

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...

- Learning / Knowledge
- How we learn and develop
- *Where* we learn and develop
- Professional development
- Personal development
- Your development is a journey
- Development foundations
- Accelerators
- 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

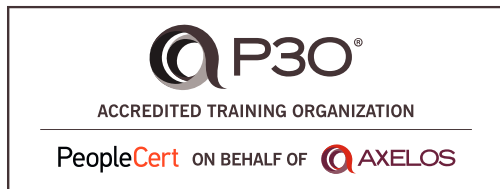
Your **Learning** builds **Knowledge** (which is *theoretical*)

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



competence ... proficiency ... expertise ...

becoming an **effective** project manager:

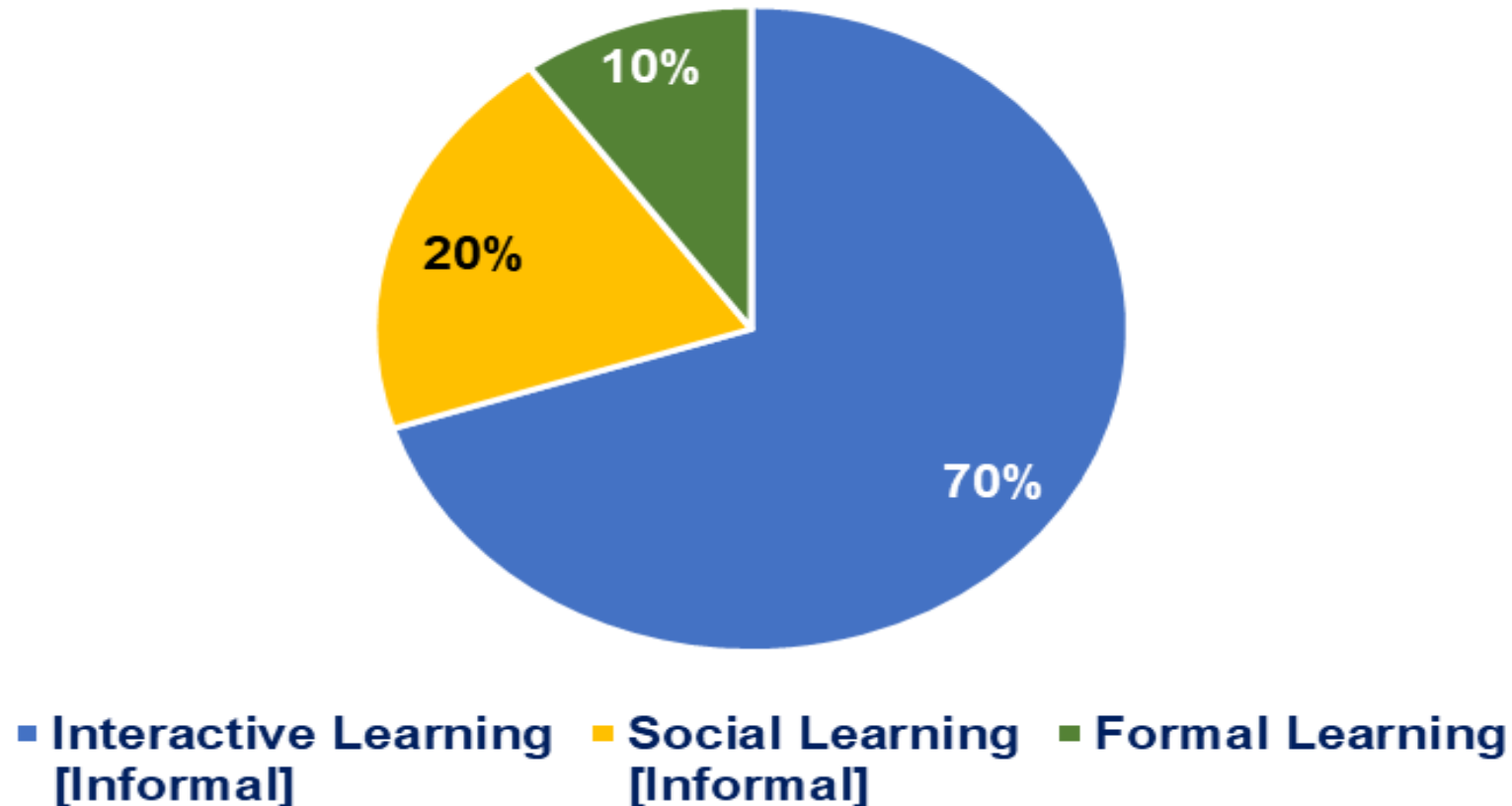


- Come with the **practical application of knowledge**
- Are enhanced *over time* **through experience**
- Get refined through **feedback**, or 'trial and error'

This is the **70 20 10 Model**

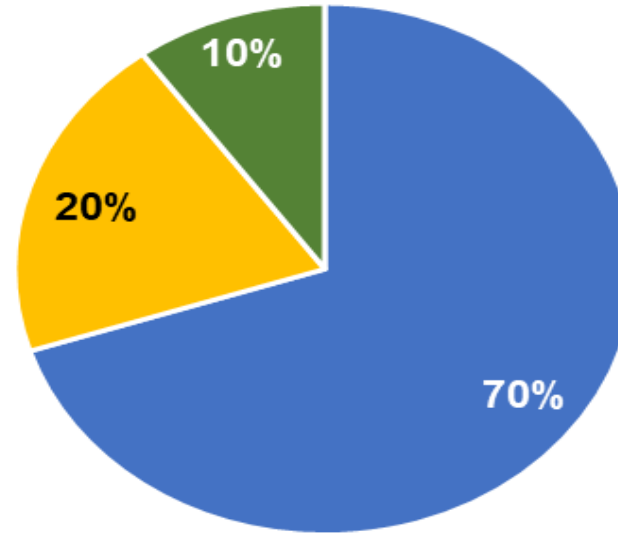
Morgan McCall and the Centre for Creative Leadership

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



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] ■ Social Learning [Informal] ■ Formal Learning

“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

Social Learning [informal]

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



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
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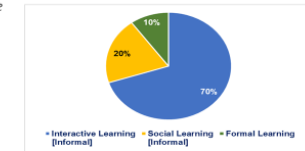
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How we Learn and Develop

Knowledge
TRAIN[®] agilekrc

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Where we Learn and Develop

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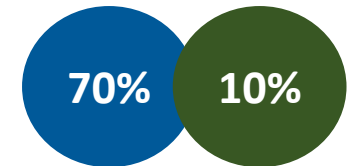
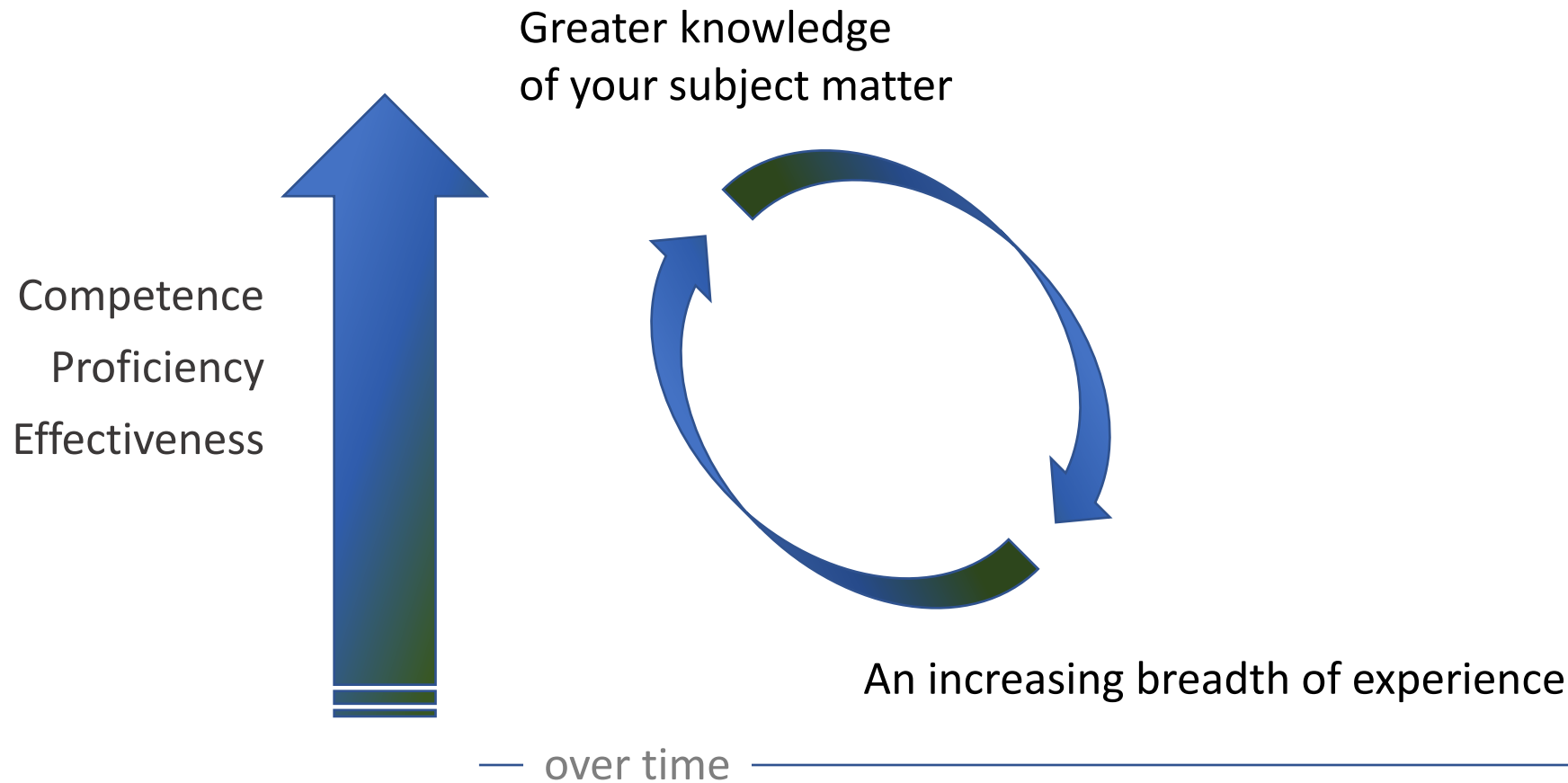
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... is all about **your job**, your career, your workplace



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

Professional

professional networks
team work
insight
ethics
knowledge
competence
experience
role models
shadowing
professional relationships

self-awareness

communication

active listening

leadership

coaching and mentoring

empathy

Personal

personal relationships
purpose
fulfilment
mindfulness
balance
well being
values
security

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

Being a highly effective communicator ...

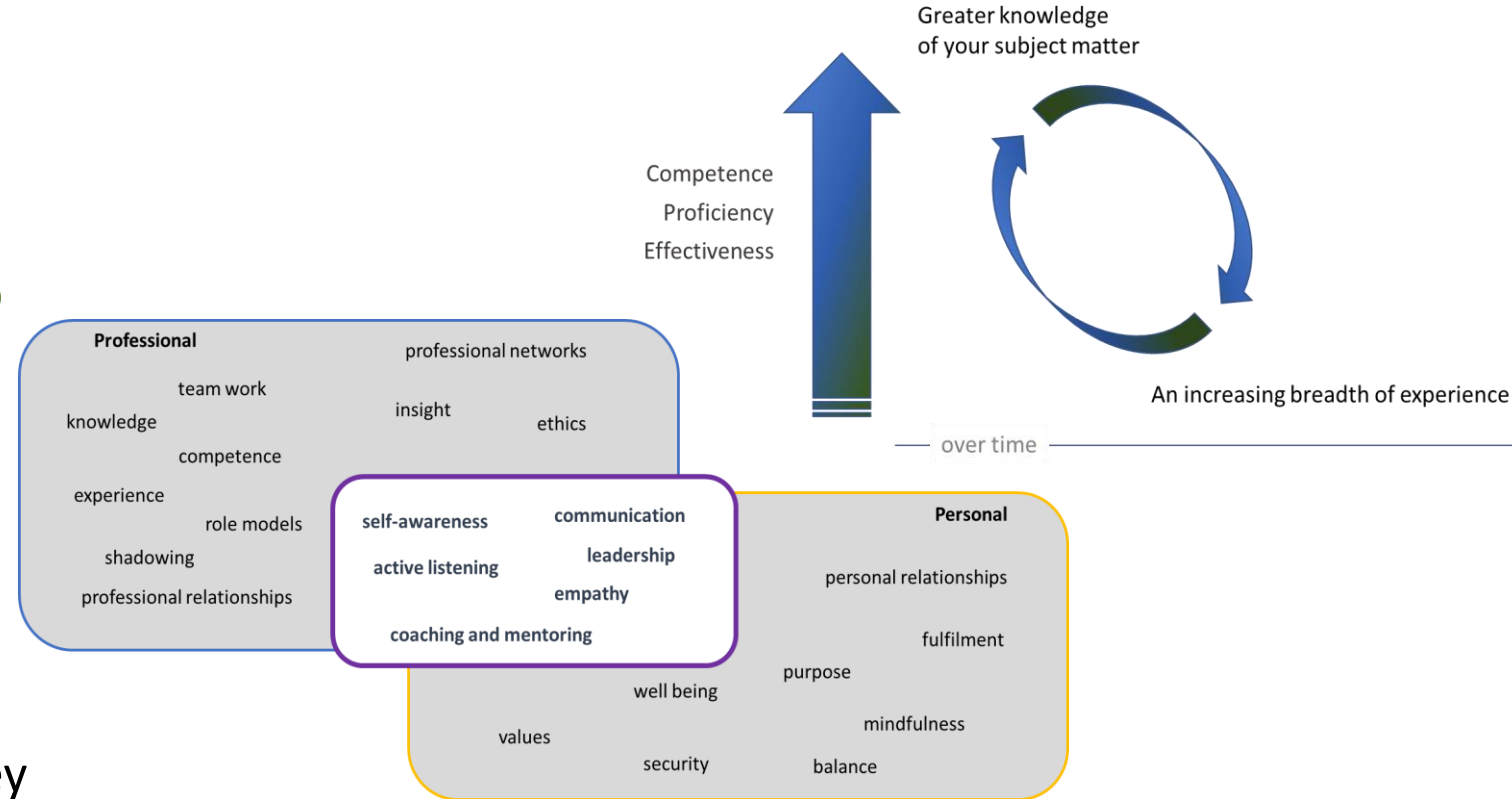
Being self-aware and developing emotional intelligence ...

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

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- ✓ Personal development

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Your **future possibilities**



you are here

Your **current reality**

Your development is a journey because it...

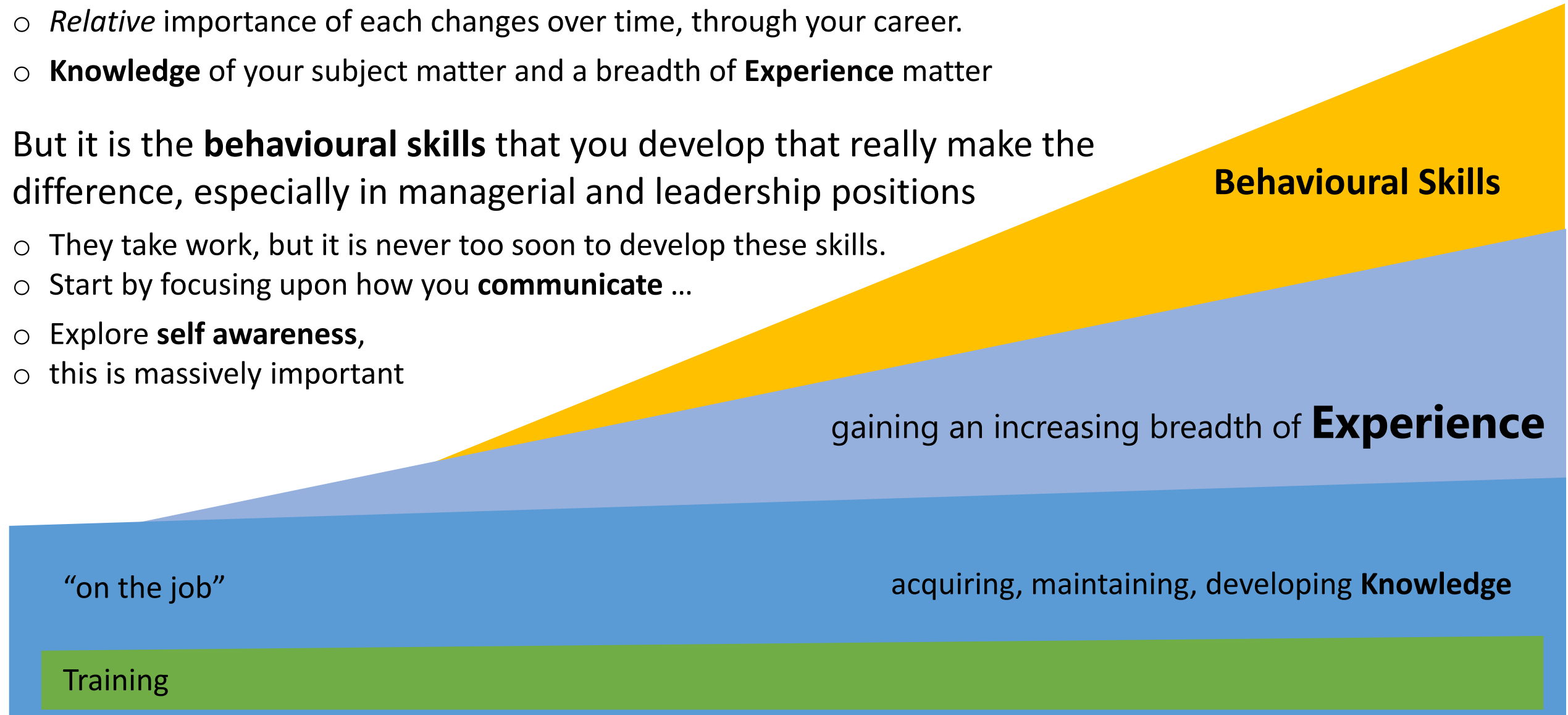
- Needs to be planned
- Needs a destination
- Needs a purpose
- Needs you to take ownership
- Needs fuel
- Can be unpredictable
- Can throw up challenges
- Is not a quick fix
- Often requires support or guidance along the way
- Needs to be re-calibrated as things progress, or things change

There are 3 foundations – each is always important ...

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

- They take work, but it is never too soon to develop these skills.
- Start by focusing upon how you **communicate** ...
- Explore **self awareness**,
- this is massively important



Projects are delivered by People

With People

For People

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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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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