Developing your project management career

Richard Tulley

About me…

Client Engagement Director for Axiologik

- Digital leadership consultancy
- Specialising in the delivery of large scale, highly complex digital transformation initiatives.

Last 20 years focused on the delivery of complex programmes…

- NHS National Programme for IT.
- London Cycle Hire Scheme ("Boris Bikes").
- Transforming the Rehabilitation Service within the MoJ.

Director of Programme & Project Management with Sopra Steria…

- developing their programme & project management practice
- comprised of over 530 programme & project professionals.

APM Fellow and an active mentor

LinkedIn profile

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Your **Learning** is a really important part of Your **Development**

We will explore…

- o Learning / Knowledge

- o How we learn and develop

- o *Where* we learn and develop

- o Professional development

- o Personal development

- o Your development is a journey

- o Development foundations

- o Accelerators

- o Moving forwards

Your **Learning** builds **Knowledge** (which is *theoretical*)

I Hear and I Forget

I See and I Remember

I Do and I Understand

Confucius

Your **Learning** builds **Knowledge** (which is *theoretical*)

Until that knowledge is **practically applied** in your work-place, it is called *theory*
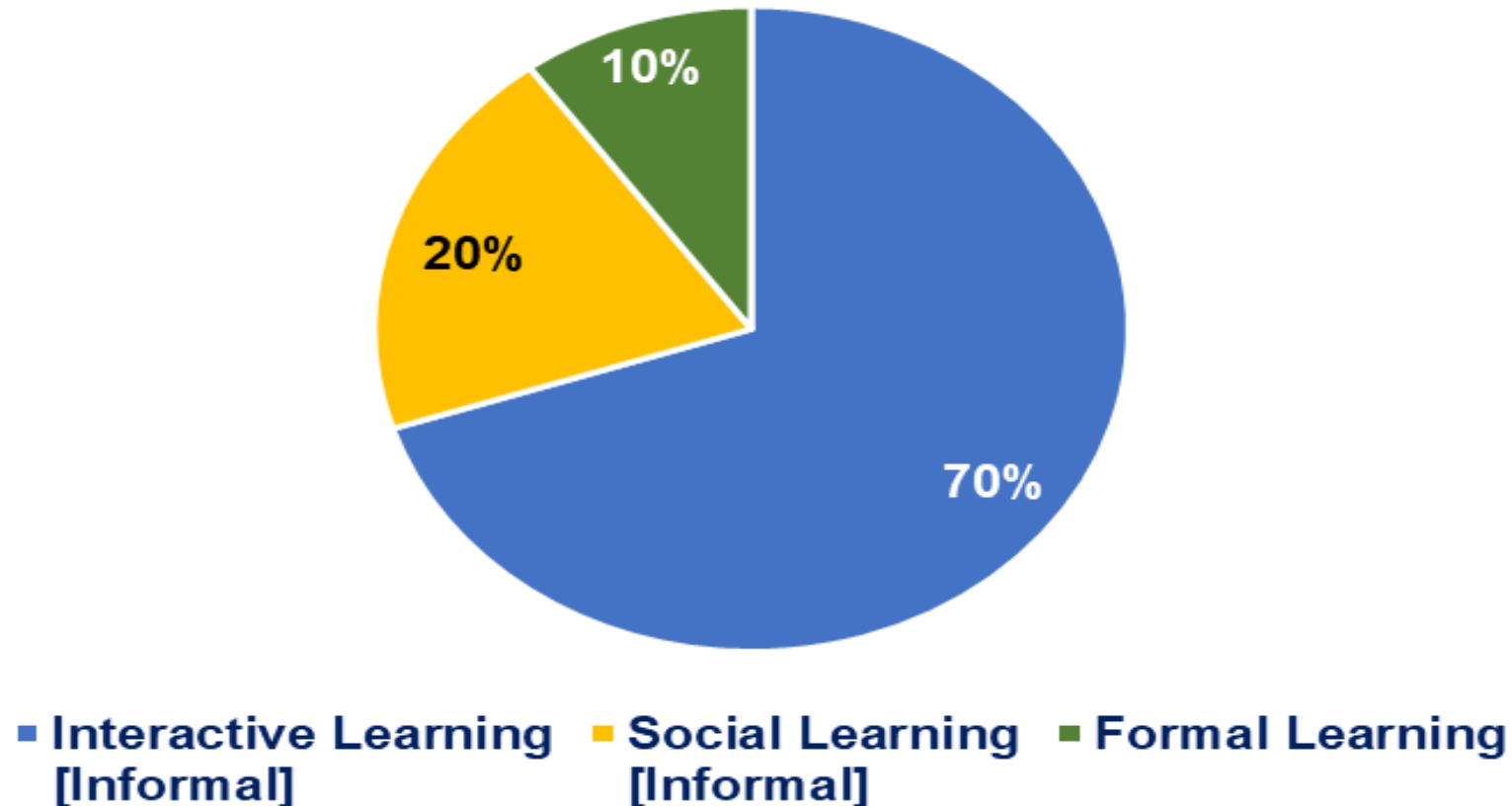
competence … proficiency … expertise …

becoming an **effective** project manager:

o Come with the **practical application of knowledge**

o Are enhanced *over time* **through experience**

o Get refined through **feedback, or 'trial and error'**
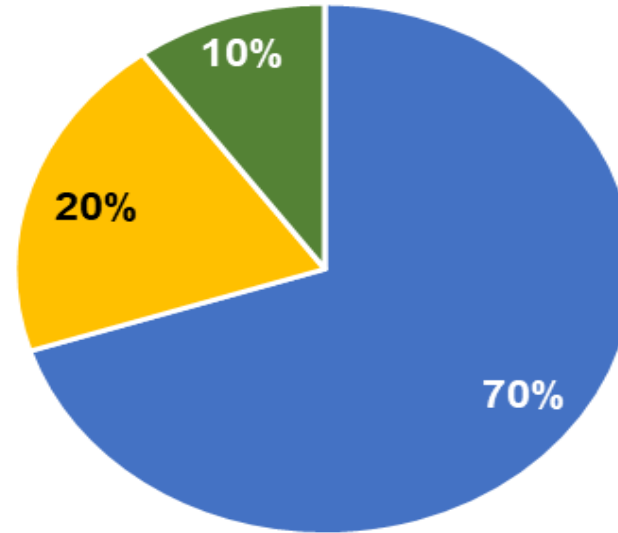
This is the **70 20 10 Model**

Morgan McCall and the Centre for Creative Leadership

A *blended* mix of learning and development methods is always the most effective

■ Interactive Learning [Informal]   ■ Social Learning [Informal]   ■ Formal Learning

How we Learn and Develop

Formal Learning

where it is relevant to our role,

something we need to be trained on,

something we can *contextualise*

where it is learning that we can practically apply *now*, whilst it is fresh

"Interactive Learning" [informal]

the time that we spend in our work-place (the 70%)

the vast majority of our time

the "day job",

"learning on the job",

shadowing,

getting feedback,

practice / repetition / refinement

■ Interactive Learning [Informal]   ■ Social Learning [Informal]   ■ Formal Learning

10% 20% 70%

Social Learning [informal]

the opportunities to be coached, to be mentored, to network, to *interact*, and to learn through others

within your **organisation**

At work

within your industry, through **professional networks**

20%

friendship / social circles

70% **10%**

Yes, your work-place is developmental...

○ 70% "on the job"
○ Training
○ Learning opportunities

But so much more comes *outside* of your work-place...

○ Social interaction
○ Networking
○ Coaching / Mentoring

✓ Learning / Knowledge

✓ How we learn and develop

✓ *Where* we learn and develop

o Professional development

o Personal development

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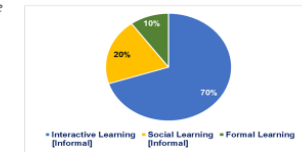I Hear and I Forget

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Where we Learn and Develop

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At work

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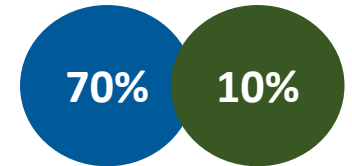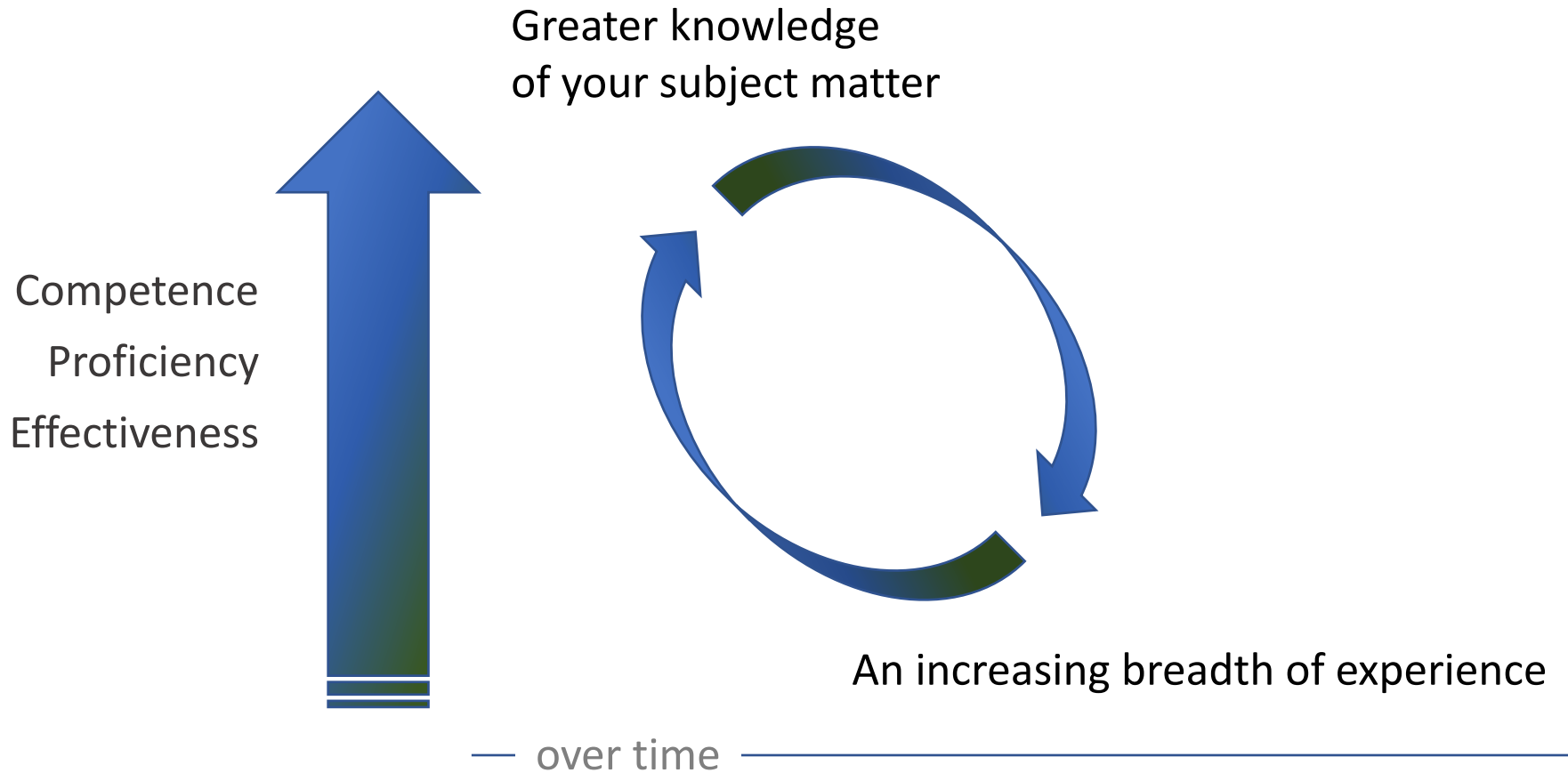Yes, your work-place is developmental…
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o Training
o Learning opportunities

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o Social interaction
o Networking
o Coaching / Mentoring

... is all about **your job**, your career, your workplace

Greater knowledge
of your subject matter

Competence
Proficiency
Effectiveness

An increasing breadth of experience

over time

70% 10%

Be aware...

Your organisation's motivation towards your development is typically *increased performance* in your role

… is all about your *growth* as a person – it is about **you**

It is much more about *behavioural skills* rather than technical skills

It's about nurturing your *potential*

Increasing self awareness

Developing relationships

Developing emotional intelligence

Communicating effectively

Coaching

Leadership

20%

Be Aware…

Personal development is not *naturally occurring* in the work-place

You have to make this happen

Personal and Professional Development

Professional

professional networks

team work

knowledge

insight

ethics

competence

experience

role models

shadowing

professional relationships

self-awareness   **communication**

active listening   **leadership**

empathy

coaching and mentoring

Personal

personal relationships

For effective development, and for well-being

Place as much emphasis on your personal development as you do on your professional development

Both are equally important

well being   purpose   fulfilment

values   mindfulness

security   balance

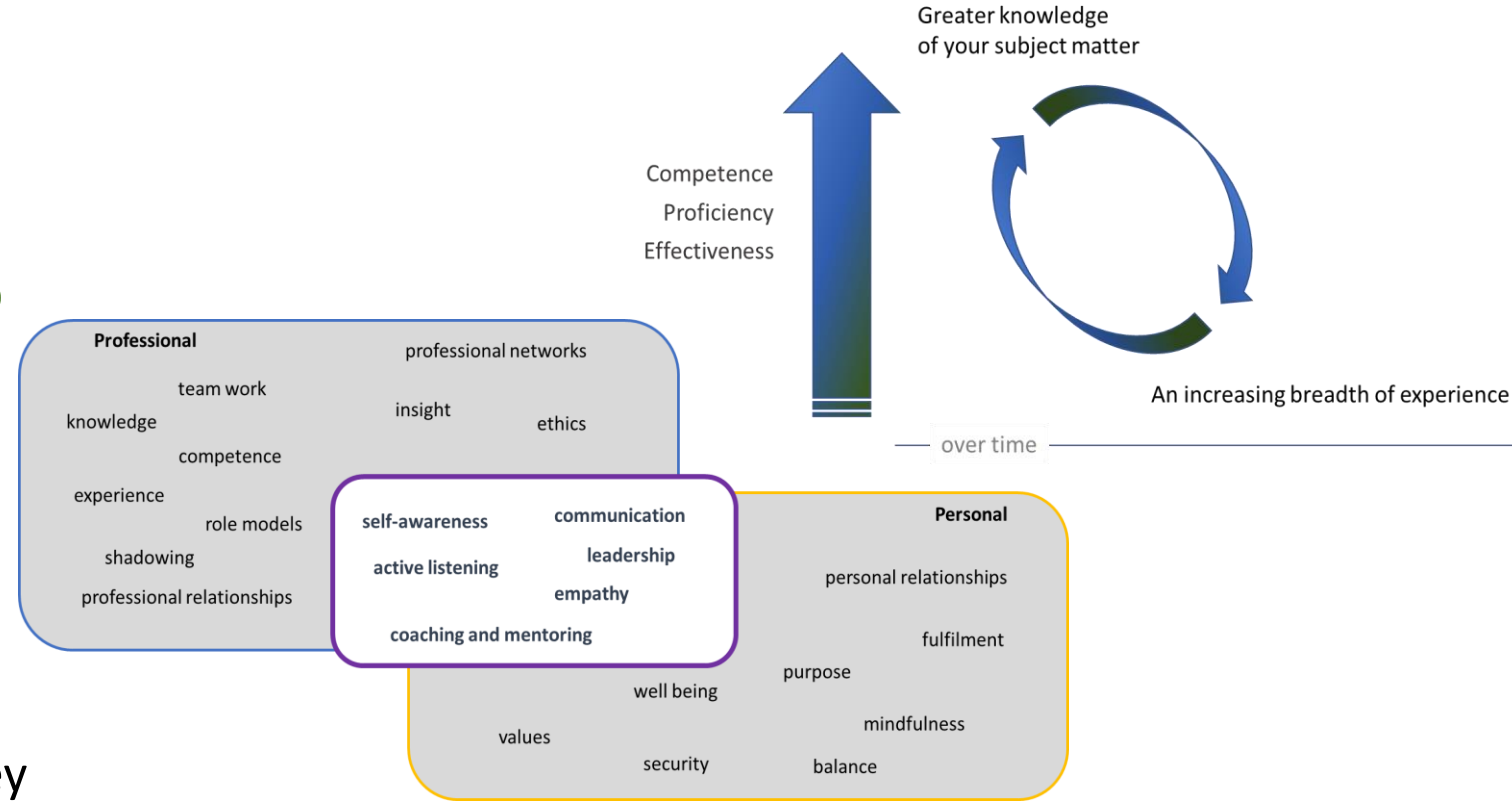Being a highly effective communicator …

Being self-aware and developing emotional intelligence …

Are key to professional success, positive relationships, and well-being

- ✓ Learning / Knowledge

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- ✓ Personal development

- o Your development is a journey

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Greater knowledge of your subject matter

Competence
Proficiency
Effectiveness

An increasing breadth of experience

— over time —

Professional

professional networks

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Personal

personal relationships

fulfilment

purpose

well being

mindfulness

values

security · balance

Increasing self awareness

Developing relationships

Developing emotional intelligence

Communicating effectively

Coaching

Leadership

Your **future possibilities**

you are here

Your **current reality**

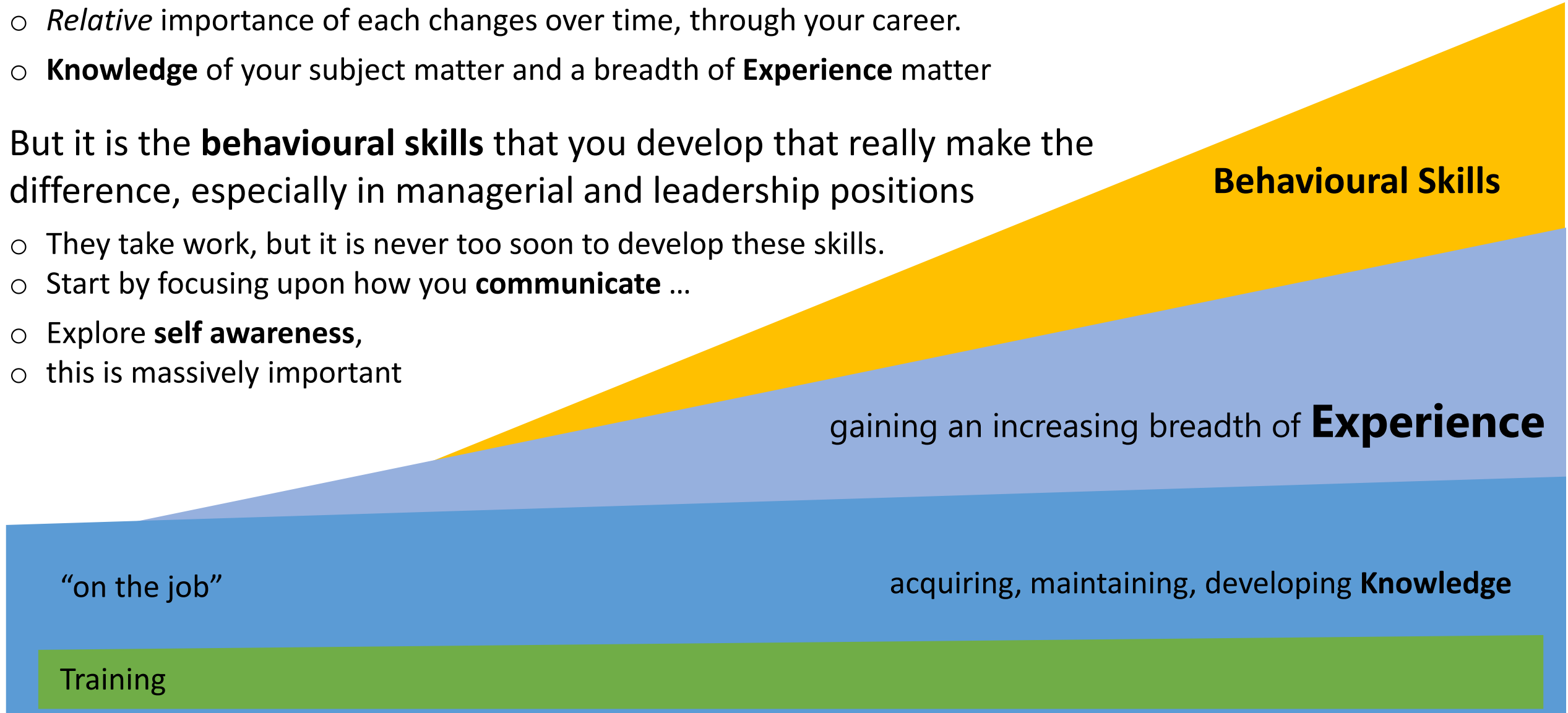## Your development is a journey because it...

- Needs to be planned

- Needs a destination

- Needs a purpose

- Needs you to take ownership

- Needs fuel

- Can be unpredictable

- Can throw up challenges

- Is not a quick fix

- Often requires support or guidance along the way

- Needs to be re-calibrated as things progress, or things change

Knowledge TRAIN ®

agilekrc

There are 3 foundations – each is always important …

o *Relative* importance of each changes over time, through your career.

o **Knowledge** of your subject matter and a breadth of **Experience** matter

But it is the **behavioural skills** that you develop that really make the difference, especially in managerial and leadership positions

o They take work, but it is never too soon to develop these skills.

o Start by focusing upon how you **communicate** …

o Explore **self awareness**,

o this is massively important

Behavioural Skills

gaining an increasing breadth of **Experience**

"on the job"

acquiring, maintaining, developing **Knowledge**

Training

Projects are delivered by People

With People

For People

Accelerating your Development

The accelerators are based upon **social learning** (the 20%)…

- Interaction with others
- Learning through others

The accelerators have a real accent on developing **behavioural skills…**

- Self-awareness
- Communication
- Active Listening

Accelerators

- Coaching
- Mentoring
- Networking

Enablers

- Training
- Professional Memberships
- Professional Accreditations

Continuing Professional Development (CPD)

Foundations

Behavioural Skills

gaining an increasing breadth of **Experience**

"on the job"

acquiring, maintaining, developing **Knowledge**

Training

Ownership

take and retain ownership … it
is **your journey**

Reflection

you have already **covered a lot of ground**
celebrate your successes
draw strength from your achievements

Purpose

you need to be clear about **where you are going**
…and **why** you want to get there

Support

you will need **support**, guidance and encouragement on the way…

Stamina

retain **focus**,
you need to **stick with it**

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Questions & Answers

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Your **future possibilities**

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Your **current reality**

Project Management courses

- PRINCE2®
- APM
- AgilePM®
- PRINCE2 Agile®
- P3O
- Beginners' course
- PMI Project Management

Business Analysis courses

- BCS Business Analysis
- AgileBA®
- PMI Business Analysis

Agile courses

- AgilePM®
- PRINCE2 Agile®
- Scrum
- AgileBA®
- PMI Agile
- Lean Six Sigma
- Kanban

Change management courses

- APMG Change Management

Programme management courses

- MSP®

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