

Do-It-Yourself PM Certification:

How to Document Your Skills & Get the Credibility You've Earned without Jumping Through Someone Else's Hoops

by Michael Greer

Michael Greer's PM (Project Management) Resources –

<http://michaelgreer.biz/Do-It-Yourself-PM-Certification.pdf>

Kindle version: <http://www.amazon.com/Do-Yourself-Certification-Credibility-ebook/dp/B004JHZ21M>

NOOK version: <http://search.barnesandnoble.com/books/e/2940012146304>

“No one can make you feel inferior without your consent.” – Eleanor Roosevelt

*“I personally think that the PMP designation after your name is a nice thing to have, but is no indication of how good a project manager you are or will be. **Having PMP certification means that you have the proper amount of experience and training to sit for the test, and then that you correctly answered 61% of the answers on the exam. 61%.**”*

– Brad Egeland in *Project Management: Is PMP Certification Worth It?*

<http://pmtips.net/project-management-pmp-certification-worth/>

“Who you jivin’ with that cosmic debris”? – Frank Zappa

So what's **the difference between competence and certification?** And, if there is a difference, **why should it matter?** In this article I examine these issues and then try to **help you answer two questions you might ask yourself:**

- 1) **“Instead of jumping through some artificial hoops erected by one or another certifying organization, why shouldn't I simply bestow upon myself my own, unique PM certification based on my experiences and my track record?”**
- 2) **“How can I easily construct a ‘do-it-yourself’ PM certification so that it is a completely credible, detailed, accurate, and defensible representation of all the PM skills I possess?”**

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Competence and Certification: What's the Deal?

I'm going to start with a couple of examples that illustrate how competence operates in the real world. And then I'll show how certifications are often applied, and sometimes misapplied, to measure and validate competence.

Competence: Almost Everyone is Competent at Some Level

Imagine you are shipwrecked on an island. You need shelter from the sun, wind, and prowling night creatures. You find a few tools and materials in the ship's wreckage. You cobble together shelter that meets your simple needs. You survive.

Now imagine you are the head of a pioneer family, heading out into vast unexplored regions of a new land. You will be taking along some livestock and seeds for crops. Before you leave civilization, you assemble a few sturdy tools and materials to help you set up your homestead. After months of travel, all alone in a strange land, you work with your family to build a small farm that provides shelter for people and livestock, as well as crude, but efficient, facilities to store your harvest and tools. You survive.

Now let's fast-forward a couple of decades. Imagine your little pioneer family has acquired neighbors. A small settlement has evolved nearby, complete with merchants, craftsmen and a medical doctor. Since you're farm has begun to thrive, you'd like to add a bigger barn. You find a local carpenter who has a solid track record of building large, strong structures. You hire him to help you and your family build that new barn. You survive and continue to thrive.

In each of the scenarios above, that most amazing tool of all – the human mind – was applied to accomplish an important goal. In all three cases, the goal was met. Shelter and survival, in varying degrees of complexity, were attained. More importantly, “just enough” sophistication was used in each situation. The shipwreck survivor's crude shelter, the pioneer family's simple homestead, the farmer family's carpenter-designed barn – each of these solutions was appropriate and effective for the circumstances. And **in each case, some level of competence – enough to do the job – was clearly present.**

Competence without Formal Certification or External Validation

Now let's fast-forward to today. If you're like most people, the idea of building or adding to your home is an intimidating one. After all, there are licensed building contractors who can provide certified crafts people and who can help assure that your new structure will meet city building and safety codes, etc. Viewed in this context, it seems that building anything for our homes is fairly complicated. So most of us avoid it.

Still, you can walk into a local Home Depot or Lowe's and buy the same materials and supplies that the licensed and certified builders use. In fact, you can even buy (or at least rent) most of the more powerful, sophisticated tools that help give them their professional results. What's more, there are lots of books, free "how-to" articles, brief tutorials, and extended classes online that can help you learn to use all these materials, supplies, and tools to get near-professional results all by yourself.

Now if you're like some people who've successfully completed that first do-it-yourself home improvement project, you may discover it's really not such a big deal. In fact, you might even like it! You may enjoy the challenge and sense of accomplishment that comes from learning new skills and mastering new tools. And you may find you want to tackle more projects.

Better yet, you may have learned that **you need only three things to cross the boundary into the land of professional practice:**

1. Professional-grade tools and materials
2. The guidance of accurate information or tutoring
3. Practice doing what the professional does

And, the more you think about it, you start to realize that because it's your house you're working on, your money your spending for materials and tools, and your time that you're consuming on the project, there are **three things you don't need:**

1. You don't need anyone's blessing that you have enough skill to do the job.
2. You don't need to achieve a passing score on a test proving your ability to recite professional definitions and concepts.
3. You don't need a formal certification bestowed by a dues-paying group of professionals.

In short, **when you acquire the same tools, information, and practice used by professionals, then you don't need external validation to get professional results.** You simply set to work, evaluate your own progress, and get judge-for-yourself professional results working on your own, self-contained project – no external validation needed!

The Forces Conspiring Against Do-It-Yourself Competence

By now you've probably been thinking: "OK. What if I am able to remodel my own kitchen? How am I gonna get the local building inspector to approve the wiring? ... or approve the water and sewage connections?"

Well, here's the deal: The local building inspector is interested in results. She usually doesn't care how you achieve them. So you simply find out what the local codes require for electrical, water and sewage. Then you keep these in mind as you buy materials and do your construction. The codes outline the specifications; you simply follow them.

Unfortunately, it's at this point that many do-it-yourselfers might panic and give up on this part of their project. They figure it's easier to simply hire a licensed electrician and a licensed plumber. And they may be right. It all depends on how far they want to push their evolving do-it-yourself skills. If they're satisfied doing everything except the electrical and the plumbing, then they hire someone to do these for them.

So here's the thing: External forces sometimes conspire against your acquiring good old-fashioned do-it-yourself competence. Local building codes make things much more complicated than they were for the pioneer and his family. And local licensing requirements for electricians and plumbers mean that a cadre of specialists has evolved to do the work so that the finished product will pass all the local inspections. As a result, you don't find many people doing "do-it-yourself" plumbing and electrical work.

And the same is true in many other endeavors. You can't perform surgery without a license. And you can't serve meals to the public without passing a health department inspection. Nor can you design and build a bridge without employing all sorts of licensed professionals and passing many safety inspections. These kinds of certifications and inspections, like the home-building electrical and plumbing guidelines, all make sense. They protect the public from harm and the community from disasters. So you wouldn't want "do-it-yourself" licensing and inspection to be practiced in these arenas. After all, public health and safety is at stake, so external standards and certifications are needed as valuable cross-checks.

But do all external certifications make sense? In particular, **does it really matter if project managers are certified by one of the many external certifying bodies if they can perform the unique PM skills needed in their organizations? *I don't think so!***

I've made the case elsewhere that **all good PM is local**. (See: *Beyond PM Certification: Achieving PM Performance Improvement*, <http://michaelgreer.biz/?p=580>) That is, when good project managers apply their skills, they are using only those PM techniques that make sense for their particular organization. **Good project managers don't do, nor will workers in most organizations tolerate, irrelevant PM estoterica** simply because it's

been recommended by some external certifying body. **Effective project managers only do the PM stuff that matters locally.**

Because this local emphasis is key to PM success, it follows that **your unique, home-grown, do-it-yourself set of PM skills has more value to your organization than the generic collection of skills validated in those external certifications.** Those professional certifying bodies – the ones who assign those initials after your name when you pass their exams – typically don't focus on your home grown PM skills. Still, your supervisors and HR department may want some sort of proof that you know your PM stuff. **So maybe it's time you did a little formal self-validation!**

How Certifications Are Created & Sold

Later in this article I'm going to recommend some specific steps you can take to self-certify your unique PM skills. But first I'd like to share some behind-the-scenes insights about how certifications are created and used. This will help you make more sense of the self-certification steps I suggest later.

For the record, I know what I'm talking about here. I've participated as an external consultant in either creating from scratch or quality assuring both public (essentially “for profit”) and proprietary (“in house”) certification programs. This is because I started out my professional life in the training – or more specifically the “performance improvement” – business. And training and performance improvement are based on clearly identifying the skill requirements of a particular group of people.

What's more, I've worked with many clients to identify missing PM skills in their organizations and then create customized PM workshops to help their people acquire these missing skills.

So I've been floating around in lists of skills and competencies for most of my professional life. And this I know for sure: Lists of skills, inevitably, seem to lead to certifications that “officially” dub the holder of these skills as “certified” in the eyes of someone.

Creating a Certification: 10 Steps

So how do you get from a skill list to a formal certification? Here's *the typical process for creating a certification, in a 10-step nutshell*:

1. **Interview and observe** top-performers, experts and high-achievers who perform **a particular set of skills** that make up a profession or a wanna-be profession.
2. **Document and assemble these skills into a comprehensive list**, often arranging them in clusters or hierarchies. If appropriate, break the clusters into such divisions as “entry level,” “fully competent,” “senior level,” “mentor level,” etc.
3. **Send a first draft of this skill list to everyone** who was interviewed or observed, as well as supervisors, customers, and peers who frequently work with the group to be certified. **Ask them to review** the list and **note suggestions** for revision.
4. **Interview everyone** contacted in Step 3 and **get their feedback** – especially their suggestions for revision.
5. **Make revisions.**
6. **Circulate the list again, get feedback, and revise.** Repeat Steps 3 - 5 until everyone's happy with the finished product.
7. **Finalize** the comprehensive skill list.
8. **Develop the following means of measuring and validating** whether any individual has the skills listed:
 - Observation checklists and guidelines
 - Supervisor interview questions
 - Objective tests of knowledge (true-false, multiple choice, essay, etc.)
 - Documentation of “real world” on-the-job skills that are part of the list
9. **Establish a support infrastructure and/or designated roles** for those who will be bestowing the certification. The following are typically needed:
 - Someone to assemble and maintain the skill list(s), measurement guidelines, and other tools created in Step 8
 - Someone to conduct measurements identified in Step 8
 - Someone to create and maintain records of results of measurements
 - Someone to create and provide certificates
 - Someone to maintain a list of officially certified individuals
10. **Establish a renewal process** in which certified individuals are continually re-evaluated and asked to provide:
 - Recurring proof of competence or practice in the skill set
 - Proof of formal classes related to the skill set (“continuing education”)

Acquiring Credibility & Power for the Certification

After the certification is created, its creators typically want it to be adopted as widely as possible. They want it to acquire credibility and power. Here are some things they do *to attain credibility and power for a certification*:

- Get large, influential companies to require the certification to be held by certain classes of workers
- Get government agency buyers to require the certification of their contractors
- Get professional organizations to endorse the certification
- Get government agencies to endorse the certification for their staffs
- Get world-wide bodies to endorse the certification and link to global professions

Marketing the Certification

Next, there's **the marketing campaign**. To **spread the word** about the certification, to **support its attainment**, and to **develop a revenue stream** related to the certification, its creators typically do many of the following:

- **Establish a website.**
- **Create a professional association** to synchronize with the certification.
- **Sell renewable memberships** to this association and **establish fees** for certification exams, evaluations, renewals, etc.
- **Create levels of certification** to make it easier to attain in smaller steps, while increasing the opportunities for testing, collecting test fees, etc.
- **Create publications** (some free, some for sale).
- **Create specific training** to support the certification (usually offered for a fee).
- **License consultants and trainers** to essentially “teach to the test” and/or provide “certified” training in support of the certification.
- **Encourage a cottage industry** of teach-to-the-test companies that will market the certification themselves.
- **Encourage certified people to write articles**, promote themselves, and, indirectly or directly, promote the value of the certification. (This is often done by publishing their works through the certifying body’s website, magazine, etc.)
- **Give certified people a role in the certification process or certifying body’s management team** to increase their loyalty and enthusiasm for the certification.
- **Create a lobbying group** to help promote the certification in regulatory requirements, government agency contracting, and so on.

As you can see from the above, there's a good chance that **the number of people involved in managing the certification (or advocating for it because they have worked hard to achieve it themselves and thus feel invested in it) will eventually reach a critical mass. When that happens, the certification develops a life of its own!** It becomes "the thing to do" if you want to get ahead in a particular field. And the question of whether it has any practical, on-the-job value or is it simply pushing people to jump through a bunch of esoteric hoops... well, that question never gets asked in polite company. There's simply too much at stake for everyone involved.

So... Should you Certify Yourself?

OK. I've established that **there is a TON of energy invested in establishing and maintaining certification programs.** And all this energy leads to lots of momentum. The more popular certifications have become real juggernauts. And **before you know it your individual competence – your unique collection of skills, as lean and appropriate as they may be for your work – can be made to appear trivial, simply because you lack the appropriate certification's initials after your name.**

Now at this point, **Scarecrow in the Wizard of Oz comes to mind.** As he eventually learned for himself (but he didn't realize until very late in the story), **he knew everything he needed to know to achieve his goals.** He simply lacked a shiny badge to hang around his neck!

So how about you? **Are you ready to give yourself the shiny badge of certification that you know, deep in your heart, that you've earned** through your own self-directed study and on-the-job effort? **Are you ready for your do-it-yourself PM certification?** If so, read on.

How to Create Your Own PM Certification

OK. You're ready to create your do-it-yourself PM certification. At this point, I have **some good news and some bad news.**

The *good news* is that **most of the work of articulating PM skills (i.e., properly wording them in terms the HR folks and performance reviewers will like) and collecting them together in one place has already been done!** In fact, that's very good news, indeed, since this is the hardest and most tedious part of creating any certification! (I certainly wouldn't do it without being paid a lot of money!) It would take you quite a long time and much tiresome wordsmithing to pull together the giant, well-documented lists that have already been assembled by the various professional PM certifying bodies.

Better yet, these lists have been peer-reviewed to death. So you won't need to engage in all those endless, how-many-PM-angels-can-fit-on-the-head-of-a-pin discussions that the original list-makers had to endure. **In other words, these lists have been argued over and shaken down. And they are generally respected by most people practicing PM.** In short, they come pre-approved and respected!

The *bad news* is that **you'll have to spend some time digging through these lists and relating them to your own particular set of skills** in order to create your own PM certification. While this isn't nearly as time-consuming or tedious as building the lists from scratch, nor will it take you as long as slogging your way through getting some external certification, you are still likely to find it a fairly boring process.

Benefits of Building Your Own Customized PM Certification

OK. So it might be tedious work. But here are the **benefits of building a well-documented, customized PM certification for yourself:**

- **It's free.** All you need to spend is your time.
- **It will allow you to show how your unique PM skills are exactly relevant** to your unique industry, organization, and job.
- **It will help your managers and HR people better comprehend your strengths** and express them on your performance reviews by giving them the specifics they need to evaluate your achievements in a fine-grained way.
- **It is likely to be a powerful networking experience,** since it will involve contacting people for whom you've worked and who can vouch for your wonderful skills and abilities.
- **It's faster and it's focused on you.** You won't spend years studying and taking tests on a bunch of PM estoterica that don't relate to your particular PM practices.

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If you really try, you can probably certify yourself, including pulling together all the documentation and endorsements, in a month or two. (This assumes just a few hours per week actually working on this chore, as well as calendar time circulating documents among the people who will be helping you.)

- **It might help you identify a few new skills you need to acquire.**

Do-It-Yourself PM Certification: The Specific Steps

If you've decided that the benefits listed above will justify your effort, then **follow these steps to create your own, do-it-yourself PM certification.**

(Note: This process is not a quick-and-dirty substitute for “real” certification. The steps outlined here are derived from my own professional work in this arena, for which I have been paid large sums of money! If you follow these steps, you will produce a solid, credible certification – one you can defend and use to prove you have the same PM skills acquired by people who have PM certification initials after their names.)

1. Find a comprehensive list of generic PM skills that seems to cover most of your unique PM skills. Here are some online sources. *(Ones marked ** are probably the most practical and easy for you to use. I'd start with these.)*

- **** American Society for the Advancement of Project Management (asapm) PM CompModel** [*I recommend you start here.* This is a well-done model that I reviewed and helped a little to shape in its early stages. It's quite comprehensive and probably all you need. Click the link under the heading “Free for Visitors.”]
http://www.asapm.org/edu/e_compmodel3.asp
- **** GAPPS (Global Alliance for Project Performance Standards) Project Manager Standards** – “Free, open-source, competency-based standards for PM”
http://www.globalpmstandards.org/index.php?option=com_content&view=category&id=10&Itemid=82
- **Note:** The popular certification suppliers below simply **overwhelmed me with marketing and training sales pitches.** If I were you, **I'd probably ignore these.** They may have succinct lists of PM skills buried somewhere at their websites, but I couldn't find them! If you want to look for these yourself, you can start here:
 - **Prince2** -- <http://www.prince2.com/default.asp> or see Wikipedia article for an overview: <http://en.wikipedia.org/wiki/PRINCE2>
 - **PMI (Project Mgt. Institute)** – <http://www.pmi.org/>

- **PMBOK** – PMBOK (PMI’s Guide to the Project Mgt. Body of Knowledge) is **PMI’s main reference work**. It is by definition focused on *knowledge*, as opposed to skills. However, **if you’d like to see how the various knowledge areas are organized and get a sense of their implications for your unique PM Skills, you can download this 189-page 1996 edition for free**. (There are a few changes in the latest versions, but you’ll have to pay a fee to acquire these.) For the freebie, go to: http://www.unipi.gr/akad_tmhm/biom_dioik_tech/files/pmbok.pdf
- **** My Summary of Key Project Manager Actions and Results** – I created this easy-to-use, **one-page table of 20 essential PM skills** back in 1996, when I was developing my HRD-Press best-selling book, **The Project Manager’s Partner**. The book has 57 tools to help you perform all the skills in this list. I created this list by “squeezing the performance juice” out of PMI’s PMBOK. Here’s the free, one-page list of skills: <http://michaelgreer.biz/?p=118>

2. Study your chosen list of skills.

- 1st. Endure and unravel any “professional speak” and jargon** used by the list creators. Don’t let it intimidate you. If you need some bit of PM estoterica translated, look it up. Max Wideman’s Glossary is a great place to start.
(See *Wideman’s Comparative Glossary of Project Management Terms*: <http://www.maxwideman.com/pmglossary/index.htm>)
- 2nd. Unpack the concepts that are imbedded** in the skill statements and **make some notes** to yourself about how, despite the high-sounding terminology used, **you really are competent** in these skills yourself – indeed, maybe you perform them very well. Make sure you **understand the PM vision and values** implied in the list.
- 3rd. Make notes that capture any new insights** you find in the meaning of your current PM skills and any **new vocabulary** you should be using to express the PM chores you know you are competently performing. (After all, if you get more respect as a “sanitary engineer,” why call yourself a garbage collector?)

3. Edit this list and use it as the foundation to create your own, unique, comprehensive list of PM skills.

- 1st. Download PDF files, do screen captures, cut and paste**, and, if necessary, try optical character recognition (OCR) conversion of relevant documents to help you more quickly assemble your skill list.
- 2nd. Sort and cluster your list of skills** so that it shows broad areas of competency and is easier for non-PM people to understand.

- 3rd. **Have an ally who is a nit-picker go over your list** and challenge your language and assumptions; then revise it.
 - 4th. **Have someone who is a good copy editor** (e.g., someone who knows when to use a semi-colon versus a dash) **edit** your list.
 - 5th. **Finalize** your comprehensive list of PM Skills.
4. **Contact supervisors, respected colleagues, experts, customers, or anyone who can credibly vouch for your ability to perform** any of the skills on your list and have **ask them to do the following**:
 - 1st. **Review the list and place a check mark and their initials beside each skill** which they have observed you performing effectively or have witnessed the results of you performing effectively.
 - 2nd. **Sign a statement that reads:**
 “I have observed (or witnessed the results of) the on-the-job performance of [*insert your name here*] in the role of Project Manager or Project Team Leader. I can personally confirm that [s/he] is fully competent in completing all skills I have initialed in the previous list.”
 - 3rd. **Thank these people** for their time. (*You owe them one! Maybe lunch?*)
 5. **Summarize the annotated lists and edit the skills**, if appropriate, based on the input from Step 4.
 6. **Create a single, comprehensive list of your PM skills** that you can confidently say are **certified (validated) by the people who’ve seen your work**.
 - 1st. **Make it pretty** and make it look professional.
 - 2nd. **Make it easy to read** by using lots of white space, clean fonts, etc.
 - 3rd. **Give this list a name** like “Terry Smith’s Certified Project Management Skills and Competencies.” Then **archive it**.
 7. **Create a name for your PM certification and a physical certificate**, suitable for framing.
 - Some **potential names** (assuming your name is Terry Smith):
 - The Terry Smith PM Certification (TSPMC)
 - Certificate of Project Management Competency (CPMC)
 - Terry Smith’s Professional Project Management Certification (PPMC)
 - Some **sample certificate templates** which you can edit:
 - *MS Word versions*: <http://office.microsoft.com/en-us/templates/CT010356390.aspx>

- *MS PowerPoint versions:*
<http://www.brainybetty.com/certificates.htm>
- **Note:** Make sure your certificate **includes the name and signature of your most well-respected senior manager(s)** who signed the earlier document validating your skills.

8. Meet with your supervisor and the HR people and walk them through your certification process.

- 1st. Tell them** how you completed the preceding seven steps.
- 2nd. Show them your certification** and supporting documentation.
- 3rd. Ask them to incorporate this certification** in your performance reviews or other formal employee records.

9. (Optional) Celebrate your certification.

- 1st. Have a formal lunch or meeting thanking everyone** who helped you achieve your certification.
- 2nd. Show them your certificate and offer to share copies** of the detailed skills and competencies list that support your certification.

Conclusion

In my online article *Beyond PM Certification: Achieving PM Performance Improvement*, I asserted and supported the following:

“HR and training people, as well as those individuals seeking to upgrade their PM skills should (at least, for the present) ignore the certifications put forth by the PM Profession. They should focus instead on simply using the lists of competencies that underlie those certifications as inputs to their own PM performance improvement processes.”

-- See <http://michaelgreer.biz/?p=580>

(To learn more about what prompted this conclusion, go to the link above or read Dr. Paul Giammalvo’s incredible paper *Project Management Credentials Compared – A Preliminary Analysis* (<http://www.build-project-management-competency.com/download-page/>)

As I said earlier, **you need only three things to achieve professional results:**

1. Professional-grade tools and materials
2. The guidance of accurate information or tutoring
3. Practice doing what the professional does

In the field of PM, **all three of these are available to you for free or at a very low cost. More importantly, they are available to you as an individual, regardless of your membership in any PM-related organization or exclusive, dues-paying club.** You simply need to go after them and spend time practicing PM in your own, real-world projects. What you will achieve is PM competency – PM skills – completely on your own terms. You can then use the steps outlined earlier to document and certify your competency – again, on your own terms.

Earlier in this article, I also said that there are **three things you don’t need to achieve professional results:**

1. You don’t need anyone’s blessing that you have enough skill to do the job.
2. You don’t need to achieve a passing score on a test proving your ability to recite professional definitions and concepts.
3. You don’t need a formal certification bestowed by a dues-paying group of professionals.

Still, you might be getting pressure to “prove” yourself worthy of that PM-related job title or pay grade. If that’s the case, then **you can save a lot of time and money by simply following the Steps above to create your own PM certification.** In this way you can **document your skills and get the credibility you’ve earned without jumping through someone else’s hoops.**

Some Final Thoughts for HR People

OK, HR folks, let's face an ugly truth here. Some of you have willingly handed over your authority to evaluate your organization's project managers to external certification bodies. I can understand this. These external certification bodies have, in many cases, "puffed up" the field of PM to make it appear so vastly complicated that no one can understand it but them and their highly-skilled members. At the same time, (*What a coincidence!*) they have spawned extensive educate-test-certify-reeducate-retest-recertify infrastructures and cottage industries of teach-to-the-test consultants who stand ready to take over the "highly complex" process of training and evaluating your project managers. This PM certification and training machine is more than happy to help you and to maintain an ongoing relationship with you (it's eternally-dependent client) for years and years.

So it no doubt seems to be a lot **easier to simply shove your project managers into their PM certification pipeline than it is to create and apply your own home-grown, locally-relevant PM performance review and support.** Never mind that your own, unique PM performance criteria are likely to be 1) much leaner and less complex, 2) targeted to your organizational strategies and mission, 3) free to acquire & monitor, and 4) part of your own, unique, organization-specific PM career path and training efforts.

C'mon folks! **Are you really gonna let these PM certification bullies push you into spending bunches of money and loads of person-hours going after generic PM skills, only some of which might be useful in your organization?**

Why not revisit those nine do-it-yourself steps listed above and **build your own, home-grown (locally relevant) PM certification?** Other organizations have already done so. So **just give yourself a shiny badge from the Wizard and get started!**

Suggested Reading

- **Author's Credibility** – So **who is this Michael Greer** & what does he know about anything? These questions are answered on these web pages:
 - **Clients Served:** http://michaelgreer.biz/?page_id=27
 - **Detailed Biography:** http://michaelgreer.biz/?page_id=22
 - **Greer's Books & Publications:** http://michaelgreer.biz/?page_id=39
 - **Testimonials:** http://michaelgreer.biz/?page_id=612
- **Beyond PM Certification: Achieving PM Performance Improvement** by Michael Greer <http://michaelgreer.biz/?p=580>
(Includes a discussion and summary graphic outlining a suggested relationship between PM certifying bodies and HR people.)
- **Project Management Credentials Compared – A Preliminary Analysis** by Dr. Paul Giammalvo
(<http://www.build-project-management-competency.com/download-page/>)
- **Summary of Key Project Manager Actions & Results** by Michael Greer <http://michaelgreer.biz/?p=118>
(My personal attempt to “squeeze the performance juice” out of PMI’s PMBOK and pull out 20 Key Actions & Results. This is a **one-page table**.)
- **Beyond Sales Training: Designing a Learning Organization** by Michael Greer <http://www.michaelgreer.com/beyond-sales-training.pdf>
(A chapter from *In Action: Designing Training Programs*, American Society for Training and Development (ASTD), 1996 – This describes exactly how we planned and managed a comprehensive performance analysis to create job models, career paths, curriculum architecture, and corresponding training priorities.)
- **The Project Management Minimalist: Just Enough PM to Rock Your Projects!** by Michael Greer http://michaelgreer.biz/?page_id=636
(Kindle edition: <http://www.amazon.com/Project-Management-Minimalist-Projects-ebook/dp/B004J17298>)
- **Rework** by 37signals
<http://37signals.com/rework/>
(Absolutely required reading for everyone who is ready to “cut the crap” out of their business practices.)