

## **Interview with Steve DelGrosso**

Director, Project Management Centre of Excellence, IBM  
IBM Representative, Certification Governance Council, PMI  
Past member of PMI Board of Directors



***Interviewed by İpek Sahra Özgüler***  
*Istanbul, Turkey*

**Steve DelGrosso** is a program executive with proven success leading transformational Global, Risk, and Compliance programs. In his prior role as Director of IBM's Project Management Center of Excellence he led IBM's global Enterprise PMO and the development of IBM's global corporate project management methodology, performance measurement, and education standards. Steve has a track record of curtailing hundreds of millions of dollars in portfolio losses and turning around troubled complex, large-scale client engagements to win follow-on business. He excels in deepening bench talent by enhancing corporate project management education program/delivery methods. Steve is currently serving on the Project Management Institute's Certification Governance Council, and also teaches project management to graduate students at Duke University Pratt School of Engineering, North Carolina State University Poole School of Management/Jenkins MBA program, and the University of Miami College of Engineering.

*Note: this interview was conducted after the 2017 PMI Turkey Chapter's PM Summit conference in Ankara.*

**İpek Sahra Özgüler (Özgüler):** *Hello Steve. Please introduce yourself for PMWJ readers.*

**Steve DelGrosso (DelGrosso):** Thank you, İpek. It is my pleasure to tell your readers that I have been involved in the practice of project management for over thirty years. I began my career as a Manufacturing Engineer working for International Business Machines (IBM) in the U.S. as part of the Boca Raton engineering team where the IBM Personal Computer was born. After progressing through many engineering and project/program management positions, I ended my IBM career as the Director of IBM's global Project Management Center of Excellence, and IBM's representative to the PMI Global Executive Council.

I've been an active PMI volunteer for over twenty years, and finished my six-year term on the PMI global Board of Directors in December of 2016. From my personal perspective, I currently live with my family in Raleigh, North Carolina on the southeast coast of the United States. The weather is now very hot here in Raleigh, and I'm looking forward to a short holiday on our eastern coast to cool off!

**Ozguler:** *You mentioned that you are serving on the PMI Certification Governance Council (CGC) 2017-2019. What are the vision and mission of CGC?*

**DelGrosso:** As a volunteer committee in support of the PMI global Board of Directors and the staff at PMI headquarters, the vision of the CGC is to ensure that PMI certifications align with and encourage PMI member career progression and promote member interaction with PMI. By working closely with PMI staff, the CGC's mission is to support PMI certification and credential product development. This year I am part of the Strategic sub-committee of the CGC, and from my short time on the CGC I see it is an exciting committee on which to serve.

**Ozguler:** *What are the strategies of CGC in order to remain the global leader in project and program management credentialing?*

**DelGrosso:** The CGC engages with the PMI Board of Directors and PMI staff representatives from around the world to understand the professional development needs of PMI members in all industries and regions. The CGC synthesizes this information in such a way as to inform PMI of what organizations and individuals require in support of growing careers in the project management profession. The CGC also relates PMI certification strategy to other project management professional organizations to ensure that any certification strategy the institute follows allows PMI to maintain its leadership position as the most globally recognizable brand of project management professional organizations.

**Ozguler:** *I know that the CGC drives innovative solutions that address regional and local stakeholders' needs. How is this achieved?*

**DelGrosso:** The CGC volunteer members are a very diverse group and come from many different industries and locations from around the globe. My distinguished colleagues on the CGC are representing geographical locations in Europe, the Middle

East and the Americas. Our team, along with the very diverse group of PMI global staff members, gives us the opportunity to understand market and individual practitioner needs from multi-cultural and multi-industry backgrounds. We allow these perspectives to inform the development of our strategic recommendations given to PMI staff and the PMI global Board of Directors.

**Ozguler:** *PMI has developed a new credential, the Portfolio Management Professional (PfMP) for individuals managing portfolios of projects. Could you provide a little information about it?*

**DelGrosso:** The PfMP credential is based on generally recognized knowledge areas and practices as described in the PMI Standard for Portfolio Management – third edition. The standard recognizes that portfolio management is used in many organizations, whether they are for profit, non-profit, or government organizations and is a critical skill for the success of these organizations. Studies such as PMI's Pulse of the Profession indicate that portfolios of projects and programs that are professionally managed yield better roadmaps to successful projects and more positive business and organizational outcomes. Thus, the PfMP is an important credential that fills out the complete spectrum of PMI credential coverage from projects, through programs, and finally up to a portfolio level.

**Ozguler:** *I would be pleased to learn how many PMP, PgMP and PfMP credential holders are there in total? What are recent trends related to these credentials?*

**DelGrosso:** For PMI members, these numbers of active certificate holders are published monthly in the publication PMI Today. As of June 2017, there are 773,840 Project Management Professionals (PMPs), 1,896 PgMPs, and 423 PfMPs. As has been true for the past fifteen years, the PMP continues to be one of the most highly recognized project management credentials in the world, and continues to grow robustly. Although you didn't ask, one of the fastest growing PMI credentials is the PMI Agile Certified Professional (PMI-ACP), currently with 15,621 active certificate holders.

**Ozguler:** *On another topic, I have heard that PMI is “reinventing itself”. How will PMI credentials be affected? Can you share any other information with us at this time?*

**DelGrosso:** I believe we will see PMI continue to grow recognition and credentialing in areas that support project management practitioners in their quest to have successful careers managing all types and sizes of projects around the globe. Individuals who decide to become PMI chapter or global members will have access to information and products that will help them develop as project management career professionals. For me, the ‘wonder’ of PMI continues to be the global network of members and volunteers who are working to improve societies by contributing to the many important projects that make our cities, towns and countries better places to live and work. I hope somehow that I have been able to share my excitement and enthusiasm for PMI with your readers through this interview. Thank you very much for asking me to participate.

## About the Interviewer



### **İpek Sahra Özgüler**

Istanbul, Turkey



**İpek Sahra Özgüler** graduated from the Istanbul University with a Bachelor of Science degree in Computer Engineering and from Middle East Technical University with an MSc degree in Software Management. As a project manager, she has more than 10 years' experience in various areas such as portfolio management, program management, project management, software management, business analysis. She became a certified PMP in January, 2012 and a certified SCRUM Master in 2014.

She has managed a variety of projects across manufacturing, defence, FMCG (Cola Cola), insurance (Euler Hermes), audit (Deloitte), telecommunication, ICT and aviation sectors and gained broader insights. In addition, she has worked as international correspondent for the *PM World Journal* since 2014.

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