



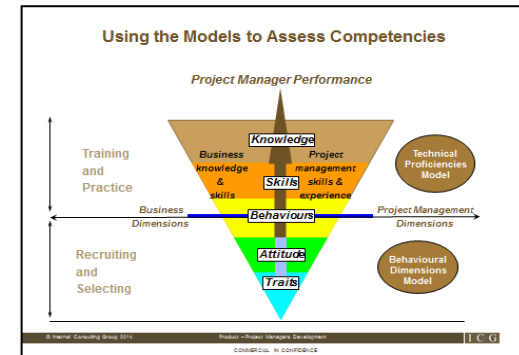
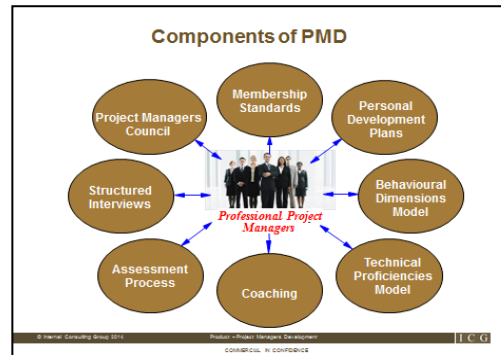
## Project Managers Development (PMD)

*A structured approach to developing excellence in project management capability within your organisation*



# Project Managers Development (PMD)

A structured, systematic means to develop excellence in project management capability.



## Prices:

*If Project Managers Assessment (PMA) already purchased:*

**US\$ 5,000**

*If Project Managers Assessment (PMA) NOT already purchased:*

**US\$ 15,000**

## The need for PMD:

Most organisations need a body of project managers with appropriate experience for the projects they undertake.

They therefore need to be able to identify, select and develop project managers of the right standard in terms of the required skills, capability and experience.

They also need a continuing focus to keep the ethic and disciplines of a professional approach to project management alive and improving into the future.

## Introducing PMD will:

- enhance the organisation's capabilities for successful project delivery by establishing and nurturing an internal professional community for its project managers
- provide the organisation as a whole, and its project managers as individuals, with a structure for setting and achieving well-defined goals for the development of project management skills.

Project Managers Development (PMD) provides the means to systematically enhance your organisation's capabilities for successful project delivery by establishing and nurturing an internal professional community for your project managers.

PMD provides the enterprise as a whole, and its project managers as individuals, with a structure for setting and achieving well-defined goals for the development of project management skills.



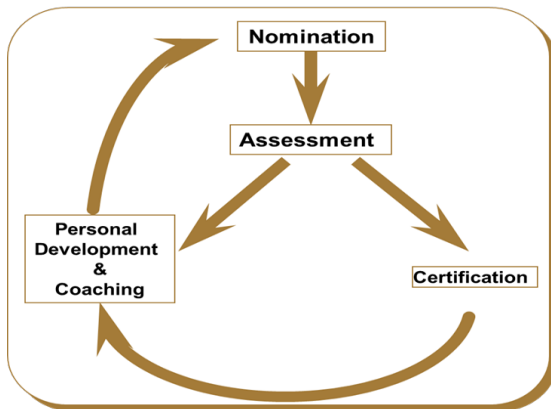
#### Characteristics:

- ✓ **Objective – Independent, standard, unbiased assessments using proven competency models and well-established interviewing techniques – based not just on what your project managers know but also what they have done.**
- ✓ **Lasting benefit – Use the tool on an on-going basis to conduct unbiased assessments both at recruitment time and to ensure in-house project managers are assigned tasks within their competencies .**
- ✓ **Leverage Point focus – Employing the standard assessment process across all project managers in your organisation can reveal endemic or systematic problems which could be compromising your entire project delivery capability.**
- ✓ **Adaptive – Focuses on highly indicative diagnostic criteria applicable to all levels of project management competency – in any industry or enterprise.**
- ✓ **Benefits both the enterprise and the individual:**
  - **On-going improvement of in-house project management capability.**
  - **Better staff retention and motivation.**
  - **Unbiased recognition of career progression.**
  - **Clear and achievable development paths.**

## Project Managers Development benefits the enterprise by providing:

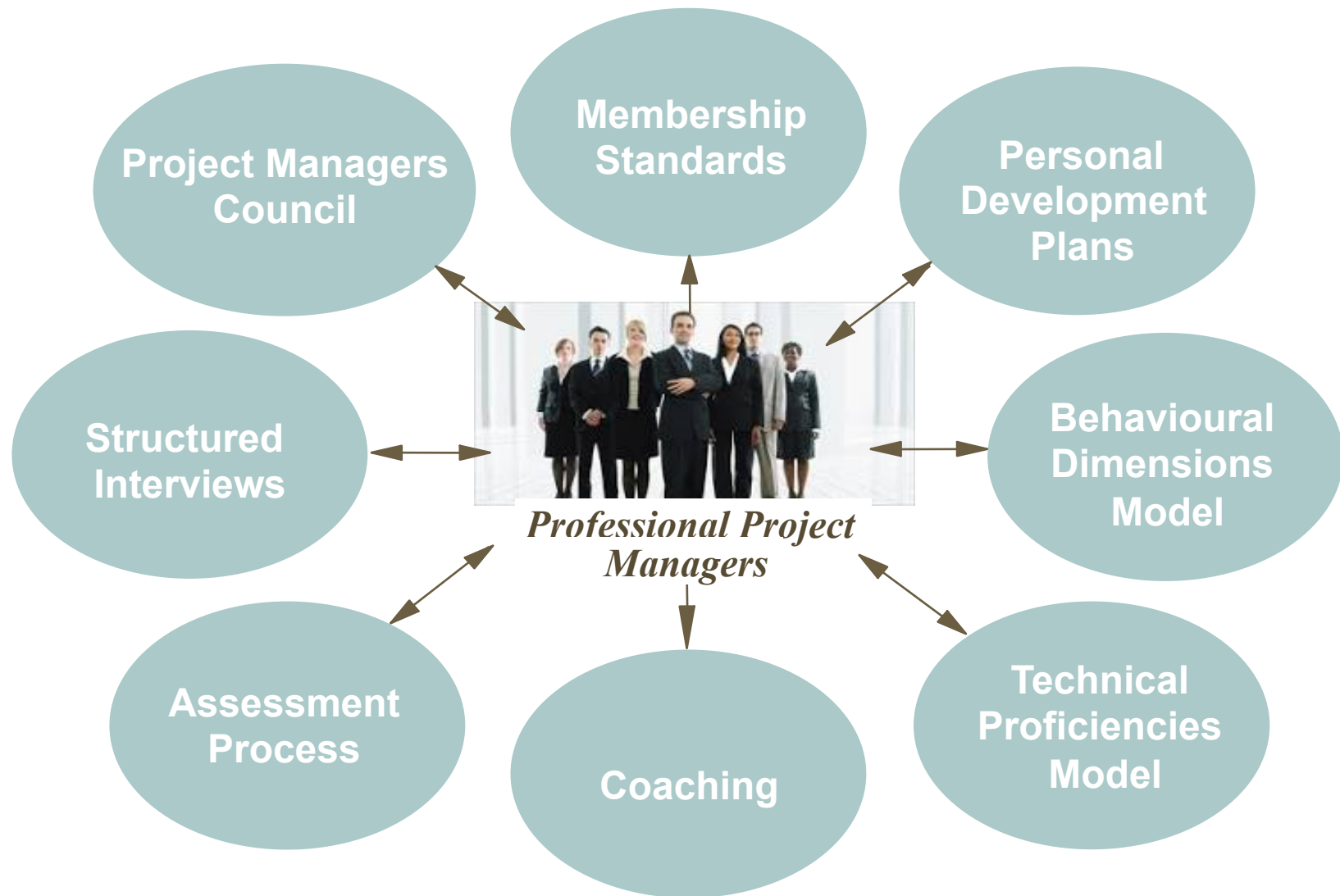
- a way of defining standards of proficiency for its project managers and a method of recruiting and developing project managers to meet those standards
- the means to match project managers to projects based on their standard of proficiency
- a way for the enterprise to mark project managers' progress within the profession
- a visible demonstration of the enterprise's professional approach to project management.
- A clear development path for in-house project managers so they will feel valued, better motivated and less likely to leave.

## PMD benefits for the individual



- Membership of an internally recognised professional body of project managers
- A well-defined framework for individual skills development plans
- Acquisition of new skills through a combination of formal training and coaching by more experienced project managers
- Assignment to projects matched the individual's capabilities
- Formal recognition of progress in the profession
- For individuals aspiring to become project managers, a formal method of registering that interest

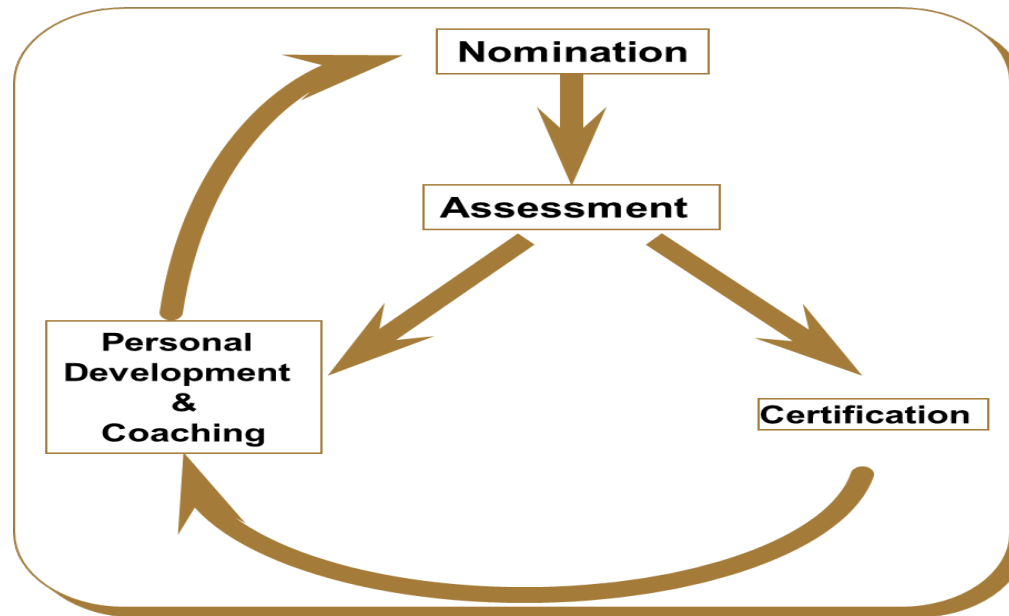
# The components of PMD



## PMD is designed to be mainly self-governing

- Run by the project managers themselves, overseen by a senior executive of the enterprise.
- Where a mature PMO function already exists in the organisation, some or all of the Council's functions may be integrated within it.

## The PMD assessment cycle

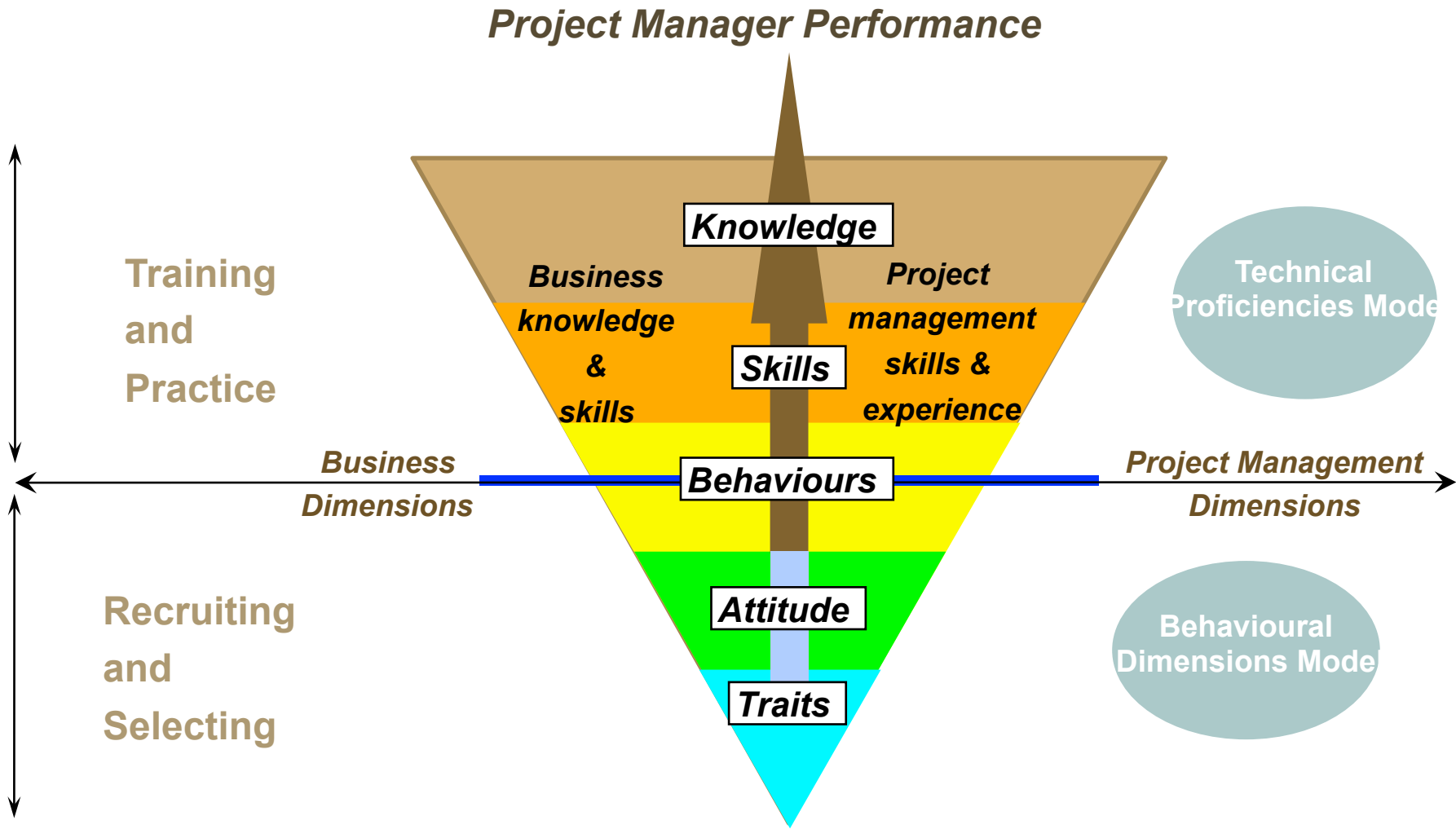


# A Suggested Membership Structure

Standard	Overall Proficiency	Experience	Knowledge	Training/ Education
Pre-Accreditation Levels				
Candidate	Not self-sufficient	No direct experience	Introductory/ theoretical	Informal
Associate	Partly self-sufficient	Limited experience	Basic	Entry level
Accreditation Level				
Accredited	Proficient/mostly self-sufficient	Moderate experience	Good, general	Qualified
Advanced	Proficient/always self-sufficient	In-depth, national experience	Wide-ranging	Advanced
Expert	Provides expert advice/ direction	Extensive, international experience	Professionally comprehensive & judgmental	Research only. Can teach PM professionally



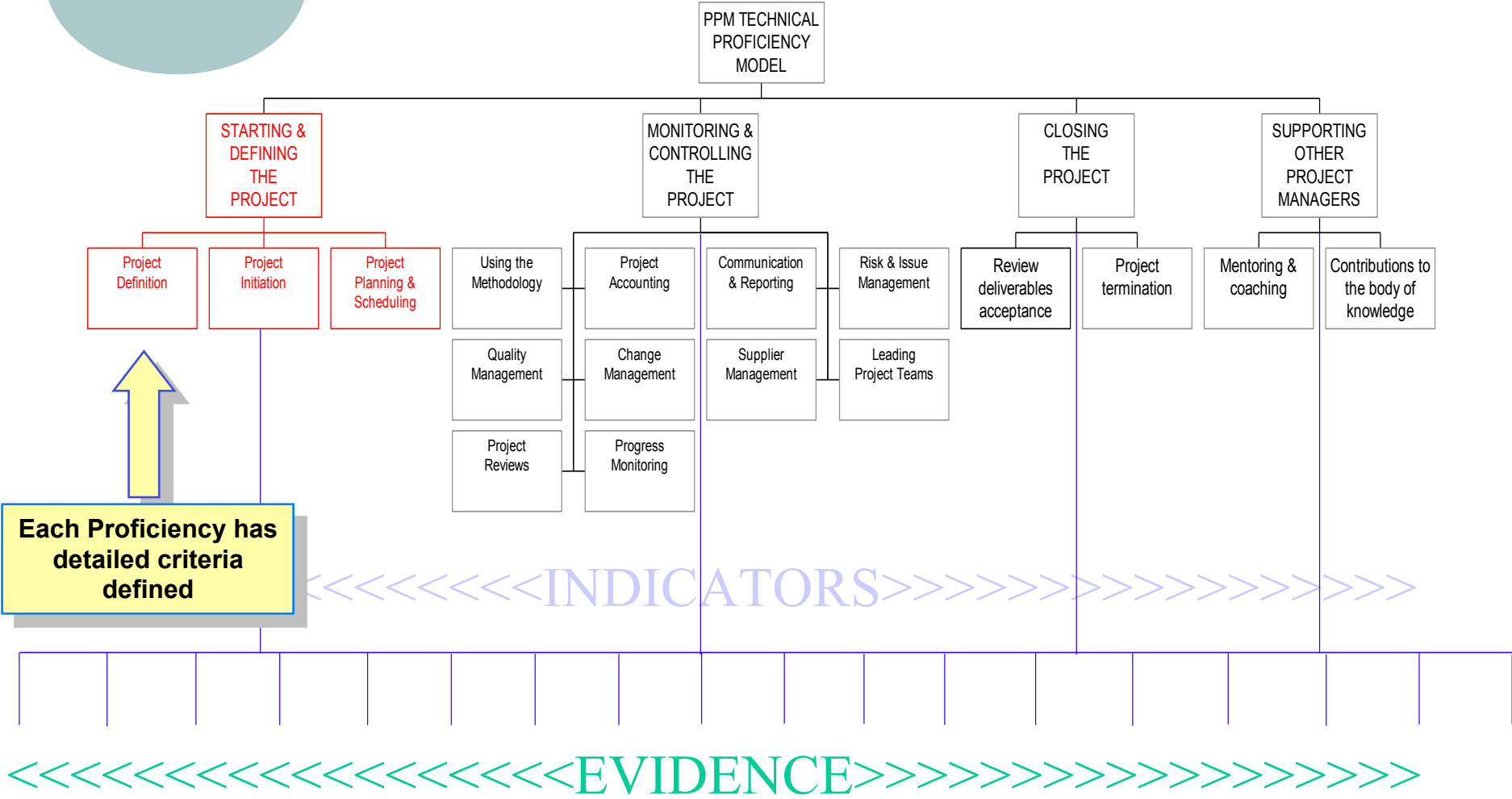
# Using the Models to assess competencies





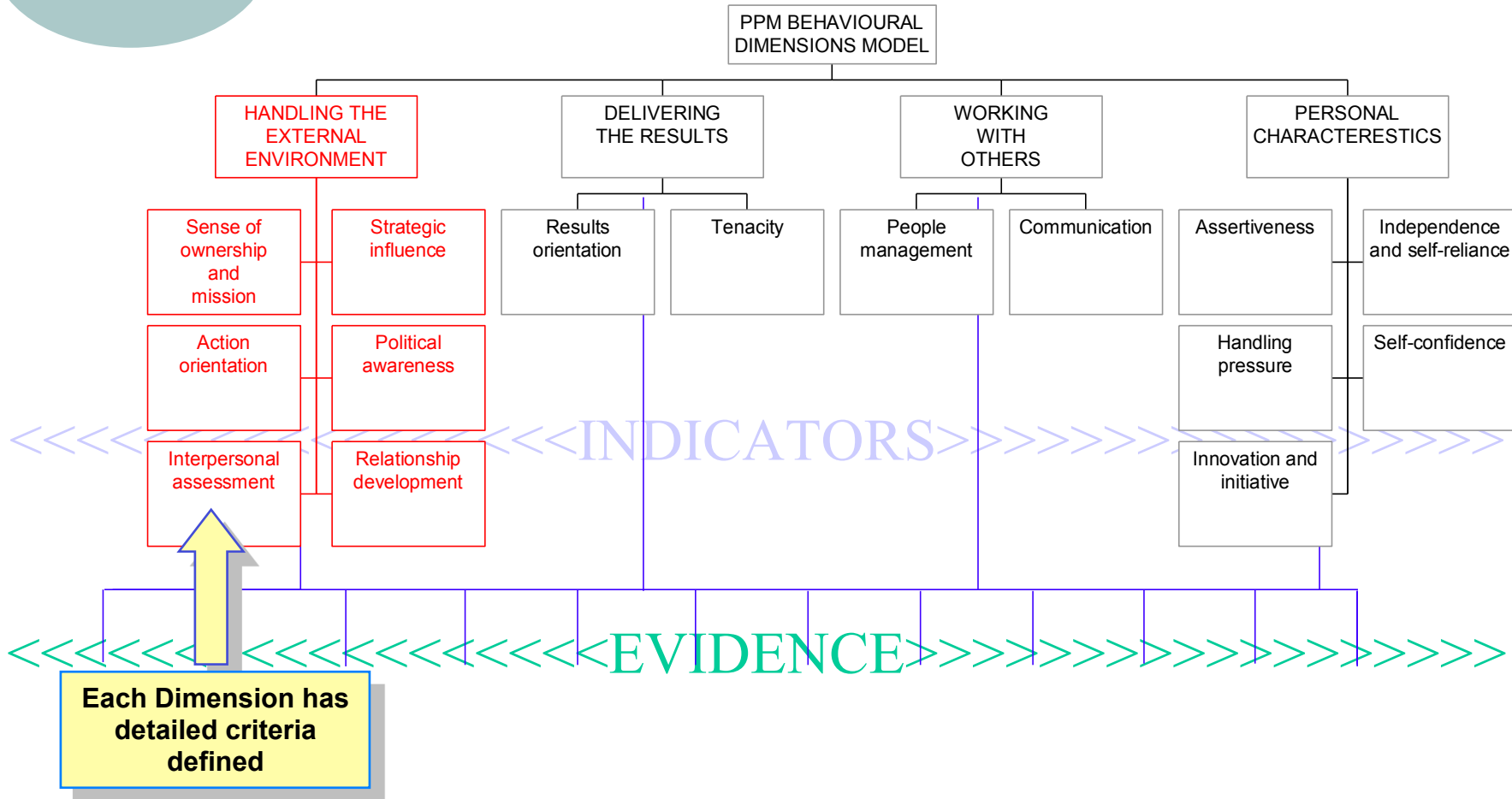
# The PMD Models

Technical Proficiencies Model



Behavioural Dimensions Mode

# The PMD Models



# The Assessment Interview

**Using structured  
Interviewing  
techniques.....**

**The interviewing assessor(s) select from a pre-defined set of questions designed to provide nominees with the opportunity to demonstrate their particular skills and experience.**

**An assessment interview workbook is provided to each assessor. The workbook contains:**

- **detailed guidance on the whole assessment process**
- **the competency models**
- **the set of predefined questions**
- **score sheets and forms for note-taking.**



Extract from the competency model relevant to this topic

# The Assessment Workbook

Structured Interviews

PPM Technical Proficiency Model

**Supporting other Project Managers:**

**Indicator 16: Mentoring and Coaching**

Demonstrating the necessary skills and attitudes to successfully mentor and coach other Project Managers - or aspiring Project Managers - within the company.

**Evidenced by:**

- + Acts as mentor and coach to other Project Managers, providing guidance, practical and technical, and identifying networks for informal communications
- + Provides initial evaluation and helps generate project management development plans
- + Monitors progress against development plan and provides continuing guidance
- + Assists in the accreditation of Project Managers

Please select questions from the following: (ring the questions asked)

1. Have you ever been asked to provide advice or guidance for other Project Managers, informally or otherwise?
2. Are you currently involved in providing such advice and guidance?
3. What do you think the role of a coach for a Project Manager should - and should not - entail?
4. What do you think are the main attributes for coaching and mentoring?
5. Have you ever been involved in recruiting other Project Managers? How did you assess their level of competence?
6. Describe how you have/would go about building a personal development plan with another project manager - either for yourself or for him/her.
7. Do you think you should intervene if a project manager you are coaching is not getting the level of training you both think he/she should have?

Look for sensitivity and diplomacy when dealing with the project manager's manager, avoiding taking over responsibility for that project manager's personal development; offering advice and guidance only - both to the project manager and to their manager.

8. Suppose you are asked by someone to be the mentor and you have no confidence in their ability or even their potential to be a good project manager. How would you respond?

Overall:

Look for an understanding of the role of coach/mentor and supporter, that is, not a director, manager or boss.



List of sample questions relevant to this topic

Indicator 16 - Coaching & Mentoring

No.	Situation	Action	Result
1			

1 Minimal 2 Some shortcoming 3 Acceptable  
4 Good 5 Outstanding 6 Not covered

Rating: 1 2 3 4 5 6

# Skills Development

**Assessors and coaches make specific recommendations for further development in:**

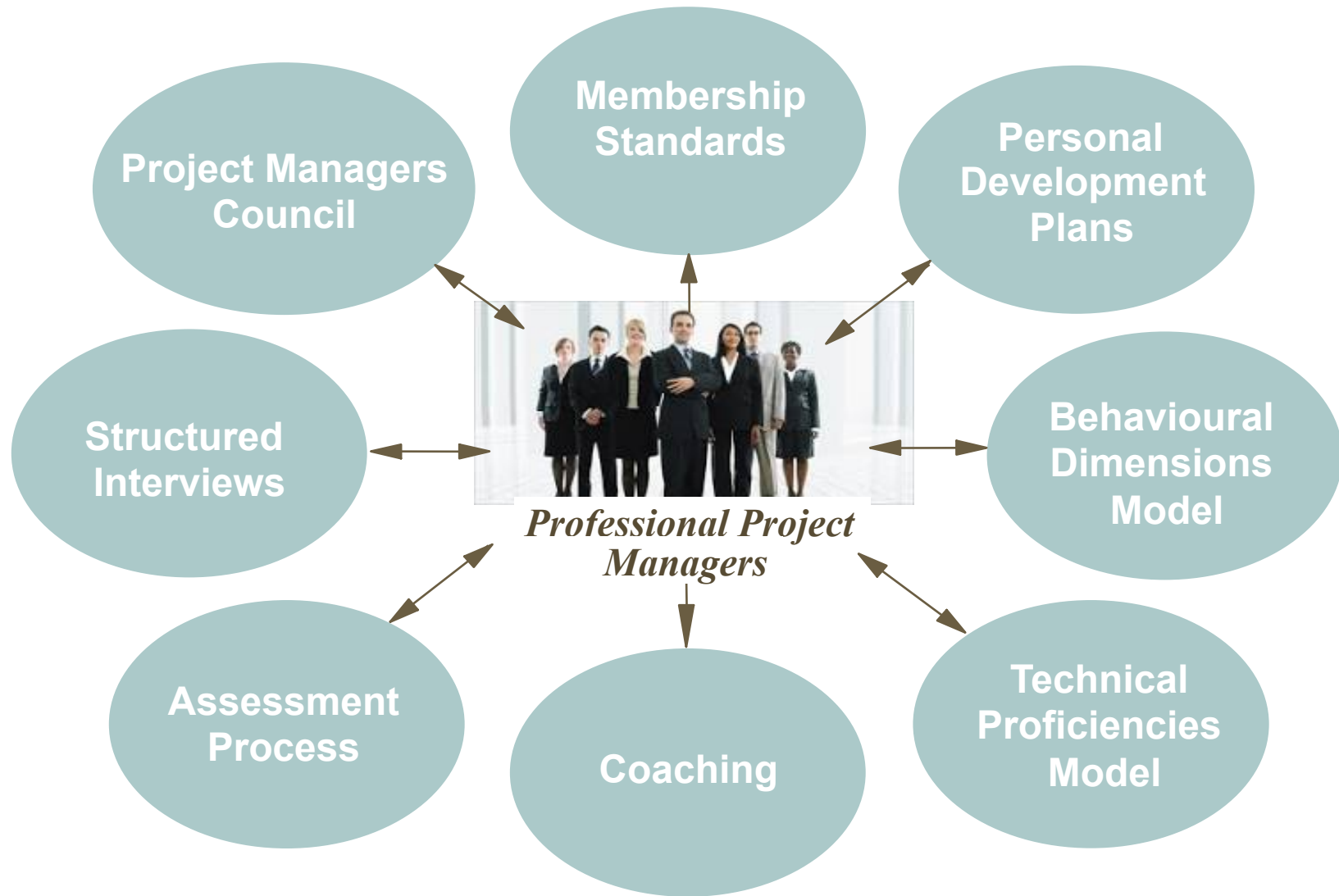
- **Project management skills**
- **People skills**
- **General commercial business skills**

**These are incorporated in Personal Skills Development Plans which:**

- **are the responsibility of the individual to record, maintain and fulfil, supported by the individual's coach and his or her manager.**
- **supplement or complement other training and personal development identified through other personnel management processes.**

# PMD

– structured approach to developing excellence in Project Management



Project Managers Development (PMD) is a member of the Project Practitioners Toolset – *designed to bring excellence in project delivery capability to organisations of any type, size or geographical location.*



- Each member may be implemented or executed:
  - on its own,
  - in conjunction with any other or
  - as part of the whole Toolset
- Though complimentary to each other, each brings its own benefits and all can be simply tailored to meet client-specific requirements
- Case studies show the practical value realised by clients using these products world-wide.

# Project Managers Development (PMD) – case study 1



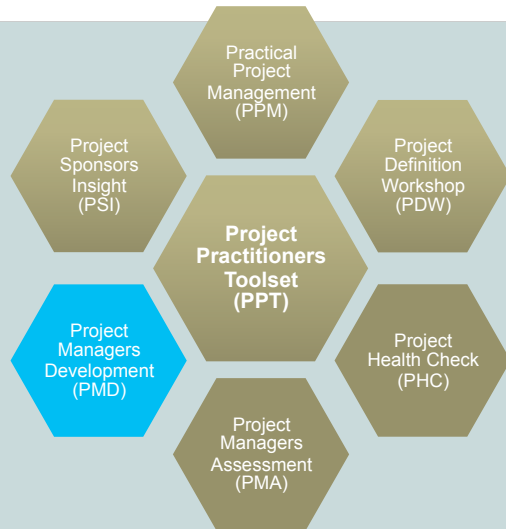
## **A leading UK cement manufacturer:**

**When this company embarked on a new corporate transformation programme, one of the major goals set within the context of infrastructure development was to achieve “excellence in project delivery”**

Project Managers Development (PMD) was introduced as a vitally important vehicle for upskilling and developing the company’s in-house project managers. However it was also key to recruitment of additional project management resources - both temporary and permanent. The fact that the company had implemented such a system was seen as significant in attracting good quality applicants – especially for the permanent positions.



# Project Managers Development (PMD) – case study 2



## **A London-based international private bank:**

**As part of the implementation of a new PMO function for its IT division, the bank decided to adopt PRINCE2 as its standard model for project management.**

**The new PMO function, was also tasked with enhancing the bank's project management competence.**

The bank therefore chose to implement PMD to create a "cadre" - or "internal profession" – for its in-house project managers, one reason being that PMD had a defined structure and progression path to encourage personal development. A further reason for choosing PMD was that although PRINCE2 was adopted as its standard methodology, the PMO wanted the competencies and capabilities of its project managers to be assessed and developed on a much wider basis than simply how well they knew PRINCE2.



**Internal Consulting Group**

Email [enquiries@internalconsulting.com](mailto:enquiries@internalconsulting.com) or  
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