



LPMnage – Learn Play Manage

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**ANNEX 5. BRITISH NATIONAL REPORT ON  
COMPETENCES ON INTERNATIONAL PROJECTS  
MANAGEMENT**

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## 1. INTRODUCTION

Learn Play Manage aims to answer the European policies and strategies for the improvement of the competences and qualifications of the European workforce, as a key asset to reach a sustainable and innovative development.

The general objective of the project is to develop a social game aimed at promoting project management competences of professional and young workers on international projects.

WP2 aims to define competences in international projects management, to be trained on informal and non-formal environments.

The UK National report was conducted by Learn TPM Ltd.

### Deliverable

- Recommendations for the development of informal (international) project management training paths.

### Objectives

- To define the competences on (international) project management to be trained on informal and non-formal environments.
- To define the contents to be included in the social game.

## 2. METHODOLOGICAL APPROACH TO ELABORATE THE REPORT

### Methodology

National Report based on qualitative research using the following research tools:

- interviews with 3 to 5 people of the target groups
- desk research
- questionnaires

### WP3 Target Groups

- International project management professionals  
(Minimum 3 years of experience managing international projects within any economic sectors.)
- Human resources professionals and trainers  
(Minimum 3 years of experience managing international projects within any economic sectors. They are directly involved in training actions/initiatives addressed to international project management professionals.)

### 3. MAJOR FINDINGS OF THE INTERVIEWS

<b>Name:</b> John Gordon
<b>Gender:</b> Male
<b>Age:</b> 57
<b>Organization:</b> Wipro Limited
<b>Contact data(phone, email):</b> john.gordon@wipro.com
<b>Years of Experience in the field of International Project Management:</b> 5 years
<b>Job position:</b> Project Manager
<p><b>1. Please describe your professional experience and field of expertise.</b> System Integration: providing infrastructure and applications for the Drilling and Wells community for Major Oil Companies.</p>
<p><b>2. Could you tell us 3 competences you think a good international manager should have?</b></p> <ul style="list-style-type: none"> <li>• Good Communication Skills - making your points clearly and often</li> <li>• Respect for international team members who are frequently skilled and willing to help</li> <li>• Patience – have lots of contingency time in your plan and expect delays. It does not look good on paper but experience tells you this happens.</li> </ul>
<p><b>3. What are the challenges you faced more frequently in the management of international projects?</b></p> <ul style="list-style-type: none"> <li>• Virtual team members from different backgrounds have their own agendas and priorities and keeping them on track can be difficult.</li> <li>• Limited knowledge of virtual team members means that you have a period of trying to gauge their strengths and weaknesses.</li> </ul>
<p><b>4. What did you learn on the job?</b></p> <ul style="list-style-type: none"> <li>• The familiar UK processes do not necessarily apply elsewhere and it takes time and persuasion to have others understand what you are trying to do and why</li> <li>• The most people are generous and willing to help and will put in an incredible effort to meet their goals</li> <li>• Every now and then someone has entirely the ‘wrong end of the stick’ and is doing something which will not meet the project goals</li> <li>• English is the common language but not everyone understands what you</li> </ul>

are saying.
<p><b>5. Which skills would you like to improve to do your job better?</b></p> <ul style="list-style-type: none"> <li>• Improved use of technology to monitor resources</li> <li>• Experience of locations to understand the environment</li> </ul>
<p><b>6. What are, in your opinion, the features of a good international project manager?</b></p> <ul style="list-style-type: none"> <li>• Ability to adapt to different cultures and attitudes and to harness these to achieve the projects goals</li> <li>• To be open and respect all international resources</li> <li>• To be persistent and clear in your message.</li> </ul>
<p><b>7. Could you report us one or more cases where you faced a situation you couldn't solve in the right way. What did you learn from that experience?</b></p> <ul style="list-style-type: none"> <li>• I had a Venezuelan Engineer working in N. Africa who was persuaded by local Management to make extra changes to a Database for them. Unfortunately, he did not feed these out of project scope changes back to me and we ended up with a Database that did not meet the Client's global standards. In order to rectify this we had to deal with several international organisations that were unable or unwilling to resolve the issues.</li> <li>• You need to ask quite specific questions of resources and understand what they are doing and have some regular checks in the system.</li> </ul>
<p><b>8. Could you indicate recommendations for bibliography on the topic of international project management?</b></p> <ul style="list-style-type: none"> <li>• n/a</li> </ul>
<p><b>9. Could you indicate recommendations for courses (both formal and informal learning initiatives) available on the topic of international project management?</b></p> <p>Prince2</p>
<p><b>10. Could you indicate example of good practices in the field of international project management?</b></p> <ul style="list-style-type: none"> <li>• Where the PM spends as much time as is practicable with virtual team members to understand them.</li> </ul>
<p><b>11. Would you like to participate to an initiative of non-formal or informal training (as an example a social game) to train your competences in international project management?</b></p> <ul style="list-style-type: none"> <li>• Yes</li> </ul>

<b>Name:</b> <i>Neville Rudd</i>
<b>Gender:</b> <i>Male</i>
<b>Age:</b> <i>58</i>
<b>Organization:</b> <i>Caspian Learning</i>
<b>Contact data(phone, email):</b> <i>0191 556 1043 / Neville.rudd@caspianglearning.co.uk</i>
<b>Years of Experience in the field of International Project Management:</b> <i>20</i>
<b>Job position:</b> <i>Operations Director</i>
<p><b>1. Please describe your professional experience and field of expertise.</b>  Development Management; Test and QA Management; Product Delivery Management</p>
<p><b>2. Could you tell us 3 competences you think a good international manager should have?</b></p> <ul style="list-style-type: none"> <li>• Full understanding of the project (always number 1 of a PMs skills)</li> <li>• Understanding of, and empathy with local working customs and practices</li> <li>• Ability to identify and utilise core / key PM practices that transcend international borders</li> </ul>
<p><b>3. What are the challenges you faced more frequently in the management of international projects?</b></p> <ul style="list-style-type: none"> <li>• Initial understanding of local working customs and practices</li> <li>• Language barriers, finding an agreed common business language (which is different from national language)</li> <li>• Time zone differences</li> <li>• Not being nco-located (although getting easier with modern communications – skype, webinars etc.)</li> </ul>
<p><b>4. What did you learn on the job?</b>  All of the issues notes in the previous two questions.</p>
<p><b>5. Which skills would you like to improve to do better your job?</b></p> <ul style="list-style-type: none"> <li>• Time management to cope with time zone differences</li> <li>• A 2<sup>nd</sup> language (European)</li> </ul>
<p><b>6. What are, in your opinion, the features of a good international project manager?</b>  Good core / basic PM skills are the key. A good PM should be able to become a good</p>

international PM.
<p><b>7. Could you report us one or more cases where you faced a situation you couldn't solve in the right way. What did you learn from that experience?</b></p> <p>Every project (unless very small) has situations that cannot be solved straight away. In the international sphere the time taken to resolve should not be different from national, as long as core / basic PM skills are present.</p>
<p><b>8. Could you indicate recommendations for bibliography on the topic of international project management?</b></p> <p>No</p>
<p><b>9. Could you indicate recommendations for courses (both formal and informal learning initiatives) available on the topic of international project management?</b></p> <p>No</p>
<p><b>10. Could you indicate example of good practices in the field of international project management?</b></p> <p>No</p>
<p><b>11. Would you like to participate to an initiative of non-formal or informal training (as an example a social game) to train your competences in international project management?</b></p> <p>Yes</p>

<b>Name:</b> Mark Nutter
<b>Gender:</b> Male
<b>Age:</b> 45
<b>Organization:</b> Kern UK Ltd
<b>Contact data(phone, email):</b> +44 (0)7810505734 mnutter@kern.co.uk
<b>Years of Experience in the field of International Project Management:</b> 3
<b>Job position:</b> Operations Technical Team Manager
<b>1. Please describe your professional experience and field of expertise.</b>

I have operated as an engineering team technical manager for over 12 years but in that time have been seconded into the Projects Team to develop several technical initiatives.

**2. Could you tell us 3 competences you think a good international manager should have?**

- To be very open minded and not limit the project to your own ideas (engage others)
- To be a good communicator, genuinely and honestly share the goals of the project with stakeholders.
- To handle change management well. People often are sceptical to new initiatives or projects. Also be a very good at influencing others.

**3. What are the challenges you faced more frequently in the management of international projects?**

The objections and varied opinions and scepticisms from stakeholders involved as to what the project outcome should look like. I am a very positive person but people being reluctant to change can drag on your enthusiasm.

**4. What did you learn on the job?**

To plan well from the start, have clearly defined timelines, to involve as many stake holders as possible and consult their opinions early in the project to get the best outcome. Capture any data required and make sure it is very accurate and honest. If the project is not going to plan or won't correctly fulfil the initial brief then don't be afraid to declare this and review. Hold regular update meetings with stakeholders to ensure the project is understood and going in the right direction and on time.

**5. Which skills would you like to improve to do better your job?**

I would like to improve my presentation skills. At various times I have needed to present the project to various parties from board level to engineers but have had little presentation training.

**6. What are, in your opinion, the features of a good international project manager?**

A good communicator, open minded, honest, good at listening to the ideas of others. To be able to suitably delegate tasks to the correct people. Be able to trust subordinates to do their jobs well whilst checking from time to time the project is on track. Be strong enough to make difficult decisions should a conflict of opinion arise and once all available information is reviewed have the conviction to stay with the outcome decision.

**7. Could you report us one or more cases where you faced a situation you couldn't solve in the right way. What did you learn from that experience?**

One project I was involved with had a huge potential to really make a big difference to the future operation and productivity of the business. It would ultimately lead to less paperwork for operators, a simpler operation (less frustrating and timesaving) and a potential reduction in head count. The project was reviewed and rejected by the board as at the current time there was no appetite for investment and this lead me to feel frustrated regarding my reason for employment at the time. I learned from that experience that no matter how good the project or ideas involved sometimes the business has to be at the right moment to embrace the project. This can be about finances but also about decision making individuals too.

**8. Could you indicate recommendations for bibliography on the topic of international**

<p><b>project management?</b></p> <p>Project Leadership by Wendy Briner – I found this book very informative and made me understand that all projects no matter how well planned and executed have to win over the people involved and also often at a high board level too. It is a very practical book dealing with experiences as much as competencies.</p>
<p><b>9. Could you indicate recommendations for courses (both formal and informal learning initiatives) available on the topic of international project management?</b></p> <p>Prince2, Foundation</p>
<p><b>10. Could you indicate example of good practices in the field of international project management?</b></p> <p>No</p>
<p><b>11. Would you like to participate to an initiative of non-formal or informal training (as an example a social game) to train your competences in international project management?</b></p> <p>Yes</p>

<b>Name:</b> <i>Alistair McPherson</i>
<b>Gender:</b> <i>Male</i>
<b>Age:</b> <i>54</i>
<b>Organization:</b> <i>ACM Project management Services Ltd</i>
<b>Contact data(phone, email):</b> <i>+44 7721 386557</i>
<b>Years of Experience in the field of International Project Management:</b> <i>10</i>
<b>Job position:</b> <i>Senior Project and Programme Manager</i>
<p><b>1. Please describe your professional experience and field of expertise.</b></p> <p>15 years IT project management experience the last 10 of which with a global deployment/delivery focus including infrastructure deployment, Application upgrades, migrations and software development/implementation</p>

<p><b>2. Could you tell us 3 competences you think a good international manager should have?</b> Problem Solving, Risk management and Patience</p>
<p><b>3. What are the challenges you faced more frequently in the management of international projects?</b></p> <p>Simple logistics in terms of managing concurrent workload over multiple time-zones with multiple globally spread stakeholders who often do not have the same priority as the “project”.</p> <p>Local “rules” particularly in the area of procurement access to data etc.</p>
<p><b>4. What did you learn on the job?</b> Everything I know !!!</p>
<p><b>5. Which skills would you like to improve to do better your job?</b></p> <p>Any easy way to maintain at least a high level understanding of technological advancements.</p>
<p><b>6. What are, in your opinion, the features of a good international project manager?</b></p> <p>Drive, determination and patience.</p>
<p><b>7. Could you report us one or more cases where you faced a situation you couldn't solve in the right way. What did you learn from that experience?</b></p> <p>I have never experienced a problem I (or my project) couldn't fix, many are troublesome and hard work, but I have yet to face any insurmountable issue ever.</p>
<p><b>8. Could you indicate recommendations for bibliography on the topic of international project management?</b> No sorry</p>
<p><b>9. Could you indicate recommendations for courses (both formal and informal learning initiatives) available on the topic of international project management?</b></p> <p>Prince 2 is a good framework based on basic common sense principles, which a good project manager will use as a matter of course, everything has to be tailored to specific situations, there is no definitive guide available. Just doing the course (for example) won't make you a project manager but it will provide the basis for you to learn into it.</p>
<p><b>10. Could you indicate example of good practices in the field of international project management?</b></p> <p>Rational, methodical and unemotional problem solving Tell no lies – if it is broken tell people it is broken</p>

Run projects as an open book – everyone on the same page, good news or bad.
<p><b>11. Would you like to participate to an initiative of non-formal or informal training (as an example a social game) to train your competences in international project management?</b></p> <p>Would be happy to.</p>
<b>Name:</b> Mike Carter
<b>Gender:</b> Male
<b>Age:</b> 57
<b>Organization:</b> TynCan Learning
<b>Contact data(phone, email):</b> +44 (0)7949293995 mike@tyncan.com
<b>Years of Experience in the field of International Project Management:</b> 4
<b>Job position:</b> Consultant/Trainer
<p><b>1. Please describe your professional experience and field of expertise.</b></p> <p><i>I am an Educational consultant and trainer I have been in Education for more than 20 years during which time I have trained teachers and middle managers.</i></p>
<p><b>2. Could you tell us 3 competences you think a good international manager should have?</b></p> <p><i>Tell the truth and be honest with colleagues.</i></p> <p><i>Have an awareness of the cultural nuances which may impact on the project.</i></p> <p><i>Be able to manage the conflicts which appear once a project is underway</i></p>
<p><b>3. What are the challenges you faced more frequently in the management of international projects?</b></p> <p><i>The main problem at present is in understanding the way people conduct business in different countries. Time zone differences and being able to effectively manage my own time to fit in with others around the globe</i></p>
<p><b>4. What did you learn on the job?</b></p> <p><i>I learned about being respectful towards others in different cultures and about making sure the other people have their say and feel valued rather than them thinking I know</i></p>

*everything and the way I do things is necessarily the right way.*

**5. Which skills would you like to improve to do better your job?**

*My ability to influence others is something I am not comfortable with but I am working on.*

**6. What are, in your opinion, the features of a good international project manager?**

*Being a good listener and allowing other participants to feel they are involved in the project development. Having the ability to integrate different aspect of the project ensuring all stakeholders are on task and informed of changes and developments.*

**7. Could you report us one or more cases where you faced a situation you couldn't solve in the right way. What did you learn from that experience?**

*My involvement in a Global water project meant I had to coordinate people in several countries. Each country had a lead manager who had the responsibility to disseminate knowledge and skills to others in the group. When the lead manager in one country was unable explain to the managers how to work with the online system I was frustrated because I was not able to provide training face to face. It was incumbent upon me to explain and insist that the lead manager faced the problem as I could not do so from a distance. This meant being empathetic towards the lead manager but instilling a belief that they could take on the challenge. I learned to make sure I have the full support of the lead managers and that they understand fully their responsibilities before moving forward with the project.*

**8. Could you indicate recommendations for bibliography on the topic of international project management?**

*A CONFIGURAL THEORY OF TEAM PROCESSES: ACCOUNTING FOR THE STRUCTURE OF TASKWORK AND TEAMWORK  
EEAN R, CRAWFORD University of Iowa  
JEFFERY A. LEPINE Arizona State University  
Academy of Management Review 2013. Vol. 38. No. 1, 32-43.*

**9. Could you indicate recommendations for courses (both formal and informal learning initiatives) available on the topic of international project management?**

*Project Management Body of Knowledge  
<http://www.pmi.org/PMBOK-Guide-and-Standards.aspx>*

**10. Could you indicate example of good practices in the field of international project management?**

*No*

**11. Would you like to participate to an initiative of non-formal or informal training (as an example a social game) to train your competences in international project management?**

*No*

#### 4. DESK RESEARCH

##### Bibliography

N.	Author, source (link, or title of the publication)	Year of pub	Subjects approached, target	Short description of the source and of the competences in international project management indicated	Comments or Remarks
1.	Project Manager Competency Development Framework, (Project Management Institute.) <a href="http://www.techrepublic.com/whitepapers/project-manager-competency-development-pmcd-framework/158392">http://www.techrepublic.com/whitepapers/project-manager-competency-development-pmcd-framework/158392</a>	2002	Project Management Knowledge and Performance Competencies and Personal Competencies	Guidance on defining project manager competence. Developed to apply generically to all project managers, regardless of nature, type, size, or complexity of projects they may be engaged in managing	Comprehensive guide on identifying and assessing project management competences.
2.	APM Competence Framework (Association of Project Managers) <a href="http://ebiz.turpin-distribution.com/products/198153-apm-competence-framework.aspx">http://ebiz.turpin-distribution.com/products/198153-apm-competence-framework.aspx</a>	2008	Guide to individual competences in project management.	Tool for assessing current knowledge and experience helping to identify training, development and qualification needs	Useful for identifying competences which might be trained through LPMnage outcomes.
3.	Global managers' perceptions of cultural competence Christine Uber Grosse Business Horizons (2011) 54, 307—314	2011	Transfer of Knowledge Communication Risk management Cooperation Problem-solving Elements of time management This	Study examines global managers' perceptions of what cultural competence is necessary to do business with the United States.	Shows the need for global managers to have intercultural management skills
4.	What practitioners consider to be the skills and behaviours of an effective people project manager Eddie Fisher	2010	Cross-cultural competence Management skills Global managers Training Business education	This paper proposes what Project management practitioners consider to be skills and behaviours of an effective people project manager	A good discussion of the skills and attributes needed to be an effective project manager
5.	Measuring the impact of a major project management educational program: The PMP case in Finmeccanica Tommaso Buganza , Matteo Kalchschmidt , Emilio Bartezzaghi , Davide Amabile	2013	Managing emotions Building trust Effective communication Motivating others Influencing others Cultural awareness Leading others Team building	This work aims at providing evidence of the impact of project management training programs. The research focuses on the impact of training Effectiveness (higher learning) on the project managers' competencies (applied behaviours).	“Close attention should be paid to designing activities that are consistent with what trainees' roles are. It is important to emphasize that a competency model

6.	International Journal of Project Management 31 (2013) 285–298 Managing diversity in transnational project teams <a href="http://www.emeraldinsight.com/journals.htm?articleid=881307&amp;show=abstract">http://www.emeraldinsight.com/journals.htm?articleid=881307&amp;show=abstract</a>	1997		A tentative model and case study	allows us to measure the extent to which the real roles match it and to what extent the training activities do the same. Thus, the definition of the right competency model is crucial to managing the role-training matching that our results show has a major role in increasing the effect of learning on behavioural changes”.
7.	A Simple Project Management Competency Framework, Bill Hoberecht, <a href="http://www.pinnacleprojects.com/index.php?option=com_content&amp;view=article&amp;id=143:a-simple-project-management-skills-framework&amp;catid=84:professional-development&amp;Itemid=112">http://www.pinnacleprojects.com/index.php?option=com_content&amp;view=article&amp;id=143:a-simple-project-management-skills-framework&amp;catid=84:professional-development&amp;Itemid=112</a>	2000	Knowledge Performance Managing Yourself	Provides a self-assessment tool for skills and performance as a project manager to help in identifying areas where further development would be beneficial	
8.	Global R&D Project Management and Organization: A Taxonomy, Vittorio Chiesa, J PROD INNOV MANAG 2000;17:341–359 © Elsevier Science Inc	2011	Project management Competences Roles Education impact measure Contextual factors	Studies the management and organization of R&D projects leading to innovations to be exploited in multiple countries.	key characteristics of the organization and management of global projects and factors affecting success
9.	A CONFIGURAL THEORY OF TEAM PROCESSES: ACCOUNTING FOR THE STRUCTURE OF TASKWORK AND TEAMWORK, EEAR R, CRAWFORD, JEFFERY A. LEPINE; Academy of Management Review 2013. Vol. 38. No. 1, 32-4		Paper on theory of team working and team processes.	Structural perspective of team processes, grounded in social network concepts, theories of team functioning and effectiveness	Interesting reference to social network concepts relating to team structures and processes.

## 5. Collection of good practices

Title of the good practice or of the course (both formal or informal initiative)	Association for Project Management Community of practice <a href="http://www.apm.org.uk/community">http://www.apm.org.uk/community</a>
Country	UK
Brief description. Why is it worthwhile to be considered a good practice or a good course? Highlight the strong points	Community of practice providing self-learn and peer to peer formal and informal communities. Local sections/chapters Special interest Groups Discussion Forums Blogs Published Research
Promoter of the initiative (person or institution that developed it)	Association for Project Management Web Resources
Target group	UK Project Managers
Competences improved in the good practice or in the course	Covers all aspects of Project Management competencies.
Educational and pedagogical approach	Opportunities for Self-directed, need to know access to information, support groups and learning
Further information/ Additional Comments	

Title of the good practice or of the course (both formal or informal initiative)	PRINCE2
Country	UK
Brief description. Why is it worthwhile to be considered a good practice or a good course? Highlight the strong points	PRINCE2® (Projects IN Controlled Environments), de-facto standard for project management in the UK, is a widely used project management method that navigates PM's through all the essentials for running a successful project. A generic best practice tool which is flexible enough to be tailored to organisational requirements and all types of project.
Promoter of the initiative (person or institution that developed it)	APMG <a href="http://www.apmg-international.com/">http://www.apmg-international.com/</a>
Target group	Project Managers at all levels in all fields. Foundation - knowledge and understanding of the PRINCE2 method to be able to work effectively with, or as a member of, a project management team Practitioner - understanding of how to apply and tailor PRINCE2 in a scenario situation Professional - ability to manage a non-complex PRINCE2 project across all aspects of the project lifecycle.
Competences improved in the good practice or in the course	Comprehensive coverage of Project Management Competences.
Educational and pedagogical approach	Standardised delivery by centrally accredited training organisations
Further information/ Additional Comments	

Title of the good practice or of the course (both formal or informal initiative)	Project Management Body of Knowledge <a href="http://www.pmi.org/PMBOK-Guide-and-Standards.aspx">http://www.pmi.org/PMBOK-Guide-and-Standards.aspx</a>
Country	International
Brief description. Why is it worthwhile to be considered a good practice or a good course? Highlight the strong points	<p>PMBOK provide guidelines, rules and characteristics for project, program and portfolio management. These standards are widely accepted and, when consistently applied, they help you, your global peers and your organization achieve professional excellence.</p> <p>Because they're created and updated by both volunteer committees and the general public, you can be confident that standards continually and accurately reflect the evolving profession.</p>
Promoter of the initiative (person or institution that developed it)	Project Management Institute
Target group	Project Managers in all sectors at all levels
Competences improved in the good practice or in the course	Generic Project Management Competences
Educational and pedagogical approach	Compendium of updated/evolving standards created by global community of PM practitioners, Resource for formal training and informal personal development.
Further information/ Additional Comments	

## 6. Conclusions

*There are numerous courses and resources which consider the competencies needed to be a successful project manager generally. Competencies required in an international setting mirror these general principles. However it is possible to identify the competences which are specific to or take on greater relevance in the international context.*

*Common competencies generally recognised include:*

- *Scope Management*
- *Time Management*
- *Cost Management*
- *Quality Management*
- *Human Resources Management*
- *Communications Management*
- *Risk Management*

*In the UK Prince2 is recognised as the de facto recognised training for project managers. Delivered through formal structured courses and assessed by examination.*

*Many project managers speak highly of the basic grounding this and similar courses gives them. They also, however, often refer to learning much of what they know about managing real live projects “on the job”.*

*With regard to more informal learning, professional bodies such as the Association for Project Management and Project Management Institute provide communities of practice where colleagues might support each other and learn from their peers.*

*In particular, with regard to international project management, practitioners refer to learning from their experiences of managing diverse team contributions in different time zones, territories and cultures.*

***In international project management circumstances it appears that soft skills and competences related to team building, team management with an emphasis on intercultural awareness and competence are the areas that Learn Play Manage might provide a particularly meaningful contribution to.***

*Learn Play Manage might provide a very powerful tool, if disseminated and used in conjunction with some of the recognised communities of practice mentioned above.*