

## **Project Management Update from Italy<sup>1</sup>**

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**Back to the Project Management Major Events in Italy... & more**

### **Introduction**

This third Regional Report focuses on PM Expo® 2021, 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); an important (let’s say: historical) news from ISIPM and PMWJ collaboration and other events from PMI Chapters. What is relevant for these events it is the capability to attend it in presence respecting the anti-Covid-19 protocol to guarantee safeness and healthiness. All this, together with the “digital twin” of the meeting that now is a common practice, has been a boost for the re-starting of the activities for all Project Management Associations.

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## The Project Management Expo 2021<sup>2</sup> (PM Expo® 2021)

About 1200 people (400 in presence and 800 in streaming), followed the event to open a discussion on the topics that have characterized this last two years in Italy in order to face the management of the PNRR<sup>3</sup>:

- the importance of Project Management and the integration with the European planning skills
- the growth of individual and organizational skills in the project management
- the recent regulatory evolution with the new UNI ISO 21502 standard
- the Agile approach as opposed to Waterfall
- Project Management and Innovation Management
- health service improvement projects.

The organizational team of ISIPM has been inspired around five words:

- Ripartenza (Reboot)
- Competenza (Expertise & Know How)
- Innovazione (Innovation)
- Gestione Progetti (Project Management)
- Buone Pratiche (Best Practises)



The event introduction: ISIPM Vice President (Graziano Trasarti) & the PM Expo® 2021 Project Manager (Claudia Spagnuolo) shows ISIPM performances during pandemic

<sup>2</sup> <https://www.pmexpo.it>

<sup>3</sup> <https://pmworldlibrary.net/article/the-national-plan-of-recovery-and-resilience-and-project-management-in-italy-during-the-pandemic/>



The first speech: Franco Stolfi (ISIPM Board Member) and Enrico Mastrofini (ISIPM President) talks about the Project Management tools that are indispensable for the management of PNRR and not only

### **The importance of PM discipline integration with the European planning skills**

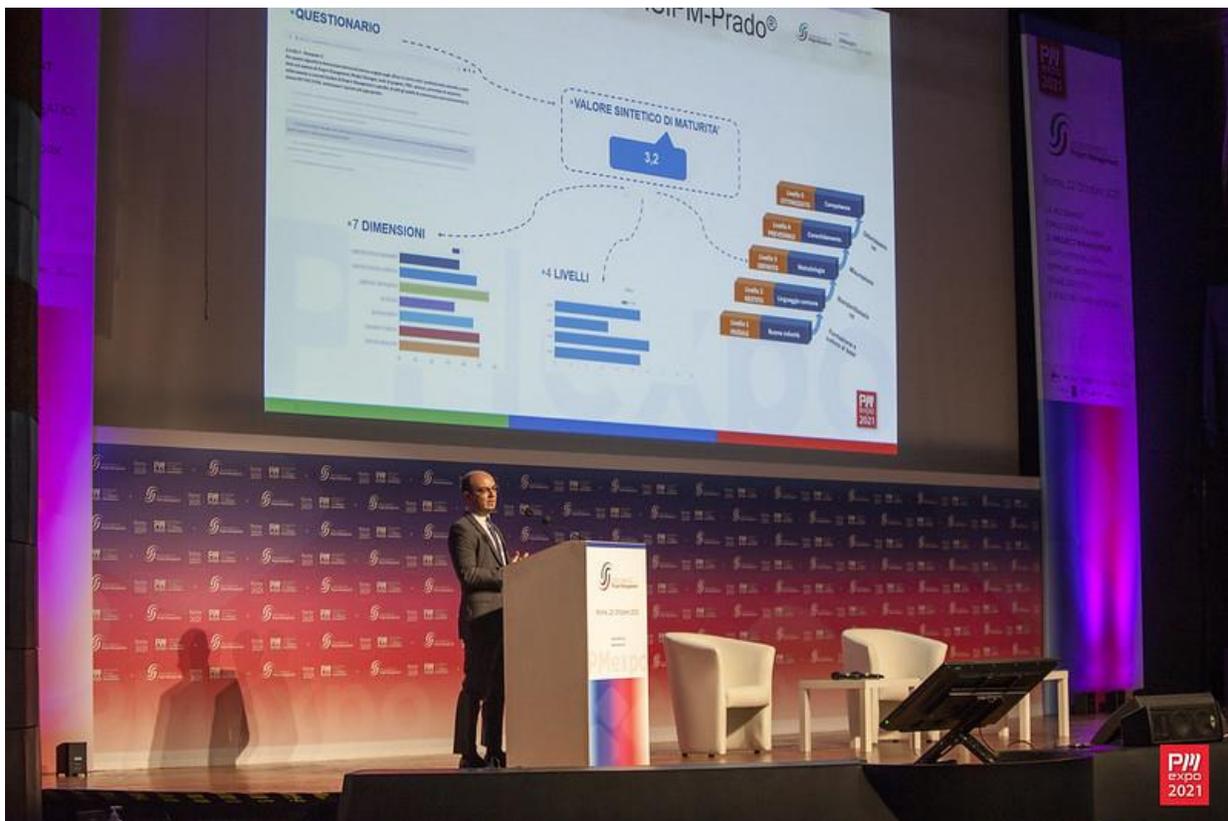
The funds foreseen with the Next Generation EU go alongside the ordinary programming cycle of European funds 2021-2027, with a very large overall amount. This involves an important challenge, particularly for Italy, for the management of resources in terms of Portfolios, Programs and Projects financed by European funds, which will undoubtedly require complex and integrated skills. In this perspective, during the second speech it has been talked about how ISIPM propose the eU-maps<sup>4</sup> model, composed by 4 knowledge areas necessary for the management of European funds in the various steps, which constitute:

- a training framework
- a guide
- an ISIPM skills certification
- a register of accredited teachers

<sup>4</sup> <https://www.isipm.org/progetti/eu-maps>

## The growth of individual and organizational skills in the project management

The third intervention focused on the indispensable professional competence of project managers, that is not enough if they cannot rely on an adequate organizational system that includes and values the methods and tools necessary for project management. In accordance with this principle, ISIPM, in order to guarantee companies and organizations the possibility of quantifying and making objective the qualitative perceptions relating to their organizational performance, proposes the ISIPM-Prado<sup>5</sup> Maturity Certification. The new certification issued by ISIPM and no longer aimed at professionals but at organizations, is meeting the interest of numerous companies, some of which, thanks to the assessments conducted by qualified Assessors, have been included in the register of certified organizations, taking the opportunity to highlight its competitive value.



Andrea Fraticelli talks about Success of Projects: skills of the Project Managers or organizational maturity?

<sup>5</sup> <https://www.isipm.org/progetti/modello-di-maturita>

## The recent regulatory evolution with the new UNI ISO 21502 standard,

The fourth speech talked about the matter of the evolution of international legislation that has recently produced two fundamental project management standards, also acquired in Italy as UNI ISO 21500 and UNI ISO 21502, of which specially the second one represents the new reference methodological framework of the discipline. The paper summarizes this evolution and describes its contents with a special focus on 21502, which includes general concepts, integrated practices and 17 project management practices. ISIPM and ISIPM-Professionisti<sup>6</sup> participated through their representatives in the ISO and UNI worktables involved in this regulatory development, which resulted in the updating of their training courses that lead to the ISIPM Base and AV qualifications, with the re-edition of the related texts, soon publication. In particular, the ISIPM AV training material has been completely updated and aligned with the new UNI ISO 21502, while in UNI work is also underway for the re-edition of UNI 11648, which forms the basis of the Accredia<sup>7</sup> certification for the professional figure of project manager. The new regulations have made it possible to lay the foundations for a new project management methodology, integrated with the same training courses previously mentioned.



Maurizio Monassi & Pierluigi Guida talk about New trends in Project Management: the new UNI ISO 21502 standard

<sup>6</sup> <https://professioni.isipm.org/>

<sup>7</sup> <https://www.accredia.it/>

## The Agile approach as opposed to Waterfall, Project Management

Morning panel completed with an interesting intervention about the false dichotomies "Waterfall vs Agile". Project management is necessarily agile, in the etymological sense of "adaptable", that is, being able to easily vary its operating parameters according to the context. Too often, however, we settle for marrying a model or a vision and use only those. Thus we cross over into an ideological approach, where the methodology or the reference framework becomes a "church" to adhere to unconditionally or to be branded as heretics. This "theocratic" interpretation of Project Management feeds on dichotomies, pairs of opposite extremes of which one is the "good that wins" and the other the "evil that must lose". The dichotomies are dangerous, because they seem useful to explain reality in a simple way, but often they only trivialize it, when they are not really bogus. Does project management need to be driven by processes or principles? Does it have to be waterfall or agile? Does it have to follow a framework or be inspired by a mindset? Reasoning in dichotomies demeans the role of the Project Manager, directs a purely "algorithmic" management. The reality is much more complex. Marco Caressa, in this short talk showed how the uniqueness of the projects cannot be flattened on pairs of opposites and in fact it never has been. No project is ever just waterfall or just agile. More or less explicit processes and principles have always coexisted. The use of different frameworks can feed and direct the mindset. He says, Paraphrasing Shakespeare "there are more projects in heaven and on earth than your methodology dreams", and it is what makes the job of Project Manager very difficult but also very fun.



Marco Caressa<sup>8</sup>, talk about overcoming the false dichotomies "Waterfall vs Agile", "Processes vs Principles", "Framework vs Mindset"

<sup>8</sup> <https://it.linkedin.com/in/marcocaressa>

## Project Management and Innovation Management

The afternoon started talking about Innovation with several speeches of some Italian experts. One of these: "Innovation as a service is Acea's<sup>9</sup> innovation model" says Silvia Celani<sup>10</sup> (Head of Innovation of Acea). *"Our primary goal is to generate impact for our people, our business and our customers. We do this through an open, participatory and above all pragmatic model of innovation that is based on rules and tools that allow us to govern innovation: inbound and outbound open innovation tools. With inbound open innovation tools such as our 'Innovation Garage' Corporate Entrepreneurship Program, we promote a culture of innovation, which allows employees to propose ideas and participate in new innovation projects. We collect the innovation needs of the whole Group, we scout on the most innovative technologies, carrying out experiments and innovative projects for our business. This approach has allowed us in a short time to reach the number of over 50 trials launched, all with innovative startups and SMEs both nationally and internationally.*



Marco Menghini, Silvia Celani e Giampiero Astuti, Project management skills to manage innovation and UNI standards.

<sup>9</sup> ACEA is the in house Energy & Utilities Company of the Municipality of Rome operating in Lazio Region of Italy

<sup>10</sup> <https://it.linkedin.com/in/silvia-celani-2478ab43>

## Health service improvement projects

Before closing PM Expo® 2021, the last intervention was about the Covid-19 pandemic that has drawn a deep line between what was before and what will be after. Maurizio Dal Maso<sup>11</sup> says: *“We think of the changes envisaged and imposed by the PNRR, or the National Recovery and Resilience Plan, which in its six missions provides, for health, two sub-areas of interventions: proximity networks, structures and telemedicine for territorial health care with innovation, research and digitalization of the NHS. We will have to carry out organizational innovation and development of new models of assistance and care for the person in the right time and in the right way, that is, we will have to do Project Management (PM) in health. We will have to ask ourselves, however, which PM will we need to implement the new forms of health provided by the PNRR? Perhaps the classic approach of PM alone will not be enough to make us reach the expected objectives, we will have to start thinking about new PM approaches or the preparation and training of new Project Managers, but only after having identified and shared the new model of "health system" that we want to create: the organizational model comes first and the technologies after, no change or no stable innovation in the NHS / SSR can work if implemented in reverse, starting from the end of the production processes and not from their beginning. In conclusion, in the coming years we will experience an obligatory season of change, of projects and consequent new organizations, it will be up to all of us to manage it in the best way so as not to miss this important opportunity to really do what we have been supporting for years, that is to redesign the SSN / SSR according to a simple logic: to provide everything that "that patient" really needs nothing more and nothing less, or to create a system capable of giving different and differentiated answers to specific and individual needs, which is easy to say but very difficult to do, as the history of our SSN / SSR shows”.*

Letizia Bocciardi<sup>12</sup> added: *“Which scenarios for the Italian Healthcare? Italy, as many European countries, is experiencing a deep economic and social crisis that requires a complete rethinking of care and assistance models, through integration and digitalization processes. Is the PNRR program able to face the critical points?”*

- *Improving the overall health condition of People*
- *meeting healthcare expectations of citizens*
- *guaranteeing the protection of the right for healthcare to the whole population*

*We will deal with this through the eyes of citizens and their new needs for health, analyzing how agile organizations can be able to respond to new challenges”.*

Massimo Pirozzi<sup>13</sup> and Lidia Strigari<sup>14</sup> closed the panel showing that in today’s world, both the extent and the complexity of healthcare projects need special approaches to reach

<sup>11</sup> <https://it.linkedin.com/in/maurizio-dal-maso-1546391b>

<sup>12</sup> <https://it.linkedin.com/in/letiziabocciardi>

<sup>13</sup> <https://it.linkedin.com/in/massimo-pirozzi-the-stakeholder-perspective>

<sup>14</sup> <https://it.linkedin.com/in/lidia-strigari-973a0832>

efficacy and efficiency respecting ethical and other constraints, preserving the care to the person by achieving the satisfaction of stakeholders and minimizing negative risks. Evidence Based Medicine (EBM) takes into account the above factors by integrating best scientific evidence with both clinical expertise and patient values and expectations, while Project Management discipline can effectively support EBM in facing complexity. During the speech, they give a synthetic overview on Evidence Based Medicine<sup>15</sup>, and they showed the utility of project management in supporting effective EBM projects by facing complexity with efficacy and efficiency. In addition, they propose also an innovative stakeholder-centered project management approach, called Project Management X.0, and an innovative patient-centered model for Evidence Based Medicine projects, called EBM X.0, which, via their integration, may increase healthcare projects' success rates and delivered value by taking advantage of Web 1.0/2.0/3.0/4.0 technologies in order to empower, and to speed up, decision support in both project management, and project delivery, processes.



Maurizio Dal Maso, Letizia Bocciardi, Giorgio Banchieri, Sergio Canzanella, Massimo Pirozzi, Lidia Strigari talk about “The future of Project Management in health and of the NHS in PNRR: new scenarios and perspectives”

<sup>15</sup> <https://peworldlibrary.net/wp-content/uploads/2020/12/pmwj100-Dec2020-Pirozzi-Strigari-project-management-for-evidence-based-medicine.pdf>

### Beyond the PM Expo® 2021 Stage...



Vito Introna, Antonella Chirichiello, Alessandro Quagliarini, Maurizio D'Ambrosio, Claudia Spagnuolo, Emanuele Remediani, (ISIPM Board Members)



Matteo Ragnelli, Matteo Cerri, Melania Catalano, Annabelle Grieco<sup>16</sup>  
(The event live tweeting team)

<sup>16</sup> ISIPM Young Head Quarter - <https://www.isipm.org/progetti/isipm-young>

## **NEWS from PMI Chapter: Northern Italy's Chapter (PMI-NIC)<sup>17</sup>**

In September the PMI Northern Italy Chapter has been one of the Finalists for the "Chapter of the Year" Award (Members 1501+). This is the highest tribute for any PMI Chapter, and it is a recognition of the outstanding voluntary efforts and the value provided to the chapter local members. This is the first time PMI-NIC is nominated for this Award, so they were thrilled for this success and looking forward to the Winner that has been announced during PMI Leadership Institute Meeting, on October the 9th.



As mentioned in my last report<sup>18</sup>, in the early 2021 PMI-NIC announced this year that the Chapter will celebrate its 25th anniversary. During September PMI-NIC decided the exact date that was the afternoon of October the 22<sup>th</sup>. Due to this event, a years before, the Chapter Board decided to entrust to three “seasoned” volunteers (Dalia Vodice, Michela Ruffa, Walter Ginevri) the collection of ideas and proposals for the incoming celebration of the 25th anniversary. As an essential input to this team, the Board identified a set of clear critical success factors:

- not be limited to a celebration of past achievements, but take the opportunity to explore the next 25 years of the PMI community
- to look over chapter members domain to involve a wide population of stakeholders in the “co-design” of the PMI-NIC of the future
- to assure the alignment with the PMI strategy and its focus on the «project economy» and the target population of «5-75» people.

<sup>17</sup> <https://www.pmi.org/chapters/northern-italy>

<sup>18</sup> <https://peworldjournal.com/article/october-2021-pm-update-from-rome>

The results<sup>19</sup> of this collection of proposals of chapter initiatives goes beyond the time horizon of 2021, the year of PMI-NIC 25th anniversary celebration.



Setup of PMI-NIC 25th anniversary (stage & backstage)

The PMI-NIC celebration was live streaming from the Museum of Science and Technology in Milan, Italian and international speakers to offer new perspectives on projectuality. The event special guests were Mike DePrisco, PMI COO, and Ashwini Bakshi, PMI Managing Director Europe, that delivered a highly interactive session: "The Future of Projects".

<sup>19</sup> [https://www.pmi.org/-/media/pmi/chapters/northern-italy/pdf/pmi-nic\\_s\\_25th\\_anniversary\\_-\\_the\\_pleasure\\_of\\_listening.pdf?v=2cff5d24-bf9a-4094-b003-57e1edda85fc](https://www.pmi.org/-/media/pmi/chapters/northern-italy/pdf/pmi-nic_s_25th_anniversary_-_the_pleasure_of_listening.pdf?v=2cff5d24-bf9a-4094-b003-57e1edda85fc)

## **Historical Agreement for the Enhancement of Project Management Culture in Italy**

In November the 17<sup>th</sup> 2021, PM World has announced the signing of a formal “Memorandum of Understanding for Cooperation and Mutual Support” between the organization and ISIPM. PM World publishes the international PM World Journal (PMWJ) and maintains the globally-recognized PM World Library. The Agreement confirmed the growing presence and recognition of the role of ISIPM also at an international level, and the Managing Editor of the PMWJ and of the PMWL David Pells defined it as “of historical significance”.

One of the relevant terms of the agreement is to provide memberships in the PM World Library<sup>20</sup> for all 4,000+ ISIPM members at one low group cost. On the other hand, ISIPM has agreed to the following:

- Identify the PMWJ as a Media Partner and post the PMWJ logo on ISIPM’s PMexpo conference website;
- Provide news and information to PM World as a basis for breaking news articles;
- Provide an ISIPM leader to act as an International Correspondent for the PMWJ in Italy;
- Identify PM World as a strategic partner on ISIPM’s website;

According to PMWJ editor David Pells, “We have established media partnership and alliance agreements with other organizations over the years, but this is the most comprehensive so far. I look forward to helping ISIPM advance professional project management throughout Italy. Hopefully we can also publish more works by ISIPM members in the future as well as offer them new career development and learning opportunities.”

According to Enrico Mastrofini, ISIPM president, “We are happy to enter this new alliance with PM World. The PMWJ is now widely read in Italy and among our members. We have experience working with the PMWJ as media partner for PMexpo the last three years and we have already assigned an ISIPM leader to be their Italian correspondent. This new agreement simply expands the relationship to provide more tangible benefits to both our members and the association.”

For sure this agreement give a boost in Italy for sharing the knowledge of the discipline throughout the huge number of articles of PM World Library.

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<sup>20</sup> <https://pmworldlibrary.net/>



The former (Massimo Pirozzi) and the latter (Alessandro Quagliarini) PMWJ international correspondent from Italy

## Conclusions

In Italy, during this 2021 autumn, we have seen a real energetic rebooting of PM activities from each association, showing a great willing to renovation to go beyond pandemic even if we still have been fighting against it. I'm sure we are going towards a new season of a powerful and synergic collaboration between the Project Management entities present in Italy. We'll see from next new year!

## About the Author



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**Alessandro Quagliarini**, MScEng, PMP, MBA, is an experienced Program Manager, with more than 18 years of experience in the ICT sector. He holds a Master's Degree in Telecommunication Engineering from the University of Rome "Tor Vergata" and a Doctor's degree in Business Administration from the Bologna University Business School. He got both PMP® and ISIPM-Av® advanced certifications in Project Management, and he is also certified as an Information Management Systems Lead Auditor. He is a Member of the Board of the "Italian Institute of Project Management" (ISIPM) for ten years, and he is an Accredited Teacher in Project Management.

Alessandro is currently engaged in the "Digital Transformation" engineering and industrialization programs of the new Italian "Open Fiber" telecommunications network, with particular focus on the engineering of delivery and assurance processes for the provision of retail, business and industries customers, on the operational management and procurement support for the definition of specifications and contracts, on the definition of operating rules/ instructions for maintenance and of requirements for systems development, on the support to the commercial and regulatory lines for the definition of services and processes for customers (Other Licensed Operators and Industries), and on the definition and management of operations compliance with ISO Standards and International Best Practices.

As a Member of the ISIPM Board, he focuses his volunteer activities mainly on the cultural diffusion of the project management to young people – specifically to high school students and also staff, including teachers. As an ISIPM accredited teacher, he has taught project management in public and private institutions, in schools and in universities. He has experience in the organization of events and as a speaker in conferences, and also in proposing and managing EU-funded projects.

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