



"Ἐτερος ἐξ ἑτέρου σοφός τὸ τε πάλαι τὸ τε νῦν,  
οὐ γὰρ ραῖστον ἀρρήτων ἐπέων πύλας ἐξεύρειν!"

Βακχλίδης ὁ Κεῖος 4ος αἰὼν π.χ.

«As in the old times, each one of us becomes  
wiser from others, because it is NOT easy  
to open the gates of words that were NOT spoken!»

Vakhlidis from Kea Island, Greece, 4th Century B.C.



**σακα**

Εκδήλωση στις 16.7.2013 με θέμα:

**CDO Insights  
(The New Mentoring Days)  
Σύγχρονα Επαγγέλματα με Ουσία και Μέλλον'**

***“To Project Management ως  
νευραλγικός ρόλος, θέση και  
λειτουργία μέσα σε κάθε οργανισμό”***

# Theofanis Giotis

MSc, Ph.D. C., MCT, MCSE, PMP, PMI-ACP, CSAP, PRINCE2® Practitioner

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Founder, President  
and CEO (1988-now)



PMI-GREECE Chapter  
Co-Founder and  
President (2004-2014)



Founder & CEO  
(2009-now)



IAMCP Greece,  
President (2010-now)



Correspondent for  
Greece (2012-now)



IIBA Greece Chapter,  
Founder and President  
(2010-now)



Correspondent for  
Greece (2007-2012)



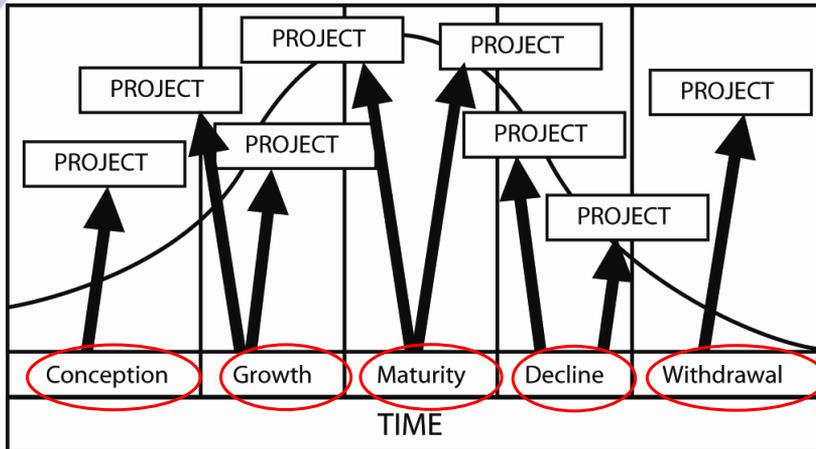
Leadership Institute Masters  
Class Graduate (LIMC 2007)



Τι κάνουν συνήθως  
οι οργανισμοί;

- 1) Business as Usual
- 2) Changes

- 1) Business As Usual (BAU)  
(Καθημερινότητα / Operations)  
*(Σταθερότητα / Stability)*
- 2) Changes  
(Υλοποίηση Αλλαγών και  
ανάπτυξη νέων προϊόντων)  
*(Αστάθεια / Unstable)*



Το **Project** είναι **αλλαγή**.

Τα **projects** είναι ο μόνος ο τρόπος που οι οργανισμοί **διαχειρίζονται τις αλλαγές**.



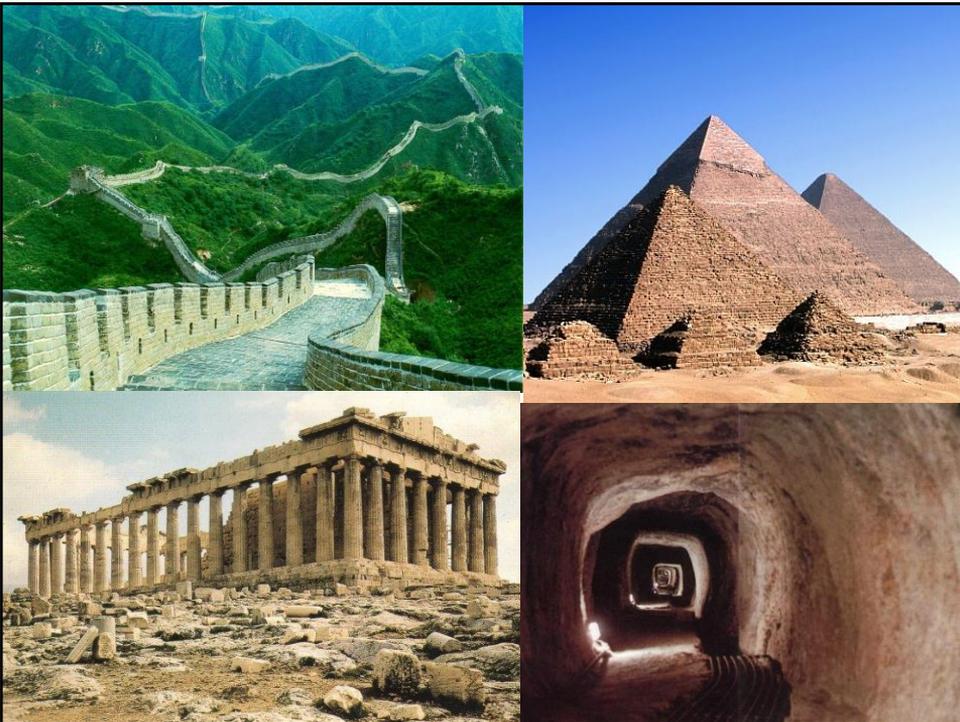
*“The only person  
who likes change is  
a wet baby”!*



Roy Blitzer



# Why project management is so hot?



- 20% του ακαθάριστου παγκόσμιου προϊόντος (ΑΕΠ) (\$12 τρις ετησίως) ξοδεύονται σε έργα υποδομής παγκοσμίως
- Τρισεκατομμύρια περισσότερα σε έργα IT, ανάπτυξης νέων προϊόντων και υπηρεσιών, ψυχαγωγίας/Π.Ι., ΜΚΟ
- Διοίκηση Έργων, Προγραμμάτων και Χαρτοφυλακίων
- Μέχρι το 2030 πάνω από το 33% του παγκοσμίου ΑΕΠ θα παράγεται από Projects

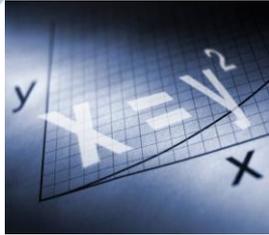
Source: *Managing Capital Projects for Competitive Advantage*, McKinsey Quarterly, June

McKinsey&Company

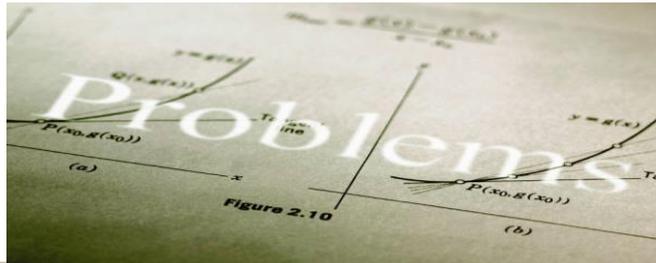
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for achieving business results*

**Our Life...**  
**Our Projects...**  
**Our Problems...**



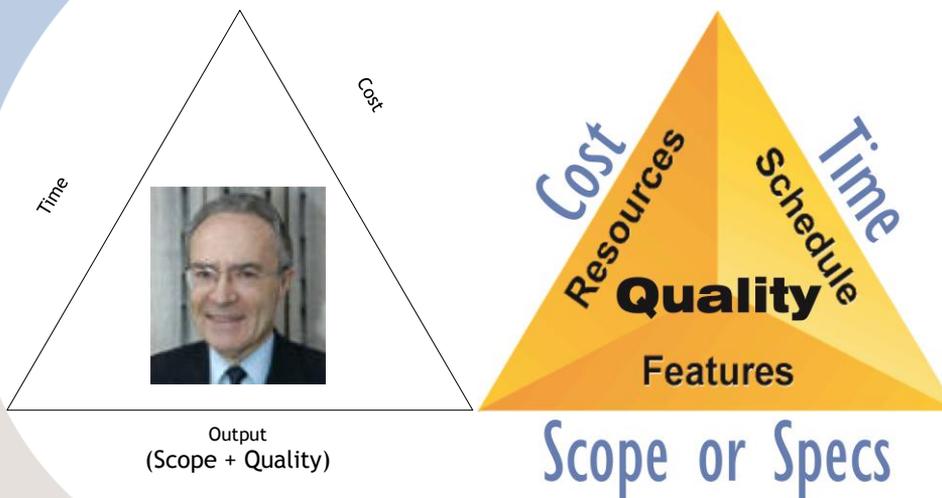
# Statistics of successful projects?



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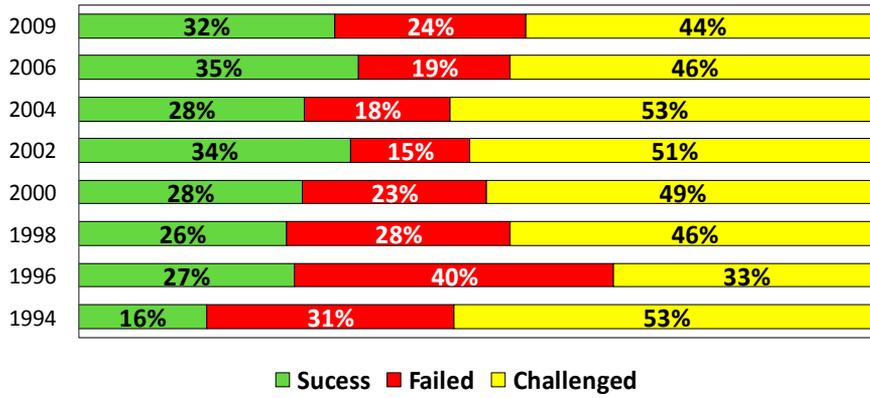
## The "Iron Triangle" on 1969 by Dr. Martin Barnes



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## % Success Rates : (on Time, on Budget on Specs)



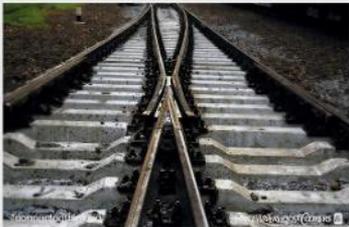
This chart depicts the outcome of the [70,000 projects](#) in large, medium, and small cross-industry U.S. companies tested by The Standish Group since 1994.

Source: The Standish Group International, *Extreme Chaos, The Standish Group*

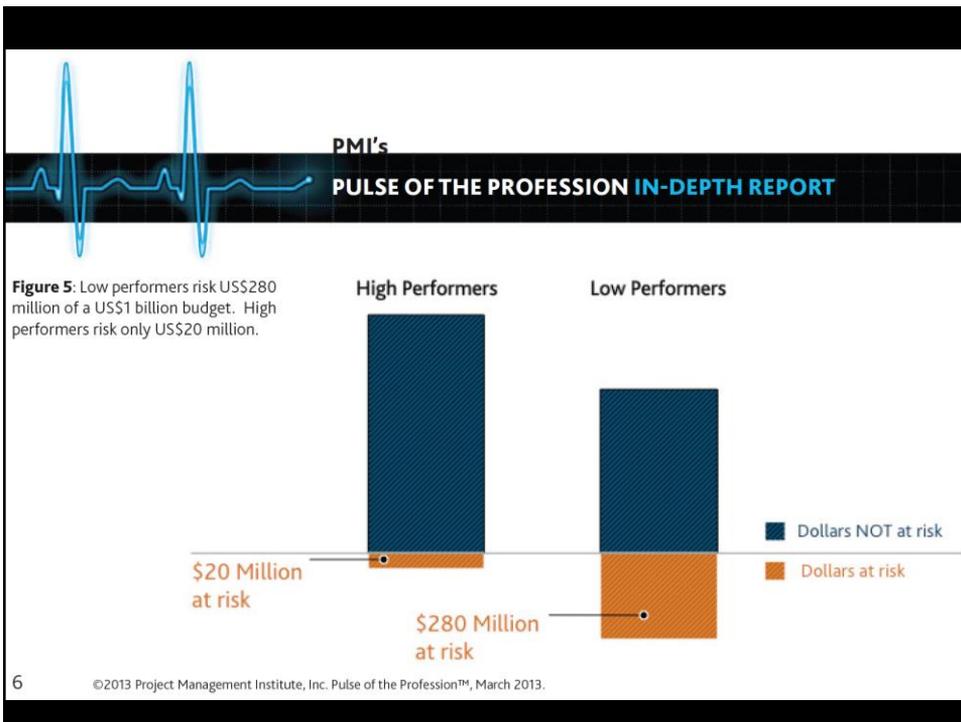
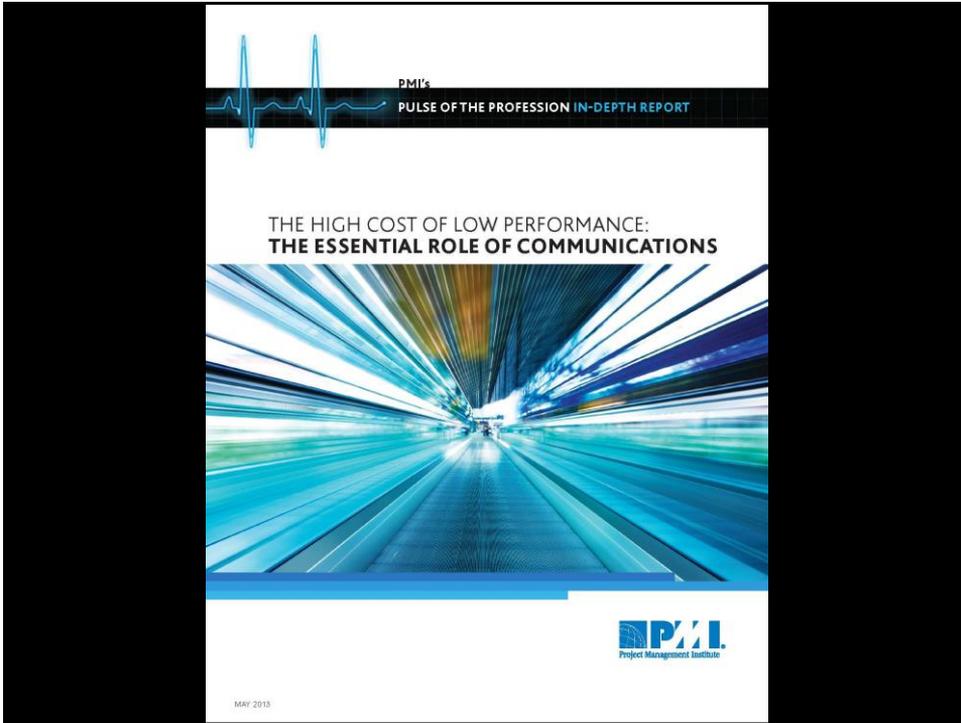
## Why do projects fail?

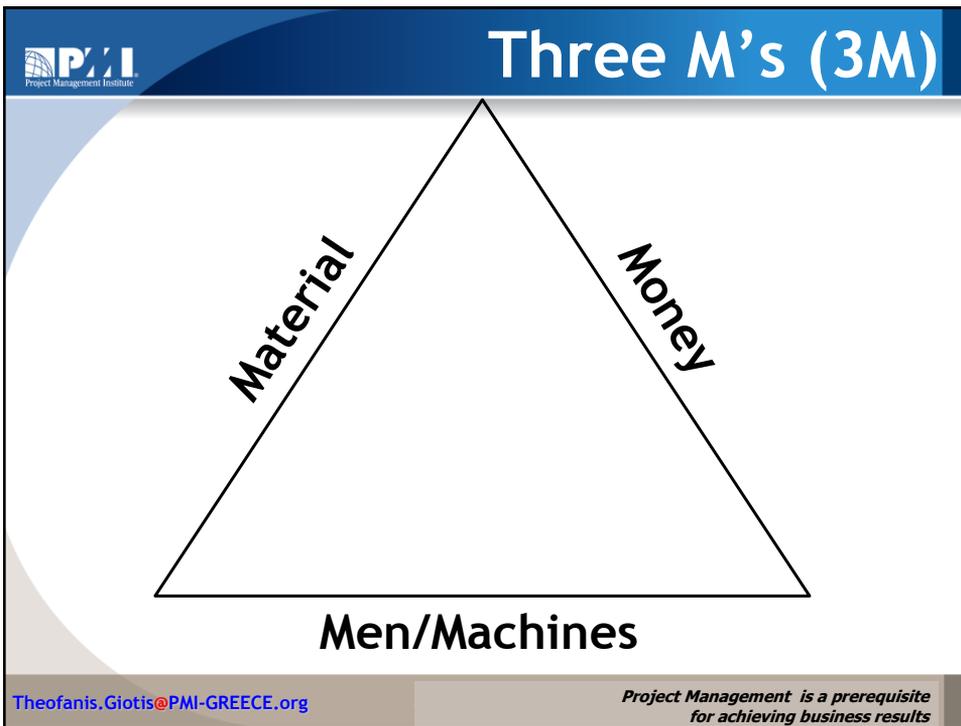
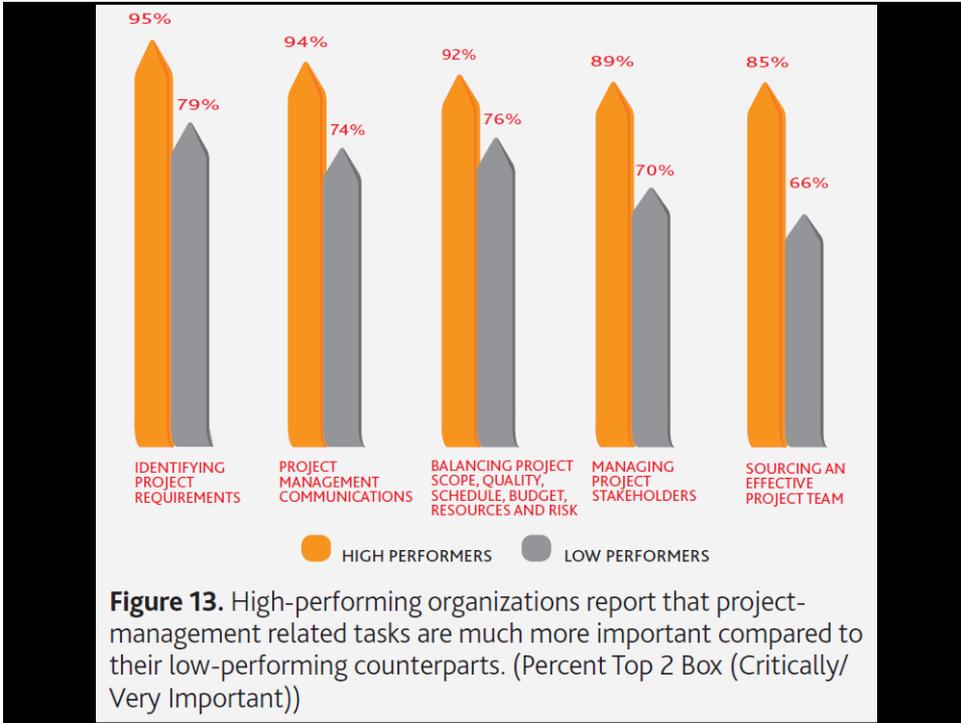
### Insights and Trends: Current Programme and Project Management Practices\*

The second global survey on the current state of project management maturity in organisations across the world

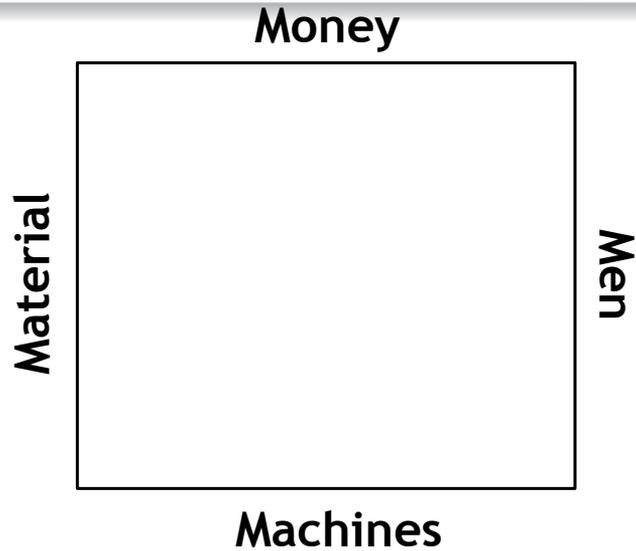


- 50% of failure traceable to **poor project management**:
  - Scope changes
  - Poor resource planning
  - Bad estimates/deadlines
- 80% of higher-performing projects use a certified practitioner





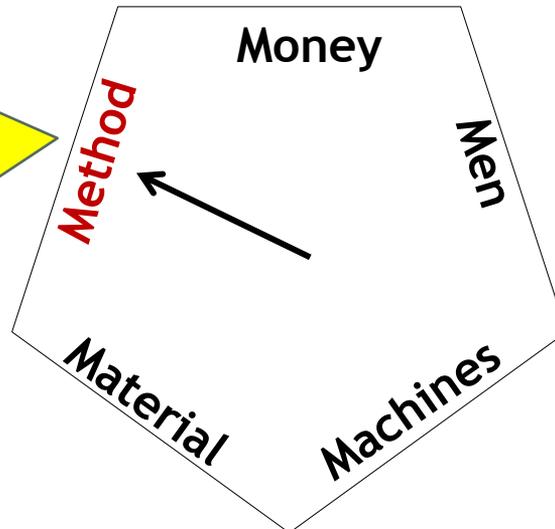
## Four M's (4M)

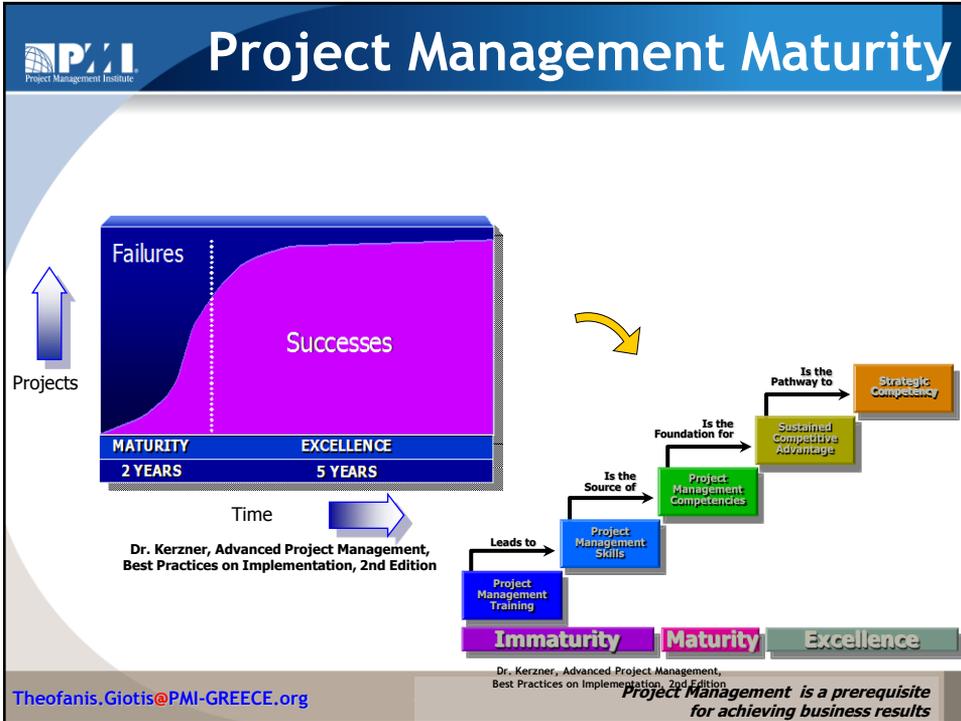


## Five M's (5M)

In business,  
“the method”  
is called  
Management!

In Projects,  
“the method”  
is called  
Project  
Management!





**University Degree**  
**Vs.**  
**Professional**  
**Qualification (P.Q.)**

	University Degree	P.Q
<b>Studies Duration:</b>	3+ years	Weeks to months
<b>Expiration:</b>	Never	Yes (1 to 5 years)
<b>Proves Experience:</b>	No	Yes (usually 3+ years)
<b>Knowledge:</b>	Wide on many areas	Deep in a specific area
<b>Cost:</b>	>40.000€, <300.000€	>1.000€, <10.000€

# Project Management:

**«Is it a competence  
or a Profession?»**

## School Census Research

1994

- Primarily construction management degrees
- 2 Bachelor and 9 Master level PM degrees

2008 Global Census (Business, Engineering, Architecture, Technical Institutes)

- **3,348 institutions teaching 5,769 PM courses**
- 456 schools with 645 PM degrees
- 206 schools with 276 certificate programs

**BUT - 4,617 Schools with no PM**

## Skills Gap

1. Leadership/Negotiation
2. Business Analysis
3. **Project Management**
4. Six Sigma/Lean
5. Supply Chain Management

*Get the Top Five In-Demand Skills, Report posted in 2009*



## Skills Gap

### WSJ WALL STREET JOURNAL

AUGUST 26, 2010, 10:00 AM ET

## Graduate With Skills, Not Just a Degree

What are these sought-after skills? According to the National Association of Colleges and Employers (NACE) Job Outlook 2010 survey:

1. Communication Skills
2. Analytical Skills
3. Teamwork Skills
4. Technical Skills
5. Strong Work Ethic

"These are the skills that employers believe are important to on-the-job success," says Marilyn Mackes, NACE executive director.

## New CPA Examination Requirements - 2011

Management Accounting Quarterly

### **Project management: a core competency in managerial accounting education: educators at Villanova University develop, introduce, and assess a new graduate-level module in project management**

by David E. Stout, Robert N. West, Matthew J. Liberatore

**EXECUTIVE SUMMARY** Accounting programs have been challenged to create innovative, cross-disciplinary courses/ curricula and to tie such offerings/programs to institutional strategic plans. This article details the development and delivery of a module on project management (PM) for a graduate-level management accounting course.



1. Replacing the one long simulation in the current format with several short Task-Based Simulations (TBS) in Auditing and Attestation (AUD), Financial Accounting and Reporting (FAR), and Regulation (REG)
2. Deleting the testing of written communication from AUD, FAR, and REG;
3. Adding the testing of written communication to the Business Environment and Concepts (BEC) section;
4. Deleting 18 Multiple Choice Questions (MCQ) from BEC and REG;
5. Reducing the weight of MCQ in AUD, FAR, and REG by 10%;
6. Reducing the weight of MCQ in BEC by 15%;
7. Doubling the simulations in AUD, FAR, and REG;
8. Changing Content and Skill Specification Outlines (CSOs/SSOs);
9. Adding testing content on IFRS;
10. Deleting some of the testing content on IT;
- 11. Adding testing content on project management.**

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# What is “Project Management Institute?”



<http://www.pmi.org>



PMI was founded in 1969 from 5 project management Practitioners during a dinner at 'Three Threes Restaurant', Philadelphia, Pennsylvania, USA.

**“Worldwide,  
organizations will embrace,  
value and utilize  
Project Management and  
attribute their success to  
it!”**

- **Worldwide non-profit professional organization established in 1969**
  - 600,000 members and certified project managers
  - Presence in 171 countries
  - 250 Local Chapters
  - In Greece the local chapter is The Greek Chapter of Project Management Institute ([www.PMI-GREECE.org](http://www.PMI-GREECE.org))



## The Greek Chapter of Project Management Institute (PMI-GREECE)

<http://www.PMI-GREECE.org>

**“Making Project Management  
Indispensable for Business Results in  
Greece»!**

# What is PMI doing?

- **Develops Worldwide Standards**
  - 11 standards in project, program and portfolio management
- **Manages Professional Certifications in Project management**
  - 6 specialized project management certifications based on knowledge and experience
- **Conducts Research**
- **Accredits Universities to deliver Project Management degrees (undergraduate and postgraduate) (60+)**
- **Accredits training and consulting institutions (PMI REPs) (1700+ worldwide)**



# Worldwide accepted standards

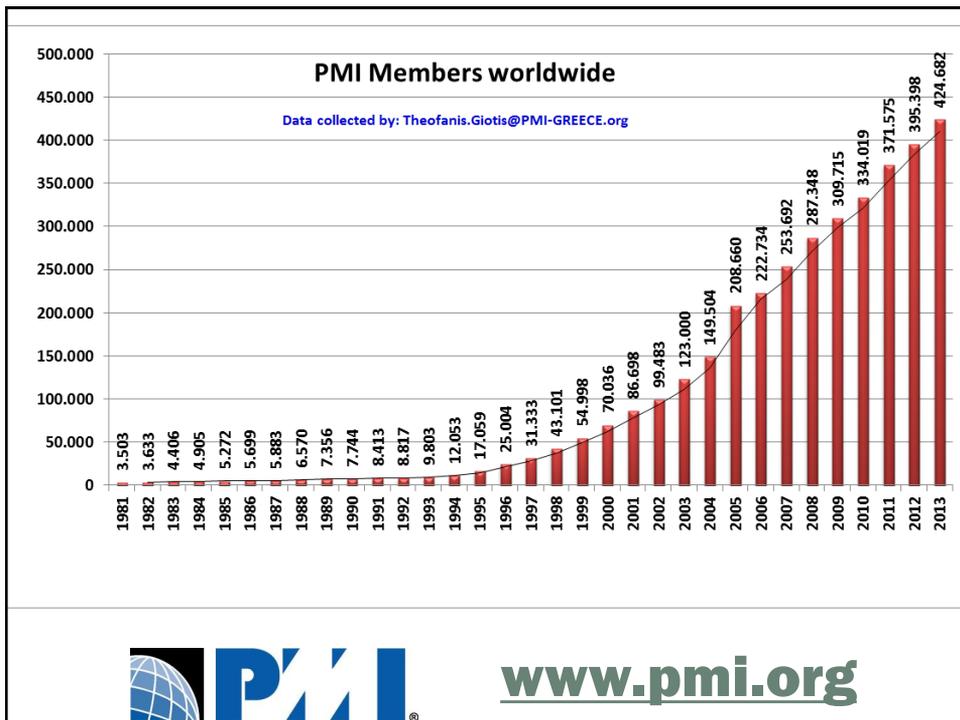


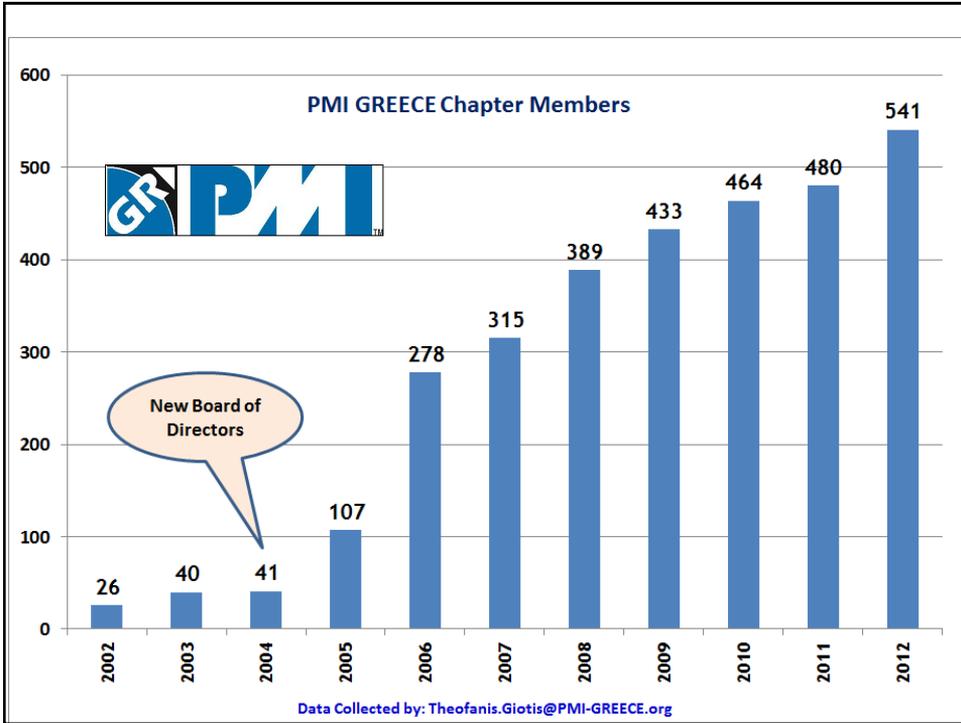
- PMBOK(R) Guide - 3rd Edition
- PMBOK(R) Guide - 4rd Edition
- Program Management
- Portfolio Management
- OPM3
- Practice Standard for EVM
- Combined Standards Glossary
- Construction Extension for PMBOK - 2000 Edition
- Government Extension for PMBOK - 2000 Edition
- Government Extension to the PMBOK- 3rd Edition
- Practice Standard for WBS
- Practice Standard for WBS - 2nd Edition
- Project Manager Competency Development Framework (PMCDF)
- U.S. DoD Extension to the PMBOK
- Exposure Draft of Practice Standard for Project Configuration Management



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<http://www.pmi.org/Professional-Development/Global-Accreditation-Center.aspx>

## PMI Global Executive Council

PMI and members of the influential Global Executive Council believe that project, program and portfolio management deliver a strategic advantage that helps organizations do more with less, meet their strategic objectives and avoid costly project failures.

This community of elite organizations works together to direct the future of the project management profession, and ensure its continued growth and success. In 2010, members included:

### Global Executive Council Members

41 as of October 7, 2010

<http://www.pmi.org/Business-Solutions/PMI-Global-Executive-Council.aspx>

## PMI Global Executive Council (80 members - May 2013)

Abbott Laboratories	Accenture	Adobe Systems	Aon Hewitt
BAE Systems	Bank of America	Barclays	Barrick Australia-Pacific
BASF	Boeing	Booz Allen Hamilton	Bosch Group
BP	Burns & McDonnell	CareFirst	CH2M Hill
China National Offshore Oil Corp. (CNOOC)	China Petroleum Engineering & Construction Corporation (CPECC)	China State Nuclear Power Engineering Corp.	Citibank
Corporate Education Group	CSC	Dell Services	Deloitte UK
Deloitte US	Deutsche Bank	du Telecom (EITC)	DuPont Pioneer
EADS	EMC Corporation	Engineers India Limited	Ericsson
Finmeccanica	Fluor Corp.	Fujitsu	GE Energy
Hewlett-Packard	Huawei Technologies	IBM Global Business Services	ICF International
IIL	Indra	Infor	Infosys Ltd
Jones Lang LaSalle	KPMG International	Larsen & Toubro Limited	Lawrence Livermore National Laboratory
Mayo Clinic	Merck & Company	Michelin	Microsoft
NANA Development Corporation	NASA	NiSource, Inc.	North Carolina Department of Revenue
Northern Trust	Novartis	Oracle	Physio-Control
Praxair	Premera Blue Cross Blue Shield	PriceWaterhouse Coopers	Procter & Gamble
REpower Systems	Rio Tinto	Royal Bank of Scotland	SAP America, Inc.
Saudi Telecom Company (STC)	Siemens	TD Bank	Thomson Reuters
Thomson Reuters UK	UnitedHealth Care	U.S. Department of Energy	U.S. Department of Veterans Affairs
Verizon Wireless	Wärtsilä	Wells Fargo	ZTE

# PMI's Professional Certifications

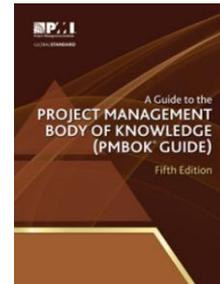
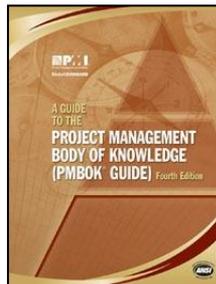
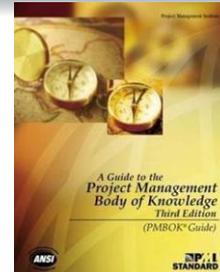
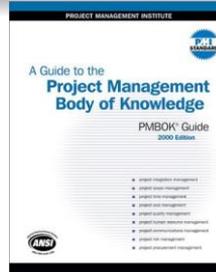


<http://www.pmi.org>



# PMBOK® Guide

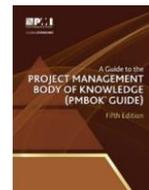
Is an **ANSI** Standard, that is considered **defacto standard** in Project Management and it has **3.500.000+** printed copies in circulation!



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## PMBOK® Evolution



Year	Edition	Pages	Volunteers
1981	Initial		10
1986	1986 Edition		20
1996	1996 Edition	190	140
2000	2000 Edition	211	171
2004	Third Edition	403	414
2008	Fourth Edition	506	699
2012	Fifth Edition	600	700+

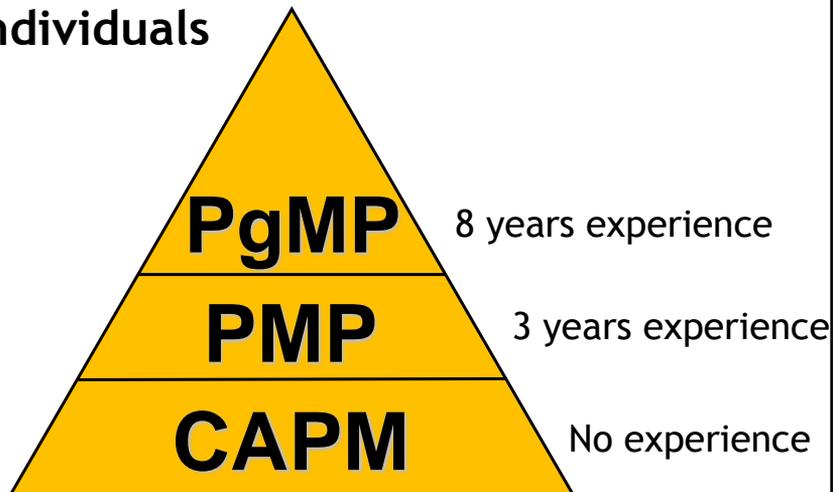
- Certified Associate in Project Management (CAPM®)
- Project Management Professional (PMP®)
- Program Management Professional (PgMP®)
- Scheduling Professional (PMI-SP®)
- Risk Management Professional (PMI-RMP<sup>SM</sup>)
- Agile Certified Practitioner (PMI-ACP®) **NEW!**



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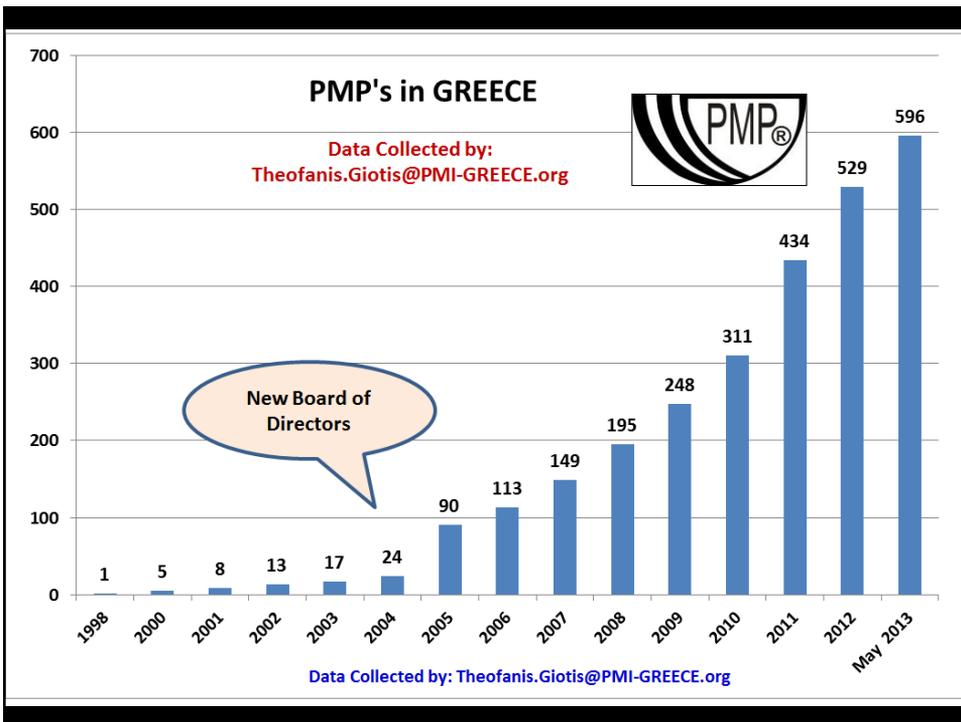
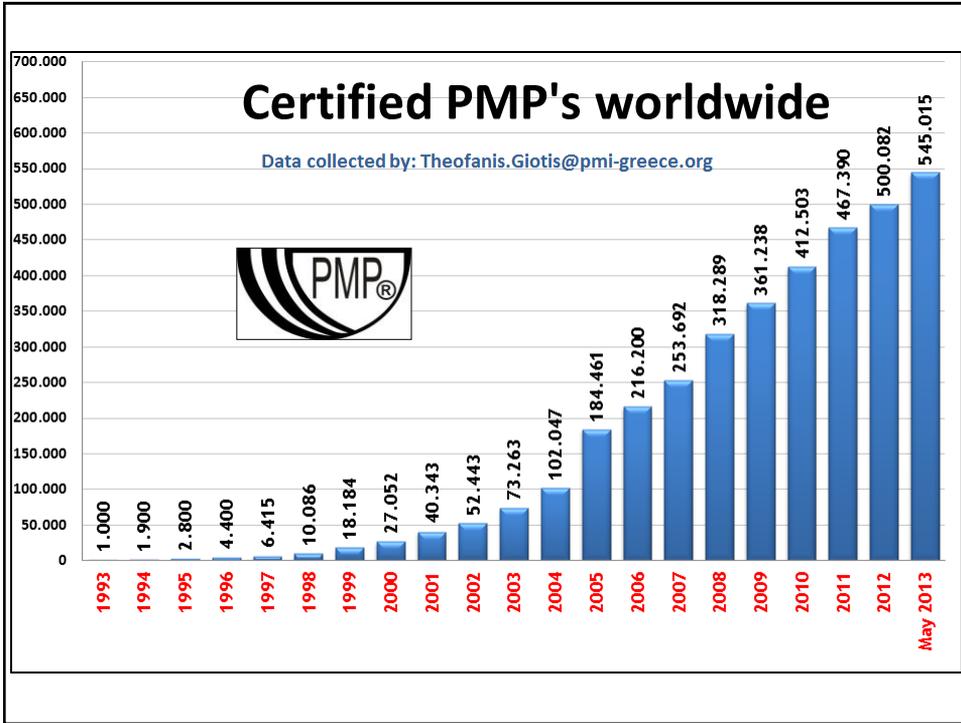
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For individuals

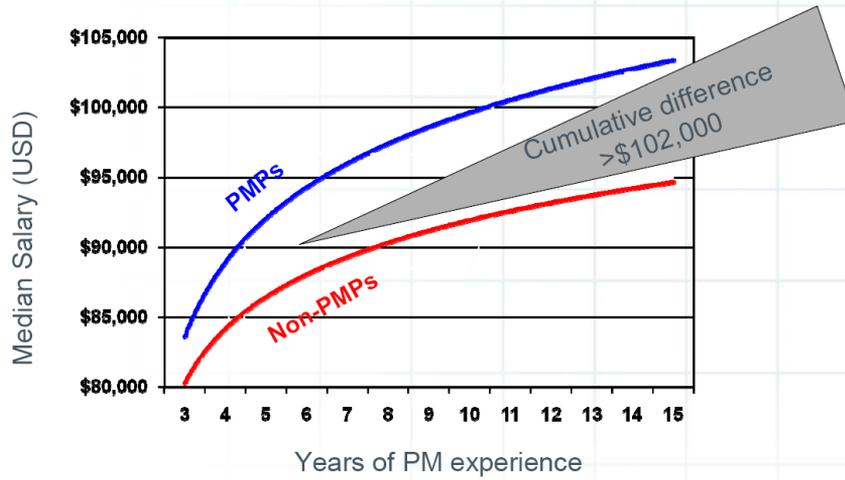


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## Salary Data (USA)



2009 PMI Project Management Salary Survey – US Country Report



41

## Joining



Gives more than  
€10.000 benefits!



# Every Year you get:

12 printed issues  
of **PM Network!**



12 printed issues  
of **PMI today!**

4 printed issues  
of **PM Journal!**



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# 500 e-Books

### Business Skills

- Career Development
- Communication/Negotiations
- Creative Thinking
- Decision-Making & Problem-Solving
- Ethics
- Presentation Skills
- Supervisory Skills
- Time Management & Productivity
- Writing Skills

### Human Resources

- Employee Fulfillment & Retention
- Legal Aspects
- Performance
- Recruitment & Hiring
- Innovation
- Knowledge Management
- Leadership
- Management Consulting
- Management Stories
- Organizational Development
- Outsourcing
- Strategy

### International Business

- Cultural Aspects
- International Business (General)

### Management & Leadership

- Change Management
- Coaching & Mentoring
- First Time Manager
- General Management Resources
- Government Issues

### Marketing & Sales

- Brand Management
- Customer Service
- Marketing (General)
- Publicity
- Selling Skills & Sales Management

### Project Management

- Best Practices
- General PM Resources
- PM Tools & Technologies
- PMP Certification

### Employee Training & Development

- Measuring ROI
- Program Design
- Training Management

### Quality & Manufacturing Management

- Lean Initiatives
- Manufacturing & Production
- Quality Management
- Six Sigma

### Team Skills

- Managing a Team
- Teamwork & Technology
- Virtual Teams
- Working on a Team

### Technology in Business

- Computer Applications
- E-Commerce
- MIS
- References for the Non-Technical Manager
- Telecommunications Technologies

### Finance & Accounting

- Corporate Finance
- Investments
- Operations Management
- Resources for the Non-Financial Manager

### Corporate Case Studies & Interviews

- Case Studies

### Other

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# The road ahead in Project Management



## ISO 21500

ISO started developing a new Global Standard for Project Management in 2007 that is named **ISO 21500**.

**ISO 21500** was published on 3<sup>rd</sup> of Sept. 2012 and it is based on **PMBOK® 3<sup>rd</sup> Edition**.



International  
Organization for  
Standardization

Abstract of ISO 21500 Standard in Project Management:  
**“Guidance on project management”**

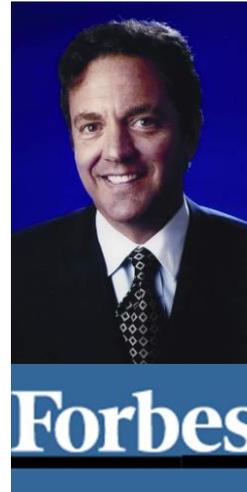


- ISO 21500:2012 provides guidance for project management and **can be used by any type of organization**, including **public, private or community organizations**, and for any type of project, irrespective of complexity, size or duration.
- ISO 21500:2012 provides high-level description of concepts and processes that are considered **to form good practice in project management**.





Rich Karlgaard, Forbes' editor, during «*The Forbes Leadership Networks Forum*» at Palo Alto της California, 2<sup>nd</sup> of Dec. 2008, noted:



"If you don't know Project Management Institute (PMI), find out what they do.  
**The practice of project management** will be the activity **that makes or breaks many global companies** in this economic environment..."



**THANK YOU**

***Theofanis Giotis***

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**President of the Board of Directors**

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<http://www.PMI-GREECE.org>