

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

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### **The Italian Event on Project Management**

#### **Introduction**

This fourth 2023 Regional Report highlights PM Expo® 2023, the main event in Italy dedicated to Project Management. Organized annually in Rome, this major appointment is hosted by the prominent Italian Association of Project Management, known as the Italian Institute of Project Management (ISIPM). The PM Word Journal has been the official media partner as announced in its latest September Issue<sup>2</sup>. This edition has seen huge participation and involvement of people, especially in workshops aimed to deep dive into the practical exercise of Project Management. Hence the evidence that, alongside the knowledge theory, there is a common need for practicing the PM skills.

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<sup>1</sup> How to cite this work: Quagliarini, A. (2023). Project Management Update from Italy, report, PM World Journal, Vol. XII, Issue XII, December.

<sup>2</sup> <https://pmworldlibrary.net/wp-content/uploads/2023/08/pmwj133-Sep2023-Quagliarini-project-management-Report-from-Italy-English-PMEXPO-2023.pdf>

## The Project Management Expo 2023<sup>3</sup> (PM Expo® 2023)

This year about 1000 people in presence attended the event, subdivided in six different rooms dedicated to the following topics:

- Public Administration
- Innovation & Sustainability
- Artificial Intelligence & Metaverse
- Health & Sport
- Workshops



The event introduction: ISIPM President (Graziano Trasarti<sup>4</sup>) & the PM Expo® 2023 Project Manager (Emanuele Remediani<sup>5</sup>) introducing the speeches of the day

In this article I'll try to cover most of the event that in this edition including the reach of concurrent sessions.

<sup>3</sup> <https://www.pmexpo.it>

<sup>4</sup> <https://it.linkedin.com/in/graziano-trasarti-9ab6982>

<sup>5</sup> <https://www.linkedin.com/in/emanuele-remediani-697a311a/>

## **Maturing status of public sector PM services and ongoing challenges**

One of the first speeches was about the urgent need to strengthen the administrative status in terms of Project Management discipline. The adoption of project management is the key element for a necessary paradigm change in the world of public construction, that allows better responses to the needs of the community. “Public should work with limited time and costs”: although this assumption is increasingly true, the introduction of PM in public works still struggles to catch on. The intervention presented an analysis of:

- the evolution of the regulatory framework with the new procurement code;
- public demand for PM services in the last year.

The speech concluded with the presentation of the virtuous model adopted by Jubilee 2025 and an analysis of the challenges faced in the last year and the main challenges for next year.



The first speech: Giorgio Lupoi<sup>6</sup> talking about the Maturing status of public sector PM services and ongoing challenges - Jubilee 2025 a model to replicate

<sup>6</sup> <https://www.linkedin.com/in/giorgio-lupoi-1432017b/>

## Project Management meets intellectual property

In another stream of the PMexpo, Leonardo Maria Seri<sup>7</sup> discussed to what extent the protection of an intangible assets in the management of a project, for the company and the life of a business, can have an important role to achieve a competitive advantage in the market and to protect investments, which could give lead to innovations and build the recognizability of a product or a brand. Whether it is managing the development and launch of new products or new brands, in the context of a collaboration between companies to innovate or to enter new markets we need to make clear what can be protected and with what tools: we must analyze, design and plan the protection of intellectual property assets in project management, defining their objectives and timing, identifying the most appropriate tools to achieve the objectives set, also taking into account costs and protection strategies. Proper planning and management of Intellectual Property assets protection strategies allow organizations to lay a solid foundation for protection against usurpers and counterfeiters and is useful to further enhance your assets.



Leonardo Maria Seri talking about how project management meets Intellectual Property aspects

<sup>7</sup> <https://www.linkedin.com/in/leonardo-maria-seri/>

## The project management system in the “Bambino Gesù” Children’s Hospital

In recent years, the Hospital had achieved economic and financial results that were not in line with expectations. To guarantee its patients the level of clinical-care excellence it had drawn on its own resources, putting at risk the sustainability in the long term. From here, Health organizations felt the need for a substantial change; the managerial challenge has become to achieve full economic and financial balance, nonetheless ensuring the maintenance of quality standards in terms of clinical care, scientific research and reception. The speech summarised the experience gained in introducing a project management system within the organization, the obstacles, the solutions adopted and the results achieved.



Antonio Perno<sup>8</sup> talking about the project management system in the “Bambino Gesù” Children’s Hospital

<sup>8</sup> <https://www.linkedin.com/in/antonio-perno-613b041/>

## **"It's raining manager": the evolution of the competences of the Sustainability Project Manager**

The following speech was about the revolution of the "pluvial" era of the PNRR<sup>9</sup>, in which, with the availability of hundreds of billions to use and transform into valuable projects to carry out the ecological transition, new sustainable managerial skills are becoming increasingly valuable. We need a strong capacity for implementation, a strong vocation for innovation, with greater awareness of economic sustainability, impact on work and the environment. For this reason, we must think in a hybrid way, with "T-Shaped" skills: horizontal to manage risks, change, new technologies, but above all vertical to use the financial resources available and transform projects into value. The Sustainability Project Manager must develop the ability to "make things happen", to magically bring new financial opportunities; he must know the relevant trends and their implications, be credible and operate with a systemic vision that connects all environmental, social and economic aspects, managing complex processes and relationships.



Andrea Bellucci<sup>10</sup>, talking about the evolution of the competences of the Sustainability Project Manager

<sup>9</sup> <https://pmworldlibrary.net/wp-content/uploads/2022/07/pmwj119-Jul2022-Minelle-Pirozzi-et-al-PPPM-for-EU-National-Recovery-and-Resilience-Plans.pdf>

<sup>10</sup> <https://www.linkedin.com/in/andrea-bellucci-31929122/>

## Lessons learned... from a Rugby Champion

A special guest, in this edition, was one of the most charismatic champions of Italian rugby: **Martin Castrogiovanni**. In his interview the sportsman represented the ideals of rugby both as a "game" and as a "philosophy of life", offering important advice drawn from his past experience, as a former player, and his present, as an educator and coach of the Castro Rugby Academy.

The interview was conducted by the ISIPM Senior Trainer, Paolo Di Marco, expert in Project Management and Sport Management.



Paolo Di Marco<sup>11</sup> interviewing Martin Castrogiovanni<sup>12</sup> about the lessons learned during his sport life

The interview closed the morning panel of event before lunch time for all guests and participants.

<sup>11</sup> <https://www.linkedin.com/in/paolo-di-marco-a5b2a114b/>

<sup>12</sup> <https://www.linkedin.com/in/martin-leandro-castrogiovanni-2b5050194/?originalSubdomain=it>

## What can we do if a project doesn't go as planned or as expected?

After a generous lunch break, sessions restarted with a topical speech performed by two of the most influent Italian personalities in the context of Project Management, Massimo Pirozzi and Marco Caressa. Managing a project means continuously elaborating and taking decisions, so the processes and tools to support "decision making" are of primary importance. Generalizing is always difficult, however it is possible to identify "commonality" among the projects in terms of outcomes, their possible causes and their monitoring and control processes. The speech highlighted some typical deviations that can occur in projects, with the related "good practices" to manage them. In particular, it showed a "data driven" framework to support the characteristic decisions of project management and some innovative ideas on how artificial intelligence (AI) could enhance its use, through application examples of ChatGPT-4.



Massimo Pirozzi<sup>13</sup> and Marco Caressa<sup>14</sup> talking about what we can do in an unexpected situation during project lifecycle

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

<sup>14</sup> <https://www.linkedin.com/in/marcocaressa/>



## **Sustainable Project Management: A multidimensional value-based approach**

After lunch, in another room took place a special speech of ISIPM Young<sup>15</sup> Team, exploring the work<sup>16</sup> issued last summer in the PM World Journal based on the concept of sustainability. A sustainable project focuses on creating and implementing strategies that take balanced account of economic, social and environmental dimensions. The economic dimension concerns costs, investments and budgetary sustainability, while the social dimension refers to the relational aspects of an organization with the social context, as well as the environmental dimension aims to respect and protect the ecosystem. Since sustainable projects target different types of value, we propose an innovative project management approach based on value, and that manages effectively, through key performance indicators (KPIs) the creation of value for stakeholders in terms of economic sustainability, social equity and environmental protection.



Francesca Apponi<sup>17</sup>, Cecilia Buzzi<sup>18</sup>, Antonio Mendicino<sup>19</sup>, Claudia Milani<sup>20</sup> and Davide Raguso<sup>21</sup> that talked about “Sustainable Project Management: A multidimensional value-based approach”

<sup>15</sup> <https://www.isipm.org/iniziativa/isipm-young>

<sup>16</sup> <https://pmworldlibrary.net/wp-content/uploads/2023/05/pmwj130-Jun2023-Pirozzi-Quagliarini-et-al-Sustainable-Project-Management.pdf>

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

<sup>18</sup> <https://www.linkedin.com/in/cecilia-buzzi-57bb691a8/>

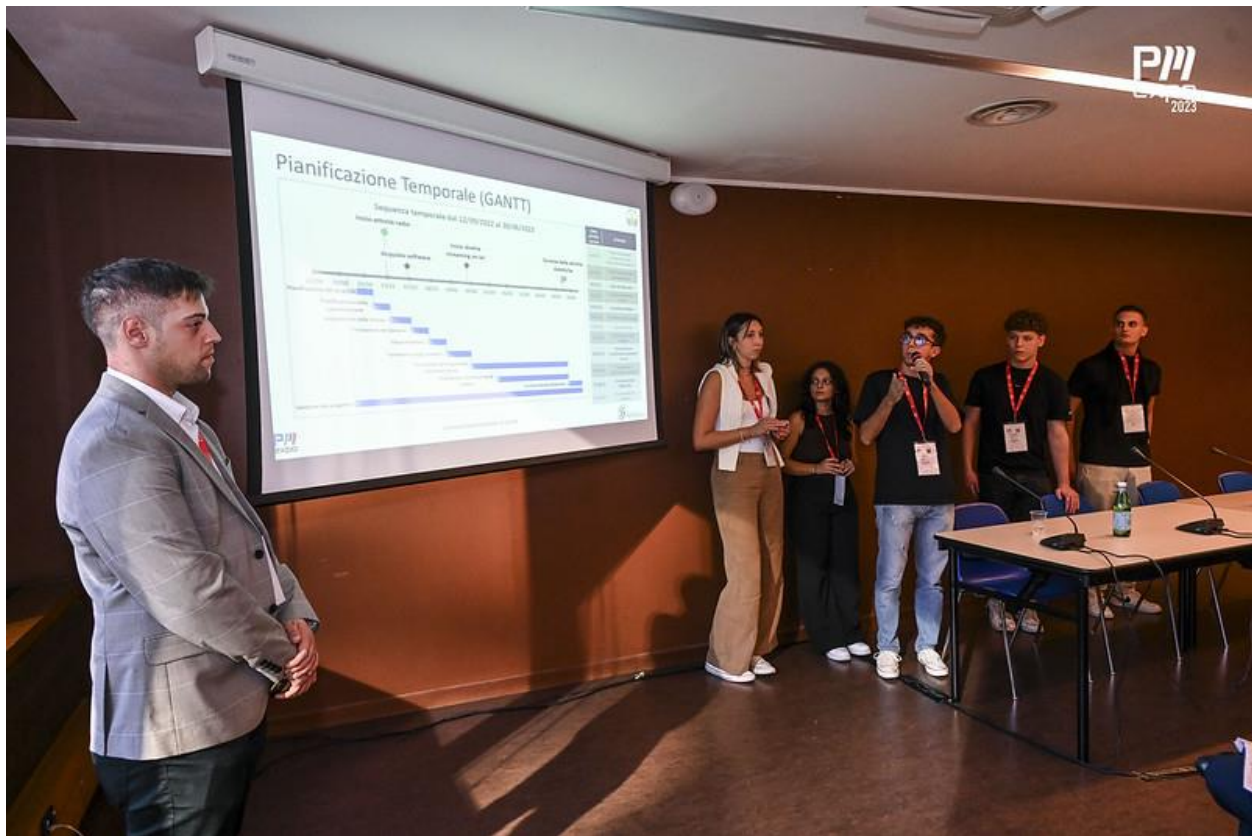
<sup>19</sup> <https://www.linkedin.com/in/antonio-mendicino-767407253/>

<sup>20</sup> <https://www.linkedin.com/in/claudia-milani-a09b67286/>

<sup>21</sup> <https://www.linkedin.com/in/davideraguso/>

## Presentation of projects for the "National Competition for the School 2023"

At its seventh edition, the mission that the Italian Institute of Project Management has given itself with the definition of this initiative, is to contribute to the project of transmitting and developing key competences and good practices of active citizenship through the dissemination of the discipline of Project Management of which ISIPM has as its primary purpose<sup>22</sup>. Promoting the growth and development of the Project Management culture among all stakeholders in the school environment (Managers, Teachers, Auxiliary Staff and Students), ISIPM concretely stands as a facilitator body to help the school to structure integrative training paths that lead schools to develop their projects more consciously and successfully. All winner projects are published on the ISIPM Young webpage<sup>23</sup>.



The Winner School presenting their project "Web Radio EINAUDI"

<sup>22</sup> <https://pmworldlibrary.net/wp-content/uploads/2022/04/pmwj16-Apr2022-Quagliarini-Education-of-Project-Management-in-Italy-report.pdf>

<sup>23</sup> <https://www.isipm.org/progetti/isipm-young>

## Workshop Sessions

The main ability that the PM must be able to master, when approaching a new group, is to recognize her or his coworkers, in order to calibrate the communication, inspire confidence and motivate to the achievement of the objectives set, trying to generate the greatest possible sense of engagement around them. The conductor will stimulate numerous reflections on the issues of leadership, team management, recognition, the enhancement of talent and the efficiency of team work through small games and experiential proposals. The aim is to arrive at common group conclusions, following the reflection on the activities just carried out, enhancing the points of view and the experience of each individual for an ever-new common awareness.



Workshop session with Federico Ferrari

## Marshmallow Challenge

The marshmallow challenge is a simply designed exercise and team building activity for small groups, very interesting to transpose into the logic of Agile Project Management.

Groups must build the highest self-supporting structure in 18 minutes with spaghetti, duct tape and twine and place a whole marshmallow on top. The challenge helps participants improve their innovative and problem-solving skills, helping them discover the value of prototyping. It's also a great team building activity to improve collaboration and communication between teams. The fun nature of the game creates a memorable experience for everyone.



Daniele Rimini<sup>24</sup>, talked about how participate in a Marshmallow Challenge

<sup>24</sup> <https://www.linkedin.com/in/daniele-rimini/>

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

The aim of the workshop is the compilation of a self-assessment, led by Assessor ISIPM-Prado<sup>25</sup>, through a questionnaire of 60 questions on the website [www.maturita.isipm.org](http://www.maturita.isipm.org), in order to quantify a synthetic value of general maturity of your organization, distributed over 7 dimensions of analysis:

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



Maria Luisa D'orazi<sup>26</sup> (ISIPM Board Member) Antonio Bonanni<sup>27</sup>, Andrea Fraticelli<sup>28</sup>, Antonio Giannico<sup>29</sup>, leading the ISIPM-Prado workshop together Alessandro Lops<sup>30</sup>

<sup>25</sup> [www.maturita.isipm.org](http://www.maturita.isipm.org)

<sup>26</sup> <https://www.linkedin.com/in/maria-luisa-d-orazi-4b431511a/>

<sup>27</sup> <https://www.linkedin.com/in/antonio-bonanni-9847b5129/>

<sup>28</sup> <https://www.linkedin.com/in/andreafraticelli/>

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

<sup>30</sup> <https://www.linkedin.com/in/alessandro-lops-225a6b202/>

## Analysis of non-verbal language

Does non-verbal communication play an important role in human communication? Each of us is naturally led to the interpretation of the emotional information of whom we are facing. Emotional states are the basis of intentions, motivations, personality and consequently human behavior. During the masterclass, the speakers addressed the strategies to make more effective one of the soft skills most required by recruiters: effective communication. Through the presentation of the SPIC experimental protocol, consisting of role plays created and revisited by Dr. Maria Rosaria Spinelli and Dr. Domenico Piccininno, interested parties participated in a practical workshop analyzing the main scientific techniques of Communication and non-verbal language useful at a social and professional level. The skills acquired will be fundamental in interrelationships by characterizing and improving the professional and personal domain by scientifically using non-verbal indicators as data to expand the information base. At the end of the masterclass the speakers presented the results of research and surveys conducted on some samples of participants as well as the course of specialization about analysis of non-verbal language and techniques of recognition of lies and manipulation.



Domenico Piccininno<sup>31</sup> & Maria Rosaria Spinelli practicing the session of Non-Verbal Language

<sup>31</sup> <https://www.linkedin.com/in/domenico-piccininno-hr-legal-specialist-scout-b25984115/>

## **Innovation Projects: Design Thinking meets Sustainability**

Antonella Chirichiello and Claudia Spagnuolo took part in the PMexpo 2023 with an experiential/practical workshop, aimed to share with the participants the news related to innovation & sustainability projects; they also discussed how these types of projects apply “Design Thinking” to achieve their goals. Sustainable development is a major challenge and it is no longer possible to innovate without taking into account the potential impacts on society and the environment: all new projects (not only innovation projects) must take into account the needs of people during the design phase of the project output and in the definition of adequate sustainability of the portfolio and its projects (project sustainability). With this practical Workshop, the speakers showed how to restore in our projects the relationships between people, materials and local realities through the Design Thinking as suggested by John Thackara (international expert of sustainable design, author of "In the Bubble: Designing in a Complex World") and the recent research of the Polytechnic Institute of Milan.

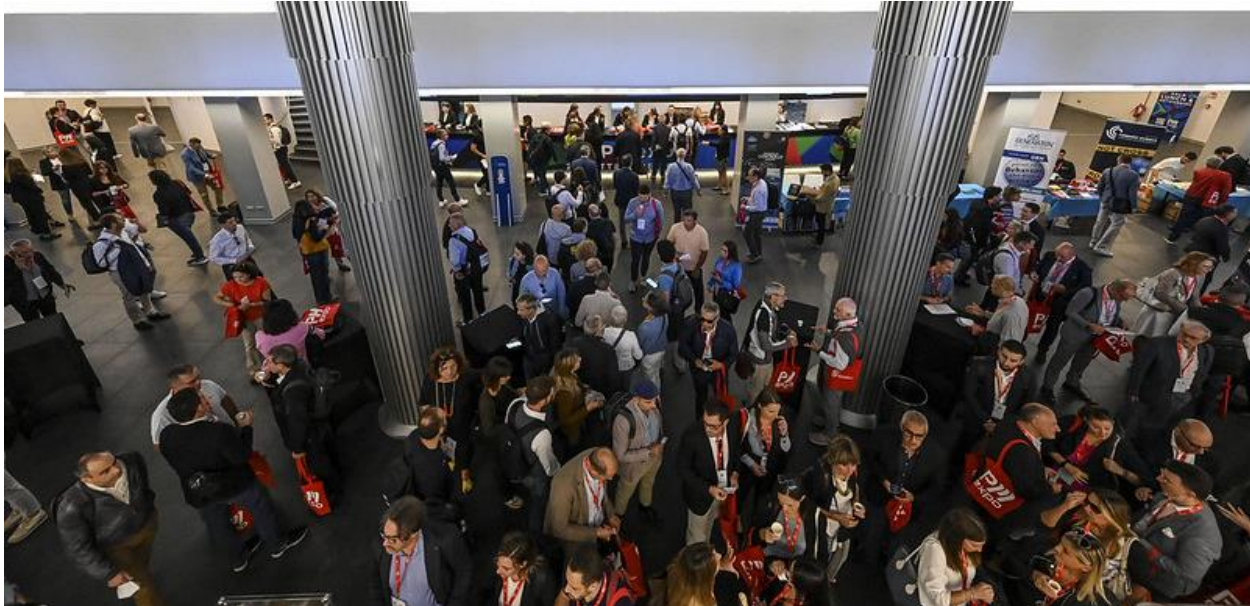


Antonella Chirichiello<sup>32</sup> and Claudia Spagnuolo<sup>33</sup> practicing a workshop to share with the participants the news related to innovation & sustainability projects.

<sup>32</sup> <https://www.linkedin.com/in/antonellachirichiello/>

<sup>33</sup> <https://www.linkedin.com/in/claudia-spagnuolo-85184133/>

## Beyond the PM Expo® 2023 Stage...



As we know PMEXPO® is an ISIPM event involving all its hard-working teams and volunteers, especially the secretary teams (Debora Compagnone, Francesca Foschi<sup>34</sup> and Silvia Moretti), all the others Board Members (Biagio Tramontana<sup>35</sup> Cinzia De Amicis<sup>36</sup>, Claudio Bartoloni<sup>37</sup>, Flavio De Trane, Andrea Fraticelli<sup>38</sup>, Carmine Russo<sup>39</sup>) and its Scientific committee (Andrea Bononi Savignon<sup>40</sup>, Enrico Deidda Gagliardo<sup>41</sup>, Ivano De Filippo<sup>42</sup>, Pierluigi Guida<sup>43</sup> and Vito Introna<sup>44</sup>).

### Conclusions:

This 2023 edition<sup>45</sup> confirmed the great passion of Project Management people (all presentations are available on the PMEXPO® website<sup>46</sup>) which participated. ISIPM played a crucial role making available to the attendee knowledge, practical activities and the chance of expanding professional network.

<sup>34</sup> <https://www.linkedin.com/in/anna-francesca-foschi-1a780a167/>

<sup>35</sup> <https://www.linkedin.com/in/biagiotramontana/>

<sup>36</sup> <https://www.linkedin.com/in/cinzia-de-amicis-15aa557b/>

<sup>37</sup> <sup>37</sup> <https://www.linkedin.com/in/bartoloni/>

<sup>38</sup> <https://www.linkedin.com/in/andreafraticelli/>

<sup>39</sup> <https://www.linkedin.com/in/carmine-russo-%E2%99%AB-%E2%99%AC-%E2%99%A9-68386a12/>

<sup>40</sup> <https://www.linkedin.com/in/andreabonomisavignon/>

<sup>41</sup> <https://www.linkedin.com/in/enrico-deidda-gagliardo/>

<sup>42</sup> <https://www.linkedin.com/in/ivano-di-filippo-69054335/>

<sup>43</sup> <https://www.linkedin.com/in/pier-luigi-guida-69aa7310/>

<sup>44</sup> <https://www.linkedin.com/in/vito-introna-5645053/>

<sup>45</sup> <https://www.pmexpo.it/>

<sup>46</sup> <https://www.pmexpo.it/evento/presentazioni.html>



## 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 an Advanced Professional 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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