COBHET

ICB 4.0 – harmonization via structuring

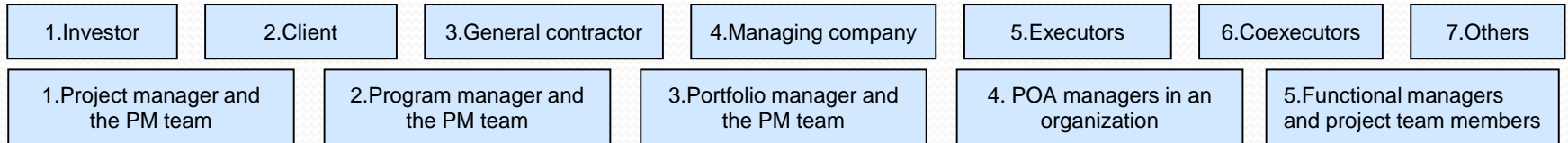## Vision from Russia

Russian working group:
- Vladimir Voropaev
- Alexey Polkovnikov
- Grigory Tsipes
- Oksana Klimenko
- Olga Iliyna

the russian member of
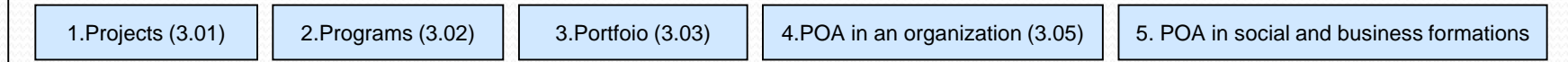
IPMA»
international
project
management
association

System model SOVNET as a template for harmonization

Management subjects (Z) (1.01, 1.02, 3.11, 1.06,1.07,1.08,1.09, 2.01-2.15,3.04-3.06,3.11)

1.Investor	2.Client	3.General contractor	4.Managing company	5.Executors	6.Coexecutors	7.Others

1.Project manager and the PM team	2.Program manager and the PM team	3.Portfolio manager and the PM team	4. POA managers in an organization	5.Functional managers and project team members

Management objects – project activities (1.03,1.09, 1.11,3.04,3.06,3.07)

Projects and programs (Q) from different categories (K)

1.Projects (3.01)	2.Programs (3.02)	3.Portfoio (3.03)	4.POA in an organization (3.05)	5. POA in social and business formations

Life cycle phases of a management object (C) (1.11)

1.Conception	2.Development	3.Execution	4.Close-out (1.11)

Management process (1.01,1.09,3.04)

Time horizons of management (T)

1. Strategic	2. Annual	3. Quarter	4.Month	5.Decade	6.Day	7.Shift	8.Other

Functional areas of management (S)

1.Scope 1.10	2.Time 1.11	3.Cost 1.12,1.13.3.100	4.Quality 1.05	5.Risks 1.04	6.Personnel 3.08	7.Communication 1.17,1.18	8.Contracts 1.12,,1.14	9.Change 1.15	10.Other 3.09
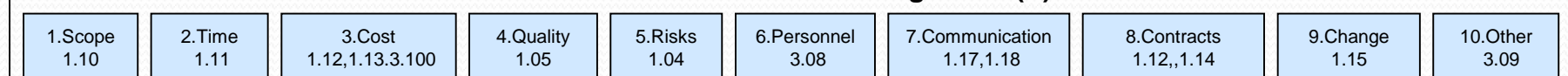
Steps of management process (F)

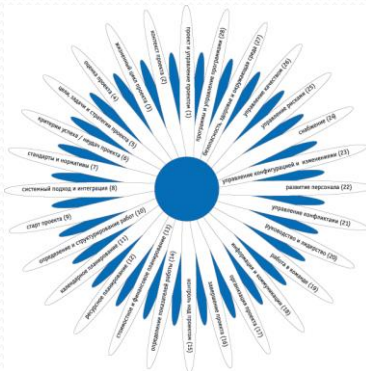|				
1.Initiation (1.19)	2.Planning	3.Organization and control (1.16)	4.Analysis and regulation (1.16)	5.Termination (1.20)
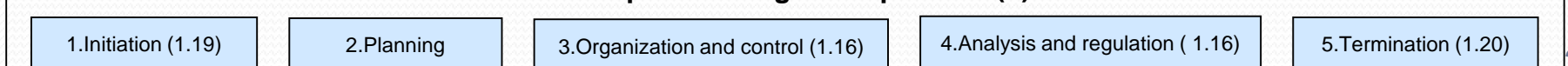
Toward harmonized competences system

ICB 2.0
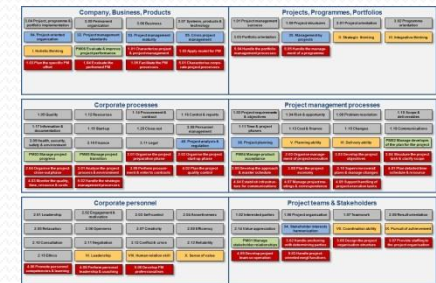No
classification

ICB 3.0
Two-level hierarchy
classification

P2M   NCB Scandinavia
NCB SOVNET   GAPPS

ICB 4.0
Matrix (?)
classification

Why matrix?

1. Modern professional PM becomes more complex and demands adequate model for competences description

2. Use of matrix get possibility to compare and harmonize different approaches and standards

3. Matrix can be developed following PM evolution

What kind of matrix?

1. Horizontal dimension – **systems**: world, society, corporation, programme, portfolio, project

2. Vertical dimension– **system elements**: objects, processes, subjects

3

Questionnaire for competences positioning in the classification matrix

Corporate competences	PP&P management competences
Company, Business, Products, Systems When does your business / company need PP&P? How does your company understand / implement / use PP&P management?	**Projects, Programmes, Portfolios** What are Projects, Programmes, Portfolios? What are main PP&P management principles?
Corporate processes What corporate business-processes have significant impact on PP&P? Which project events / actions should be incorporated into cross functional business processes?	**Project management processes** What management functions are very specific for PP&P? What tools & technics should project manager use to perform projects effectively?
Corporate personnel What qualities should employees have to be able effectively participate in projects? What should company do to improve employee' competences?	**Project teams & Stakeholders** How should be project team formed and organised? What tools & technics should project team use to improve command work? Who are stakeholders and how could be they involved into project?

Row labels (left): Objects · Processes · Subjects

Using of the Questionnaire: Examples from ICB 3.0

	Corporate competences	PP&P management competences
Objects	**Company, Business, Products, Systems** **When does your business / company need PP&P?** 3.07 Systems, products & technology **How does your company understand / implement / use PP&P management?** 3.04 Project, programme & portfolio implementation	**Projects, Programmes, Portfolios** **What are Projects, Programmes, Portfolios?** 3.01 Project orientation **What are main PP&P management principles?** 1.01 Project management success
Processes	**Corporate processes** **What corporate business-processes have significant impact on PP&P?** 1.05 Quality **Which project events / actions should be incorporated into cross functional business processes?** 1.19 Start-up	**Project management processes** **What management functions are very specific for PP&P?** 1.04 Risk & opportunity **What tools & technics should project manager use to perform projects effectively?** 1.11 Time & project phases
Subjects	**Corporate personnel** **What qualities should employees have to be able effectively participate in projects?** **What should company do to improve employee' competences?**	**Project teams & Stakeholders** **How should be project team formed and organised?** **What tools & technics should project team use to improve command work?** **Who are stakeholders and how could be they involved into project?**

Attempt of harmonization: ICB, NCBs, P2M, GAPPS

Corporate competences

PP&P management competences

Objects

Company, Business, Products

3.04 Project, programme & portfolio implementation	3.05 Permanent organization	3.06 Business	3.07 Systems, products & technology
04. Project-oriented organization	32. Project management standards	53. Project management maturity	55. Crisis project management
I. Holistic thinking	PM06 Evaluate & improve project performance	1.01 Characterize project & project management	1.02 Apply model for PM
1.03 Plan the specific PM effort	1.04 Evaluate the performed PM	1.05 Facilitate the PM processes	5.01 Characterise corporate project processes

Projects, Programmes, Portfolios

1.01 Project management success	1.09 Project structures	3.01 Project orientation	3.02 Programme orientation
3.03 Portfolio orientation	35. Management by projects	II. Strategic thinking	III. Integrative thinking
5.04 Handle the portfolio management processes	5.05 Handle the management of a programme		

Processes

Corporate processes

1.05 Quality	1.12 Resources	1.14 Procurement & contract	1.16 Control & reports
1.17 Information & documentation	1.19 Start-up	1.20 Close-out	3.08 Personnel management
3.09 Health, security, safety & environment	3.10 Finance	3.11 Legal	40. Project analysis & regulation
PM03 Manage project progress	PM05 Manage project transition	2.01 Organise the project preparation phase	2.02 Organise the project start-up phase
2.04 Organise the project close-out phase	3.01 Analyze the project process & environment	3.09 Perform procurement & enter to contracts	4.02 Plan the project quality control
4.03 Monitor the quality, time, resource & costs	5.02 Handle the strategic management processes		

Project management processes

1.03 Project requirements & objectives	1.04 Risk & opportunity	1.08 Problem resolution	1.10 Scope & deliverables
1.11 Time & project phases	1.13 Cost & finance	1.15 Changes	1.18 Communications
38. Project planning	V. Planning ability	VI. Delivery ability	PM02 Manage developm. of the plan for the project
PM04 Manage product acceptance	2.03 Organise management of project execution	3.03 Develop the project objectives	3.04 Structure the project task & clarify scope
3.05 Develop the approach & master schedule	3.08 Plan the project economy	3.10 Supervise overall plans & manage changes	4.01 Plan detailed time schedule & resource
4.04 Establish infrastructure for communications	4.07 Manage project meetings & correspondence	4.09 Support handling of project execution tasks	

Subjects

Corporate personnel

2.01 Leadership	2.02 Engagement & motivation	2.03 Self-control	2.04 Assertiveness
2.05 Relaxation	2.06 Openness	2.07 Creativity	2.09 Efficiency
2.10 Consultation	2.11 Negotiation	2.12 Conflict & crisis	2.13 Reliability
2.15 Ethics	IV. Leadership	VIII. Human relation skill	X. Sense of value
4.06 Promote personnel competences & learning	4.08 Perform personal leadership & coaching	5.06 Develop PM professionalism	

Project teams & Stakeholders

1.02 Interested parties	1.06 Project organization	1.07 Teamwork	2.08 Result orientation
2.14 Value appreciation	34. Stakeholder interests harmonization	VII. Coordination ability	IX. Pursuit of achievement
PM01 Manage stakeholder relationships	3.02 Handle anchoring with determining parties	3.06 Design the project organisation structure	3.07 Provide staffing to the project organisation
4.05 Develop project team co-operation	5.03 Handle project-oriented mngt functions		

Legend — x.xx - ICB 3.0 | xx - SOVNET | IV - P2M | PMxx - GAPPS | x.xx - NCB Scand
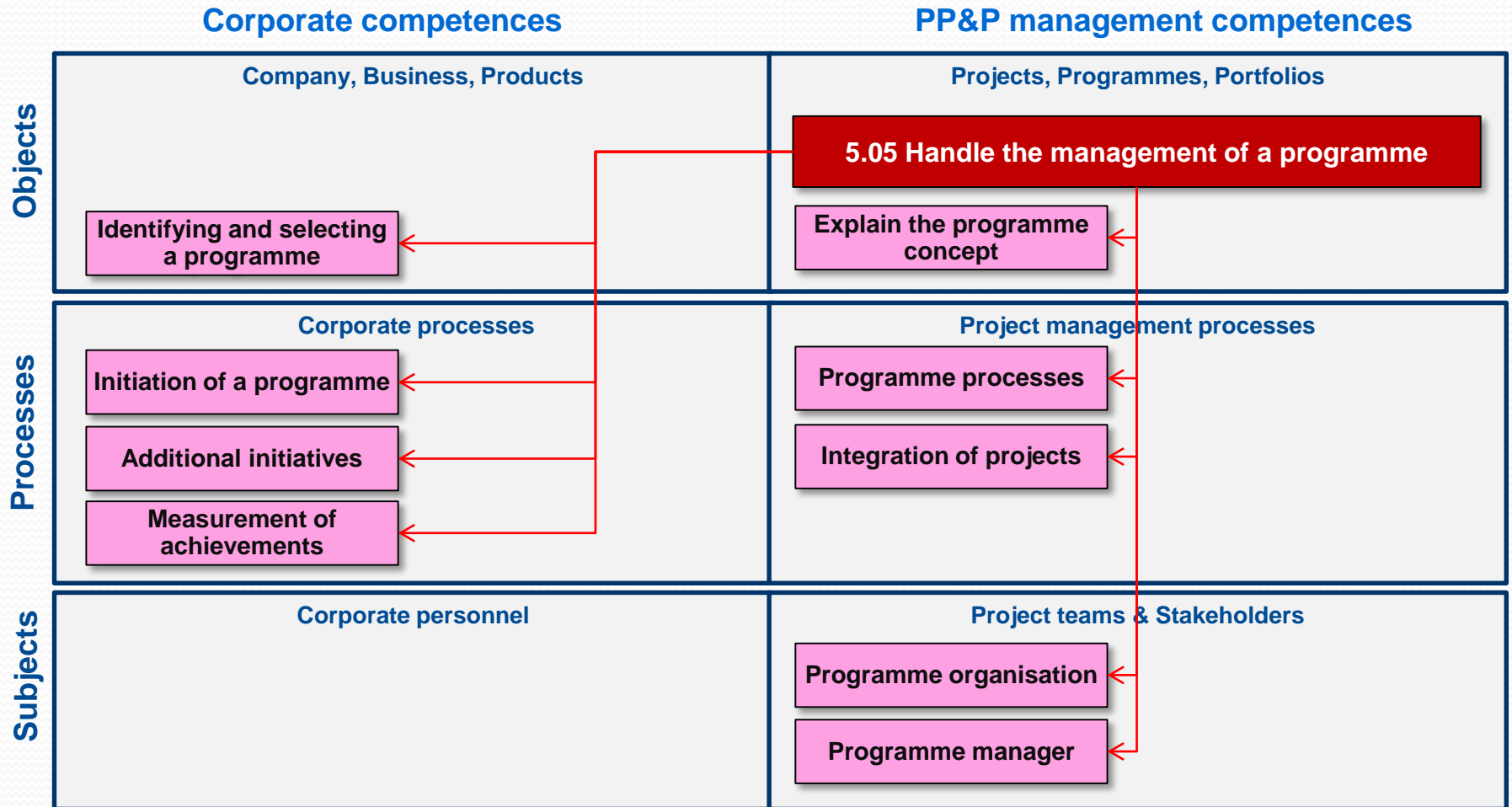
Sometimes it not so easy

Some standards **– ICB, NCB SOVNET -** operates with simple entities:

in this case it is easy to put one competence to one cell of the

matrix

Other standards **– GAPPS, NCB Scandinavia -** operates with complex

entities:

in this case it is difficult or impossible to put one competence to

one cell of the matrix

Sometimes it not so easy: case of NCB Scandinavia

Corporate competences

PP&P management competences

Objects

Company, Business, Products

Projects, Programmes, Portfolios

5.05 Handle the management of a programme

| Identifying and selecting a programme | Explain the programme concept |

Processes

Corporate processes

Project management processes

Initiation of a programme	Programme processes
Additional initiatives	Integration of projects
Measurement of achievements	

Subjects

Corporate personnel

Project teams & Stakeholders

| | Programme organisation |
| | Programme manager |

Really, we have to decompose some of points to conform the matrix!

Legend   **Point of NCB**

Content of point

8

Questionnaire for competences positioning in the classification matrix

Корпоративные компетенции

Компетенции по управлению проектами, программами и портфелям и проектов

	Компания, бизнес, продукты, системы	Проекты, программы и портфели проектов
Объекты управления	Идентификация и отбор программ	**Осуществлять управление программой** Определение концепции программы
Процессы управления	Бизнес-процессы компании Инициация программы Дополнительные инициативы Измерение достижений	Процессы управления проектами Процессы программы Интеграция проектов
Субъекты управления	Персонал компании	Команда и заинтересованные стороны проекта Организация программы Менеджер программы

Next steps

1. To discuss matrix approach

2. If "yes" – to develop and detail classification matrix

3. To determine set of competences for each cell

4. To describe simple competences

5. (Optional) to compose simple competences into complex competences – at the discretion of national associations

Thanks for your attention

Project management association «SOVNET»

115419, Moscow, Shabolovka, 34, s.3
Phone: +7 (495) 723-72-29
E-mail: sovnet@sovnet.ru
www.sovnet.ru