

Moving forward

Sestri Levante 10-11 Aprile 2014

Information Management &  
Project Governance



# Competitività nella gestione dei Progetti

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International Project Management Association



# INDICE ARGOMENTI

 I Progetti nel 3° Millennio

 DELTA - La Risposta IPMA

 DELTA – Il Modello

# IPMA Overview

## History

- Founded 1965 as a Non-Profit-Organisation
- Legally registered in Switzerland (Legislation)
- INTERNET until 1994

## Worldwide

- 55 member associations
- Promotor for International Project Management
- IPMA World Congress

## Services

- Quality standard for certifications
- ICB – IPMA Competence Baseline
- IPMA Young Crew / Expert Seminars / Advanced Courses / Research / Events / Journals



### ***Product Development Life Cycles***

	R & D Lead time			Product Life		
Years	- 10	-5	Now	-10	-5	Now
Food	2.2	2	1.7	6.4	4.4	2.8
Chemicals	5	3.9	3.3	14.1	8.5	5.7
Pharma	9.9	10.8	13.2	15.8	12	9
Electrics	1.8	1.5	1.1	1.6	1.3	0.9
IT equipment	3.8	2.5	1.6	4.8	3.4	2
Cars	4.7	3.4	2.3	7.3	5.3	4.6
All Industries	4.3	3.6	3	11.1	8.9	8.1

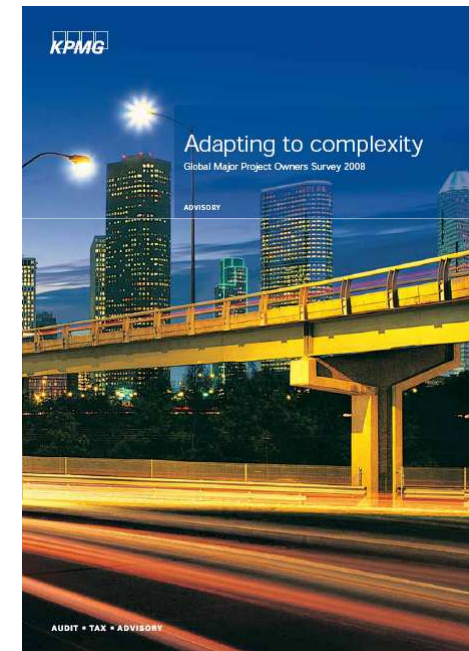
***Progetti sempre più sfidanti ed in costante crescita come numerosità.  
Organizzazione a Progetto come modello di Management***

## Are EU projects effectively and efficiency

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» KPMG's Global Major Project Owners Survey 2008 provides further evidence of the **severe shortage of vital skills** and supplies affecting organizations around the world.

- The majority (57%) of respondents believe that more could be done to tackle the lack of resources (**highly skilled project management personnel**), while acknowledging that they themselves could do more to improve their in-house career management for project and program managers.
- **greater consistency in risk management (88%)**





## Number of IS projects examined within European Union

n IS Study 2005 - 2010

Rank	Sector	No. of projects examined
1	Manufacturing	43
2	Retail	36
3	Financial services	33
4	Transport	27
5	Health	18
6	Education	17
7	Defence	13
8	Construction	12
9	Logistics	9
10	Agriculture	6
<b>Total</b>		<b>214</b>



## Project value in millions of Euros

Value range in millions (€)	Number of projects	Percentage (%)	Accumulative (%)
0 - 1	51	23.831	23.831
1 - 2	20	9.346	33.177
2 - 3	11	5.140	38.317
3 - 5	33	15.421	53.738
5 - 10	4	1.869	55.607
10 - 20	87	40.654	96.261
20 - 50	6	2.804	99.065
50 - 80	2	0.935	100.000
<b>Totals</b>	<b>214</b>	<b>100.00</b>	<b>100.00</b>

## Project completions, cancellations and overruns

Waterfall method lifecycle stage	Number of projects cancelled	Number of projects completed	Number of projects overrun (schedule and/or cost)
Feasibility	None	214	None
Requirements analysis	3	211	None
Design	28	183	32
Code	15	168	57
Testing	4	164	57
Implementation	1	163	69
Handover	None	163	69
<b>Percentages</b>	<b>23.8%</b>	<b>76.2%</b>	

2005 - 2010



### Cost and schedule overruns (N=69)

Projects From Sample	2 (2)	11 (13)	19 (32)	25 (57)	12 (69)
Schedule Overrun Range	11 weeks Average	29 weeks Average	46 weeks Average	80 weeks Average	103 weeks Average
	Budget + 10%	Budget + 25%	Budget + 40%	Budget + 70%	Budget + 90%
Cost Overrun	€600,000	€1,500,000	€2,400,000	€4,200,000	€5,400,000

# Perché siamo così sfortunati nei Progetti ?!?!?



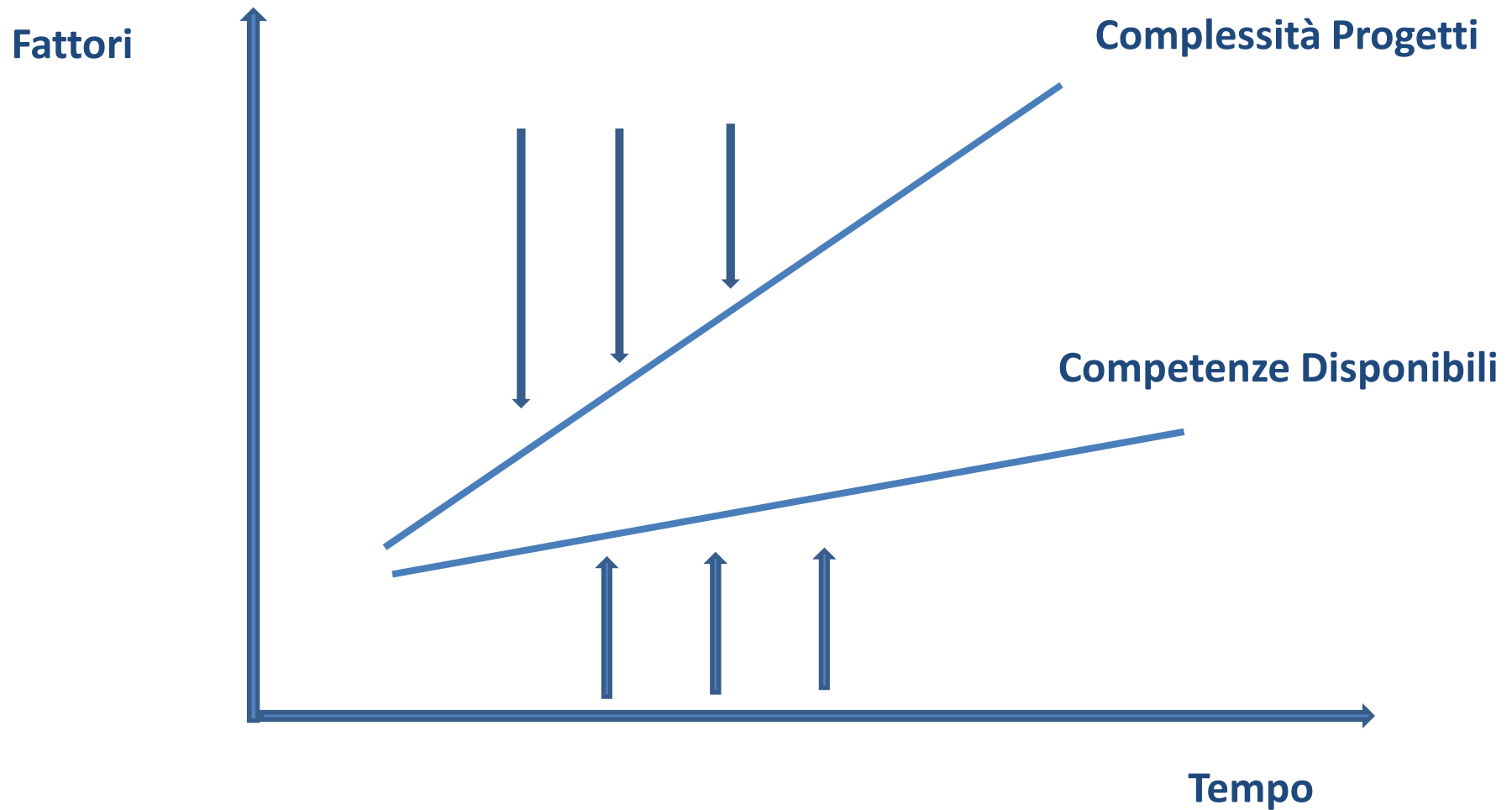
## Eppure ce la mettiamo tutta..



.....ce la mettiamo tutta?!?!?

PIANIFICAZIONE STRA  
T-EG-CA

# Progetti sempre più sfidanti...



# INDICE ARGOMENTI

»» I Progetti nel 3° Millennio

»» DELTA - La Risposta IPMA

»» DELTA – Il Modello

360° Perspective. 100% Independent. One Step Further  
the first project management assessment  
for the entire organisation

IPMA DELTA®   
UP TO THE NEXT DIMENSION»

a product of

**IPMA.**  
International  
project  
management  
association

## **A quali Organizzazioni in via prioritaria si rivolge il DELTA**

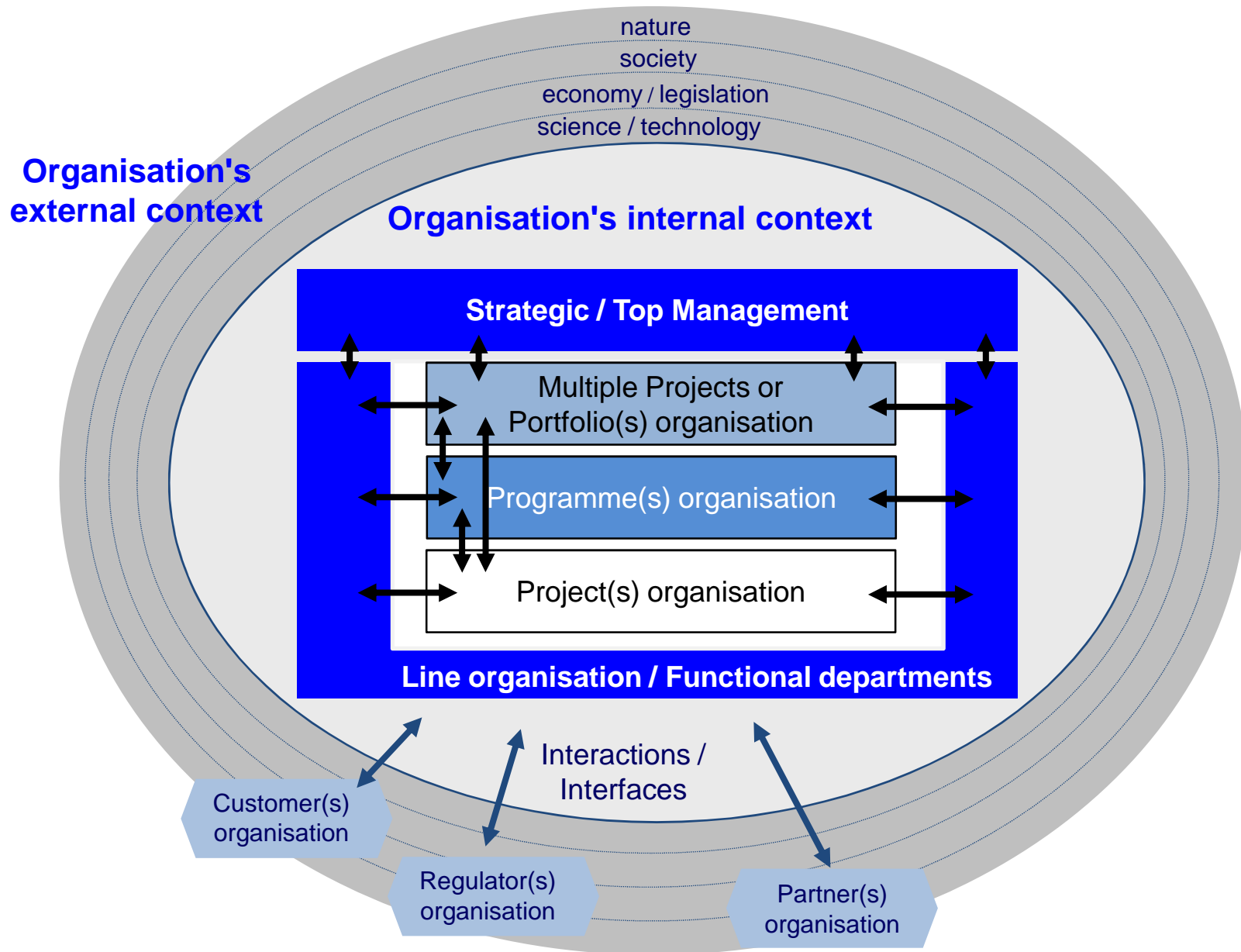
- *Conto economico in diretto collegamento con le performance di progetto*
- *Le sfide della pianificazione e del controllo*
- *Lo sviluppo delle Competenze dei componenti dei Team di Progetto*
- *Un continuo riallineamento tra l'evoluzione della strategia e la gestione operativa*
- *Modelli Organizzativi adeguati alle sfide future*
- *Capacità di catturare le best practices*



## Organisational competence in managing projects is ...

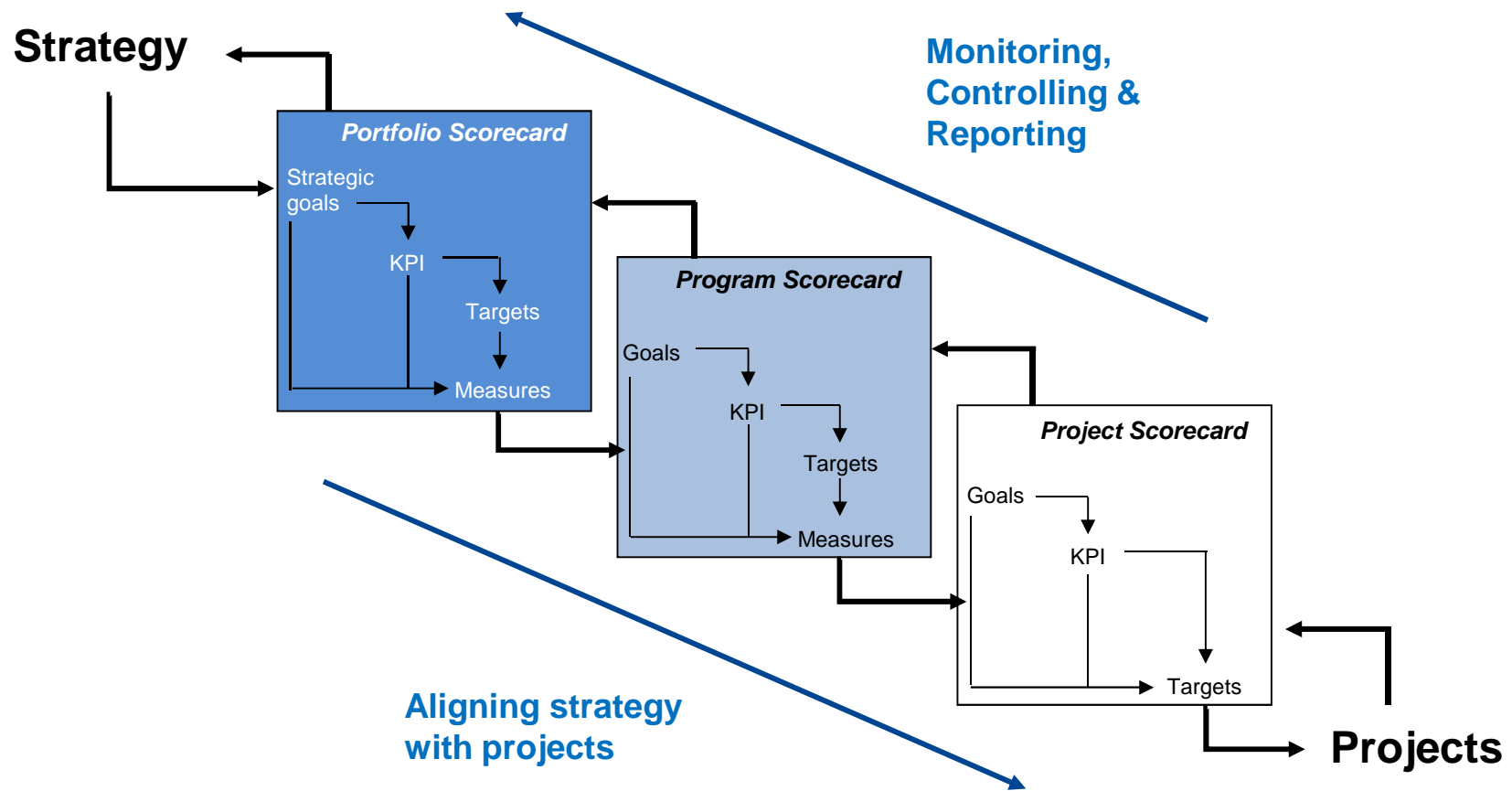
...the **ability** of organisations to **integrate** people, resources, processes, structures and cultures in PP&P within a **supporting governance and management system**...

....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**.

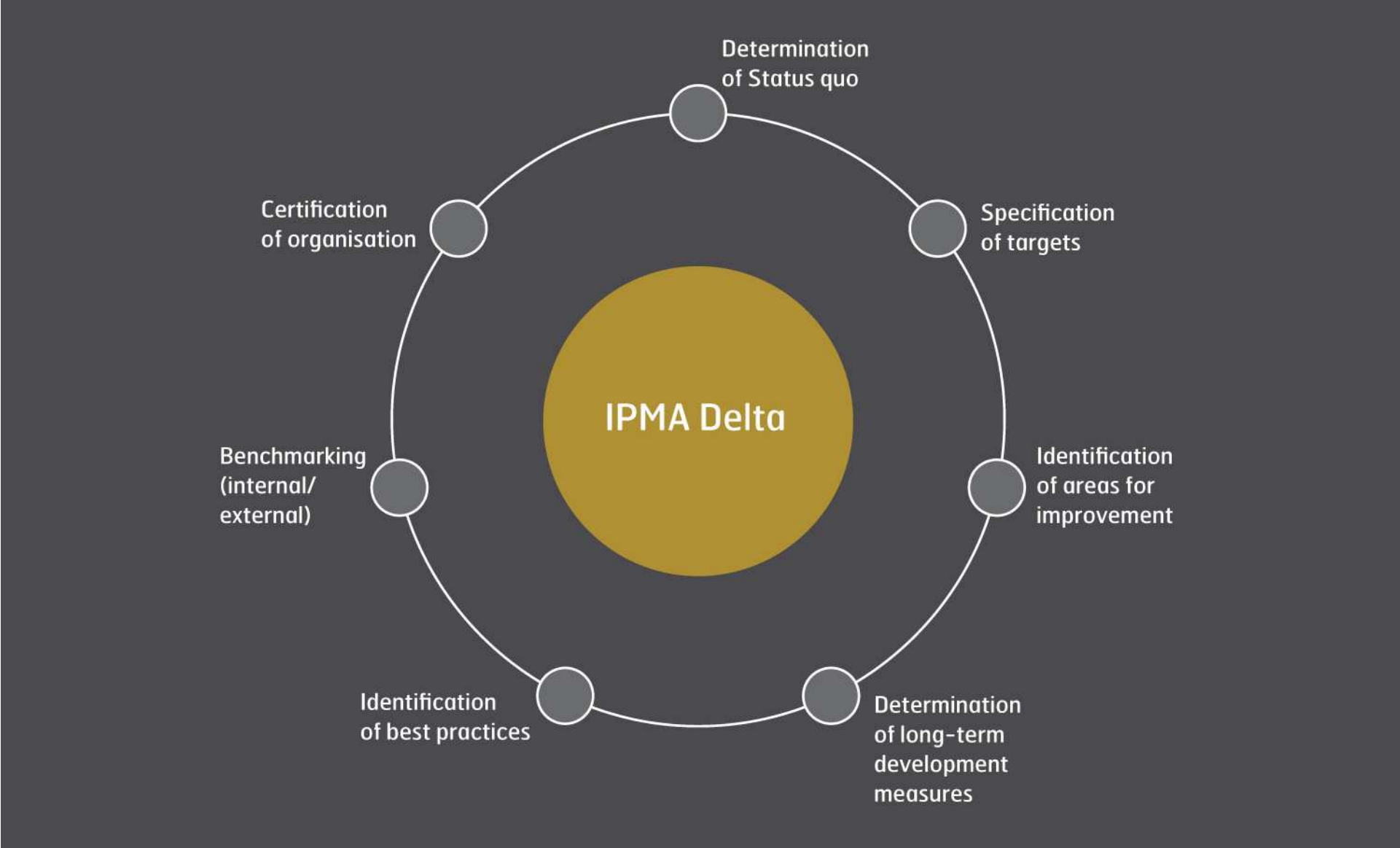


*... alcuni rischi nella sottovalutazione dei cambiamenti necessari per aumentare la competitività nella gestione dei progetti ...*

Approccio	(Non)Azioni	Rischi
Non affrontare il problema	Non rendersi conto dei cambiamenti endogeni ed esogeni	Perdita di competitività
Affrontarlo in modo casuale	Non riconoscere il cambiamento e affrontarlo casualmente	Dipendenza da fattori esogeni e contingenti
Affrontarlo in modo destrutturato	Riconoscere il cambiamento ma non riuscire a gestirlo correttamente	Incapacità di gestire le nuove opportunità correttamente
Affrontarlo senza una visione strategica	Riconoscere il cambiamento ma gestirlo senza una visione di medio-lungo periodo	Disallineamento strategico
Assessment errato	Riconoscere il cambiamento ma sbagliare ad interpretarlo e gestirlo	Inefficienza, mancanza di coordinamento e coerenza interna



# Reasons for an IPMA Delta Assessment

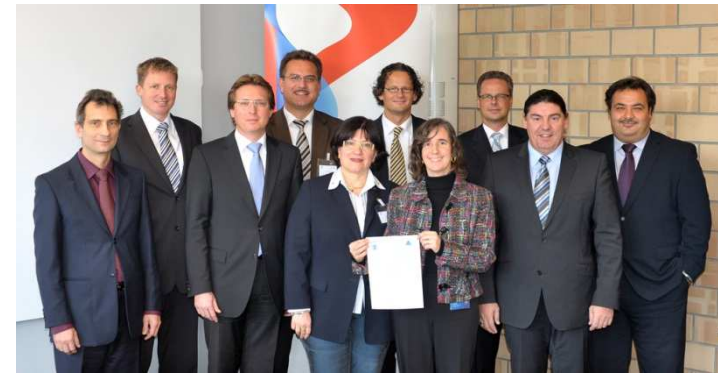




# Some testimonials (1)

*“Swisscom IT Services offers the professional processing of IT projects, the stable operation of complex IT infrastructures as well as the highly secure storage of sensitive data, thereby enabling our customers to concentrate on their core business. Continuous improvement of our Project Management is key for success. Therefore we asked GPM/IPMA to assess our Organisational Competence in Project Management. We are proud having reached IPMA Delta Level 4 and we appreciated the feedback of an independent assessment. **We will develop the suggested improvement areas to get more professional in meeting our customers expectations.**”*

Brigitte Gerber, Head of Transition & PM, Swisscom IT Services.



*“It is surprising for me that our competency development model for Sberbank of Russia has similar principles as the international IPMA Delta model. **Now we are sure that we are heading in the right direction with our strategic development and we can achieve our very ambitious goals in 2014 to enter the five largest banks in the world**”,*  
German Gref, President of Sberbank.

*“For many years, WestLB AG has had a strong project management culture. The relevant structures and processes as well as project management competences are regularly updated to reflect market standards. In particular, today’s challenges demand high quality project management. The recent assessment by GPM, an independent institution, has confirmed the quality of WestLB project management organisation. We are delighted to have obtained IPMA Delta Class 4. **The service provided by GPM, the approach used for the assessment and the recommendations for improvement entirely met our expectations.**”* Andreas Bolte, WestLB AG, Head of Project Portfolio Management



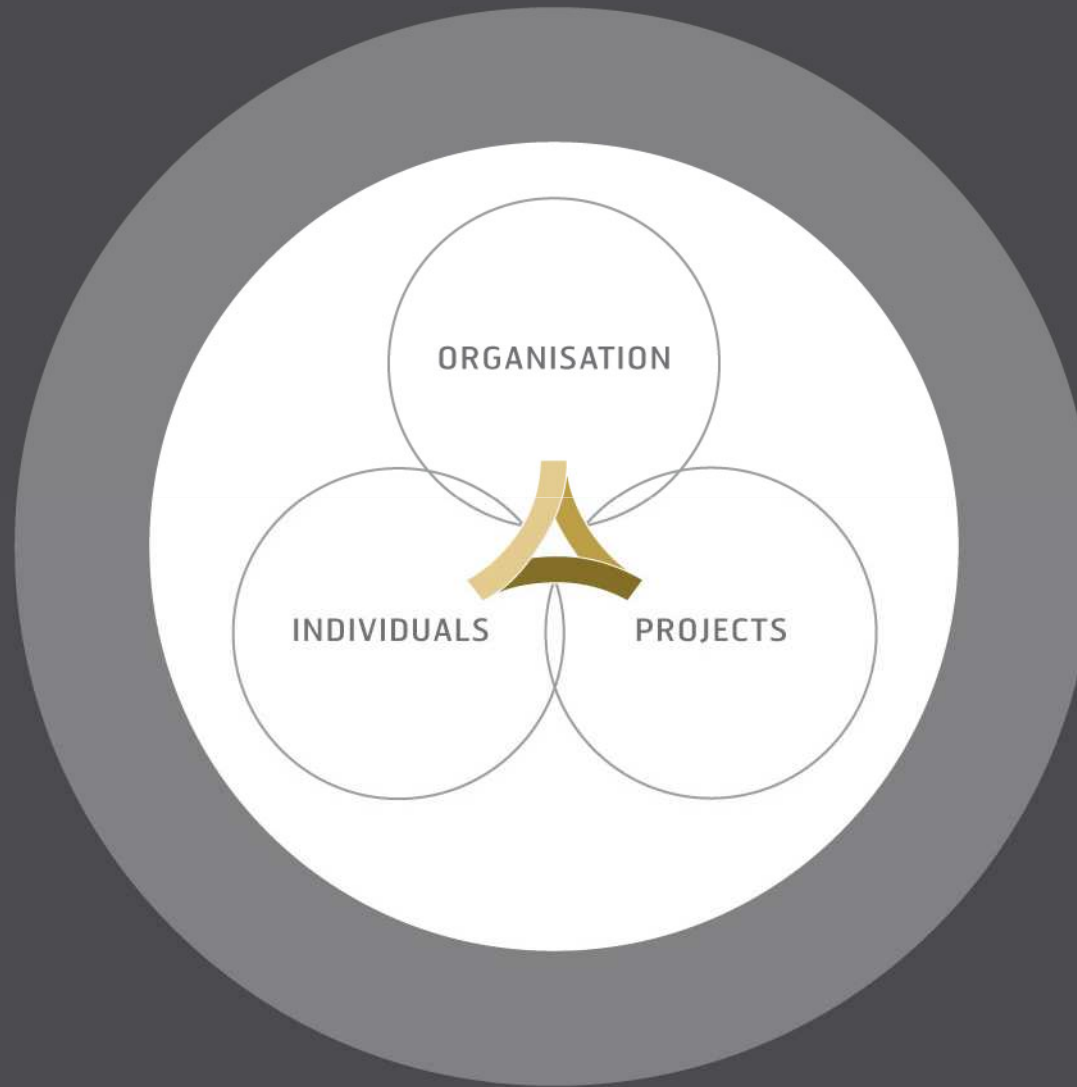
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# The IPMA Delta<sup>®</sup>-Model (I/P/O-Modules)





The Eye of Competence

### Technical competences

This range covers the project management technical content, sometimes referred to as the solid elements. The ICB contains 20 technical competence elements.

- 1 Project management success
- 2 Interested parties
- 3 Project requirements & objectives
- 4 Risk & opportunity
- 5 Quality
- 6 Project organisation
- 7 Teamwork
- 8 Problem resolution
- 9 Project structures
- 10 Scope & deliverables
- 11 Time & project phases
- 12 Resources
- 13 Cost & finance
- 14 Procurement & contract
- 15 Changes
- 16 Control & reports
- 17 Information & documentation
- 18 Communication
- 19 Start-up
- 20 Close-out

### Behavioural competences

This range covers the project management behaviour and skills. The ICB contains 15 behavioural competence elements.

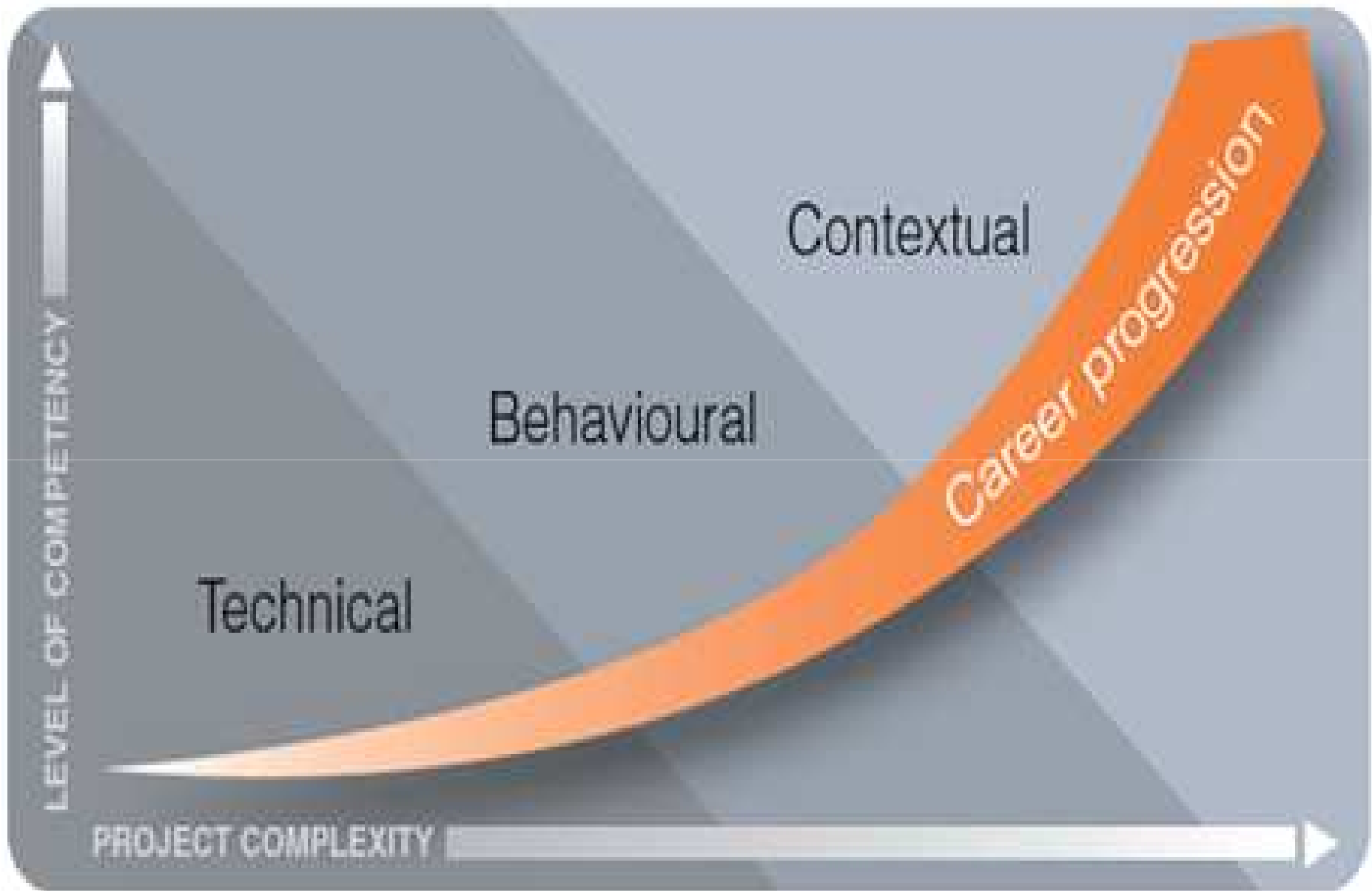
- 1 Leadership
- 2 Engagement & motivation
- 3 Self-control
- 4 Assertiveness
- 5 Relaxation
- 6 Openness
- 7 Creativity
- 8 Results orientation
- 9 Efficiency
- 10 Consultation
- 11 Negotiation
- 12 Conflict & crisis
- 13 Reliability
- 14 Values appreciation
- 15 Ethics

### Contextual competences

This range covers the project management competence in managing relations with the permanent organisations and the ability to function in a project focused organisation. The ICB contains 11 contextual competence elements.

- 1 Project orientation
- 2 Programme orientation
- 3 Portfolio orientation
- 4 Project, programme & portfolio implementation
- 5 Permanent organisation
- 6 Business
- 7 Systems, products & technology
- 8 Personnel management
- 9 Health, security, safety & environment
- 10 Finance
- 11 Legal

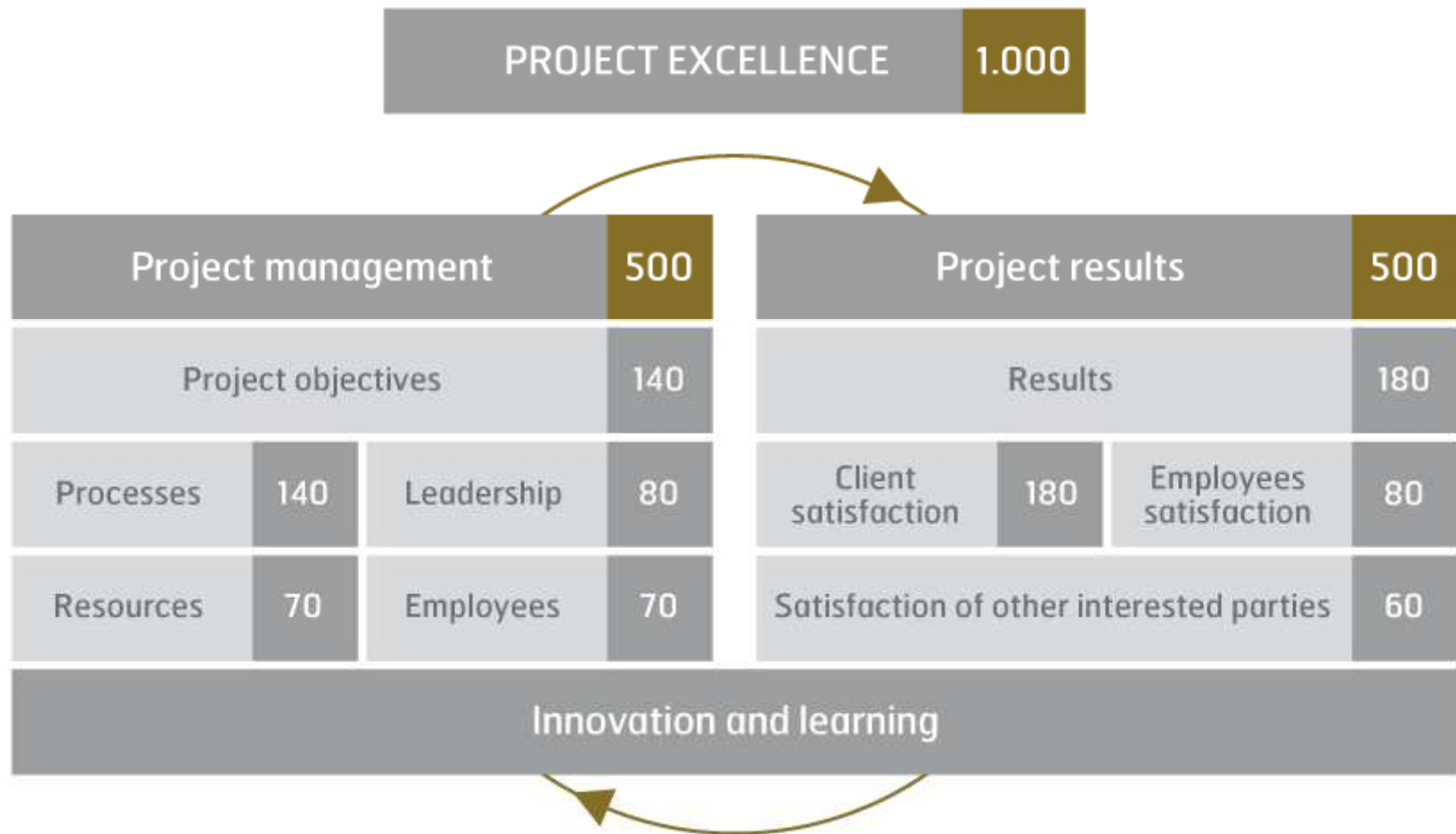
# IPMA 4-L-C in Module I ("Individuals")



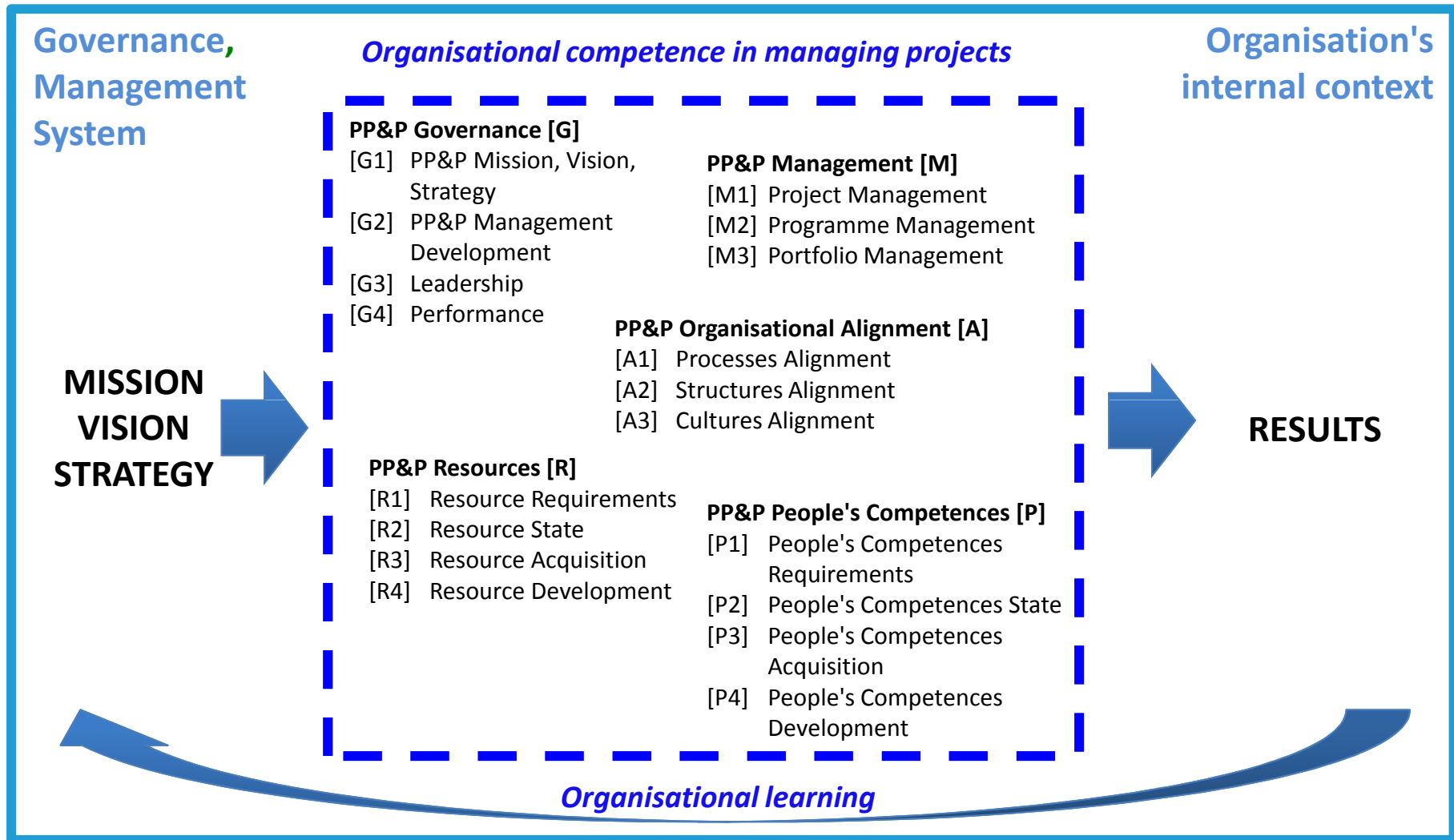


# Module P (Projects)

## IPMA Project Excellence Model



## Organisation's external context



# Competence Classes

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.

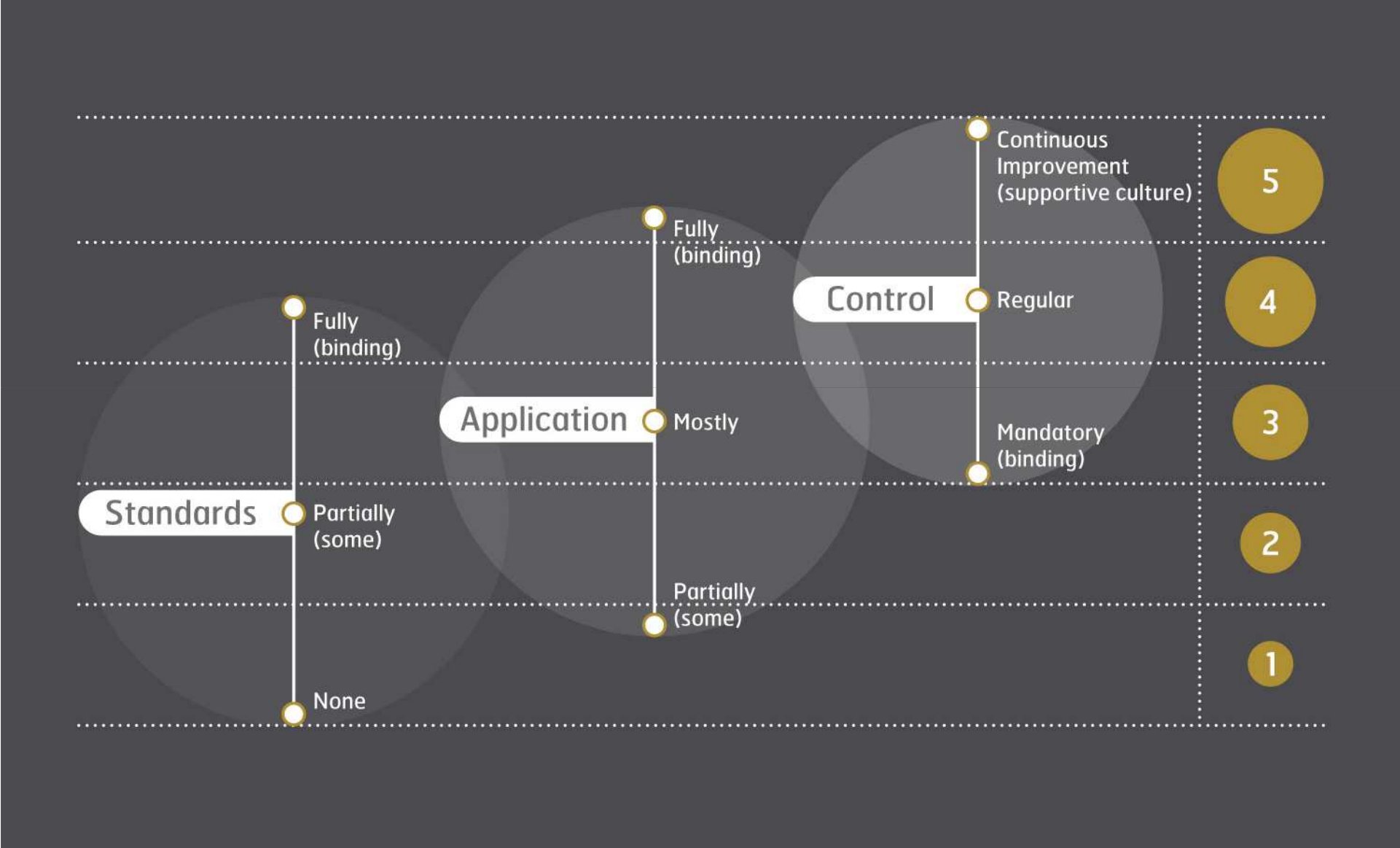
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## Initial

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.

# Competence Classes

## Areas for Proof



# Benefits

- » Where the organisation, the participants and the projects are
- » Alignment to the Company Strategic Value
- » What is considered appropriate and necessary as class of operation
- » Basis for a planned and controlled organisation and personnel development
- » Project management and governance improve
- » Controllable improvement leading to sustainable performance and results
- » (Future) benchmarking possibilities
- » Experienced local and international assessors to learn from
- » The basis for and ability to set SMART goals
- » Independent certification of the organisation
- » Have an independent reference for the organisation's professional development.

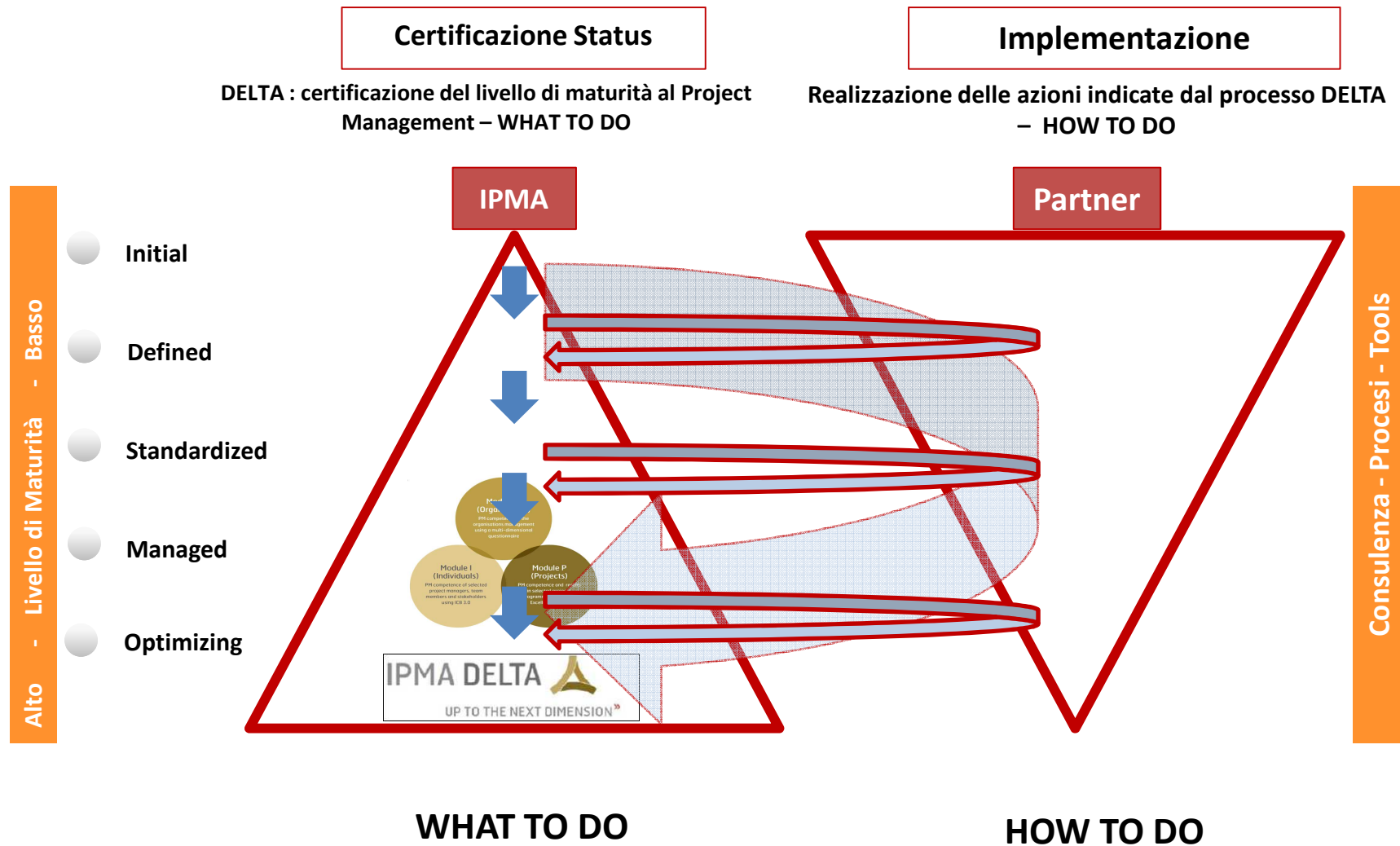
# Results of IPMA research on standards

## ... biggest challenges in next 5 years

Answer Choices	Responses	
Developing skilled project managers	59.70%	277
Validating the competences of project managers	40.52%	188
Project manager recruiting	15.73%	73
Developing skilled program managers	40.73%	189
Integrating project, program and portfolio management into the organization	64.01%	297
Project, program, portfolio maturity levels	41.38%	192
Developing skills project portfolio managers	33.19%	154
Simplifying the project environment	42.24%	196
Applying more automation to projects, programs and portfolios	33.19%	154
<b>Total Respondents: 464</b>		



# DELTA + Partners: una sinergia vincente



PROJECT MANAGEMENT FROM A 360° PERSPECTIVE



Vi ringrazio per l'attenzione

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