

Table of contents

Foreword	7
1 Competence Area: Perspective	13
1.1 CE Strategy (4.3.1)	13
1.2 CE Governance, Structure, and Processes (4.3.2)	15
1.2.1 Definition: Project	15
1.2.2 Definition: Project Management	17
1.2.3 Project Management Standards	17
1.2.4 Project Types	19
1.2.5 Project Management Manual	20
1.2.6 Project Portfolio	21
1.3 CE Compliance, Standards and Regulations (4.3.3)	22
1.3.1 Identify and Ensure that the Project Complies with All Relevant Legislation	22
1.3.2 Data Protection and Data Security	24
1.3.3 Safety, Health, and Environmental Regulations	24
1.3.4 Hazard Analysis/Risk Assessment	26
1.4 CE Power and Interests (4.3.4)	26
1.4.1 Definition of Power	26
1.4.2 Authorization and Motivation	27
1.4.3 The Pyramid of Needs (Maslow)	28
1.4.4 Analysis of Interests	30
1.5 CE Culture and Values (4.3.5)	31
1.5.1 Align the Project with the Formal Culture and Corporate Values of the Organization	31
2 Competence Area: People	33
2.1 CE Self-Reflection and Self-Management (4.4.1.)	33
2.1.1 Eisenhower Matrix	33
2.1.2 Reflecting on Your Own Team Role	35
2.1.3 The Johari Window	35
2.1.4 Personal Development of Competence in Project Management	37
2.2 CE Personal Integrity and Reliability (4.4.2)	37
2.2.1 Reliability and Trust	37
2.2.2 Fault Culture	39
2.3 CE Personal Communication (4.4.3)	40
2.3.1 The Iceberg Model: Content and Relationship Aspects	41
2.3.2 Communication Channels and Disruptions	45

2.3.3	Receiving Information: Active Listening	46
2.3.4	The Art of Asking: Interview Techniques	47
2.3.5	Feedback	47
2.3.6	Meetings	48
2.3.7	Communicating Effectively in Virtual Teams	52
2.4	CE Relationships and Engagement (4.4.4)	55
2.5	CE Leadership (4.4.5)	57
2.5.1	Leadership Styles	57
2.5.2	Management Concepts	59
2.6	CE Teamwork (4.4.6)	60
2.6.1	Stages of Team Development (Tuckman)	61
2.6.2	Team Rules	63
2.6.3	Team Roles (Belbin)	64
2.7	CE Conflict and Crisis (4.4.7)	68
2.7.1	Definition: Conflict and Crisis	68
2.7.2	Symptoms of Conflict	69
2.7.3	Causes of Conflict	70
2.7.4	Conflict Styles	71
2.8	CE Resourcefulness (4.4.8)	73
2.8.1	Moderation Techniques to Stimulate an Open and Creative Environment	73
2.8.2	Analytical Techniques to Analyze Data and Situations	76
2.8.3	Creativity Techniques to Solve Problems	79
2.9	CE Negotiation (4.4.9)	85
2.10	CE Results Orientation (4.4.10)	86
2.10.1	Results Orientation in Project Management	86
2.10.2	Requirements for the Project Manager	87
2.10.3	Guidelines to Results Orientation	87
2.10.4	Results Orientation in Practice	88
3	Competence Area: Practice	91
3.1	Initialization	92
3.1.1	Documents in the Initialization and Definition Phase	92
3.2	Definition	95
3.2.1	CE Project Design (4.5.1)	95
3.2.2	Phase Planning	107
3.2.3	Start the Project and Achieve Commitment	112
3.2.4	CE Organization (4.5.5)	116
3.2.5	CE Stakeholders (4.5.12)	126
3.2.6	CE Information and Documentation (4.5.5)	131
3.2.7	CE Risk and Opportunity (4.5.11)	139
3.2.8	CE Requirements and Objectives (4.5.2)	147

3.3	Planning	162
3.3.1	CE Scope (4.5.3)	163
3.3.2	CE Time (4.5.4)	175
3.3.3	CE Resources (4.5.8)	188
3.3.4	CE Finance (4.5.7)	195
3.4	Steering	202
3.4.1	CE Plan and Control (4.5.10)	202
3.4.2	Assess, Agree, and Implement Changes	203
3.4.3	CE Quality (4.5.6)	206
3.4.4	Progress Measurement	209
3.4.5	Manage Transition into a New Phase	210
3.4.6	Reports	212
3.4.7	CE Procurement (4.5.9)	216
3.4.8	CE Change and Transformation (4.5.13)	218
3.5	Closure	220
3.5.1	Project Evaluation and Lessons Learned	222
3.5.2	Acceptance	223
	Abbreviations	227
	Acknowledgements	229
	About the Authors	230
	References	231
	Index	232