

**IPMA 2015**  
29TH WORLD CONGRESS  
SEPTEMBER 28TH - 30TH



SEPTEMBER 28 - 30, 2015 - PANAMA

**PMX 2015**

LATNET PROJECT MANAGEMENT EXCELLENCE CONVENTION

# The Path to High-Performing Project Management in a Multicultural Context

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IPMA®

international  
project  
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association

*The Way to Project Management in Multicultural Context*

# The Multi-Cultural Context

- ◆ Congress theme: “The Way to PM in a Multi-Cultural Context.”
- ◆ And, this event introduces ICB4!
- ◆ ICB reflects proven competences ...
- ◆ Our path shows three aspects that improve PM performance, and Business Results!

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# Today's 3C PM Challenges

- **Competences**
- **Complexity**
- **Cultures**

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# 1. Embracing PM Competences

- ◆ Learning since 2006 ICB3
- ◆ Embracing & Extending ICB4
  - Perspective, Practice and People
  - Managing PM Complexity
  - Cultures Appreciation
- ◆ Moving to Performance

# The Periodic Table of PM Competence Elements

## IPMA's ICB4 PPPM Competence Groups

- P1: Perspective competence elements
- P2: Practice competence elements
- P3: People-oriented competence elements

<b>S</b> Strategy P1.01								<b>Sr</b> Self-reflection and self-management P3.01
<b>G</b> Governance, structures and processes P1.02	<b>D</b> Design P2.01	<b>Rb</b> Requirements, objectives and benefits P2.02					<b>Pr</b> Personal integrity and reliability P3.02	<b>Co</b> Personal communication P3.03
<b>C</b> Compliance, standards and regulations P1.03	<b>Sc</b> Scope P2.03	<b>T</b> Time P2.04	<b>Oi</b> Organisation and information P2.05	<b>Q</b> Quality P2.06	<b>Re</b> Relations and engagement P3.04	<b>L</b> Leadership P3.05	<b>Tm</b> Teamwork P3.06	
<b>Pi</b> Power and interest P1.04	<b>F</b> Finance P2.07	<b>R</b> Resources P2.08	<b>P</b> Procurement and partnership P2.09	<b>Pc</b> Plan and control P2.10	<b>Cc</b> Conflict and crisis P3.07	<b>Re</b> Resourcefulness P3.08	<b>N</b> Negotiation P3.09	
<b>Cu</b> Culture and values P1.05	<b>Ro</b> Risk and opportunities P2.11	<b>St</b> Stakeholders P2.12	<b>Ch</b> Change and transformation P2.13	<b>Sb</b> Select and balance P2.14	<b>Rs</b> Result orientation P3.10			

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# Practice Importance



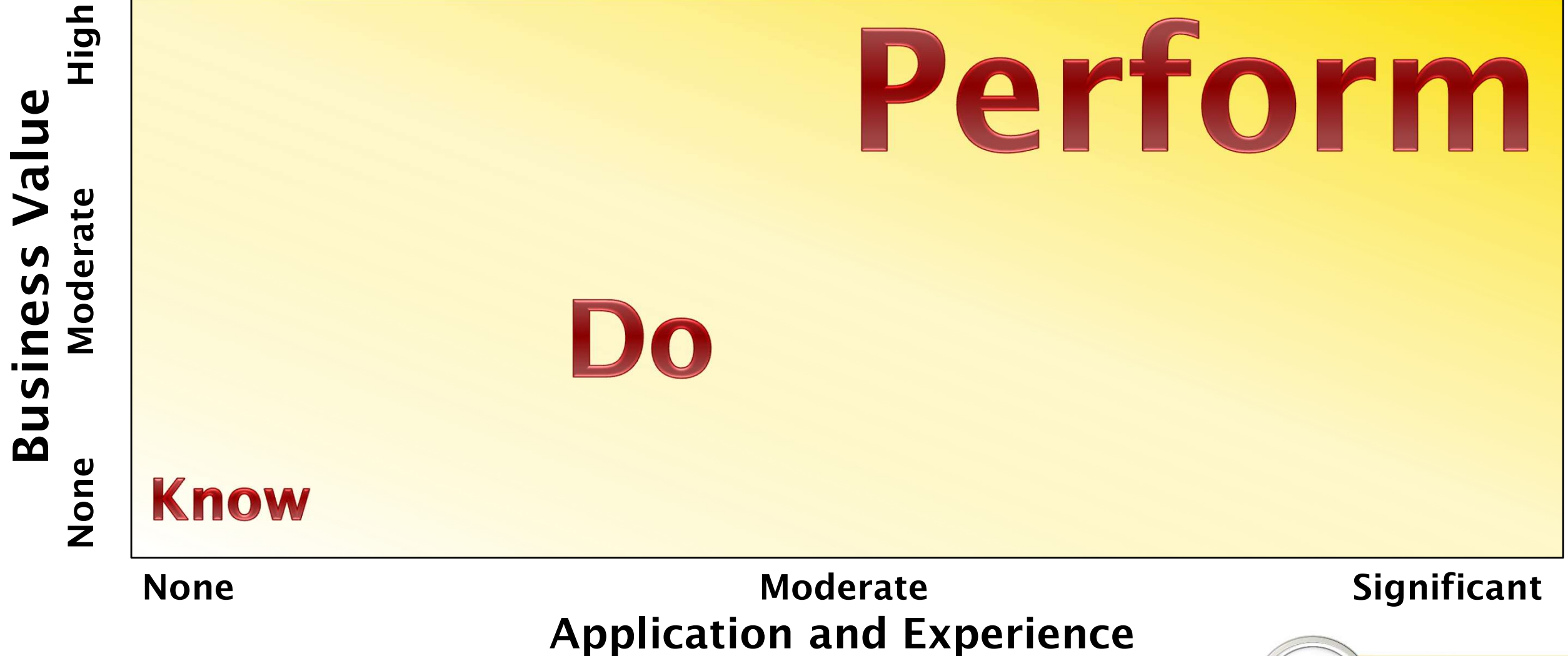
## Why do World-class athletes practice between events?

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**PANAMÁ 2015**  
The world leading Congress dedicated to Project, Program & Portfolio Management

# Moving Beyond Knowledge



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## 2. Complexity & Performance

**Increased Management Complexity requires higher levels of PPM competence.**

**Savvy Managers, PMOs, and PPMs ...**

- ◆ Use a Management Complexity Evaluation
- ◆ Manage Complexity Factors as risks
- ◆ Map Management Complexity to PM Levels



# IPMA-USA PM Complexity Tool

<i>Characteristics of Your Projects</i>	<i>Low Complexity</i>	<i>Moderate Complexity</i>	<i>Med-High Complexity</i>	<i>High Complexity</i>
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## A. Governance complexity

**1. Sponsorship support.** This factor covers how well sponsors anticipate and respond to requests for assistance from the project. Sponsors may include both individuals and organizations.

<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Consistently strong	Usually strong	Occasionally strong	Seldom strong

**2. Project management structures.** This factor covers how information is shared among the project's stakeholders. It includes consideration of the number and variety of reporting formats, the clarity of reporting lines, and the number of independent entities involved. Independence requires a separate senior executive.

<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Mostly simple	A few complex	Some complex	Many complex

# Complexity Rating, Results

## Additional Complexity Categories...

- B. Stakeholder relationship complexity
- C. Resource complexity
- D. Project definition complexity
- E. Project delivery complexity

**Based on your score (71), your suggested certification level is "IPMA Level B, Certified Senior Project Manager."**

**Source:** <https://ipma-usa.org/certification/what-certification-level/evaluating-management-complexity>

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# Managing Complexity

**This management complexity tool is *one* alternative.**

- ◆ Few evaluate management complexity;
- ◆ Even fewer match management complexity to PM talent, and to advanced certifications;
- ◆ No wonder projects fail to meet expectations!

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# 3. Relating to Cultural Context

## Ways to improve cultural effectiveness ...

- ◆ Social, thinking and leadership styles
- ◆ Research regional, economic impacts
- ◆ Direct experience; working with partners
- ◆ With linguistics: “When Cultures Collide: Leading Across Cultures,” Third Edition, 2006, by Richard D. Lewis



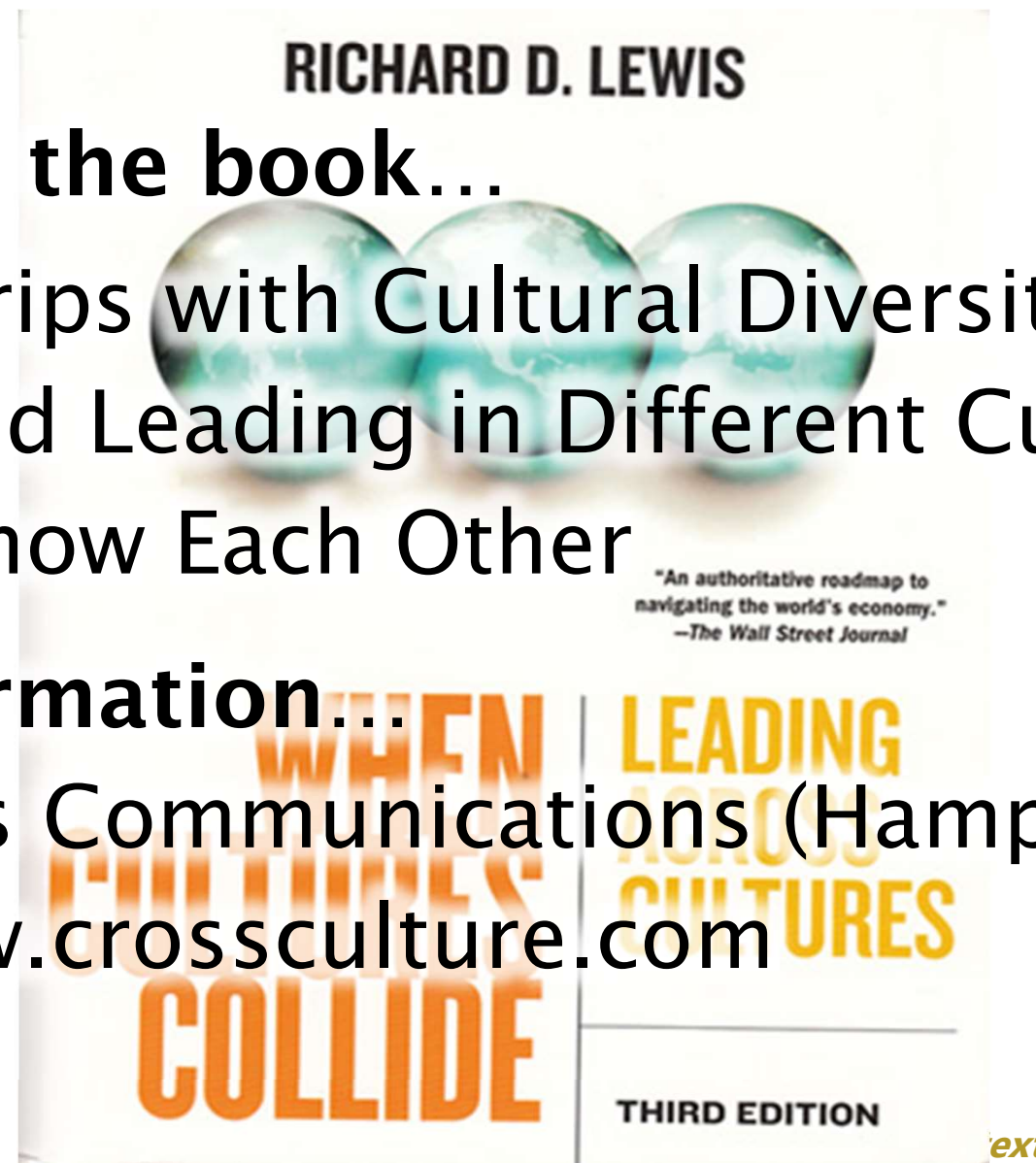
# Applying Lewis' Work

## Three Parts to the book...

1. Getting to Grips with Cultural Diversity
2. Managing and Leading in Different Cultures
3. Getting to Know Each Other

## For more information...

- Richard Lewis Communications (Hampshire, UK)
- Website: [www.crossculture.com](http://www.crossculture.com)



# Summary

- ◆ **PPM purpose: To manage beneficial change, and achieve business results;**
- ◆ **ICB4 offers the needed competences;**
- ◆ **Wise organizations manage complexity;**
- ◆ **Engage and respect cultural differences;**
- ◆ **Outcome: Move the World Forward, through the discipline, profession, and practice of PPM.**

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# Thank You!

# Questions?

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