

Project Management Update from Italy¹

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Towards the New ERA of Project Management

Introduction

This last 2022 Regional Report focuses on PM Expo® 2022, the major event in Italy dedicated to Project Management, organized as usual in Rome by the major Italian Association of Project Management, the “Istituto Italiano di Project Management” (Italian Institute of Project Management, ISIPM for short). What is relevant in this edition is the full back in presence covering multiple stream sessions engaging several teams of volunteers. The main matter was to put Project Management community on the line and try to think ahead towards new paradigms.

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The Project Management Expo 2022² (PM Expo® 2022)

About 1000 people (600 in person and 400 remotely) attended the 2022's event, following five different conferences dedicated to the main topics:

- Knowledge and Methods for accessing European community funds
- Innovation & Sustainability
- Artificial Intelligence & Cognitive aspects
- Projects in complex systems
- Multidisciplinary nature of Project Management



The event introduction: ISIPM President (Graziano Trasarti³) and the PM Expo® 2022 Project Manager (Emanuele Remediani⁴) introducing the debate of the day

In this article I'll summarize one by one the main contents emerged in the different sessions of the event.

² <https://www.pmexpo.it>

³ <https://it.linkedin.com/in/graziano-trasarti-9ab6982>

⁴ <https://www.linkedin.com/in/emanuele-remediani-697a311a/>

Project Management: a necessity for the next challenges of the Italian PA

One of the first speeches was about the urgent need to strengthen both the organizational and the technical capacity of public administrations in order to implement the National Recovery and Resilience Plan (PNRR).

This is the goal of the newly born INPA⁵ portal, a highly innovative digital solution conceived with the aim of responding - in strategic, organizational and operational terms - the various needs arising from the structural reform of the public competitions system in Italy and guide public administrations towards the acquisition of qualified professional resources through new models and methods of staff selection.

This unique recruitment portal, developed by the Department of the Public Service, is a strategic tool available to public administrations to attract the best professionals to the new challenges that Italian administrations are called to face.

Not only knowledge, but skills; from the awareness of different kind of processes to the ability to define and manage projects and the programs, the attraction of project managers in the public sector is meant to create the public value necessary to respond to the growing needs of citizens and businesses.

EFFECTIVENESS: Recruitment of highly qualified personnel resources; Greater correlation between workforce supply and demand; time reduction for the recruitment process; Protection of public health also following the problems arising from the epidemiological emergency from COVID-19.

EFFICIENCY: Improvement of administrative organization and internal processes with the aim of reducing the average duration of projects related from the current 48 months to 18/24 months; Improvement of the quality of services provided; Increased levels of transparency and impartiality; Automation and digitalization of recruitment processes during all the phases of the selection.

GOVERNANCE: Streamlining of bureaucratic procedures in agile and more efficient manner; Increase of transparency and impartiality of insolvency proceedings; timely dissemination of information to EU citizens on competitions and rankings; Provision of monitoring dashboards available to public administrations throughout the country.

⁵ <https://www.inpa.gov.it/>



The first speech: Cecilia Maceli and Benedetto Ranieri⁶ talking about the new recruitment portal INPA

Create value in complex projects by harmonizing predictive and agile/adaptive approaches

In another stream of PMExpo, Marco Caressa and Massimo Pirozzi discussed the strategies that best suits the management of projects in complex contexts. The projects, operational means to achieve strategic goals by creating value, the project management, approach to face the project complexity with effectiveness and efficiency, and the scalability of systemic approach. Projects, programs, portfolios and the value: the perspective of project requirements/features and the generated value, the perspective of stakeholder expectations and the perceived value, the perspective of integration and the delivered value. Projects, programs, portfolios and the complexity: the diverse complexity levels that are present in the different initiatives from the operational level to the strategic level, an innovative approach to evaluate the diverse complexity levels. The

⁶ <https://www.linkedin.com/in/benedettoranieri/>

harmonization of predictive, adaptive and hybrid approaches: how to give a structure to the project and to define a strategy to delivering value, the utility of predictive, adaptive and hybrid PM approaches. The effective management of project, program and portfolio complexity, and the effective management of risks and opportunities that derive from simplification. A near future: P3M 4.0 with Artificial Intelligence and Machine Learning.



Massimo Pirozzi⁷ talking about Create value for projects in complexity by harmonizing predictive and agile/adaptive approaches

Customer Experience PM: Project Management that incorporates entertainment

An experimental speech during the morning panel was focused on the transformation from the classic frontal education to a form of “edutainment” moment, designed to create an amusing experience which is able to, simultaneously, to encourage reflections and awaken attention. This experiential education can stimulate in an effective way the brain’s area in charge of the acquisition of the new informations useful to build the relationship with the customers. The Customer Experience is indeed a hot topic nowadays for every

⁷ <https://www.linkedin.com/in/massimo-pirozzi-the-stakeholder-perspective/>

kind of organizations, and therefore a strong driver in the Project Management, since customer centricity needs to be established as a transversal factor inside the logics of the project team. The 6 mainstay of Customer Experience related to Project Management, highlighted in the discussion, are:

- INTEGRITY (being believable and inspiring confidence),
- EXPECTATION (knowing, managing and surpassing customer's desired outcome),
- EMPATHY (identifying with the customer and starting a valuable partnership),
- TIME & EFFORT (minimizing the effort required by managing clear and simple task),
- PERSONALIZATION (customizing the experience to create a unique emotional connection),
- RESOLUTION (turning a simple experience in a brilliant one).



Daniele Rimini⁸ & Marco Marzocca⁹ performing about Project Management that incorporates entertainment

⁸⁸ <https://www.linkedin.com/in/daniele-rimini/>

⁹ <https://www.linkedin.com/in/marco-marzocca-08363825/>

The new boundaries of project management: innovation and sustainability

With their inspirational speech, Antonella Chirichiello¹⁰ & Claudia Spagnuolo¹¹ shared topics of great interest in the world of projects, programs and governance: innovation, sustainability and the consequences on the management models that are applied. In this historical moment, we can't speak about innovation without referring to sustainability. Innovation and sustainability (in its broadest meaning that includes people, the planet and profits) are more and more virtuously connected, so much that one is fueled by the other: sustainable innovation and innovation for sustainability.

Sustainability is becoming the framework for the new normal and the backbone of current innovation paths. In the current vision of Italian organizations, the concept of sustainability is intrinsically connected with that of digital transformation, and increasingly permeates all areas, from governance to operations. For managers and project managers, this means looking at a project through new lenses, making project decisions by taking into account new parameters with the perspective to achieve greater ethics for the company, its people and the society as a whole.

The management of a successful project is already focused on the balance of many aspects (including cost, time, scope, risk, benefits, quality and stakeholder management) and the integration of sustainability & innovation add further complexity to the mix. This also impacts on the management models to be used. In this talk, the speakers introduced both dimensions (innovation and sustainability) and highlighted the aspects and elements to be considered in project management, also from the perspective of NRRP (Italian National Recovery and Resilience Plan, in Italian PNRR – Piano Nazionale di Ripresa e Resilienza).

¹⁰ <https://www.linkedin.com/in/antonellachirichiello/>

¹¹ <https://www.linkedin.com/in/claudia-spagnuolo-85184133/>



Antonella Chirichiello and Claudia Spagnuolo talked about the new frontiers of project management: innovation and sustainability

The professional qualification of the Project Manager and the requirements to be applied in tenders

The Professional Association "ISIPM Professioni" represents the interests of its members, which carry out the profession of project manager or the professions assimilated to it, and is included in the list of Professional Associations at the Ministry of Economic Development, provided by Law n.4/2013. ISIPM Professioni has intervened several times in recent years to urge contracting stations - and in general public and private clients - to modify the calls for tenders that require the presence of professional figures as the Project Manager or similar roles, inserting in them clear references to qualification requirements consistent with the UNI Standards of reference and providing more consistent requirements. In this discussion it was illustrated, through the description of some tender specifications, the passage from generic and/or inconsistent tender requirements (very frequent in recent years) to a more precise and consistent content, with regulatory definitions up to the latest project manager requests for PNRR projects.



Enrico Mastrofini¹² (President ISIPM Professioni), talked about the professional qualification of the Project Manager and the requirements to be applied in tenders

The Project Economy Has Arrived, and Why Project Management Has to Be Reinvented

The special guest of PMEXPO2022, Antonio Nieto¹³ closed the morning panel talking about his recent featured HBR article, explaining the thematic of Project Economy. In fact, in the next five years, the world will see more projects than ever. After the devastating global pandemic crisis, the reconstruction of the economy, healthcare, social care, and the whole society will be unprecedented in human history. According to McKinsey, Governments' have announced \$10 trillion in reconstruction funds just in the first two months of the crisis, three times the economic response to the 2008–09 financial crisis. These investments will soon become millions of projects, that will need millions of project managers. We are witnessing to the rise of projects as the main unit of work and the essential model to deliver change and create value for individuals, organizations, and society. The transformation from a world driven by efficiency to a world driven by change

¹² <https://www.linkedin.com/in/enrico-mastrofini-382950a/>

¹³ <https://www.linkedin.com/in/antonionietorodriguez/>

is going to have enormous consequences in terms of strategy, culture, organizational structure, competencies, compensations, etc. More and more work will be organized in projects. We will soon all become project managers. Yet, about 70% of projects fail to deliver their objectives today. We urgently need to step up and significantly increase the project success rate. Considering that approximately 48 trillion US dollars are invested annually in projects, are we going to fail to deliver trillions of benefits, value, and impact on organizations and society? It would be colossal, unbearable, and embarrassing. What if we committed to improve? if we increase our success ratio from 30% to 60%? Just imagine the amount of value that we would be adding to the world, approximately the GDP of Africa in extra benefit. Imagine if we do that not only in 2022 but year after year. To achieve this incredible goal, project management and project managers will need to reinvent themselves, as stated by A. Nieto:

“There are fewer “low-cost” ways of working more inclusive, impactful, motivating and inspiring than being part of a project with an ambitious goal, a higher purpose, and a clear fixed deadline.”



Antonio Nieto talking about the reasons why Project Management had to be reinvented.

Below are the key takeaways covered by Nieto's speech:

- What is the project economy, why will it impact everyone, and why will it disrupt every organization
- How does project management need to reinvent itself to deliver projects more successfully
- Which skills do you need to develop to succeed in a world driven by change

Project, Program and Portfolio Management for the National Recovery and Resilience Plans in the European Union.

After lunch, the sessions restarted with a special speech of ISIPM Young Team exploring the work¹⁴ issued last summer in the Project Management World Journal. European Union (EU), in order to mitigate the economic and social impacts of the coronavirus pandemic and to make European economies and societies more sustainable, resilient, and, in general, better prepared for the challenges and opportunities of the green and digital transitions, decided to allocate special additional funding called Recovery and Resilience Facility (RRF), a temporary instrument that makes available to the EU Nations about €750 billion in loans and grants.

The Recovery and Resilience Facility is based on six "pillars" – i.e. green transition, digital transformation, economic cohesion, productivity and competitiveness, social and territorial cohesion, health, economic, social, and institutional resilience, and policies for the next generation – and is composed of 27 National Recovery and Resilience Plans (NRRPs), one for each EU Country, which all share the same three strategic axes – i.e., digitization and innovation, ecological transition, and social inclusion. Since RRF is performance-based, and relevant payments are unlocked only if the relevant reforms and investments are realized according to the schedule, each NRRP is a portfolio where effective project management is essential to target and achieve success.

This speech will give an overview of the EU RRF, propose an innovative value-driven project management approach based on Key Performance Indicators (KPIs) to effectively manage the diverse NRRP projects, and focus on the case of the Italian NRRP.

¹⁴<https://peworldjournal.com/article/project-program-and-portfolio-management>



Vito Introna with Alessandro Quagliarini, Damiano Buzzi¹⁵, Marianna Mancone¹⁶, Francesca Apponi¹⁷, Massimo Pirozzi, talking about “Project, Program and Portfolio Management for the National Recovery and Resilience Plans in the European Union”

The PNRR ICT project matching assessment: Essential tool for ex-ante and ex-post government initiatives.

Roberto Meli¹⁸ provided one of the most interesting speech during afternoon focused on the main topic of the PNRR, that, as it's well known, does not only have to do with the governance practices of national public investments but must be consistent with approaches at the European level, typically more oriented towards the effectiveness and efficiency of processes rather than the slavish compliance with verticalized and often non-integrated administrative procedures typical of our national context. The wind is also

¹⁵ <https://www.linkedin.com/in/damiano-buzzi-a35633144/>

¹⁶ <https://www.linkedin.com/in/marianna-mancone-66a805198/>

¹⁷ <https://www.linkedin.com/in/francesca-apponi-91187a187/>

¹⁸ <https://www.linkedin.com/in/robertomeli/>

changing here, however, and the guidelines provided by the central government of the PA are now pushing in the right direction. Each ICT intervention of the PNRR (direct or instrumental to other areas) must be judged congruous at the outset (ex-ante), must be managed in a flexible and transparent way (change requests, agile processes) and reported in a certain and verifiable way (ex-post).

Many initiatives are framed in a "lump sum" mode where the ability to make initial accurate estimates of time, effort and costs takes on strategic importance, others are framed in a pay-as-you-go or result-based mode for which it is essential not only to make an initial realistic bet for the allocation of funds but to follow the process so that it remains convenient, adequate, flexible, and effective. Most ICT initiatives are registered in the context of large scale public tenders or framework agreements or CONSIP¹⁹ conventions that, when assigned (and once passed the selection of the inevitable appeals to administrative justice) would already appear to be congruous.

Actually, what is congruent in large market competitions are unit prices or productivity. Where then can the possible "damage" or incongruous evaluation be hidden? Generally, it is in the estimation of the quantities of person days or product measures that are foreseen and reported to achieve the objectives that are identified from time to time in more detail compared to what is possible in a framework agreement. In the case of software, the quantities are called function points, today in the Simple FP version, more modern and easier to use. If careful governance is not exerted over quantities (before, during and after), the risk that suitable tariffs will generate incongruous totals is high. But function points aren't everything.

There are other cost components that need to be considered. Project Management provides planning and control techniques whose adoption becomes a strategic asset to ensure fair processes and fluidity of supply and invoicing of suppliers in the ICT initiatives of the PNRR. The workshop illustrated a model and an approach for the initial and final economic enhancement of ICT interventions outsourced by the Public Administration that is consistent with the regulatory framework of the reference contracts.

The main objective of the model called R3 - VAMOS (VALORIZATION Model for Software) is to facilitate and speed up the process of convergence on initial and ongoing economic estimates as well as verification of the final balances for ICT interventions in the context of PNRR contracts (but not only). The designation R3 derives from the consideration of the three main types of user requirements: Functional, Non-Functional and Production Process. The WBS tool appropriately standardized, regulated and integrated with the

¹⁹ <https://www.consip.it/>

different cost models that can be applied, assumes significant importance in the task of taking into account all those components that cannot be measured with standard methods and for which there is no international or national productivity database recognized.



Alessandro Quagliarini leading the School Session with some of the ISIPM Young Team Members: Annabelle Grieco²⁰, Melania Catalano²¹ and Matteo Ragnelli²²

Workshop Sessions

Conceived by David Anderson, the Kanban method, is a powerful tool to improve processes through a set of practices, such as: visualization of work, limits to Work in Progress (WiP), measurement and optimization of workflow, etc. It is based on a few rules and different principles; because of its simplicity has been adopted by different activities as a basis to regulate and organize the workflows. During the workshop, Gianluca Di

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²² <https://www.linkedin.com/in/matteo-ragnelli-90aa29207/>

Stefano tested the application of these practices on the operation of a Clinic in order to demonstrate its simplicity and effectiveness and discussed together what happened.



Gianluca Di Stefano²³ explaining the Kanban Method

Project management in European funds: application of ISIPM EU-Maps model

The workshop aimed to answer several questions:

- How is a project proposal formulated in response to a call financed by European funds?
- How is a European project implemented and managed?
- How do we find European financial opportunities for our organisation?

The ISIPM EU-maps model integrates in a single framework four knowledge areas necessary for the management of European funds and projects (and PNRR):

²³ <https://www.linkedin.com/in/gianluca-di-stefano-774a44/>

- Background elements of the European funds;
- Euro-design techniques and methodologies;
- Techniques and methodologies of project management;
- Elements of integration.

During the Workshop, after a brief description of the model, some group exercises were performed in order to show the potential and the operation of the EU-maps model.



Federico Porcedda²⁴ (ISIPM Board Member) and Marco Amici²⁵, talking about the application of ISIPM EU-Maps model, together with Sabrina Mancini (ISIPM Board Member), Patrizia Monacelli²⁶ (ISIPM Board Member) and Lorenzo Costumato²⁷

²⁴ <https://www.linkedin.com/in/federico-porcedda-64a2783b/>

²⁵ <https://www.linkedin.com/in/marco-amici-phd-82891553/>

²⁶ <https://www.linkedin.com/in/patrizia-monacelli-a89ba965/>

²⁷ <https://www.linkedin.com/in/lorenzo-costumato/>

Self-evaluation guided experience with the ISIPM-Prado model®

The aim of the workshop is the compilation, led by Assessor ISIPM-Prado, of the self-assessment questionnaire, composed of 60 questions, on the website www.maturita.isipm.org, in order to quantify a synthetic value of general maturity of an organization described through 7 dimensions of analysis:

- project management skills;
- technical and contextual skills;
- behavioural skills;
- methodology;
- information system;
- strategic alignment;
- organisational structure.



Maria Luisa D'orazi²⁸ (ISIPM Board Member) and Antonio Giannico²⁹, leading the ISIPM-Prado workshop together with Alessandro Lops

²⁸ <https://www.linkedin.com/in/maria-luisa-d-orazi-4b431511a/>

²⁹ <https://www.linkedin.com/in/antonio-giannico-35800092/>

Awareness and quality of relationships, well-being and development, new tools from the Far East: Tai Chi Chuan

During this workshop we were introduced to some practical techniques of Tai Chi Chuan Yang Traditional, with the method developed by Anna Siniscalco, president of Dynamics Tai Chi Chuan and Arts associated asd. Tai Chi Chuan was born as a martial art and it's based on the Yin Yang theory, the same from which traditional Chinese medicine derives. Today it is considered one of the most effective practices for psychophysical balance and development, also useful for the prevention and treatment of disorders resulting from sedentary work, smart working and related stress. Through this practice we develop qualities of listening and understanding our essential needs, in order to be able to adapt and harmonize all the components of the individual-organization system. Finally, it is considered one of the most effective meditation practices, for this it is also called the art of meditation in motion.



Anna Siniscalco³⁰ practicing Tai Chi Chuan movements with the presents

³⁰ <https://www.linkedin.com/in/anna-siniscalco-84239672/>

Project Management in motorsport: organizing a team building a racing prototype

Scuderia Tor Vergata is the official Formula Student team from Università degli Studi di Roma Tor Vergata. The speech presented Formula Student's environment, the Team's structure and the applications of Project Management in it. The focus was on the peculiarities of its use, the tailoring done for the specific project nature and how PM contributes on improving the season's outcome and how it helps to reach the desired results.



The product of Scuderia Tor Vergata exposed during PMEXPO2022®

Beyond the PM Expo® 2022 Stage...



Flavio De Trane³¹ (ISIPM Board Member) and Biagio Tramontana³² (ISIPM Vice President) at the ISIPM Desk

As we know PMEXPO® is an ISIPM event involving many enthusiast teams and volunteers. Among all these people we want to underline the important contribution brought by the secretary team (Debora Compagnone, Francesca Foschi³³ and Silvia Moretti), all the others Board Members (Cinzia De Amicis³⁴, Claudio Bartoloni³⁵, Nadia Berti³⁶, Flavio De Trane, Andrea Fraticelli³⁷, Carmine Russo³⁸) and its Scientific

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³⁴ <https://www.linkedin.com/in/cinzia-de-amicis-15aa557b/>

³⁵ <https://www.linkedin.com/in/bartoloni/>

³⁶ <https://www.linkedin.com/in/nadia-berti/>

³⁷ <https://www.linkedin.com/in/andreafraticelli/>

³⁸ <https://www.linkedin.com/in/carmine-russo-%E2%99%AB-%E2%99%AC-%E2%99%A9-68386a12/>

committee (Andrea Bononi Savignon³⁹, Enrico Deidda Gagliardo⁴⁰, Ivano De Filippo⁴¹, Pierluigi Guida⁴² and Vito Introna⁴³).

Conclusions:

Compared to the 2021 edition⁴⁴, in which the main focus was on the restart of the activities and the return to a more “human” life after 2 years of pandemic, this new event (all presentations are available on the PMEXPO® website⁴⁵) tried to inspire new questions about the future of organizations in a rapidly changing environment. Finding the positive energy and the capacity to respond to those questions is going for sure to impact, in positive or in negative, the evolution of the world as we know in the near future. This is the best condition to develop ideas to go beyond what we already know!

³⁹ <https://www.linkedin.com/in/andreabonomisavignon/>

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⁴³ <https://www.linkedin.com/in/vito-introna-5645053/>

⁴⁴ <https://pmworldjournal.com/article/december-2021-pm-update-from-italy>

⁴⁵ <https://www.pmexpo.it/programma-2022/presentazioni-2022>

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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