

# Career options based on IPMA/PMI certifications

**June 2024**

Thomas Walenta

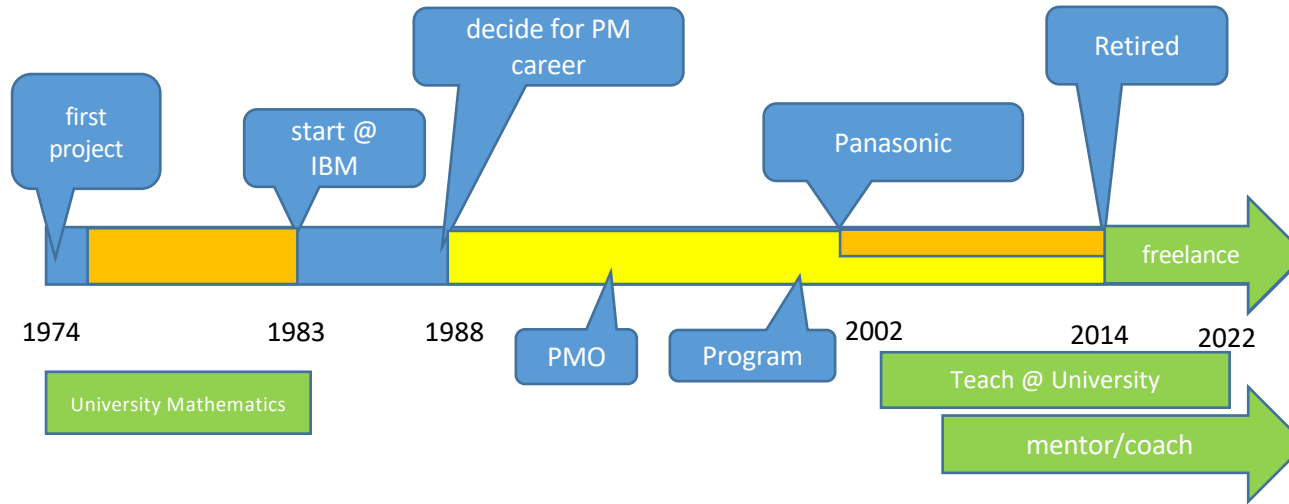
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<https://www.linkedin.com/in/thwalenta/>

# Agenda

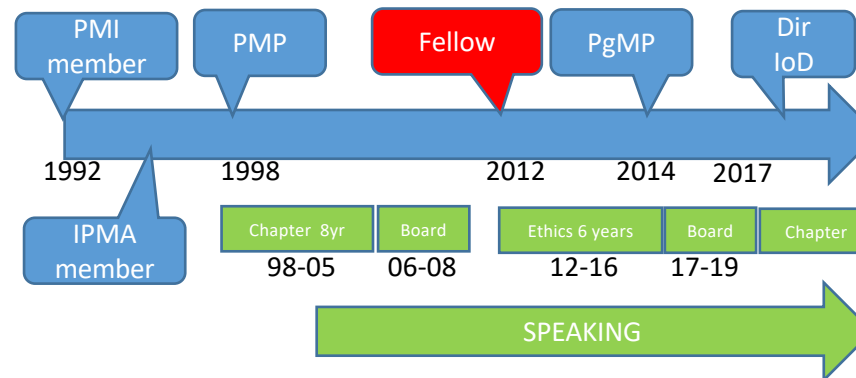
- Histories of PMI/IPMA
- Core Standards
- Core Certifications
- Student offerings
- PM market
- Career advice

# My professional life story



## Customers/Industries

- Kraft food
- AOK Frankfurt
- EVO Offenbach
- Justiz RLP
- Gothaer Versicherung (PMO)
- Commerzbank IB (Program)
- Panasonic SAP Europe
- Panasonic EMEA
- Vaillant
- Hahn Automation



## Geographies

- Europe, UK, Russia
- Asia, Japan, Singapore, India
- ANZ
- North America
- Latin America, Brazil, Peru, Chile, Costa Rica
- ME, Dubai
- Africa, SA

# IPMA in a nutshell



Founded 1964/5 in NL, name: Internet

1996: name change to IPMA

1998: 1<sup>st</sup> standard: ICB 1.0, certifications start

2015: 50<sup>th</sup> anniversary, new strategy 2020 issued

Federation of 70 national (APM-UK 30K, GPM-DE 10K)



1979: GPM gegründet

30+ Regionalgruppen (München, Augsburg, ..)

34 Fachgruppen (PMO, Hochschulen, ..) – Young Crew

Persönliche und Firmen Mitglieder

PMZERT zertifiziert nach 4-L-C (IPMA), basiert auf ICB4



Mladen  
Vukomanovic  
(Croatia)



Peter Thuy

# IPMA World Map

IPMA®

international  
project  
management  
association

ALGERIA	KAZAKHSTAN
ARGENTINA	KOSOVO
AUSTRALIA	LATVIA
AUSTRIA	LITHUANIA
AZERBAIJAN	MALAYSIA
BOLIVIA	MONTENEGRO
BOSNIA AND HERZEGOVINA	MOROCCO
BRAZIL	MEXICO
BULGARIA	NETHERLANDS
CANADA	NEPAL
CHINA	NIGERIA
COLOMBIA	NORWAY
COSTA RICA	PANAMA
CROATIA	PARAGUAY
CZECH REPUBLIC	PERU
DENMARK	POLAND
DOMINICAN REPUBLIC	PORTUGAL
ECUADOR	PHILIPPINES
EGYPT	ROMANIA
ESTONIA	RUSSIA
FINLAND	SERBIA
FRANCE	SLOVAKIA
GERMANY	SLOVENIA
GREECE	SOUTH AFRICA
GUATEMALA	SOUTH KOREA
HUNGARY	SINGAPORE
ICELAND	SPAIN
INDIA	SWEDEN
INDONESIA	SWITZERLAND
IRAN	TAIWAN (CHINA)
IRELAND	TURKEY
ITALY	UNITED KINGDOM
JAPAN	UKRAINE
	UNITED STATES
	URUGUAY





300+ Chapters  
10 subsidiaries  
GHQ in Newtown Square, US  
10-14K volunteers  
12 Board members

North America  
Latin America  
Europe  
MENA  
Sub Saharan Africa  
South Asia (india+)  
Asia Pacific  
China

# PMI in a nutshell

Founded 1969 by the 5 founders as a non-profit membership organization

Established a body of knowledge, a code of conduct, an institute

Created Chapters in US and Canada

1982 1<sup>st</sup> Chapter outside NA: South Africa

1988 2<sup>nd</sup> Chapter outside NA: Frankfurt, 2021 merger to PMI Germany

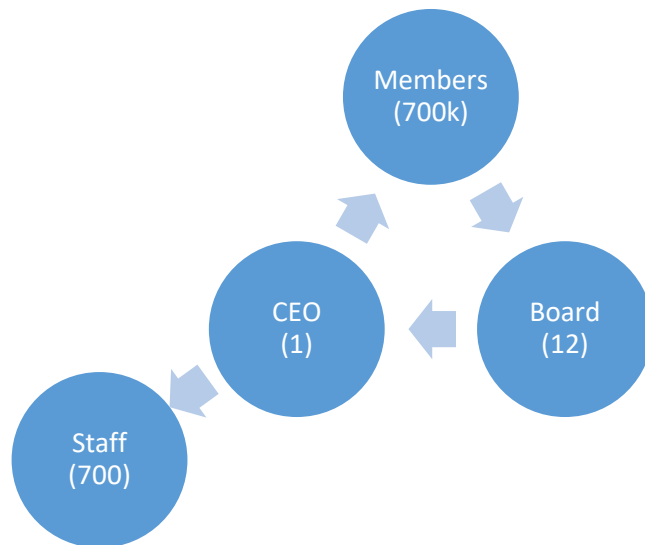
2024: 307 Chapters in ~200 countries/territories

700K+ individual members (none in China), ~10K volunteers, ~3,5M in PMI ecosystem

700+ employees in 8 regions, HQ in Newtown Square (PA)

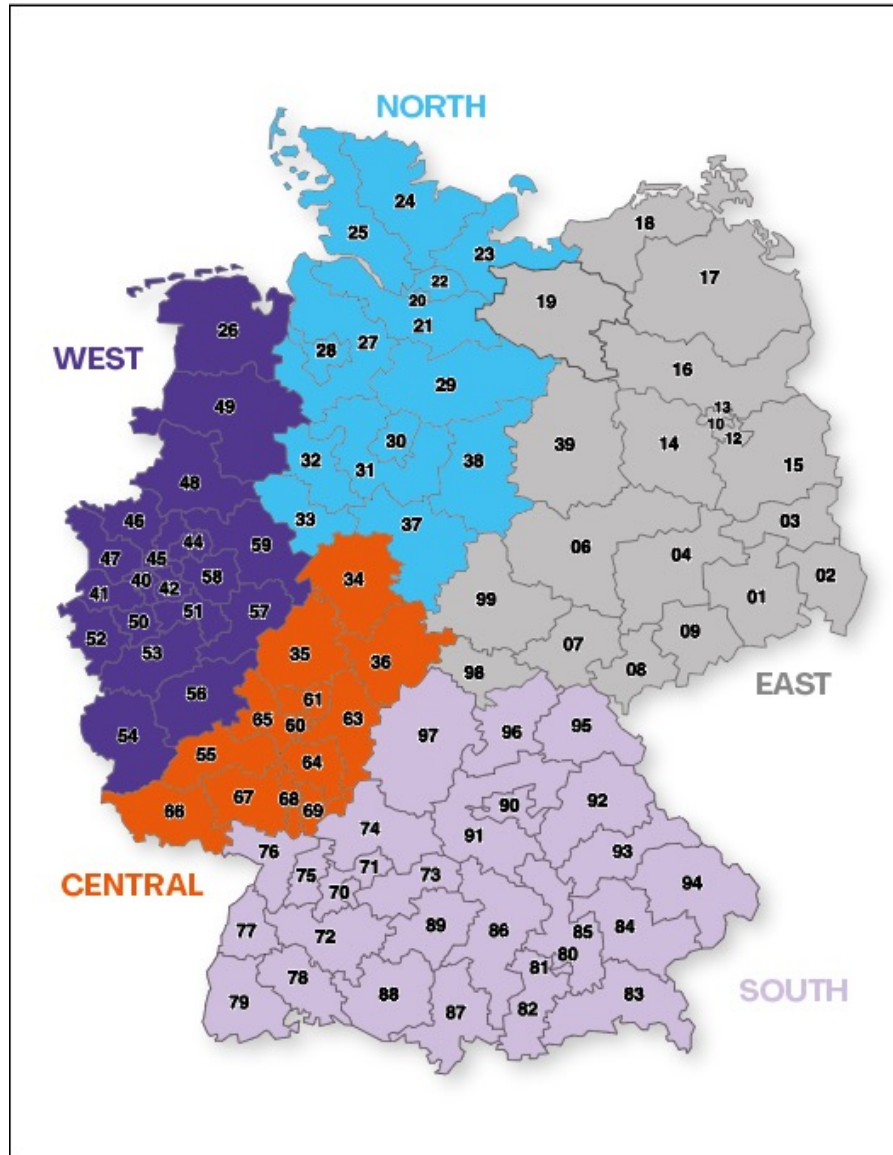
65+ global executive council organizations (Airbus, Bosch, Siemens, ..)

2023: 372M revenue, 358M expenses, 600M investments



President and CEO Pierre Le Manh  
(Vietnamese, French)

# Project Management Institute Germany Chapter



- 20+ local groups in 5 regions
- Very international community
- 3,300+ members
- 100+ volunteers
- Organization of events, projects, and working groups on a regional and local level



Wolfgang Friesike  
President

- 1979 gegründet: GPM Deutsche Gesellschaft für Projektmanagement e. V. als gemeinnütziger Verein
- Ca. 250 ehrenamtlich Aktive in 34 [Fachgruppen](#) und 39 [Regionalgruppen](#)
- Mitgliedschaft
  - Ihre Eintrittskarte in eines der führenden Expertennetzwerke in Europa
  - Regelmäßige Fachinformationen durch die PROJEKTMANAGEMENT AKTUELL
  - Kostenloser Zugang zu hochwertigen Fachveranstaltungen sowie exklusiven Studien
  - Preisnachlass auf GPM Weiterbildungsangebote und Zertifizierungen und Punkte sammeln für Ihre Rezertifizierung
  - Viele weitere Mitgliedervorteile, Informationen und den Mitgliedsantrag finden Sie [hier](#)
- Mitgliedsbeiträge
  - Persönliche Mitgliedschaft 130€ /Jahr
  - Korporative Mitgliedschaft 250€ /Jahr



# IPMA/GPM or PMI?



## Frankfurt 2006 – PMI CEO & GPM Board

Kooperationsvereinbarung  
zwischen  
GPM und

1999

PMI Frankfurt Chapter und PMI Munich Chapter

Die Gesellschaft für Projektmanagement e.V. mit Sitz in Nürnberg (nachfolgend GPM), das Project Management Institute Chapter Frankfurt e.V. i.Gr. mit Sitz in Frankfurt (nachfolgend Chapter Frankfurt) sowie das Project Management Institute Chapter Munich e.V. i.Gr. mit Sitz in Augsburg, (nachfolgend Chapter Munich) verfolgen ähnliche Ziele in Bezug auf Projektmanagement in Deutschland und sehen es deshalb für ihre Mitglieder als lohnend an, eine engere Zusammenarbeit anzustreben. Diese Zusammenarbeit erfolgt im Rahmen der in der jeweiligen Satzung definierten Zwecke der Vereine und dient dazu, den jeweiligen Mitgliedern zusätzlichen Wert zu bieten.

(Im folgenden werden das Frankfurt Chapter und das Munich Chapter zusammen als "die PMI Chapter" bezeichnet; alle drei Parteien als "die Vereine".)

Die Vereine schließen deshalb die folgende Vereinbarung, die für die Dauer des Kalenderjahres 2000 gilt und durch beiderseitiges schriftliches Einverständnis um jeweils ein Jahr verlängert werden kann.

Die (weiter unten genannten) Ansprechpartner der Vereine treffen sich mindestens einmal jährlich, um zu prüfen, ob die Zusammenarbeit für alle Beteiligten von Vorteil ist und wie sie weiter verbessert werden kann. Dieses Treffen dient auch dazu, die weiter unten genannten Absprachen zu treffen und findet deshalb vor dem 1.10. eines Kalenderjahres statt.

Es besteht Einvernehmen darüber, das die PMI Chapter das Project Management Institute, Newtown Square, Pennsylvania, USA nicht vertreten.



## Malaga 2019 – PMI CEO & IPMA President / Chair



Dear members, volunteers  
and leaders of the Project Management Institute,

the International Project Management Association (IPMA) would like to congratulate you on your 50th anniversary. You can be truly proud of what you all have achieved since then. Celebrate fifty years of commitment to the professionalization of project management, starting from the USA and now around the world. Without project management, this world would certainly look very different. We at IPMA are convinced that professional project, programme and portfolio management can shape the future of our world and exert a positive influence.

The founding fathers of IPMA had this in mind just like those of PMI. In the beginning they all worked together for realizing this vision; IPMA since 1965 and four years later also PMI. The challenges of our world are constantly increasing, politically, economically, ecologically and socially. We would like IPMA and PMI to work together more closely to address these challenges and develop appropriate solutions. It's about time!

All the best on the further journey and good luck with the further development as an institute, but also for our society and the profession.

The International Project Management Association (IPMA)

  
Dr. Jesus Martinez Almela  
President

  
Reinhard Wagner  
Chairman of the Council

# BOTH!

IPMA

The International Project Management Association (IPMA) is a federation of more than seventy national project management associations all over the world. It is membership-based and volunteer-driven. The vision of IPMA is promoting competence throughout society to enable a world in which all projects succeed. Read more on: [www.ipma.world](http://www.ipma.world)

# IPMA ICB 4.0

Individual Competence Baseline

- for Project, Programme & Portfolio Mgmt

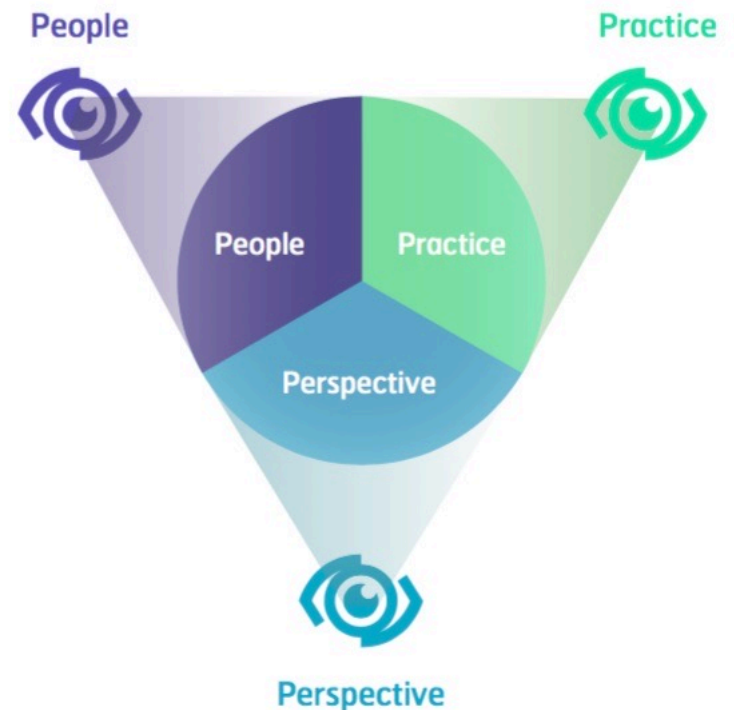
Published 2015 after 3 years of work

Baseline for assessment for IPMA 4-level certifications

Competence: Knowledge, skills, abilities, indirect: experience

29 competence elements (CE) in three areas:

- people (interpersonal)
- practice (technical)
- perspective (contextual)



# IPMA ICB 4.0

Competence element
<b>Perspective 1:</b> Strategy
<b>Perspective 2:</b> Governance, structures and processes
<b>Perspective 3:</b> Compliance, standards and regulations
<b>Perspective 4:</b> Power and interest
<b>Perspective 5:</b> Culture and values



Competence element
<b>Practice 1:</b> Design
<b>Practice 2:</b> Requirements, objectives and benefits
<b>Practice 3:</b> Scope
<b>Practice 4:</b> Time
<b>Practice 5:</b> Organisation and information
<b>Practice 6:</b> Quality
<b>Practice 7:</b> Finance
<b>Practice 8:</b> Resources
<b>Practice 9:</b> Procurement and partnership
<b>Practice 10:</b> Plan and control
<b>Practice 11:</b> Risk and opportunities
<b>Practice 12:</b> Stakeholders
<b>Practice 13:</b> Change and transformation
<b>Practice 14:</b> Select and balance

Competence element
<b>People 1:</b> Self-reflection and self-management
<b>People 2:</b> Personal integrity and reliability
<b>People 3:</b> Personal communication
<b>People 4:</b> Relations and engagement
<b>People 5:</b> Leadership
<b>People 6:</b> Teamwork
<b>People 7:</b> Conflict and crisis
<b>People 8:</b> Resourcefulness
<b>People 9:</b> Negotiation
<b>People 10:</b> Result orientation

# History of PMI's PMBoK Guide, ,A **Guide** to Project Management **Body of Knowledge**'

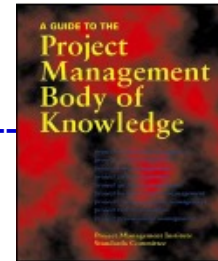
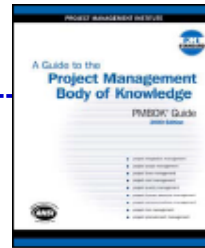
1983



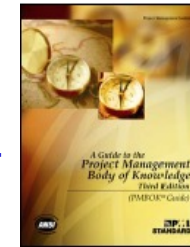
1987

1996 -first edition

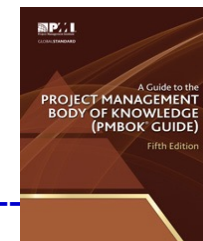
2000 6 official languages, 216 pages  
IEEE/ANSI Standard



2004 12 official languages, 388 pages



2008 fourth edition -11 languages 459 pages  
Section 3 IP given to ISO 21500

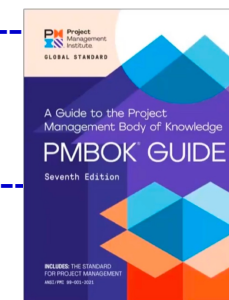


2012 fifth edition – 11 languages, 589 pages

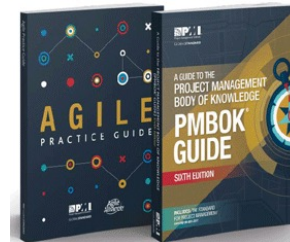
2017 sixth edition – 11 languages, 795/978 pages

**2021 seventh edition – 10 languages, 247 pages**

principle - based standard plus re-structured guide, online repository

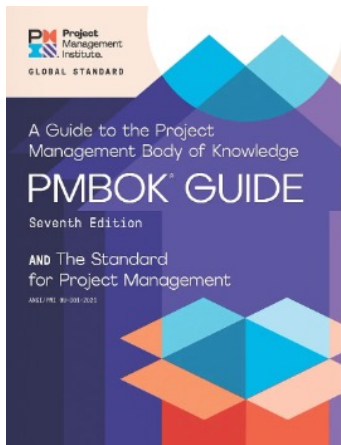


Arabic  
Chinese  
(Simplified)  
German  
French  
Italian  
Japanese  
Portuguese (Brazil)  
~~Russian~~  
Spanish  
Korean



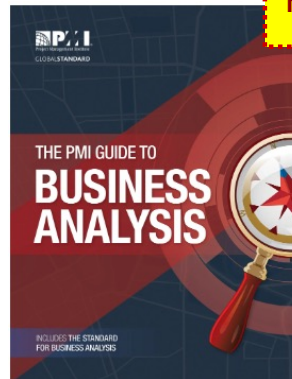
# Seven PMI Foundational Standards

PMP,  
CAPM

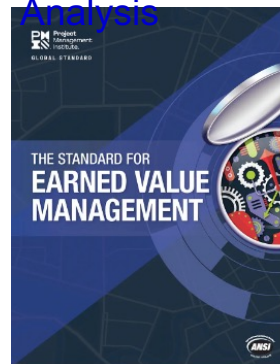


Project

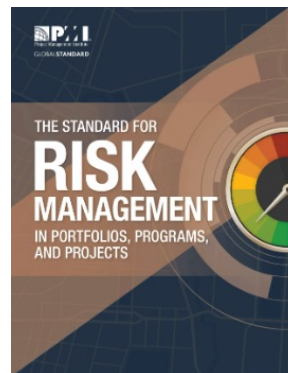
PMI-PBA



Business  
Analysis



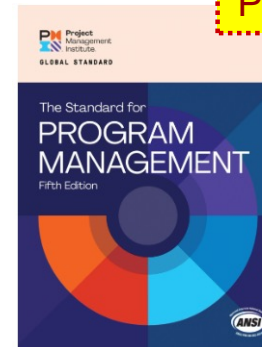
Earned Value



Risk

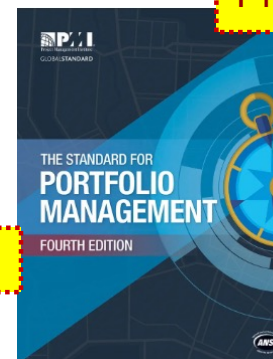
PMI-RMP

PgMP



Program

PfMP



Portfolio



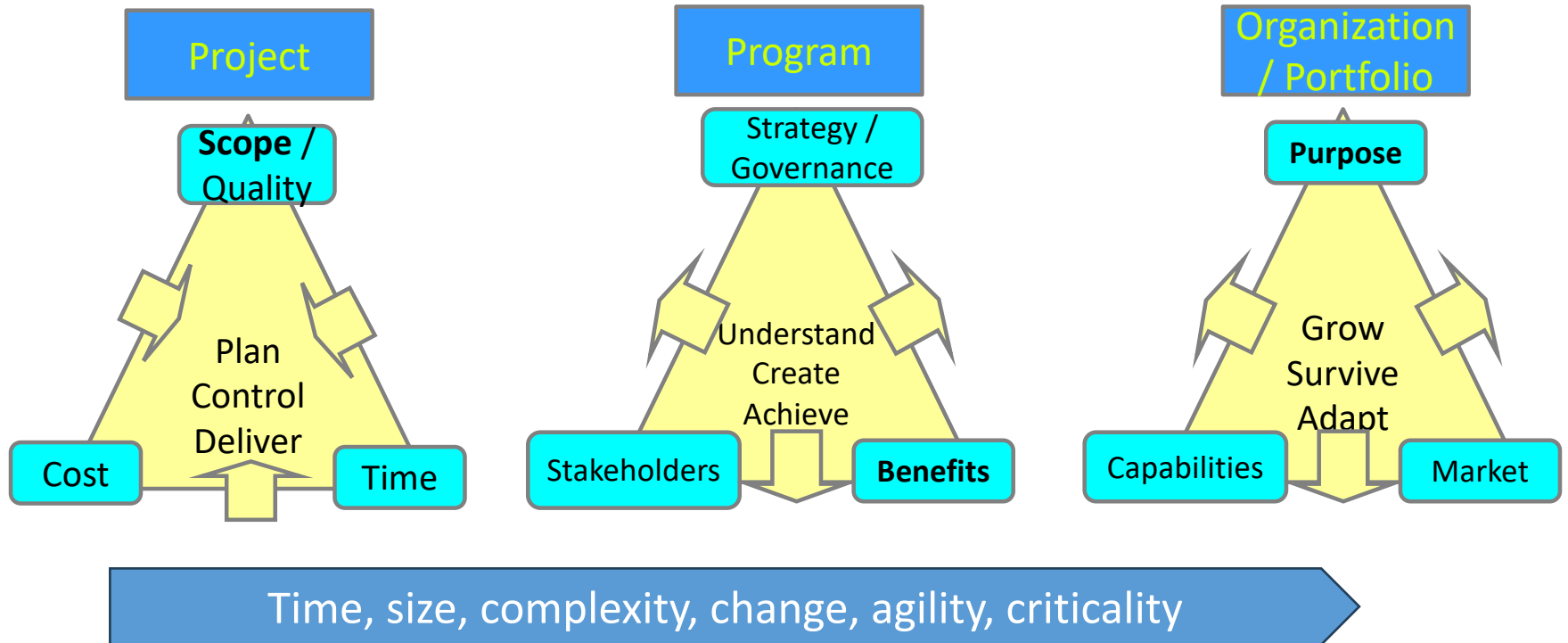
Organizational  
Project Mgmt

Reviewed every 4 years

Plus

- 6 practice standards
- 8 guides
- PMIstandards+

# Differentiators projects vs programs



# Core capabilities of project and program managers (PMI)

## PMBok Guide ed7 (2021):

12 principles

Stewardship

Team

Stakeholders

Value

System interactions

Leadership

Tailor to context

Quality

Complexity

Risks

Adaptability

Enable Change

8 domains

Stakeholder

Team performance

Approach/life cycle

Planning

Performance (work)

Delivery (outcomes)

Measurement

Uncertainty (risk)

## PgM standard ed5 (2024):

8 principles

Stakeholders

Benefits

Synergy

Team of teams

Change

Leadership

Governance

6 domains

Strategic alignment

Life cycle

Benefits mgmt

Stakeholder engagement

Governance

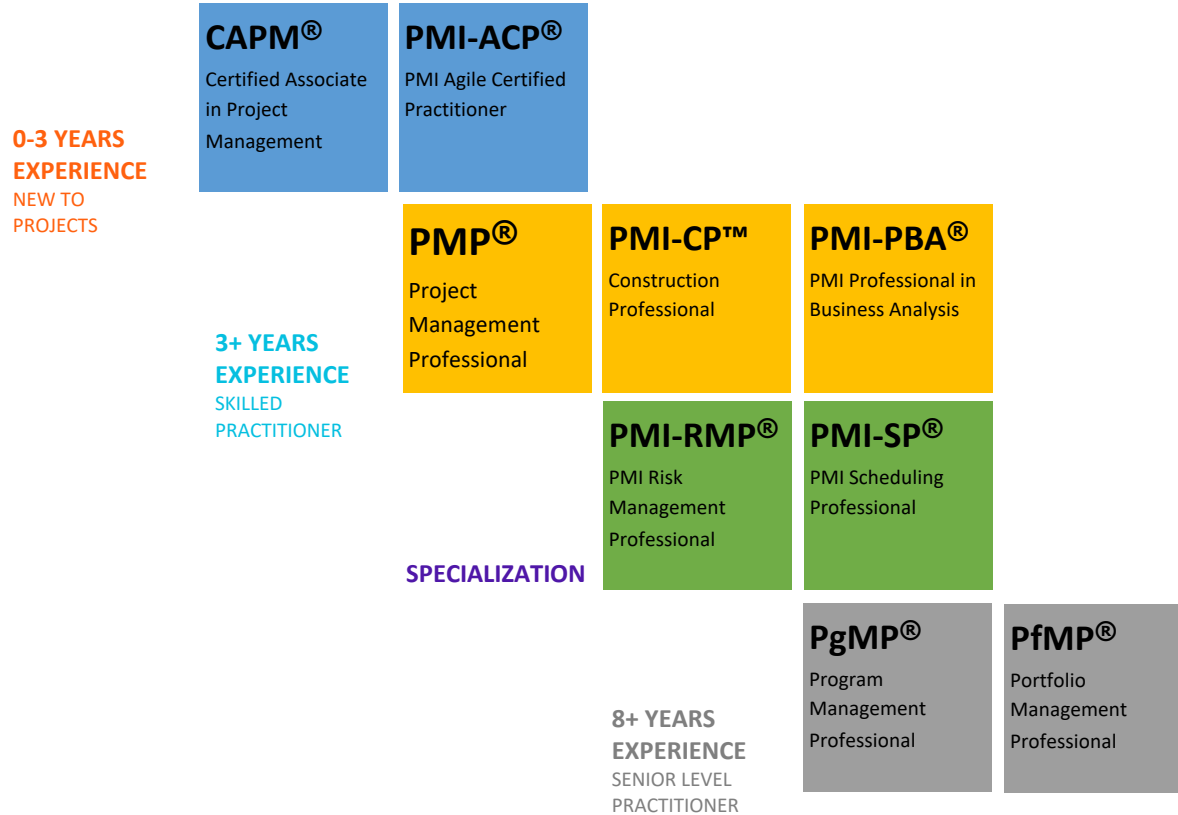
Collaboration/synergy

### Stated explicit differences PM/PgM:

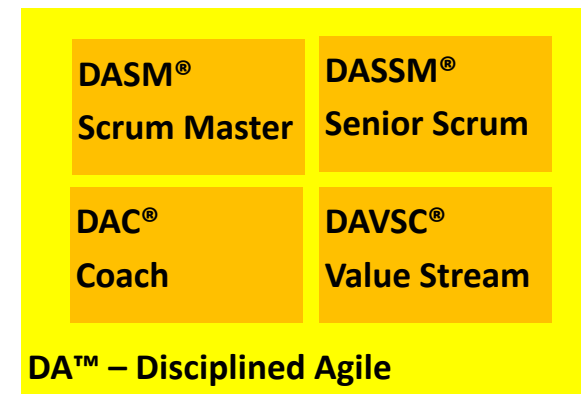
- Uncertainty (risk)
- Change
- Complexity

# Certifications for Every Stage of Your Career (PMI)

## PMI Core Certifications



 **1,600,000**  
PMI Certification Holders across the globe



Most certifications must be renewed every three years  
Continuing Certification Requirements: gather 60 PDUs

# How to get the PMP

Cost 405\$ for members

Sign adherence to  
PMI Code of Ethics

Exam Content outline (ECO)

- People 42%
- Process 50%
- Business 8%

## APPLICATION

36 months professional PM experience +  
Eligibility 1 year after approval (payment)

Potential audit of  
application

Possible to do the exam three times



Exam language English plus  
optional German or 14 other

Multiple choice exam:  
180 questions in 230 min

Online proctored test (OPT) from home or in test center  
CBT Computer based or PBT paper-based testing (China)  
Test centers by PearsonVue, not PMI

 **14% higher**

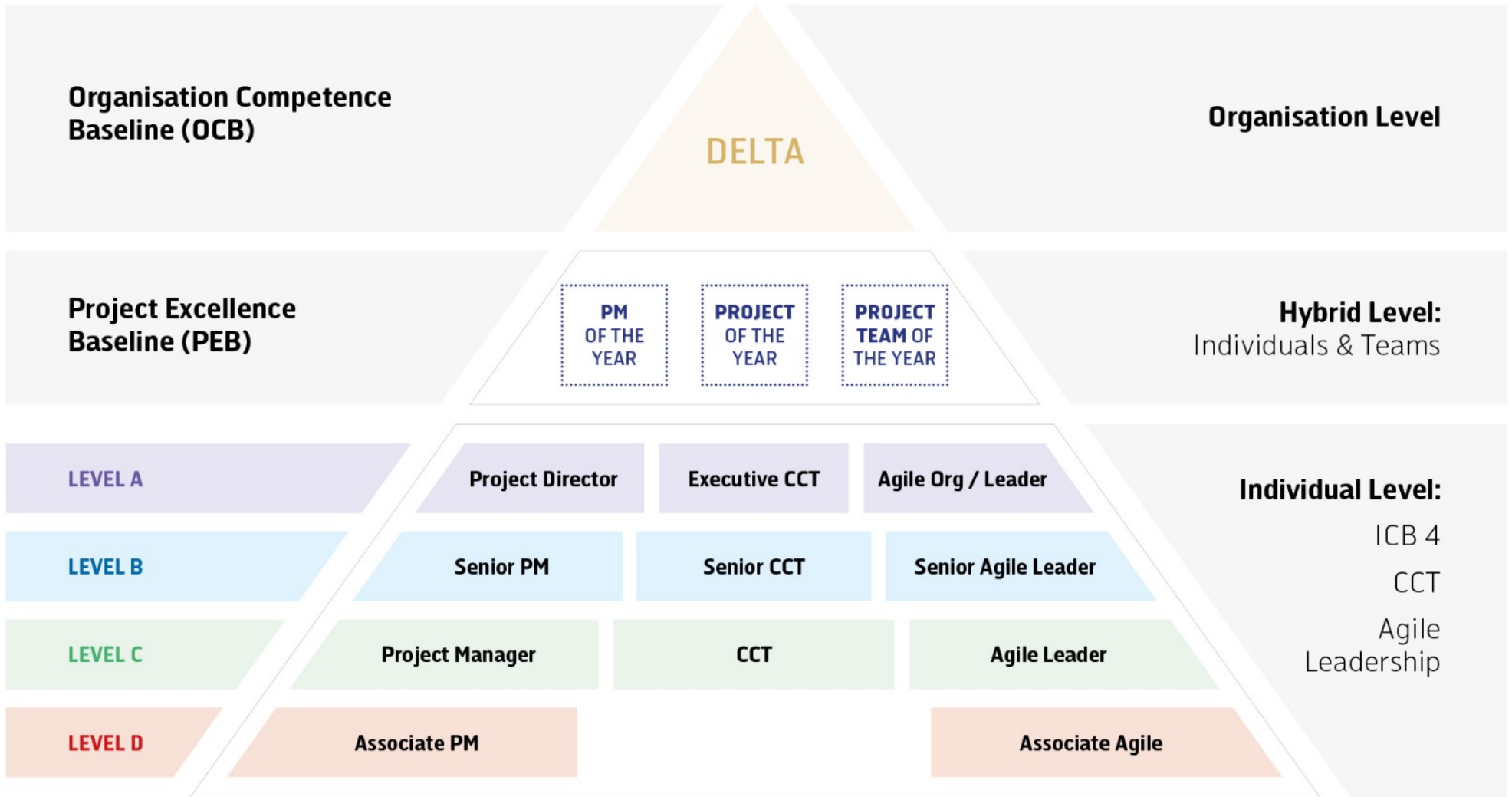
Median salary for PMP holders in Europe  
(and 16% higher globally) than those  
without certification. Source: [Earning  
Power: Project Management Salary Survey -  
Twelfth Edition](#).

Prepare for >200 hours effort  
How: Self, w/coach, course (ATP)  
What: ECO, PMBoK Guide, 9 reference books, mock exams  
PMI Study Hall

 **1,400,000**

PMP certification holders worldwide.

# IPMA Certifications 4-L-C



# PMZERT – IPMA Certifications in Germany

## **IPMA 4-L-C (Vier Level Zertifizierung)**

- Basis (202,50€ Mitglied, 150€ Student) – schriftl. Examen 90 min
- Level D (567€ Mitglied) – 2 schriftl. Examen je 90 min oder report plus ein Examen
- Level C (1377€ Mitglied) – report, 120 min Examen, 6 Std workshop, 60 min Interview
- Level B (1742€ Mitglied) – report, 180 min Examen, 6 Std workshop, 90 min Interview
- Level A (2228€ Mitglied) – Zulassung, report, 240 min Rollenspiel, 90 min Interview

In den Domänen Projekt, Programm- und Portfoliomanager

Für Changemanager

Für Business Process Manager

Für Berater

Für Trainer

Rezertifizierung nach 5 Jahren

# Project Management Standards

Organization	Standard	Certification	Prep duration
PMI (US)	PMBok Guide 7	PMP, CAPM	3-6 months
IPMA/GPM (DE)	ICB4	4-L-C: ABCD by PMZERT	3-6 months
ISO	21500	n/a	
Axelos (UK)	Prince2	Prince2	1-2 weeks
EC (EU)	PM2	PM2 (6 levels)	1-6 months
IPMA/APM (UK)	ChPP Standard, APM BoK ICB4	ChPP (Royal Charter), PFQ, PMQ, PPQ by APMG	3-9 months
GPM	P5 (sustainability)	GPM-s/m/b	
AIPM (Australia)	AIPM Competency Standards	RegPM (levels)	
PMAJ (Japan)	P2M Guide (2014)	P2M	
...			

# Guiding Standards series ISO 21500 (2021)

First published 2012 by ISO, starting in 2007 from initiatives by UK and US

100+ experts from 30+ countries involved in six sessions (ISO/TC 258)

**No certification**

ISO 21500 (2021): Project, programme and portfolio management — Context and concepts

ISO 21502 (2020): Guidance on Project Management

ISO 21503 (2022): Guidance on Programme Management

ISO 21504 (2022): Guidance on Portfolio Management

ISO 21505 (2017): Guidance on Governance

ISO 21506 (2018): Vocabulary

ISO 21508 (2018): Earned Value Management

ISO 21511 (2018): WBS

ISO 21512 (wip): EVM implementation guide

ISO 21513 (wip): Guidance on post-project and –programme evaluation

# Potential benefits/dis-benefits of a certification

- Enhanced knowledge
- Self-esteem, self-confidence
- Recognition
- Network expansion
- Reputation
- Salary increase
- Career prerequisite
- Market expansion
- Employability
- Targeted Efforts (weeks-months)
- Costs
- Seen as bragging / not humble
- Power increase seen as threat
- Overqualification
- Expectations > reality

# IPMA/GPM for students

## GPM Young Crew

- Network
- Events
- Competition
- Awards

Not older than 35 years

Student: 25€

Junior: 75€

Full: 130€

Young Crew Online Bar, next 26.6.24 20:00



GPM Young Project Manager Award (YPMA)



[become.pm](http://become.pm)

# PMI for students

PMI Kickoff: free crash courses (45 min)



CAPM: Certified Associate in Project Management (CAPM)®

150 questions in 3 hours, 225\$/member

4 domains: core concepts (36%), agile (20%), predictive (17%), business (27%)

On-demand exam prep course 350\$/member

Career Navigator: self-assessment >> action plan

Career Central: resources, job board, ..

PM.com: webinars, forums, templates ...

PMI Student Clubs – self-governed, tbd in Germany

Student membership 32\$ / year

PMI Educational Foundation PMIEF.ORG (for kids in schools)

# PMI Chapter Student Clubs

**Any college or higher education student group, collaborating with a local chapter and faculty to maximize project success, work toward a common purpose, and build community to elevate our world.**

- ✓ Self-governed by student volunteer leadership team (18+ years old)
- ✓ Minimum 10 members
- ✓ Approved bylaws or governance documents (by the university or by the chapter)
- ✓ Clear communication channels and written agreement between the institution and the chapter
- ✓ Established relationship with a faculty member for student and academic institutional support
- ✓ Transition planning and project management best practice integrated
- ✓ Mission, objectives, and activities set for the school year or semester



# PM market – global demand

By 2030, the global economy will grow from 90M project professionals to 102M professionals in project-oriented roles.

## DEMAND FOR PROJECT MANAGEMENT IS RISING

128,088  
North America

76,068  
MENA

131,715  
Europe

1,022,256  
China

119,412  
Latin America

86,924  
Sub-Saharan  
Africa

193,047  
Asia Pacific

504,363  
South Asia

# 2.3M people

need to enter project-management-oriented employment each year until 2030 to fill the gap. (*PMI 2021 Talent Gap Report*)

# PM market – salaries

↑ **20% higher**

Earning relevant certifications can boost your salary by as much as 20% (Source: *Fortune*)



↑ **14% higher**

Median salary for PMP holders in Europe (and 16% higher globally) than those without certification. Source: [Earning Power: Project Management Salary Survey - Twelfth Edition](#).

## Annualized Salary (in U.S. Dollars) by Country

COUNTRY	N	MEDIAN SALARY EXCHANGE RATE
United States	4,430	\$120,000
Australia	1,011	\$103,789
Germany	1,260	\$99,512
United Kingdom	849	\$87,993
Singapore	664	\$79,464
Canada	2,083	\$73,761
United Arab Emirates	406	\$71,345
France	1,138	\$68,222
South Korea	130	\$65,363
Saudi Arabia	297	\$62,400
Japan	866	\$62,331
South Africa	588	\$54,668
Mexico	1,115	\$43,674
Brazil	969	\$35,489
Indonesia	73	\$35,360
Peru	588	\$32,363
China	1,664	\$28,932
India	622	\$26,917
Colombia	942	\$25,560
Nigeria	221	\$23,370
Egypt	170	\$11,765

*Earning Power: Project Management Salary Survey—Thirteenth Edition*. Project Management Institute. 2023.

# PM career tips

PM is people business

- Leadership
- Mental health
- Politics / Influence
  
- Teams
- Stakeholders
- Governance



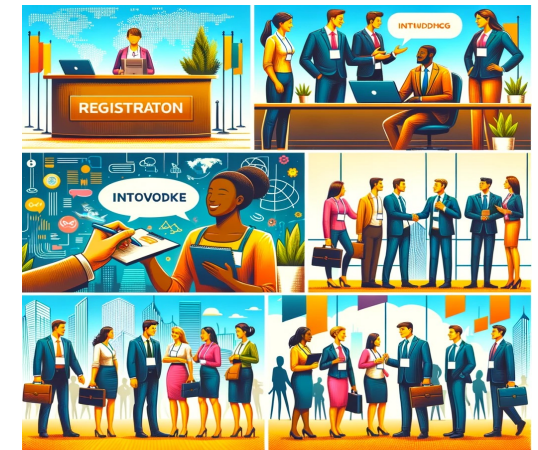
Continuous learning

- Read & apply
- Try things
- Resourcefulness
- Mentorship
- Write articles
- AI?



Network

- Volunteer
- New people
- Conferences
- Public speaking



Ethics

- Reputation
- Know your values
- Culture curiosity
- Pluralism/diversity