WHAT IS GOOD FOR MY PERSONAL DEVELOPMENT IN A PROJECT CAREER?

MANY PROJECT PROFESSIONALS, AND THOSE WORKING IN RELATED AREAS, WONDER HOW THEY SHOULD INVEST IN THEIR FUTURES? WHAT'S WORTH THE TIME AND EXPENSE; WHAT IS MOST RELEVANT TO THEM PERSONALLY?

In answering these questions there are three perspectives to consider:

1. CONTENT: What knowledge and skills does a training offer provide?
Professional development routes can be characterised as falling into one of three types:
- **Methods** based, e.g. PRINCE2®, MSP®, AgilePM®, Better Business Cases™.
- **Frameworks and Guides**, e.g. M_o_R® [Risk Mgt], Change Management™.
- **Bodies of Knowledge**, e.g. PMI®, the UK's APM.

2. CERTIFICATION: Do I want a qualification / credential?
Perhaps the content is more important to you than professional certifications or credentials.
There are many good non-certified "Fundamentals" style courses and workshops available.

3. CREDIBILITY: Who is the brand behind the offer?
This can be looked at in two ways:
a. The **training and development provider**, e.g. CC Learning or our global partner Aspire Europe.
b. The **source of the content, qualifications or credentials**: the examination organisation.

These are the main sources and brands in the global project related professional environment:

a. **Axelos**: a joint venture between the UK Govt. and a private professional services firm, Capita. Axelos owns PRINCE2, MSP, MoP®, P3O®, ITIL® and other credentials. www.Axelos.com. The product brands are better known than the newer Axelos parent brand. In January 2018 Axelos consolidated the administration activities for its examinations and the quality control and oversight of its training provider partners and approved trainers with a new global examination institute – **Peoplecert**. www.Peoplecert.org.
b. **APMG**: is the original PRINCE2 exam organisation and now offers a range of complementary credentials, such as Managing Benefits™, Change Management™ and Praxis™. It is the examination organisation for the Better Business Cases credential. www.APMG-International.com .
c. **PMI®**: in New Zealand the Project Management Institute New Zealand, PMINZ, is a country chapter of the USA based, global organisation. www.PMI.org. PMI®'s flagship product brand is the PMP®.
d. **APM**: is the UK's Association for Project Management, a Chartered Body. www.APM.org.uk.
e. **IPMA**: The APM in turn is a member of the IPMA – the International Project Management Association – the global federation of member associations. Note: PMI® is not a member of the IPMA. www.IPMA.world.
f. **AIPM**: Australian Institute of Project Management, like the APM, is a national association and a member of the IPMA. www.AIPM.com.au

Both Axelos and the APMG use the descriptor "ATO" to signify that a training company is an "Authorised Training Organisation" registered with them to provide accredited, certified training in their products. This information can be verified via the Axelos and APMG websites. Trainers are "Approved Trainers" via the ATO status. The PMI® uses the descriptor "R.E.P." – Registered Education Provider, a R.E.P.s status can be verified via the PMI® website.

The diagram overleaf provides an overview of the various knowledge areas that you should consider within your project related career journey. Not everything is relevant to everyone; it depends upon your career goals and the current and future context of your role / job / status.

THE 70 20 10 MODEL

Modern personal development practices tend to structure learning interventions for project managers along a 70:20:10 developmental model:

- 10% classroom based / elearning – structured learning

- 20% learning from others - including coaching and mentoring

- 70% work-based – experiential learning.

The model was created in the 1980s by three researchers and authors working with the Center for Creative Leadership, a non-profit educational institution in Greensboro, N.C., USA. The three, Morgan McCall, Michael M. Lombardo & Robert A. Eichinger, were researching key developmental experiences of successful managers. A good way to link all three approaches is to reflect back how each can improve the effectiveness of the other two. So in formal structured learning situation actively think about its application at work. When things go well or don't go well in a work situation think about the aspects of your capabilities that you need capitalise on or improve.

Think about your own preferences for learning and personal development – what can you afford in terms of time? Do you have a regular commuting journey by train for example that would allow you to read or watch a video? Do you prefer personal study or the opportunity to discuss with other people? The 70 20 10 model can offer plenty of variety to give you flexibility to grow yourself:

70 – Learning from experience, on-the-job:
- Secondments, Shadow Live Working, Lessons Learned Sessions
- Knowledge & Experience Sharing Events
- Participate in Live Project Gateways / Formal or Informal Reviews
- "Giving Back" – volunteer style activities
- Development Assignments
- Networking, Informal "Lunch & Learn" Events
- Seminars & Workshops to Share Experiences
- Speaking at and / or attending conferences
- Having a Structured Approach to using your current work to extend your development

20 – Learning from Others – Relationships:
- "Live" Project / Incident Workshops – improve performance in a safe environment
- Coaching / Mentoring

10 – Structured Learning
- Classroom or On-line / Blended Learning
- Knowledge and Technique / Skills courses

When planning your own **CPD** – **Continuing Professional Development** – aim to have a blend of the above approaches that fits your own situation. Think also about what approaches will have credibility with other people. For example, contractors realise they may have the experience and capabilities but that HR and other managers appointing them want to see certifications.

Some organisations and industries have a preference for particular skills, capabilities and credentials. Aim to be "**Book Smart**" [formal learning] and "**Street Smart**" [experience on your CV].

The Organisation's Strategic Agenda

New Zealand Govt – ICR: Investor Confidence Rating
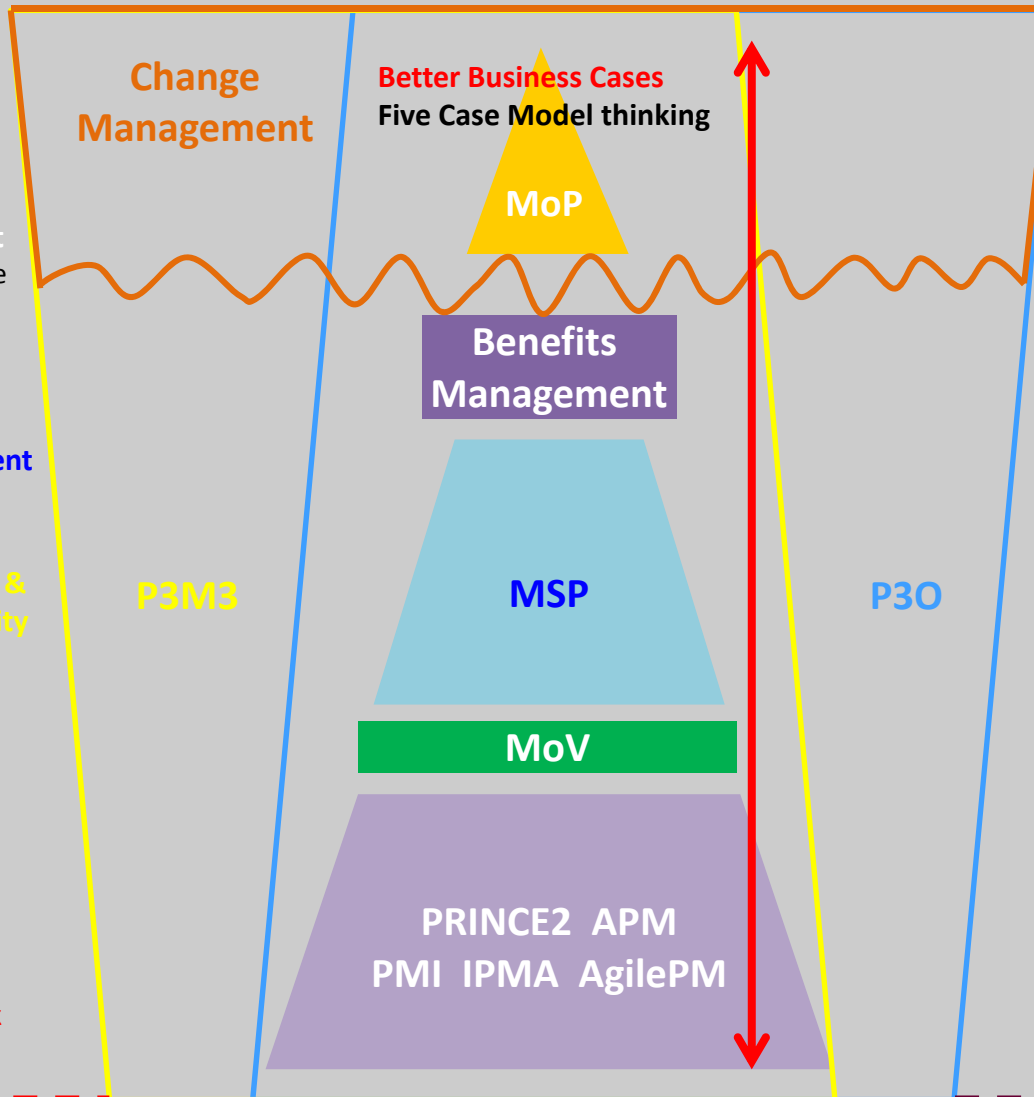Is the Strategic Balance right: BAU v's Change

Change Management

Better Business Cases
Five Case Model thinking

MoP

New Zealand Govt - Gateway Review
Peer Review to increase Delivery Confidence

MoP Portfolio Management
Know the Scale of the Challenge

Change Management
Feel the Scale of the Challenge

Benefits Management

Benefits Management
Achieve Outcomes with Benefits

MSP Programme Management
Achieve Outcomes

P3M3 Portfolio, Programme & Project Management Maturity
Repeatable Change Initiatives

P3M3

MSP

P3O

P3O Portfolio, Programme & Project Offices: EPMO/PMO
Enable and Restrain the Change

MoV

MoV Management of Value
Make Outputs of Value

PRINCE2, PMI, AgilePM etc. Project Management
Make Outputs

PRINCE2 APM PMI IPMA AgilePM

M_o_R Management of Risk
Enterprise Risk Management
Managing Uncertainty

ITIL
IT Service Management
Managing Information flows

BAU – Day-to-Day Operations