

Contents

1	Introduction	1
1.1	Project Management, What for?	1
1.1.1	The Taylor Tub	1
1.1.2	BANI Is the New VUCA	2
1.2	What are Projects?	3
1.2.1	Project Characteristics	5
1.2.2	Project Types	7
1.2.3	Emergence of Projects	7
1.3	What Is Project Management?	8
1.3.1	Hierarchies in Project Management	9
1.3.2	Dimensions in Project Management	10
1.3.3	Principles of Procedure	12
1.4	Process Models in Projects	14
1.4.1	Agile Approach	14
1.4.2	Traditional Approach: Phase Concept	18
1.4.3	Hybrid Project Management	23
1.4.4	Procedure in Change Projects	24
1.4.5	Further Process Models	24
1.4.6	Choice of a Process Model: Traditional, Agile or Hybrid?	27
1.5	Projects are Based on Teamwork	29
1.5.1	Content: Working in the System	29
1.5.2	Organisation and Relationship: Working on the System	30
1.5.3	Interactions	31
1.6	Projects are Social Systems	32
1.6.1	Taylorism in our Heads	32
1.6.2	Mechanistic and Systemic World View	32
1.6.3	People and Teams Are Non-Trivial Systems	34
1.6.4	Systemic Approach to Project Management	35
1.7	Versatility and Creativity	37
1.7.1	Versatility	37
1.7.2	Creativity as a Surplus of Attention	37

1.7.3	Interplay Between Human, Field and Domain	38
1.7.4	Framework Conditions for Creativity	40
1.8	Standards and Certification Models in Project Management	41
1.8.1	IPMA: International Project Management Association	41
1.8.2	PMI: Project Management Institute	43
1.8.3	PRINCE2	44
1.8.4	Hermes	45
1.8.5	Scrum Alliance	46
1.8.6	DIN 69901 and ISO 21500	46
1.9	Project Portfolio, Multi-Project and Programme Management	47
	References	48
	Further Readings	48
2	Methodology	49
2.1	Introduction	49
2.1.1	Traditional, Agile and Hybrid	49
2.1.2	Accuracy of Estimates	53
2.1.3	Practical Examples	54
2.2	Project Commissioning Phase	56
2.2.1	What Is Important in the Commissioning Phase?	57
2.2.2	Project Factsheet	59
2.2.3	Business Case	60
2.2.4	Project Request	60
2.2.5	Checklist Completion Project Commissioning	61
2.3	Initialisation Phase	61
2.3.1	What is Important in the Initialisation Phase?	62
2.3.2	Setting Objectives	66
2.3.3	Requirements, Requirements Engineering	72
2.3.4	The Magic Triangle	77
2.3.5	Stakeholder Management	79
2.3.6	Project Marketing	83
2.3.7	Risk Management	84
2.3.8	Project Organisation, Roles, Committees	91
2.3.9	Information Gathering and Situation Analysis	111
2.3.10	Project Structuring	118
2.3.11	Project Order	127
2.3.12	Project Manual, Project Management Plan	128
2.3.13	Kick-Off	129
2.3.14	Problem-Solving Process	130
2.3.15	Checklist Completion Initialisation Phase	134
2.4	Concept Phase	135
2.4.1	What Is Important in the Concept Phase?	136
2.4.2	Product Goal (Product Concept)	139
2.4.3	Product Backlog	140

2.4.4	Release Plan	142
2.4.5	Requirements Specification: Solution Concept	143
2.4.6	Effort Estimation	144
2.4.7	Schedule and Timetable	149
2.4.8	Resource Deployment Plan and Resource Coordination	157
2.4.9	Cost Plan	160
2.4.10	Information, Communication, and Documentation	162
2.4.11	Quality Management	164
2.4.12	Checklist Completion Concept Phase	166
2.5	Realisation Phase	167
2.5.1	What Is Important in the Realisation Phase?	167
2.5.2	Sprint Planning, Sprint Backlog	169
2.5.3	Sprint Implementation, Daily Scrum	172
2.5.4	Sprint Review	173
2.5.5	Retrospective	174
2.5.6	Project Controlling	175
2.5.7	Deadline, Cost and Resource Control	184
2.5.8	Project Changes, Change Request Management, Claim Management	188
2.5.9	Checklist Completion Realisation Phase	193
2.6	Introduction Phase	194
2.6.1	What Is Important in the Introduction Phase?	194
2.6.2	Types of Introduction	196
2.6.3	Acceptance and Commissioning	197
2.6.4	User Training and Education	198
2.6.5	Transfer to the Operational Organisation	199
2.6.6	Project Completion	200
2.6.7	Checklist Conclusion Introductory Phase	202
2.7	Project Portfolio and Programme Management	203
2.7.1	Project Portfolio and Multi-project Management	203
2.7.2	Lean Portfolio Management	214
2.7.3	Programme Management	215
2.7.4	Project Management Office: PMO	216
2.7.5	Project Management Handbook	218
2.8	Creativity and Innovation	219
2.8.1	What is the Difference?	219
2.8.2	Finding Creative Solutions	219
2.8.3	Evaluate and Decide on Solution Ideas	228
2.8.4	Innovation Management	232
2.9	Procurement	234
2.9.1	Procurement Procedure in the Agile Approach	234
2.9.2	Procurement Procedure in the Traditional Approach	235
	References	240
	Further Readings	240

3	Human	241
3.1	Competence Model	241
3.2	Conditions for Good Performance	242
3.3	Human Phenomenon	244
3.3.1	The Brain Is a Miracle	244
3.3.2	Basic Needs Determine Our Lives	247
3.3.3	Human Perception	250
3.3.4	Awareness and Self-Reflection	252
3.3.5	Trust	253
3.3.6	Humour	254
3.4	Culture and Values	255
3.4.1	What Is Culture?	255
3.4.2	Organisational Culture	255
3.4.3	Project Culture	256
3.4.4	Generations Y, Z, and Alpha in the World of Work	258
3.4.5	Becoming Aware of One's Own Cultural Imprint	259
3.5	Stress and Change	259
3.5.1	Fight or Flight	259
3.5.2	Psychological Stress	260
3.5.3	Stress Traffic Light	261
3.5.4	Stress Competence	262
3.5.5	Life Means Change	263
3.5.6	Personal Coping Strategies and Dilemmas	263
3.5.7	Burnout	264
3.6	Flow	265
3.7	Motivation and Meaning	267
3.7.1	Goal Orientation of the Human Being	267
3.7.2	What Is Motivation?	267
3.7.3	Meaning as an Intrinsic Motivator	269
3.8	Self-Management	271
3.8.1	Human Self-Efficacy	272
3.8.2	Personal Competence Circle: Strengths and Weaknesses	273
3.8.3	Time Management and Work Technique	274
3.8.4	Resilience	276
3.8.5	Dealing with Failure	279
3.9	Personal Communication	281
3.9.1	What Is Communication?	281
3.9.2	Axiom Theory	282
3.9.3	Communication Square	282
3.9.4	Communication Cycle	285
3.9.5	Meta-Communication	286
3.9.6	I and You Message	287
3.9.7	Feedback	288
3.9.8	Questioning Techniques	293

3.10	Personal Development	296
3.10.1	The Three Living Worlds	297
3.10.2	Self-Knowledge	298
3.10.3	Coaching	304
3.10.4	Intervision	306
3.10.5	Upside or Downside Strategy?	307
	References	307
	Further Readings	308
4	Leadership	309
4.1	Leadership and Cooperation	309
4.2	Leadership: What Is It?	310
4.3	Different Forms of Leadership	312
4.4	Leadership Styles and Models	313
4.4.1	Directive Versus Delegative Leadership Style	315
4.4.2	Situational Leadership Model	315
4.4.3	Leadership Without Authority to Issue Directives	317
4.4.4	Positive Leadership in Projects	319
4.4.5	Tips for Remote Leadership	321
4.5	Self-organisation, Specific Characteristics in the Agile Project	322
4.5.1	Principles and Requirements for Self-organisation	322
4.5.2	What Does Self-organised and Agile Working Mean?	322
4.5.3	How Does Self-direction and Leadership Work in Self-organisation?	323
4.5.4	Decide on Procedures and Solutions in Their Own Competence	324
4.5.5	Important Factors for Self-organisation to Succeed and Be Effective	325
4.6	Leading with Goals	327
4.6.1	Management by Objectives MbO	327
4.6.2	Leading by Objectives and Key Results (Management by OKR)	328
4.7	Delegation	330
4.7.1	Decision-Making Process in the Delegation	330
4.7.2	Delegation as a Recurring Process in Project Management	331
4.8	Task, Competence, Responsibility (TCR)	333
4.9	Power and Authority	334
4.9.1	Empowerment and Seizure: Power Is Based on Relationship	334
4.9.2	Traditional Sources of Power	335
4.9.3	Other Sources of Power in Project Management	336
4.9.4	Projects Always Need Borrowed Power	337

4.9.5	Sources of Power: Between Person and Institution	338
4.9.6	Authority	338
4.10	Negotiation	340
4.10.1	Negotiations in Project Management	340
4.10.2	What is a Negotiation?	340
4.10.3	Negotiation Cycle	341
4.10.4	Conducting a Negotiation According to the Harvard Concept	348
4.11	Moderation	351
4.11.1	Iceberg Model	352
4.11.2	Phases of Moderation	352
4.11.3	Responsibility and Competences of the Moderator	353
4.11.4	Checklist for the Preparation of a Moderated Session	353
4.12	Communicate Effectively with Virtual Teams	355
	References	357
	Further Readings	357
5	Teams	359
5.1	Aspects of Teams and Groups	359
5.1.1	What Distinguishes Teams from Working Groups?	359
5.1.2	Composition of the Project Team	360
5.2	Dynamics in Teams	362
5.2.1	Forming: Orientation	362
5.2.2	Storming: Discussion	363
5.2.3	Norming: Familiarity	365
5.2.4	Performing: Working in the System	366
5.2.5	Adjourning: Farewell and Separation	367
5.2.6	Dynamics and Interaction	368
5.3	Roles in the Project Organisation	368
5.3.1	“Line-up” in Teams: Position and Role	368
5.3.2	Role Carrier and Role Sender	370
5.3.3	The Role as a Link Between Organisation and Person	371
5.4	Influencing Factors for Successful Cooperation	374
5.4.1	Psychological Safety	374
5.4.2	Positive Psychology and What Distinguishes High Performance Teams from Others	377
5.4.3	Belbin Team Roles	378
5.4.4	Radical Collaboration	381
5.4.5	Multicultural Cooperation	383
5.4.6	Organisational Constellations	388
5.5	Change and Resistance	390
5.5.1	Change and Transformation	391
5.5.2	Mind Change	392

5.5.3	The Human Being and Change	392
5.5.4	“Formula” of Change	394
5.5.5	Readiness for Change in Organisations	395
5.5.6	Psychology and Factual Logic in Projects	395
5.5.7	Willingness to Shape and Cooperate	396
5.5.8	Change Process Model	397
5.5.9	Dealing with Resistance	399
5.5.10	Procedure in Change Projects	405
5.6	Conflict Management and Crises	408
5.6.1	What Is Conflict?	409
5.6.2	Origin and Symptom: The Systemic Phenomenon	410
5.6.3	Conflict Syndrome	413
5.6.4	Conflict Symptoms	414
5.6.5	Potential of Conflicts	415
5.6.6	Types of Conflict in Project Management	415
5.6.7	Conflict Diagnosis	423
5.6.8	Models for Conflict Diagnosis	427
5.6.9	Conflict Resolution	434
5.6.10	Conflict Resolution Depending on the Type of Conflict	443
5.6.11	Conflict Prevention	451
5.6.12	Dealing with Crises	453
5.7	Finally	455
	References	455
	Further Readings	456
6	Reference List for the Individual Competence Baseline (ICB) from IPMA (International Project Management Association)	457
	Index	467