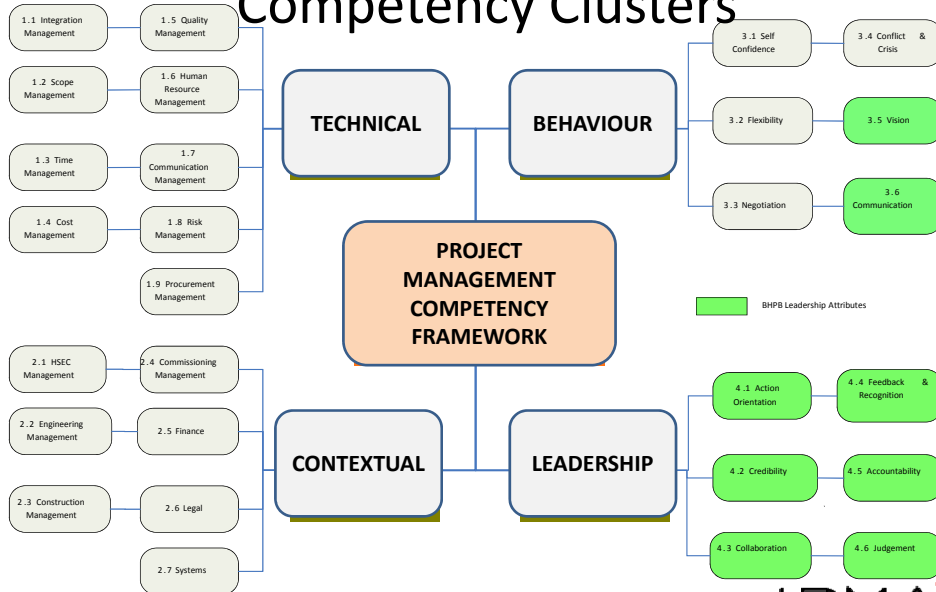


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Competency Clusters



Slide 20



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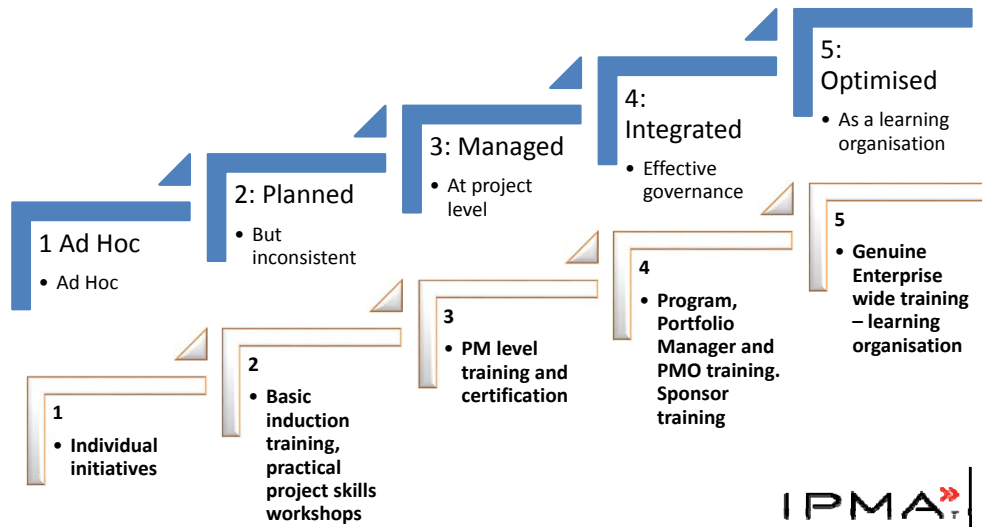
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COMPETENCY ALIGNMENT TO MATURITY AND TO RESOURCE CYCLES

Competency Embedded in Resource Cycles



Alignment to Organisational Maturity



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ADDRESSING COMPETENCY GAPS



Strategic Drivers

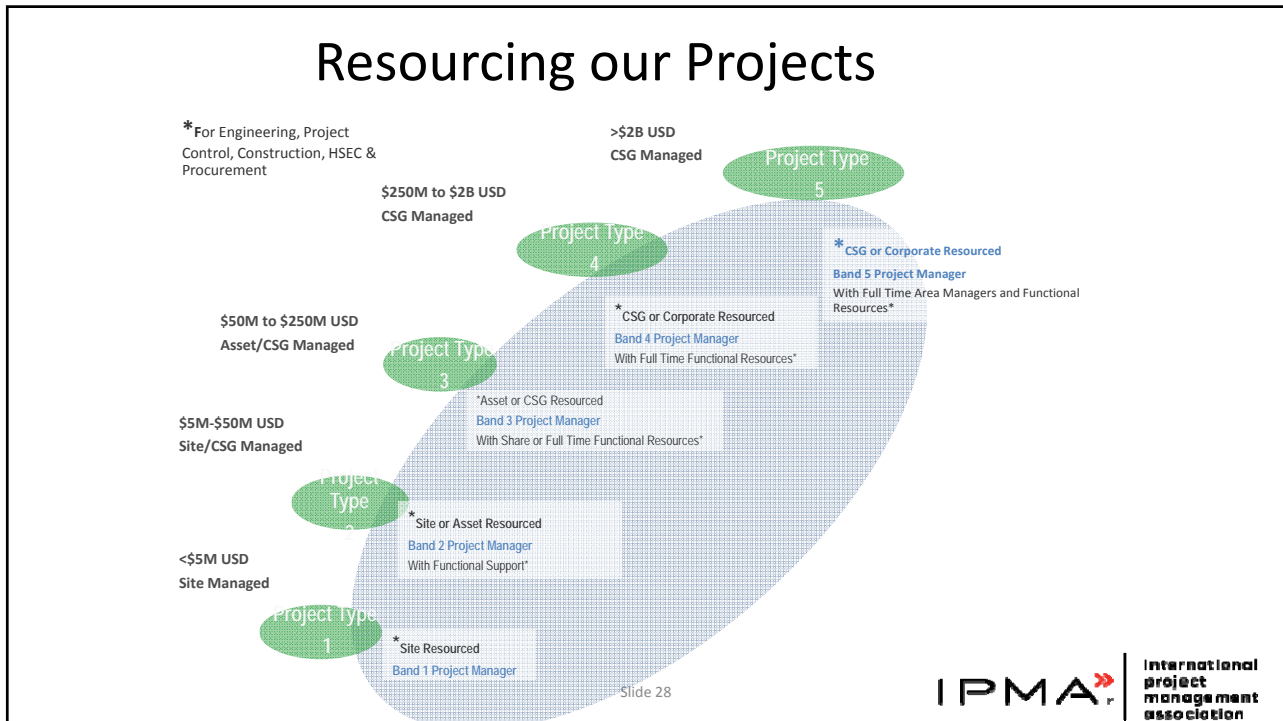
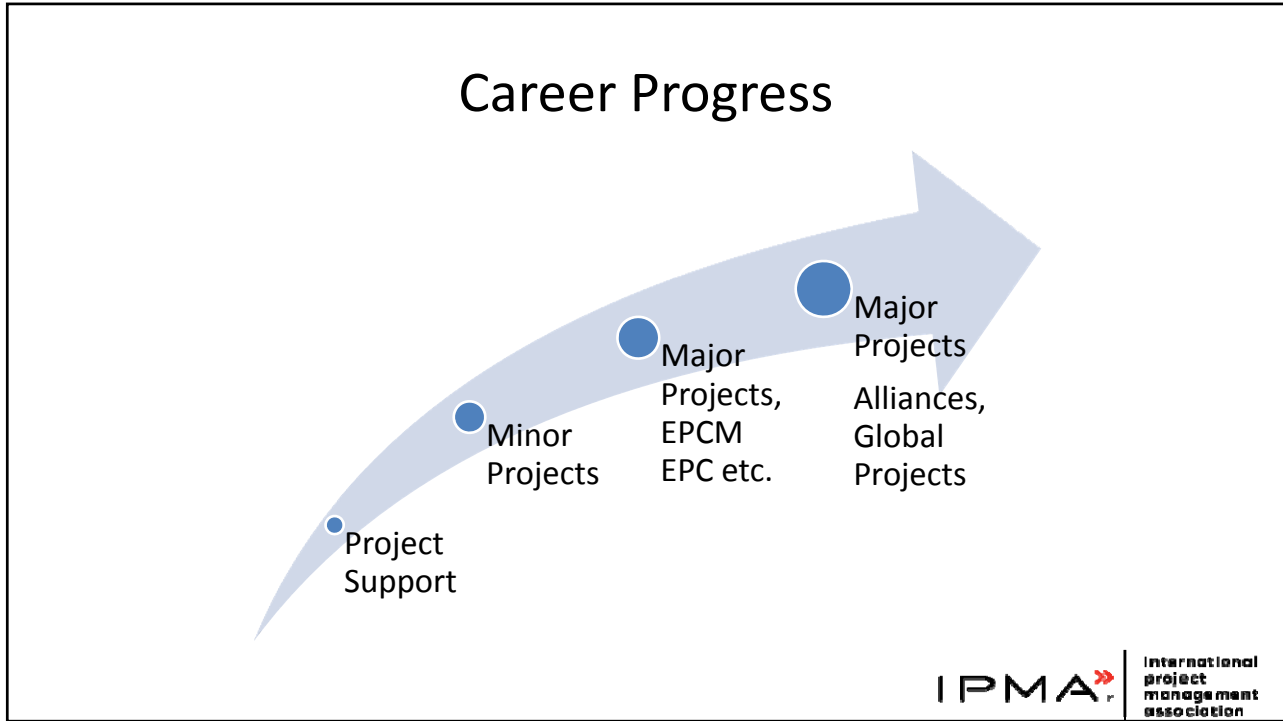
“Delivering value through the project pipeline”

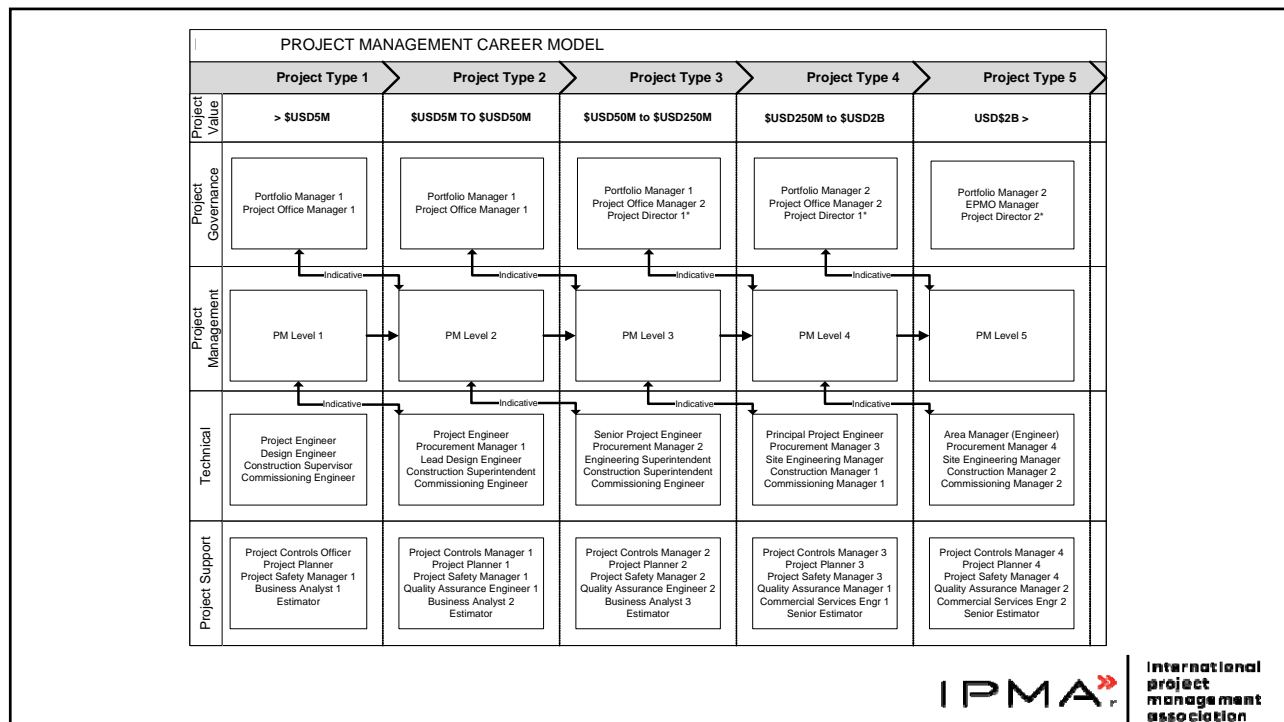
Marius Kloppers, CEO BHP Billiton



“Acute shortage of experienced project staff”

Marc Vogts, VP Project Management Services

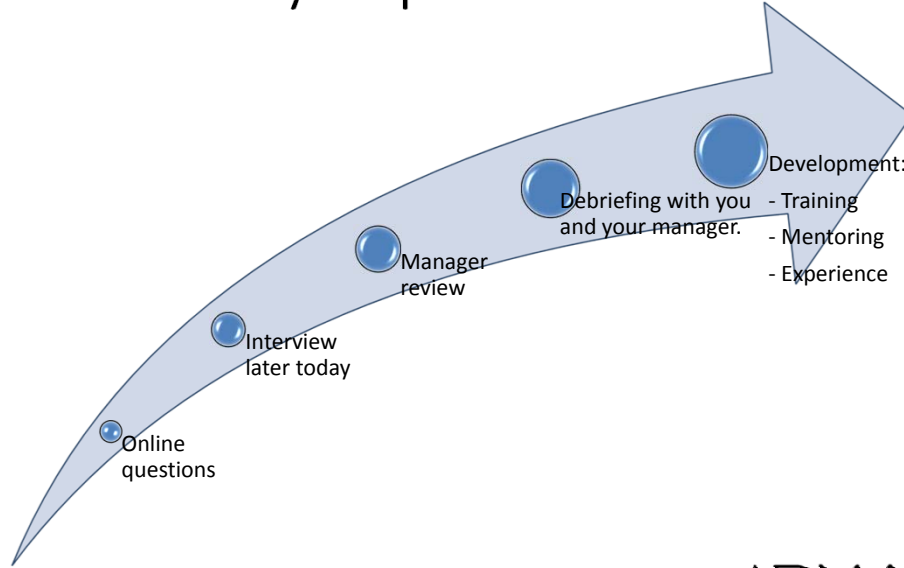




But it is Complex

- Career paths are more complex, .. Pathways in this framework are indicative,... They represent only some of the more typical progression paths.:
 - movement between roles as personal preferences and job requirements dictate, .. between project management and governance or technical roles, or even .. between various levels of project management....
 - Individual entry points for staff who join the organisation or as current staff members join the project management community

The Key Steps in the Process



Paul McGuckin, PM Services, June 2009

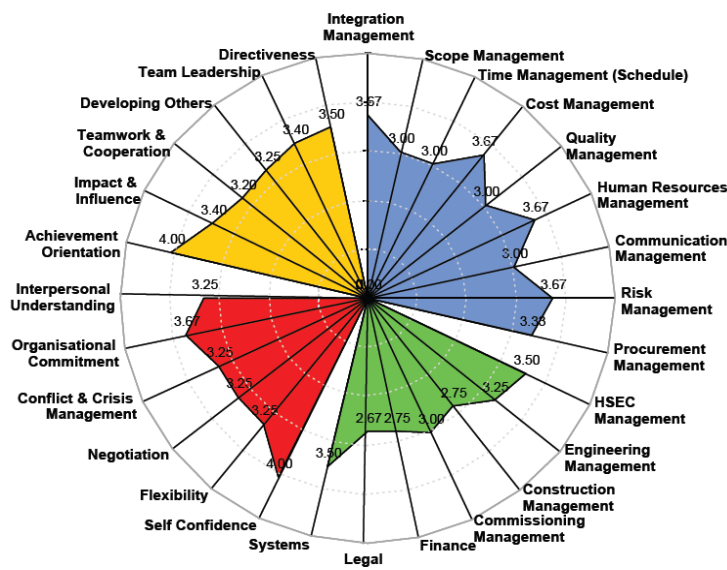
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2.2 SELF ASSESSMENT MAP

Page 2

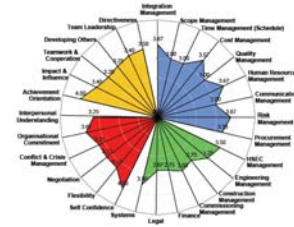


Technical & Contextual: 1=Emerging 2=Aware 3=Applying 4=Competent 5=Mastery
 Personal & Leadership: 1=Strong devel. need 2=Devel. need 3=Functional 4=Strength 5=Excels

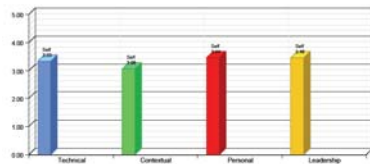


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The Printed Report



Project Management Competency Development



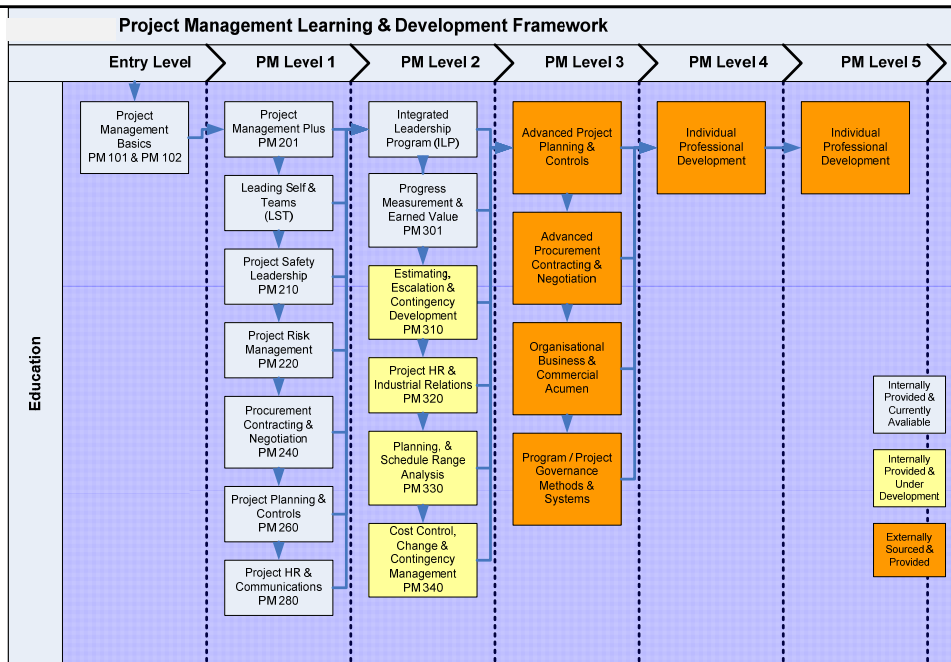
- 1.5 Quality Management**
- 1.5.1 Identifies all standards, acceptance criteria and testing requirements to develop a project quality plan
 - 1.5.2 Systematically confirms quality of deliverables and identifies non-conformance through completion of quality control testing and inspection
 - 1.5.3 Verifies that all quality issues identified in testing are resolved to the client satisfaction progressively and prior to project closure

Paul McGuckin, PM Services, June 2009

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Slide 34



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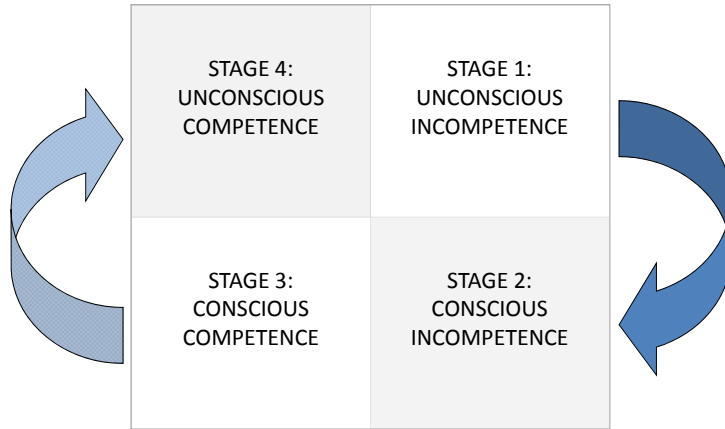
It Takes Three, Baby



They Don't Grow on Trees

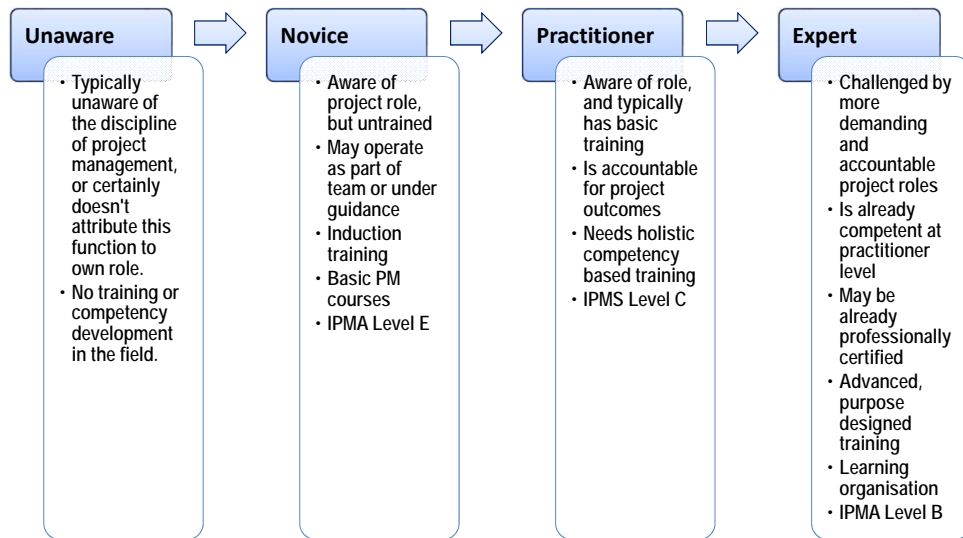
GOING THE EXTRA YARD – DEVELOPING THE GENUINE ARTICLE

Four Stages of Learning



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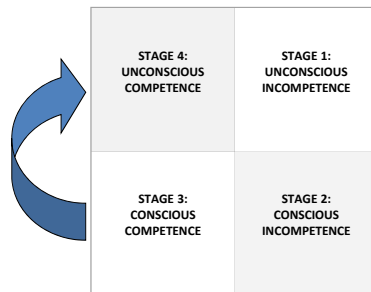
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Getting to Good



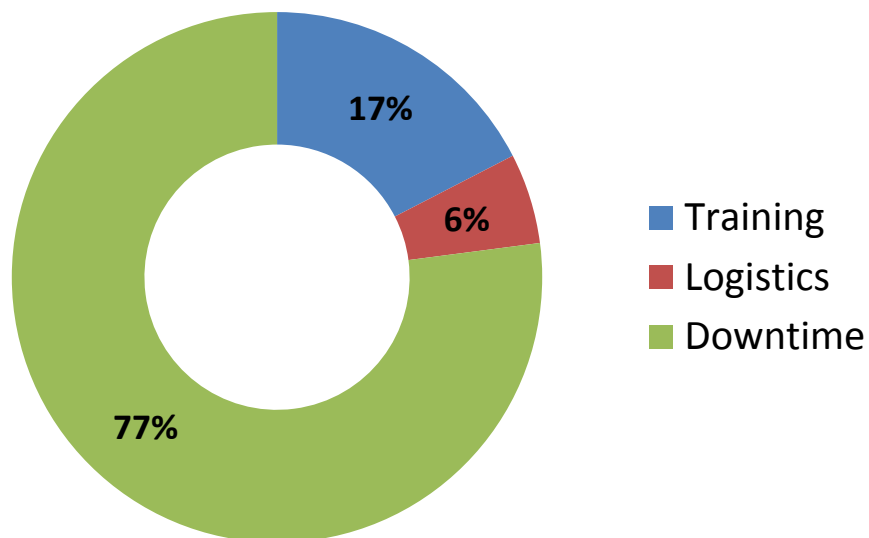
Building the Genuine Article

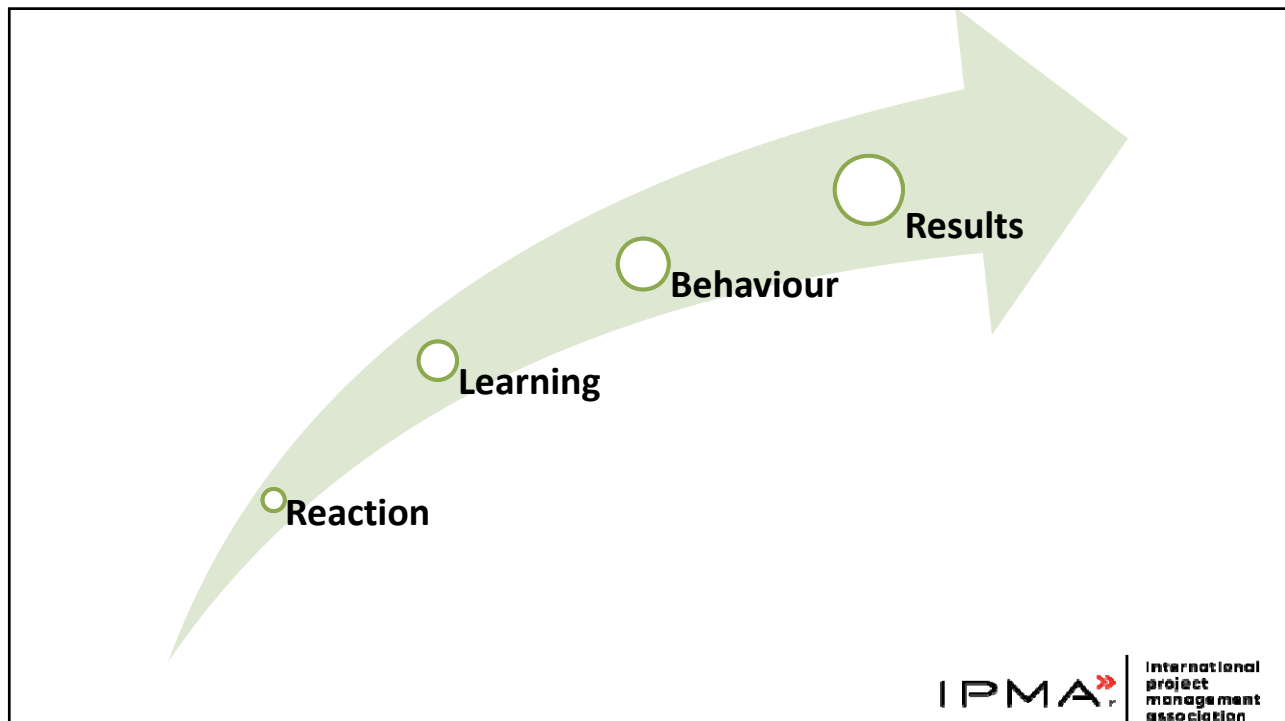
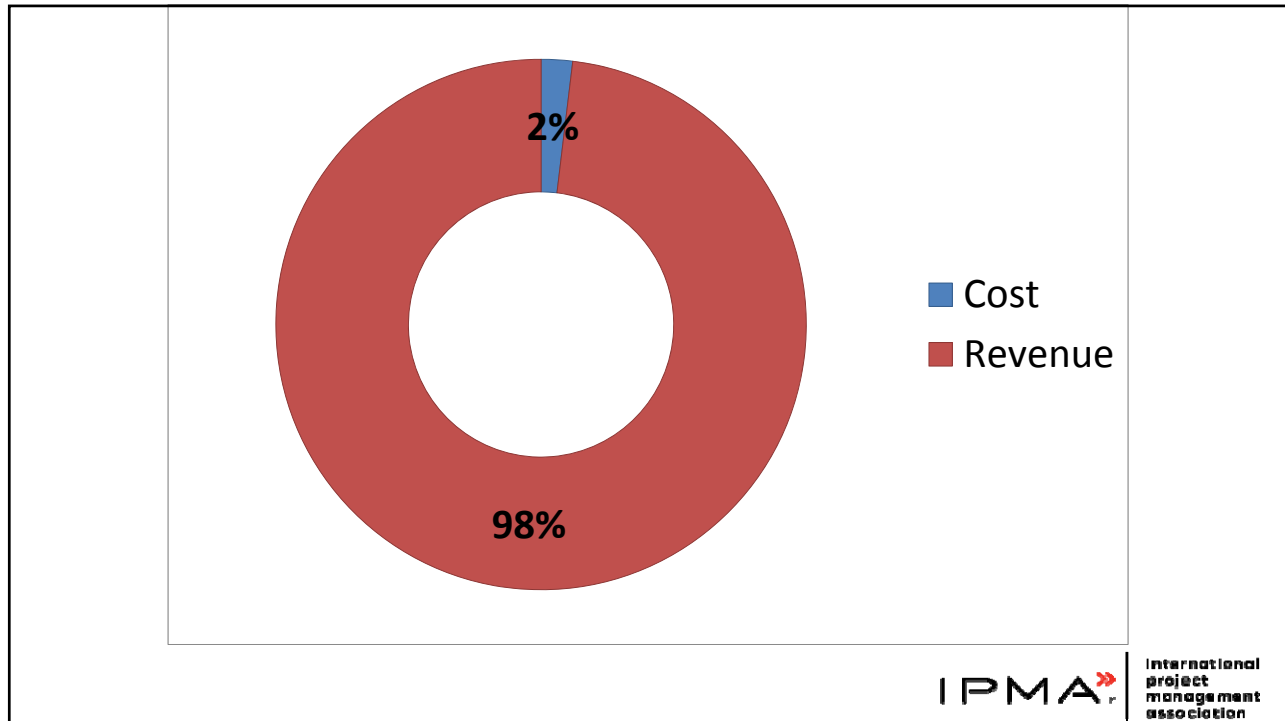
- Learning Organisation
- Coaching and Mentoring
- Peer Networks
- Project Forums
- Special Interest Groups
- KPI's and Incentives
- Performance Reviews
- Benefits Management
- Lessons Learned Process

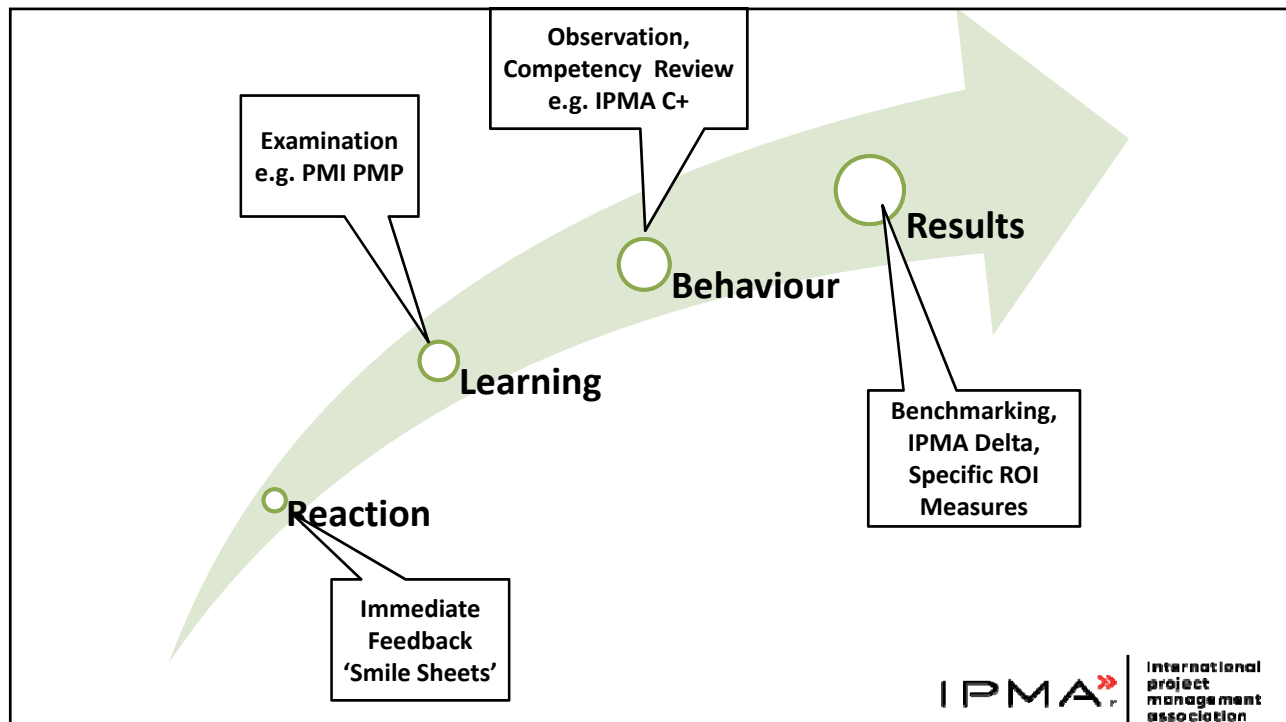
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HOW DO WE MEASURE THE SUCCESS OF PROFESSIONAL DEVELOPMENT?

- What is the measure of success?
- Are there any ROI models?
- How do competence frameworks fit into the equation?







Summary

- Whoever said it would be easy?
- Tomorrow's successful project is being built on today's professional development decisions
- And as the man said – If you fail to plan, you plan to fail!

ROI – Kirkpatrick Model

Level		Meaning
1	Reaction	Did the learners like it?
2	Learning	Did they learn?
3	Behaviour	Do they actually use it?
4	Results	Did it have a business impact?

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Return on Investment

Level		Proof
1	Reaction	Participant Feedback - 😊
2	Learning	Summative Assessment Knowledge Questions
3	Behaviour	Workplace Observation Skills Audit re-baselining Professional Accreditation
4	Results	Project Management Maturity Specific ROI Measures

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But It is not Just ‘Bang for Buck’

- Sure, measuring ROI is a good idea on first principles
- It makes sense to ensure we are spending well
- But the ROI approach is intrinsically smart:
- The ROI proofs themselves represent good organisational best practice
- So if ROI leads us to that point – Great!

Measuring the Return on Investment

- Benefits Management is not new
- Kirkpatrick Model is widely applicable
- ROI requires “sharpening the pencil”
- ROI can be based on tangible elements
- But it not just measuring bang for buck
- ROI forces us to ‘do the right things’

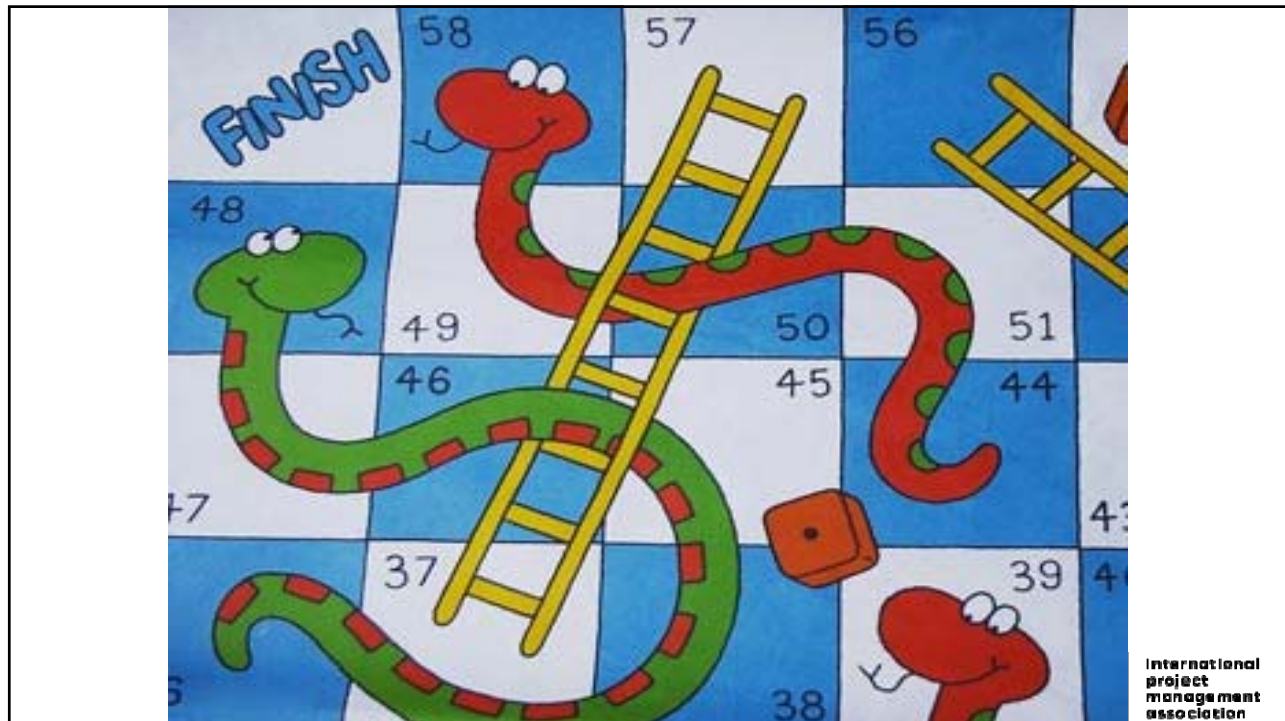


Are We There Yet Mum?

SUSTAINING SUCCESS



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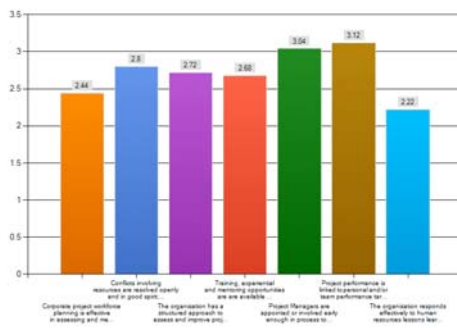


The Trick is:

- The failures are linked to people issues
- Keep the snakes small
- Build the ladders big



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CONCLUSION



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