

Moving forward

The Project Manager and the Profession

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Toronto, 5 December 2009

Overview

Overview

- History
- Emergence of PM
- Professionalism
- The Project Manager as a Professional
- IPMA's Role
- Thought on the future of professions

History of IPMA

IPMA Timeline

1964 Pierre Koch (France), Dick Vullings (Netherlands) and Roland Gutsch (Germany) establish an informal group, chaired by Yves Eugene AFIRO. Prof Arnold Kaufmann suggests this is an INTERNATIONAL NETWORK – INTERNET

1965 A formal group International Management Systems Association (IMSA) formed

1967 Czechoslovak Project Management Science Group invited to join the first “all-state” conference on the “Methods of Network Analysis” in Prague

1967 Sponsored by International Computer Centre Rome, 1st International World Congress held in Vienna. **INTERNET** becomes official association name.

1968 Network Planning Association founded in Sweden. A key person in this time was Olof Hörberg, the first President of INTERNET

IPMA Timeline

1971 Swiss Association of Engineers and Architects established the INTERNET-CH Group as collective Member of IMSA.

1972 the British organisation was inaugurated as “Internet (UK).

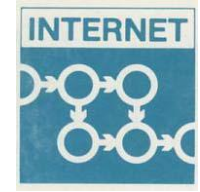
1973 INTERNET-A in Austria was founded

1974 Steen Lichtenberg and Morten Fangel organise 3rd World Congress in Stockholm. Later both became presidents of the INTERNET

1975 Danish Project Management Society started

1979 the German GPM was founded after the 6th World Congress in Garmisch-Partenkirchen

1981 Experts on “Network Planning” invited to the first joint PMI (Project Management Institute in Canada) – INTERNET Congress in Boston. The Chairman was Robert B. Gillis, who was in these days member of the Board of INTERNET, too.



IPMA Timeline

1994 AFITEP in France organised 13th World Congress (1996) in Paris

1996 The Executive Board (ExBo) renamed INTERNET to **IPMA** (our **third** and actual **name**), but retained the logo

The emergence of project management

Expansion of PM

- Traditional base
- New territory
- New forms
- Commercial successes
- Views of participants



Role of Knowledge in PM

- Knowledge seen as a key component in any profession
- Theoretical base to a profession
- Role of Bodies of Knowledge

Emergence of Project Managers

Accidental

- Engineering based
- Build on technical knowledge
- Natural progression

Suitable for

- Single discipline projects
- Non complex projects

Planned

- Demand led
- Independent of technical knowledge
- Planned progression

Suitable for

- Multidisciplinary projects
- Complex projects

Changing Emphasis

Period	Central Concept	Main Thrust	Means
1960s	Scheduling	Coordinating activities	Information technology, planning
1970s	Teamwork	Cooperation between participants	Process facilitation, role definition
1980s	Uncertainty reduction	Making stable decisions	Search for information, selective redundancy Risk management
1990s	Simultaneity	Orchestrating contending demands	Responsiveness Collaboration
2000s	Adaptation Strategic focus Globalization	One size does not fit all Connect PM to business Off-shore projects	Adaptive approach Build a project strategy Virtual coordination

Professions

Contrasting views of profession

- Normative view
- Ideological view
- Traits view
- Control view

Haga's Model

		Mystique	
Cruciality		Low	High
	Low	<p>Maximum Constraint on aspirations to professional status</p> <p>E.g., public relations, librarians</p>	<p>Possess some form of mystery and are not among the irrevocably damned</p> <p>E.g., watchmaking, astrology, science at technical level</p>
	High	<p>The most active strivers. Lack perception of need for mystique..</p> <p>E.g., teaching, journalism, business management</p>	<p>The true</p> <p>E.g., law , medicine, dentistry, architecture and accounting</p>

Professionals...

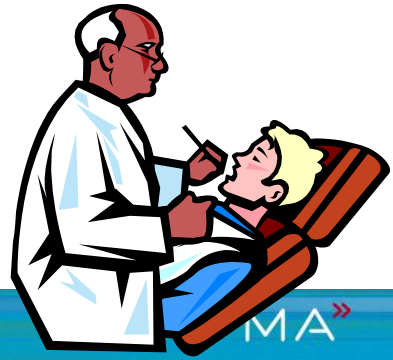


- Are proficient at their chosen occupation
- Are interested in the intrinsic rewards and task performance of the occupation
- Conduct services requiring confidentiality and high trust

From this perspective you can have a professional plumber, footballer, doctor or ...



Project Manager



Characteristics of a profession

**Exclusive control
of esoteric BOK**

**Members have a monopoly on
understanding and applying the BOK**

**Autonomy of
practice**

Members control the standards

Norm of altruism

Members act in best interest of client

**Authority over
clients**

**Professionals control the
client/practitioner relationship**

**Distinctive
occupational
culture**

**Occupation is set apart by a distinctive
set of norms, values, and symbols**

Recognition

**Usually legal requirement for specific
training and preparation prior to practise**

So...is PM a profession?

Not as we know a profession...today

BUT

Do Project Managers really want to be professionals?

Steps to Professionalization

Create a full time occupation

Control use of the Name and BOK

Create and enforce code of ethics

Establish professional association

Develop Recognized Training Procedures

Win political, social and legal recognition

Not necessarily in this order

Thomas's Questions

- Professionalization of what?
- Professionalization for whom?
- Professionalization where?
- Impacts of professionalization on practise
- Role of Professional association in a Global profession

Issues to be considered

- Control over the name
- Identify the field of practice
- Define the Body of Knowledge
- Education and training
- Lobby for recognition

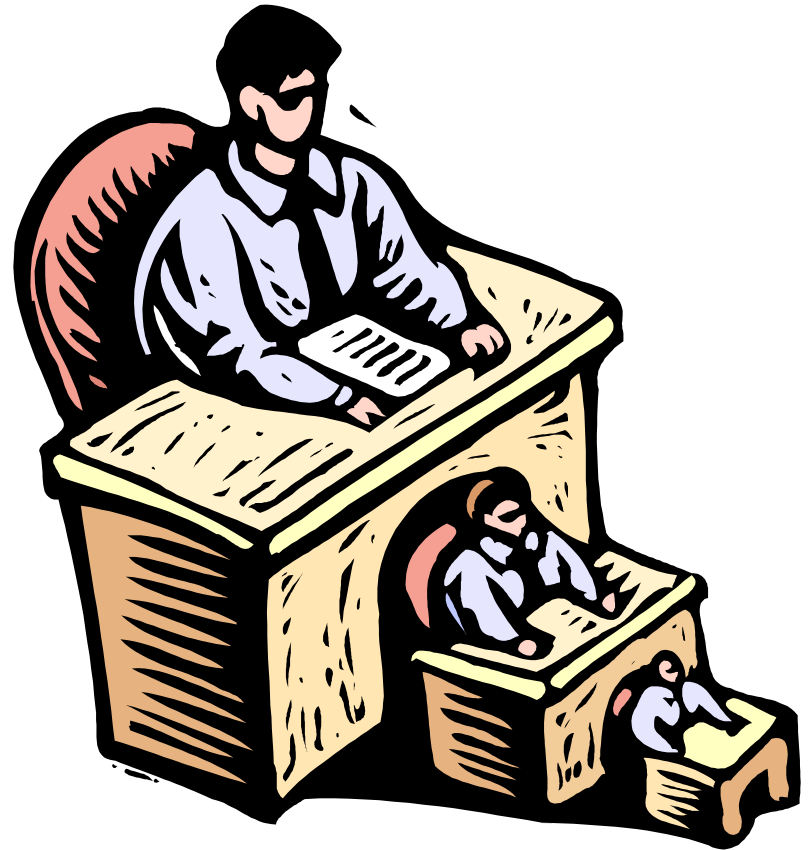
Project Management as a profession

International Qualifications

Title	Capabilities		Certification Process				Validity	
			Stage 1	Stage 2		Stage 3		
Certificated Prjcts Director (IPMA Level A)	Competence =knowledge +experience +personal attitude		A	Application, curriculum vitae, self assessment references project list	Optional	Project report	Interview	35 years
Certificated Project Manager (IPMA Level B)			E		eg work- shop, seminar			
Certificated Project Management Professional (IPMA Level C)			C		eg work- shop, report	Exam	time limited	
Certificated Project Management Practitioner (IPMA Level D)	Knowledge	C	Application, curriculum vitae, self assessment	Exam		not time limited option time- limited		

The Obligations

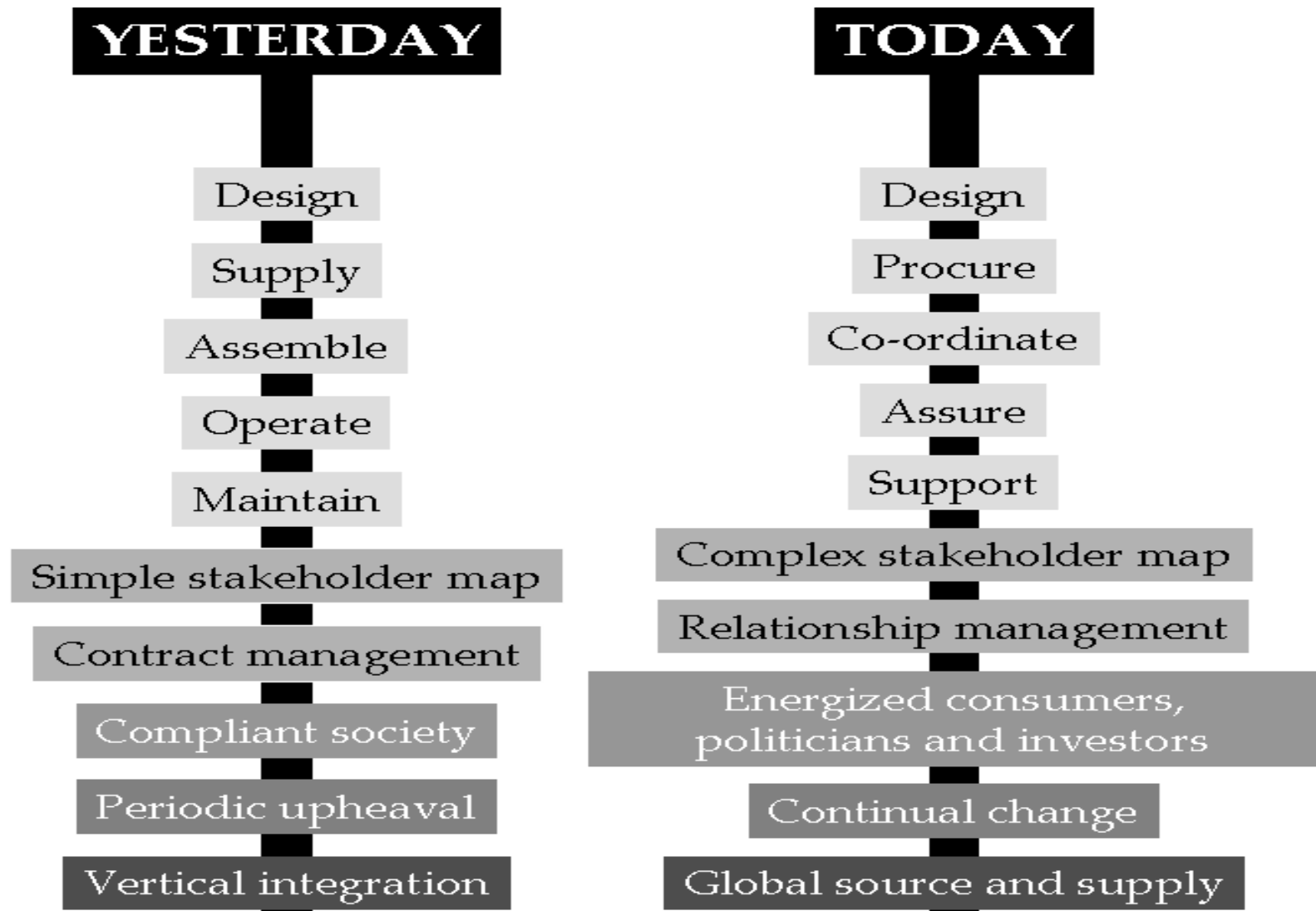
- Trustworthy
- Behaviour
- Life style
- Morality
- Performance
- Judgement



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Changing face of Projects



Continuing Professional Development

