

PM Expo® 2019 and PM Maturity Model ISIPM-Prado®

End of November 2019



By Massimo Pirozzi

International Correspondent for PM World Journal

Rome, Italy

INTRODUCTION

This sixth Regional Report focuses on PM Expo® 2019, the major Event in Italy dedicated to Project Management, which has been organized, in Rome, by the major Italian Association of Project Management, the “Istituto Italiano di Project Management” (Italian Institute of Project Management, ISIPM for short), and also on the Project Management Maturity Model ISIPM-Prado®, which is having a good success among Italian Organizations.

PM Expo® 2019

Istituto Italiano di Project Management (ISIPM) successfully organized, this year too, on November 8, in Rome, PM Expo® 2019 <https://www.pmexpo.it/>, which confirmed to be the main National Event in Italy dedicated to Project Management, and perhaps one of the major Events of this type in the world .

PM Expo® 2019, which focused on the three keywords “people, competences, and project management community”, was a National record in terms of more than 1200 people who participated the Event, and it had, this year too, a very significant success, which was proven also by very high rates of Participant Satisfaction, and by many hundreds of congratulations that have been issued both directly, and via social networks.

PM World Journal was, this year too, the most welcome Media Partner of the Event, so confirming the excellent cooperation between ISIPM and PMWJ.



PM Expo® 2019 was located in Auditorium del Massimo in Rome: available structures included the main hall with 800 seating capacity, plus other five rooms, each one having a seating capacity from 60 to 100, plus spaces for several Sponsors and Exhibitors, plus spaces available for one of the most important issues of our Project Management Community, i.e. networking, that this year was also one of the key words of the Event, plus spaces ... for food, pizza, sandwiches, beverages, coffee and so on.

Since the Public of PM Expo® is very diverse, including both professionals and students, employees and freelancers, civil servants and private employees, seniors and juniors, above location was important to support the “mixed formula” that ISIPM studied and applies to its major Events. In fact, PM Expo® integrates, in a peculiar innovative way, Speeches by International and National Speakers, Round Tables, Workshops, Awarding of Prizes, Sponsors’ Speeches and Exhibitions, and even a Lottery for Participants and ISIPM’s Members.

The very rich program that was introduced by the President of ISIPM, Enrico Mastrofini, by the Vice President of ISIPM, Graziano Trasarti, and by Claudia Spagnuolo, Member of ISIPM Board, included several important issues and topics, like the state of art and the perspectives of project management in Italy, metrics, innovation management, risks and stakeholders, agile approaches, Foresight concepts, certifications for professional project managers, PM Maturity Models, PM applications, PM tools, PM in public administrations,

PM in European Community-funded Projects, PM in start-ups, the stakeholder perspective in PM, PM 2.0 and 3.0.



Photo: Enrico Mastrofini speaking



Photo: Graziano Trasarti speaking

I asked for a comment about PM Expo from Graziano Trasarti, the Vice President of ISIPM, and he said: «*PMexpo is an exhibition that is dedicated to the culture, to the methodologies, to the applications, and also to the borderline aspects, of universal Project*

Management discipline, and it is the most important event that is organized, on a yearly basis, by ISIPM. The event is addressed to support a path of meetings and of updates, which takes care of the needs of all those persons that “live” the projects, and that would like to identify and to measure their competences, then matching those competences with their own roles in the projects. Therefore, the purpose of the exhibition was supporting both a continuous learning, and a growth of a PM community that could aggregate and be a reference of the interests of not only the Project Managers, but also of all those people that are interested in knowing our discipline. Definitively, people, competences, and PM community were the three keywords in this eighth edition of the event.

Specifically, the people’s role is coming in the fore, and it became imperative to consider people needs, in order to eliminate the skill gap between the person and the organization, via a learning path. Furthermore, the competence level of our community must continuously grow, and PMexpo has been, as always, the great chance to make new, and often interdisciplinary, capabilities born, and to discover new skills also through personal experiences. Finally, the purpose of our PM community is now linking, engaging, and establishing long-term relationships to satisfy the needs we have as “persons”, by realizing them together with linearity, coherency, and impact.

The great success of the exhibit was possible due to the commitment of all those our volunteers and collaborators, who engaged themselves in the organization and in the management of the event. In particular, I would like to thank, for his continuous support, Enrico Mastrofini, for the organization, both the team composed of Debora Compagnone, Maria Luisa D’Orazi, Emanuele Remediani, and Claudia Spagnuolo, and also Federico Minelle, Massimo Pirozzi, and Alessandro Quagliarini, and, for the management, Angela Calamari, Antonella Chirichiello, Cinzia De Amicis, Gian Luca Di Stefano, Flavio De Trane, Patrizia Monacelli, Maurizio Monassi, Franco Stolfi, and Biagio Tramontana, as well as Silvia Moretti and our “young crew” composed of the students from ITIS Enrico Fermi in Frascati.».

In general, during PM Expo® 2019, several Members of ISIPM’s Board and Scientific Committee gave their active support as speakers and/or as workshops’ coordinators, either in their institutional capacity, or as individual speakers. In their institutional capacity, Enrico Mastrofini and Graziano Trasarti were introducing and coordinating several topics and supervised the awards, Vito Introna coordinated the debate about the state, and the future perspectives, of Project Management in Italy, me, Massimo Pirozzi, I interacted with Dr. Harold Kerzner, who was remotely connected, in his Virtual Presentation and when presenting ISIPM Award to him, Maurizio D’Ambrosio and Biagio Tramontana coordinated the Workshop on Maturity Model ISIPM-Prado®, Pier Luigi Guida was involved in Prizes for best Dissertations in Universities on Project Management issues, and Alessandro Quagliarini coordinated the special Prizes for Projects submitted by Schools.



Photo: Vito Introna and Massimo Pirozzi speaking

Other Members of ISIPM's Board and Scientific Committee gave their important contribution as individuals, too: Antonella Chirichiello spoke about Foresight Process in relation with NATO planning capacity, Maurizio Monassi spoke about the certification of Professional Project Manager, Gian Luca Di Stefano and Claudia Spagnuolo coordinated the "Agile" Workshop, Pier Luigi Guida spoke about project management in public administrations, and Sabrina Mancini spoke about project management and EU funds. Me, Massimo Pirozzi, I presented my brand-new book, "The Stakeholder Perspective: Relationship Management to Increase Value and Success of Projects", and I was really happy and honored that the presentation had a great success in terms of both people participation and interaction.

The Dr. Harold Kerzner's Virtual Presentation, which concerned Project Management 2.0, Project Management 3.0, and, more generally, the future of Project Management, was very successful too, as expected. Since "we all live in a PM 2.0 world", presentation initially focused on PM 2.0, an evolution of traditional PM (1.0); PM 2.0 is an opportunity for better performing in all those organizations that consider PM as a basic strategic competence, due also to PM 2.0 peculiar characteristics in terms of being business value driven and flexible, and of having available powerful software tools to enable distribute cooperation. Then, presentation proceeded with PM 3.0, which can be a competitive advantage for all the organizations that want to be recognized as leaders in PM community. After the Virtual Presentation, there was a rich and intense Q&A session, which has ranged from business analysis to general management, from the importance of certifications to PM in the schools, from sustainability to the importance of personal projects, and to PM 4.0. Many thanks to Cristina Garcia de la Santa Pérez, Manager of International Institute for Learning, for her great support during the whole process of

Virtual Presentation, and to Federico Minelle, Honorary Member and Member of ISIPM Scientific Committee, especially for his indispensable contribution to the organization of the Virtual Presentation itself.

Then, ISIPM was pleased and honored of presenting ISIPM Award 2019 to Dr. Harold Kerzner, with the following motivation: *“for his extraordinary contribution to the growth of Project Management Community in the entire world, which was enshrined in the publication or the presentation of more than 140 engineering and business papers, in the publication of more than 20 textbooks, and in the attendance of more than 200.000 participants at his lectures on Project Management”*.

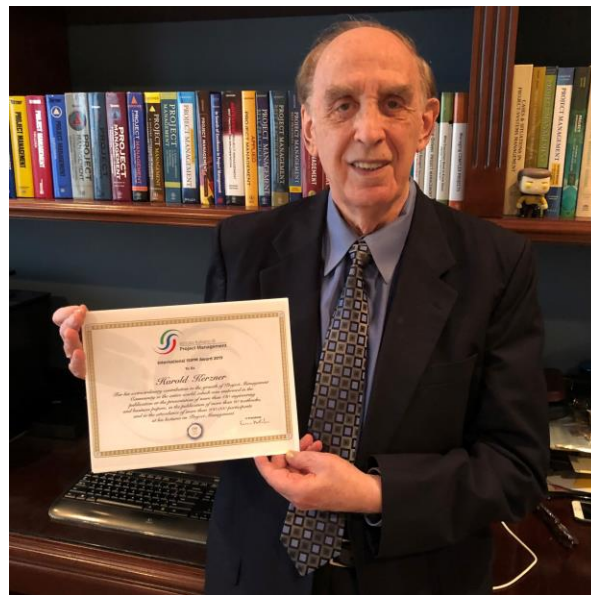


Photo: Dr. Harold Kerzner with his ISIPM Award

Finally, the traditional Lottery took place, with prizes that were awarded to participants, and a first prize that was reserved to a participant who had to be also a Member of ISIPM. It has been really a great day!



Project Management Maturity Model ISIPM-Prado®

An increasing number of diverse organizations that operate in different sectors now appreciate PM Maturity Models, because in this way, the same organizations can accurately measure their all-round level of performance in Project Management, and then they can address their own improvement in efficacy and efficiency. Specific Models, as PMI OPM3®, IPMA OCB®, ISIPM ISIPM-Prado®, Kerzner PM Maturity Assessment™, SEI CMMI™, are then increasingly used, both in public administrations and in private companies; the most used Model in Italy is ISIPM- Prado®, so I asked to Andrea Fraticelli, Management Consultant, Member of ISIPM Board and Responsible of ISIPM Working Group “Maturity in Project management”, to share with us an overview about it.

«Thank you Massimo for the opportunity to present the ISIPM-Prado® model in such a prestigious context. The Istituto Italiano di Project Management® (ISIPM) has always been at the forefront in the dissemination and promotion of innovative methodologies and tools in the area of management of projects, and one of the particularly relevant topic in this regard is related to the maturity of Project Management.

ISIPM has been collaborating for years with Professor Darci Prado and has effectively applied its model in Italy for purposes of assessing the level of maturity of Project Management at national level and for individual public and private organizations (Fraticelli A, Archibald R., Prado D., Maturity in Project Management: The Italian Experience, PM World Journal, Vol. III, Issue XI, November 2014). The introduction of new national and international regulatory standards in project management about guidance on project management (UNI ISO 21500:2013) and in defining the requirements of knowledge, skills and competence of the project manager profession (UNI 11648: 2016), have allowed ISIPM to take the opportunity to align, integrate and enhance the Prado model with these new directives, but maintaining the rigorous approach and agile philosophy.

The result of all these interventions led to the creation of the ISIPM-Prado® model. One of the main innovative elements of this instrument, applicable in public and private contexts of any size and industrial sector, is overcoming the prevailing focus of the survey on aspects of hard Project Management (tools, methodologies, training, etc.), rebalancing the evaluation to favor of the soft project management dimension (application of ethical principles, mentoring, quality of the working environment, etc.). The result of this integration, combined with the enhancement of the methodological aspects, has allowed us to broaden the topics under investigation considering, among others, the evaluation of the success of the business outcomes achieved through the projects, the attention to soft skills not only as characteristic of the managers or Project Managers but of the entire work group, the governance and monitoring of project initiatives with respect to strategic directions, the effectiveness of the working climate and attention to team building based on the logic of competences.

To detect these new issues it was necessary to strengthen the questionnaire, maintaining the self-assessment mode. The ISIPM-Prado® model is in fact composed of 60 multiple choice questions, divided into 15 questions for maturity levels from 2 to 5 (level 1 is conventional and is not counted). The structure of the answers is divided into a standard and detailed outline of potential scenarios relating to the subject in question that the interviewee can evaluate based on his personal degree of perception of the real situation. The analysis of maturity, inheriting the approach of the Prado model, is carried out on dimensions, which quantify the capacity and competence of an organization on specific topics that contribute to the growth of the level of maturity (PM competences, technical skills and context, PM methodology, information system, organizational structure, alignment with business strategies, behavioral skills) and on levels, logical aggregators of the aforementioned dimensions whose growth corresponds to a greater and more detailed application of the dimensions that determines the overall degree of maturity in Project Management.

The changes made by ISIPM have not been limited to the methodological and scientific aspects necessary for the realization of the ISIPM-Prado® model, but have also gone to technological initiatives. ISIPM has in fact created a website (<https://maturita.isipm.org/>) dedicated to the topic of maturity in Project Management in Italy and which allows free access to the online compilation of the questionnaire for self-assessment purposes. The tool has also allowed to implement an initiative, currently underway, of national research on the state of maturity of Italian organizations, through which it will be possible to feed a wide and consolidated database, freely accessible and strictly anonymous, which represents the state of the art of Project Management in Italy. These indicators will be available to all Italian organizations that will be able to compare their level of maturity with the averages of the reference sectors.

In ISIPM, we are strongly convinced that organizations of any type must regularly evaluate their organizational and project management performance, aligning them with the company's strategic objectives. In fact, constant monitoring makes it possible to quickly and proactively address anomalies that could lead to situations that are difficult to recover. To understand this, however, it is necessary to have an awareness of one's own means that only a complete evaluation, like the one proposed by the ISIPM-Prado® model, can provide. This is why we love to define it as "the model for mature organizations, which want to continue being so, improving themselves ..." ».



About the Author



Massimo Pirozzi

Rome, Italy



Massimo Pirozzi, MSc cum laude, Electronic Engineering, University of Rome “La Sapienza”, Principal Project Manager and Consultant, Lecturer, Educator. He is a Member and the Secretary of the Executive Board, a Member of the Scientific Committee, and an Accredited Master Teacher, of the Istituto Italiano di Project Management (Italian Institute of Project Management). He is certified as a Professional Project Manager, as an Information Security Management Systems Lead Auditor, and as an International Mediator. He is a Researcher, a Lecturer, and an Author about Stakeholder Management, Relationship Management, and Complex Projects Management; in particular, he is the Author of the Book “*The Stakeholder Perspective: Relationship Management to Increase Value and Success Rates of Projects*”, CRC Press, Taylor & Francis Group, October 2019. He has a wide experience in managing large and complex projects in national and international contexts, and in managing relations with public and private organizations, including multinational companies, small and medium-sized enterprises, research institutes, and non-profit organizations. He worked successfully in several sectors, including Defense, Security, Health, Education, Cultural Heritage, Transport, Gaming, and Services to Citizens. He was also, for many years, a Top Manager in ICT Industry, and an Adjunct Professor in Organizational Psychology. He is registered as an Expert both of the European Commission, and of Italian Public Administrations.

Massimo Pirozzi serves as the International Correspondent in Italy for the *PM World Journal*. He received the *2018 PM World Journal Editor’s Choice Award* for his featured paper “*The Stakeholder Management Perspective to Increase the Success Rate of Complex Projects*”.

He can be contacted at max.pirozzi@gmail.com .