

NewsLetter

IPMA[»]
international
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management
association

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IPMA EDUCATION & TRAINING EVENT AT THE OTMC CONFERENCE

Sibenik Croatia – September 2011

The IPMA Education & Training Board in cooperation with the Croatian Association for Project Management-CAPM and the University of Zagreb, Faculty of Civil Engineering organized jointly the 10th International Conference for Organization, Technology and Management in Construction (OTMC), that took place in Sibenik, in the Solaris Resort on the Croatian side of the Adriatic coastline from the 7th to 10th on last September.



The event was taken advantage to share the status of the most relevant projects of the E&T Board, during the Opening Session by Jesus Martinez-Almela and John Paris Pantouvakis.

Jesús Martínez-Almela was the first speaker in the Opening Session. He presented the results of three years (2007-2010) of research in the methodological processes of a teaching strategy for training project management complexity in postgraduate programs. The title of the presentation was *“Training project management complexity in postgraduate and continuing education programs: a learning strategy in the ESHE-European Space of Higher Education”*. The research was conducted by Jesús

The Conference has a long tradition, since 1981, when we organized our first OTMC conference. The conference themes were the following:

- Construction Technologies and Materials
- Construction Planning and Organization
- Project Management
- Construction Economy
- Ecology, Environment Protection
- Health and Safety in Construction
- Construction law and Regulations
- Ph.D. workshop
- IPMA Young Crew CROATIA

A special care has been given to young professionals in project management. Since Young Crew Croatia has just been founded under the wing of the Croatian Association for Project Management, one of the OTMC conference organizers, YC has been given the entire infrastructure for delivering their first workshop.

More than 200 participants from more than 10 countries have attended the conference. Since all the feedback coming from the participants was positive, the conference was at the end proclaimed successful.



» Martinez-Almela and Prof. Ignacio de los Rios of the UPM-Politechnical University of Madrid for the UPV-Politechnical University of Valencia. Both Universities have Master Programmes in Project Management validated by the IPMA Registration.

John-Paris Pantouvakis, as second speaker in the Opening Session, presented Project Management Competencies and taxonomy as described in the ICB3 and the collective knowledge of the IPMA Member Associations (MAS). He also presented the “Collected literature

on Project Management” as proposed by the various MAS. Both presentations were well received by the audience and interesting discussion took place.

Gianfranco Salamone
IPMA Education & Training Board

Report on Festival of Knowledge – Xi’an China –

4-5 June 2011

On the afternoon of June 4th 2011 representatives of the Research Management Board (RMB) of the International Project Management Association presented topics and workshops to participants of the 4th China Project Management Application & Practice Forum and the 10th China Project Management Conference. The session was introduced and hosted by Qian Fupei.



Dr. Brane Semolic, IPMA Research Management Board Chairman, led the presentations speaking on the topic “Open innovation environment and innovative business models”. Brane described three evolutionary trends in the manner organizations engage in value creation: 1) starting in the Industrial age, primarily driven by suppliers’ needs to be vertical and integrated; 2) evolving more recently to virtualization of organizations on the Internet, and 3) moving in the current stage toward e-Business communities, primarily customer driven.”

Professor Ding Ronggui, IPMA Award Management Board Member and Professor of Shandong University spoke on the topic “Project management in China – critical factors of success”. One major thesis: “*Guanxi are still playing very important roles in Chinese society.*”

Prof. Qian Fupei.





Dr. Brane Semolic

Bill Young, RMB member, President of Asia Pacific Federation of Project Management (APFPM), President

of Australian Institute of Project Management (AIPM). Bill addressed the issues of the “PM is a profession” vs. “PM

Check and double-check!



is not a profession” debates, ultimately concluding that PM is a standalone and professional profession.

Prof. Qi Anbang from Nankai University, gave a lively discussion of differences between western and Chinese approaches utilizing actual case studies from China. Major topics included: cost engineering standards and practices in China, cost breakdown structures, accounting for PM as administration costs, how cost engineering differs from Western approaches; and importance of »Guanxi« in Chinese business environment.

Dr. Leslie C. Squires, RMB member, Chief Admin, IPMA Family website, conducted a two-hour workshop entitled, “Open Space Technology: *Creating Social Networks Based on People’s Interests and Passions*”. Beginning with defining a “social network” the group did an in-depth analysis and group sharing of each participant’s interests in professional and organizational development. The group focused on enrolling participants, selecting platforms, and pledges to action. Each participant was encouraged to register on and use the **IPMA Family website** to conduct ongoing, virtual discussions throughout the year.



Les Squires, IPMA Research Management Board

There was a very special event held on the 19th September 2011 in Budapest: FOVSZ celebrated its 20th Anniversary highlighted with the company of the leading IPMA Representatives accepting our personal invitation to join in to celebrate (see photo from left to right):

Mr. Günther Lauer, Chairman of IPMA EU-Task Force, and

Mrs. Brigitte Schaden, CoD Chair and President of the Austrian MA,

Mr. Roberto Mori, the President of IPMA,

Prof. Mladen Radujkovic,

Vice-President of IPMA, President of the Croatia MA,

Mr. Morten Fangel, President of the Danish MA

Mr. Klaus Pannenbaecker,

Ex-President of IPMA, Co-Editor of IPMA ICB.



have been actively participating in the event with valuable presentations helping FOVSZ to solidify its mission with professional support of IPMA for the future as well.

At the FOVSZ-side our President: Dr. Imre VEGH was flanked by his predecessor president Mr. Imre DAVID, than Dr. Sandor CSEKY: our Honorary President of the Supervisory Board and the Chief Architect in structuring the Hungarian Main Contracting back from the early '60th.; and Mr. Antal JARTAS Member of the ExBo of FOVSZ.

Peter Tarnoki and Klaus Pannenbaecker.



The 20th anniversary of FOVSZ has similar annals with the liberalization of the Hungarian economy with all those blessings and burdens:

- those frantic 90's were a real challenge for us, since all major government Cos. were split into many smaller enterprises and a multitude of new small or micro entrepreneurs were surfacing following new principles and code of conducts, but basically denying all previous values and disciplines: - thus, as a result of the new era, FOVSZ has lost all those

major founding memberships like government owned foreign trade and industrial Cos. Luckily enough, upon our special international background there were always new-comers in sight.

Eventually that unique international references of ours in itself is a very special story:

- since much before the foundation of FOVSZ in 1991, exactly 8 years earlier, the Hungarian Chamber has been qualified for as the Hungarian member in the INTERNET - „something good” must have happened in Copenhagen in 1992, during the 7th World Congress of INTERNET, where the delegation of the Hungarian Chamber/Main-Contracting Platform received important inputs and was convinced about the benefits to become a member in that Professional International Association.

- for that particular historical deed, great many thanks to Mr. Morten Fangel!

Also we wish to greet another „great pioneer” of that international movement: Mr. Klaus Pannenbaecker, who were among the very first professional presenters of the first Hungarian Project Management Conference



Celebration firework!

in 1987 held in Szirák-Castle, and maintained ever since his tireless support for the development of PM-Culture in Hungary.

FOVOSZ was stepping forward to the international scenery truly in the new century: after 2000, by just mentioning a few mile-stones:

-in 2002 FOVOSZ founded the:

Project Management Profession Excellence Foundation, for the 4-level IPMA-Certification Center in Hungary –in that effort we owe great many thanks to Mr.Hans Knöpfel –as First Assessor delegate of IPMA.

-then our greatest success to host the IPMA18th World Congress 2004 in Budapest, which brought among many increments the pride of giving birth

to the „IPMA-family” attribute, which lives on ever since...

Eventually, life has not brought relief in the past decade: -economic crisis have come and gone all over again, which was influencing once again our membership structure.

However our special potentials of enjoying the membership of the dynamically growing international association IPMA has always made a stamp of difference:

-exactly such friendly family-occasions spent together will give us extra motivations to continue onwards enthusiastically for the years to come.

We wish to thank again for those were present to honor and share with us that memorable moment to achieve new knowledge, successful networking and enhanced inputs in supporting FOVOSZ future.

Peter Tarnoki
Secretary General
Budapest, 22.09.2011

Success by game theory

A preview to the pma focus 2011 with Brigitte Schaden, president of pma.

Does there exist a PM-method which guarantees an easygoing success?

Unfortunately not. But an experienced and successful project manager knows a lot of different pm-methods and can choose the suitable ones for each project. The methods by which he or she will reach the targets in the most efficient and effective way.

Rudolf Taschner, professor at the technical university of Vienna, will be the keynote speaker at the pma focus 2011. With his speech “Game theory – the way to success”. This title pretends that there still exists a secret formula for an easy success. Just an illusion?

I am sure his lecture will inspire the auditorium to find effective ways to be successful in project management. Because he will show that success

is much more than the maximum advantage of just one single moment. Of course – this inspiration itself could be a kind of “secret formula”.

For the first time we can expect workshops for special target groups at the pma focus – for experts of human resources, law and construction industry. What are the reasons for this new demand?

The departments for Human Resources have to manage more often change-projects and they are responsible that companies have sufficient project managers with the necessary and suitable qualifications. I think, two good reasons why it is very important for HR-experts to be informed about pm-competences. And also lawyers and experts from the construction industry need more and more excellent PM



know how to successfully finalize their complex jobs which are in recent years even more project oriented.

pma focus 19./20.10.2011, Vienna
 Programm and registration:
www.p-m-a.at

Karin Kreutzer/pma

pma events getting more and more popular!

More than 200 people were interested in the pma quarterly in July. And 150 guests were lucky to participate - this was the limit set by law - on the famous Vienna Badeschiff, one of the hippest locations in Vienna.

The topic of this hot summer evening: Agile Project Management.

But this stampede of visitors was not exceptional. In the last years pma quarterly events have become more and more popular – with an increase by more than 100 %. Brigitte Schaden, pma president: “People like the atmosphere of our events, the different locations and the always cutting-edge topics. We are happy about this positive response,

which is really motivating. And I can promise that we are working hard to match the expectations of our members also in the future.”

Photos, podcast and video of the pma quarterly in July and information of all the other pma events: www.p-m-a.at/events

Celebration of success at the APM Awards

Leading project management professionals came together for an evening of celebration at the annual APM Awards dinner on 20 October 2011. The APM Project Management Awards, superbly hosted by award-winning journalist and TV presenter Angela Rippon, is known for being the most glamorous event of the year and has been celebrating achievement in project management for over 16 years.

The spectacular London setting of ‘The Brewery’ saw 12 worthy winners walk away with the much coveted APM awards trophy for their achievements in the last year. The World Wide Fund for Nature (WWF) took the prestigious BNFL Award and won International Relief and Development Project of the Year for their ‘RUMAKI’ seascape project in Tanzania’s coastal districts of Rufiji, Mafia and Kilwa, covering a marine area of almost 10,000 km². The project, supported financially by the Department for International Development (DFID), Barclays Bank and the European Commission, aimed to

improve the socio-economic well-being of coastal communities by empowering them to govern local fisheries resources.

David Tanner from WWF UK said: “This project was all about community involvement and as part of that we had to introduce some fairly new concepts such as locals’ rights over resources. Education was a big part of the project.

“It’s a great honour, it’s fairly unusual for environmental and conservational organisations to be part of the project manage-

ment awards and I think it’s great recognition of our team’s work.”

The Ministry of Defence won Programme of the Year for their regional command Afghan National Security Forces (ANSF) transformation program. The strategic objective of “Transition”, handing the lead in the fight against the insurgency to the Afghans, was dependent upon first building capable ANSF. This Initiation Phase of the program was the response to the growing realisation that effective ANSF would only be achieved by developing all aspects of the

Cheers!





Prof. Eddie Obeng (left) and Dr. Martin Barnes (APM president).

organisation in a co-ordinated manner.

Lieutenant Colonel Martin Sturgeon, who has been an officer in the Royal Engineers for over 20 years, said: "We are absolutely thrilled to win the award it is a great honour, particularly given the calibre of all the contenders. I think we've started a process here that now needs to continue and if there is one thing I had to highlight about what the programme achieved it is about getting real Afghan involvement in shaping their own future.

"It was very much a team effort, not just from the small core team running the programme, but also from the wider team of all the British and American service men out in Afghanistan risking everything to ensure success."

Pioneering project manager Professor Eddie Obeng, who was opening speaker at the APM Conference earlier the same day, was awarded the 'lifetime achievement' Sir Monty Finniston Award. Described as an 'agent provocateur' and a 'leading revolutionary' by the Financial Times, Professor Eddie Obeng, also awarded an Honorary Fellowship on the evening, said: "I am really honoured to receive the award. I hope I live up to Sir Monty's heritage of trying to move

things forward. I look forward to helping the APM to thrive and generate even more project managers in the future.

"The APM represents an opportunity globally for project managers to look at how they do things and I've spent a lot of my life trying to make sure project management moves forward and this is just fantastic recognition. I am really pleased."

Speaking about the future he said: "I always have a couple of plans, but at the moment I am trying to get people to look at how project managers can help solve the bigger global problems and challenges to get all economies going again."

Consultancy Turner & Townsend were triple winners taking the Overseas Project of the Year, Community Project of the Year and the coveted Project of the Year award for the construction of a new £14m business school at the University of Exeter. Nathan Moss from Turner & Townsend said: "I am completely overwhelmed to receive the award on behalf of the team. This was the most challenging project I have ever been involved in, it had a number of complex issues that we had to deal with as a team in order to make it a success.

"We've learned never to underestimate the positive effect that good teamwork can have."

Other winners on the night were Moorhouse (Project Management Company of the Year); Paul Arnold, NATS (Project Manager of the Year); William Sargeant, Qedis (Young Project Manager of the Year); James Kemp, BAE Systems (Brian Willis Award) and Howard Dickel, British Telecom (Geoffrey Trimble Award).

Howard Shiplee was also awarded with the prestigious President's Medal for his significant contribution to the construction of the entire London Olympic project. Such an eminent honour is not handed out every year and was personally presented to Howard by APM president Dr Martin Barnes CBE.

The APM Awards was the ideal stage to showcase the wealth of expertise and talent that is clear for all to see within the industry. Further confirmation of the strides the profession is making was seen by the judges of the awards through the commendable entries that were unlucky not to be shortlisted.

**Dayner Proudfoot
PR & Marketing Manager APM**



PMSA KZN Regional Conference 2011 report

Lissa Stewart, Durban.

The Project Management South Africa (PMSA) Kwazulu – Natal conference, commenced this morning at the Durban Country Club. The conference attendees were warmly welcomed by Hareesh Patel, PMSA President, and Iqbal Sheik, PMSA KZN President; who emphasised the importance of achieving green solutions within projects and set the context for the two day conference.



Left to Right: Iqbal Sheik and Hareesh Patel

Environmental and green concerns have become more increasingly relevant, particularly on large scale projects, where environmental considerations often tend to be neglected to meet pressing time constraints and business/development needs. The conference is therefore topically themed as *The Good in Green, Responsible Project*

Management, Promoting our Planet and Sustainable Practice 2011.

Mr Rich Matlzman and Mr Young Min Park were warmly welcomed from international shores as well as local presenters. Of particular interest are Troy Govender (Senior environmental Advisor, ESKOM), Karin Deacon

(Managing Director at PM.Ideas Pty Ltd), Andrew Muir (MEA MCS Practice Manager, Microsoft Services) and Christelle van der Merwe (GM: Legal, Risk, Quality and Sustainability - Transnet Capital Projects). Mr Rich Maltzman, PMP, has been an engineer since 1978 and a Project Management supervisor since 1988, including a recent 2-year assignment in The Netherlands in which he built a team of PMs overseeing deployments of telecom networks in Europe and the Middle East. His project work has been diverse, including projects such as the successful deployment of the entire video and telecom infrastructure for the 1996 Summer Olympic Games in Atlanta, to the 2006 integration of the PMOs of two large merging corporations. As a second, but intertwined career, Rich has also focused on consulting and teaching, having developed curricula and/or taught at Boston University's Corporate Education Center, Merrimack College, Northern Essex Community College and University of Massachusetts.

"The term green project management should be a broad term that relates to how projects are handled, rather than to just the nature of a specific project", says Maltzman, "The term green project management means thinking about the long-term effects of not only your project, but the product of the project on its broader environment".

Maltzman emphasised the use of the four Ls – namely Lean, Learn, Linked (to an Environmental Management Plan, the vision and mission of an organisation/project) and Lasting which is a simple way to remember four key factors to ensuring that a green environment is achieved on projects.



Left to Right: Mr Rich Matlzman and Mr Young Min Park

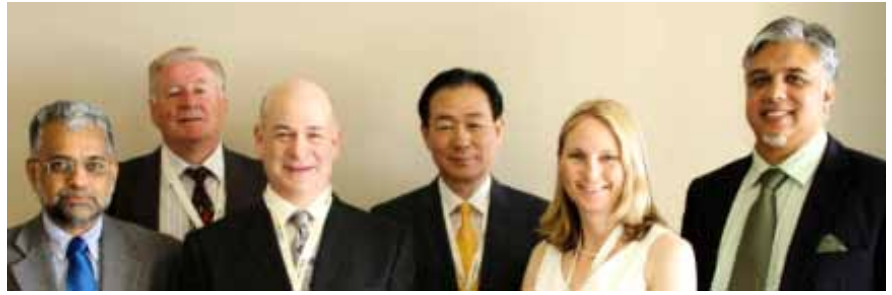
In addition, there have been several

environmental recommendations which are currently under review, with the intent that these be added to the next release of major PM standards. These are:

- Environmental consideration should be added to the charter
- Every Project needs to have an Environmental Management Plan
- Commitment to sustainability
- Environmental Purchasing Policy
- Code of Conduct and Professional and Responsibility

In conclusion, it is important to know that Project Managers are able to apply five quick wins to their current projects, namely:

- Accept the idea that Project Managers are the change agent
- Connect the organisation's EMP to the project's objectives
- Think beyond the delivery of the project's product to the sponsor.
- Build one's own green credibility



Left to Right: Hareesh Patel, PMSA President; Robert Best, PMSA Chairman of the Board; Rich Maltzman, Young Min Park, Taryn Olden, PMSA CEO; Iqbal Sheik, PMSA KZN President



Left to Right: Hareesh Patel, PMSA President; Lissa Stewart, PM Forum Durban representative and PMSA National EXCO; Robert Best, PMSA Chairman of the Board; Iqbal Sheik, PMSA KZN President (All of the above live in KZN)



PMSA KZN Regional Conference 2011 report

Lissa Stewart, Durban. Conference Wrap - Up

The PMSA KZN Conference came to a close on Tuesday, 6th September, with the delegates leaving on a high after two days of very thought provoking presentations. Of particular interest was Young Min Park who enticed the attendees with his presentation on, "Programme Governance in Super-Mega Projects for the Green Growth Movement by Korean Government."



Young Min Park has had a career in Project Management since the last 32 years and he has various experiences

in many different industries such as Construction & Engineering, Heavy machinery and shipbuilding, Banking & Finance, Software development and R&D projects in manufacturing industry. He holds a BSc degree in Industrial Engineering from Korea University and MS degree in Project Management from the University of Alaska Anchorage. He is now the chair of PMI South Korea Chapter, acting project manager in Korea Project Management Association and Committee member of ISO 21500/PC236 and TC258. He is an Executive Vice President of SangAh Management Consulting Co. During his presentation, Park highlighted that the Four Major Rivers Restoration Programme is the

core projects of the Green Growth movement by Korean government, which is the integration of the key elements of economy, society and culture. The major objective of the programme is intended to address such water-related problems as recurring floods and droughts caused by climate change and to create riverside cultural facilities in a bid to upgrade the quality of life in adjacent regions. At the same time, the nationwide programme is expected to provide fundamental solutions to river water contamination issues and to restore the ecosystem. This super-mega programme is divided into 159 projects, controlled by 21 different local governments, government agencies and government enterprises and projects are being executed by hundreds of engineering and construction contractors. The total budget of the program is US\$ 20 billion. There are many different stakeholders

around this program and many different voices are coming everyday which makes a lot of noise. Government settled the governance structure at the beginning stage, and the progress of whole program is already reached to 78% at this time. We'll look into the program and see the governance structures of this super-mega program. As this program is being executed nationwide, smooth communication and gaining visibility of 159 projects are the most critical success factors. In Summary, the conference highlighted some very key 'Green' issues that need to be considered in order to ensure that Project Managers are able to apply the relevant practises within their projects and also in their home environments. PMSA thanks the delegates for attending and special mention to the presenters who provided food for thought to ensuring sustainable practices in the future.

Young Crew creACTivity Workshop 2011

creACTivity

YOUNG CREW creACTivity WORKSHOP 2011
At Natural Networking Festival – Elp, the Netherlands
Friday September 9th – Sunday September 11th
 ~ The creative power within ~



CreACTivity and NNF, we put them together and got fireworks!

A lot of beautiful connections were made, experiences shared, new ideas created, existing ideas discussed. It was a constant explosion of sharing, inspiration and creativity. A lot of great conversation, discussion, brainstorming and fantasizing about the future and development of Project Management and IPMA.

Events like these are of great importance to strengthen international ties within IPMA and IPMA Young Crew.

~ Maaïke Bos – Young Professionals IPMA-NL, initiator creACTivity at NNF ~

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Special thanks to everyone who made creACTivity at NNF possible:

- IPMA-NL board, Joop Schefferlie and Paul Hesselman, thank you for your support.
- Trainers, John Hermarij, Fahri Akdemir, Estuardo Calderón Scheel, Floris Koot, Daniel Collado-Ruiz, David Cebrián, thank you for your inspiring contribution to the program.
- Young Crew participants and NNF participants, thank you for your sparkling presence, creativity and openness.

Warm wishes from Maaïke Bos, Young Professionals IPMA-NL, initiator creACTivity at NNF



creACTivity

~ The creative power within ~



"The NNF was a mindshifting experience. I'm having flashbacks the whole time. I see the persons from NNF walking on my street, and I notice how each conversation I had contributes to my wellbeing as whole. The NNF combined the content of a great conference, the location of an open door festival, the deepness of a yoga retreat and the atmosphere of your first day at school."

~ Estuardo Calderón Scheel, Young Crew Management Board ~



"IPMA NL creACTivity made me realize how much I needed to open up myself and know what I truly want in life in order to offer something to others." Made new friends, met great people, gave me a great experience.

~ Fares Diaz, starting up Young Crew Guatemala ~



"I see that things can be made just with joy and results can open doors to a different understanding of doing...Doing without doing. Enjoyed, learned, experienced and moved..."

~ Fahri Akdemir, Project Manager and PM softskill trainer ~

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"IPMA Young Crew @ NNF gave me new energy, new inspiration, new friends! Foster these new experiences, foster CreACTivity, throw away the barriers, share knowledge! We are the IPMA Young Crew!"

~ Maarten Bus – chairman Young Professionals IPMA-NL ~



"I didn't have any expectation about NNF and I was surprised, so many interesting people in one place, so much inspiration! Beeing part of it meant a lot for me and it changed me. Also beeing there as part of YC increased my involvement in Young Crew. I can feel the YC spirit!"

~ Alenka Vejsadová – SPR (IPMA Czech Republic) ~



"So much thankful to IPMA and YC which gave me opportunity for the trip which showed me different culture people and systems around here, it will be in my heart forever."

~ Bipin Acharya – PMAN (IPMA Nepal) ~

~ The creative power within ~

"Could you imagine a place full of professionals of different disciplines? Could you think about the possibility of exchanging experiences among them? Could you add to this a meeting with young international project managers in an informal way? And what if I tell you that is was in the middle of a forest and has changed my life? Was it a dream? No! Was it possible? Yes! It was the NNF11."

~ David Cebrián – AEIPRO (IPMA Spain) ~



"creACTivity at NNF was really enjoyable and energy giving experience. Place to be to share your thoughts from creativity and areas surrounding it. Atmosphere was something phenomenal."

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~ Juuso Kangas, PMAF (IPMA Finland) ~

