Project – Roadmap *Professional*

IPMA international project management association – www.ipma.ch

influence on success of project work: Hard Facts; 44% – Soft Facts; 56%

Hard Facts

GPM Deutsche Gesellschaft für Projektmanagement e. V. – www.gpm-ipma.de

Overview of activities that a project team would have to implement in a way appropriate to each individual project in order to produce an excellent project.

DIN 69 901 (DIN 1.2, ICB 1) – **Project** : „An endeavour in which human, material and financial resources are organised in a novel way to deliver a unique scope of work of given specification, often within constraints of cost and time, and to achieve beneficial change defined by quantitative and qualitative objectives."

Company- and Project organization
DIN 3 · PMK 2.4 / 4.1 · ICB 22 / 5

Company organization structure :

- security
- standardisation
- routine
- exact system of rules
- known objectives

known ways · change-tasks · project-organization · new objectives · conflict · routine-work · line-organization · new ways

- innovation
- creativity
- risk
- conflicts
- conduct experiments

• staff • autonomous • matrix

• structure • tasks • responsibility (matrix of responsibilities)

Mission · Vision · Strategy · Objectives · Activities

GL · consultative committee · steering committee · LV LV LV · who how what when · project leader · line management · employee

competence-domains: CD 1 · CD 2 · CD 3 · CD 4 · leadership (and staff) · Project n · Project 3 · Project 2 · Project 1 · MD 1 · MD 2 · MD 4 · MD 5 · market-domains · customer B · customer A · colleague from competence-domains · project leader · c.f.: Wohland 2003

flow · appreciation · relationship

hierarchy develops due to knowledge and und know how head start ?

strength conform deployment within the project

process organization : business process (DIN · PMK · ICB 34)

challenge established processes and develop them to Best Practice

Project Marketing
DIN · PMK · ICB 38

Do good things an talk about them ! → present high quality results

Project Environment Stakeholder
DIN · PMK 1.3 / 1.4 · ICB 4 / 5 / 39

„Game Player" strength field analysis · project · stakeholder · surrounding · environment

„living" system consisting of variables / intransparency momentum / incomplete information; assumptions about system characteristics

administrate · complicated trivial · complex surprising · lead

methods / rules sedulity / behavior · theory / principles ideas / values / leading

System : the observer agrees a differentiation of his environment. The frontier is that what the so defined system separates from his outside world. And first that frontier describe the system as somewhat different from the environment.

connection hypothesis · systemic environment analysis

c.f.: - Dietrich Dörner - Frederic Vester - Peter Gomez und Gilbert Probst

Documentation Management
DIN 19 · PMK 4.5 · ICB 21

2002.08.04 xx.xx.xx.doc · deposit structure, documents and information · principle of one source

database solution → changes are visible in all concerned documents

Business planning
Management – View to the for everybody unknown future.

What kind of good an services our customers will by in …. years ?

world marked · management by projects

Start of some projects as an : project program / project portfolio … to realize : ▸ strategy for the future ▸ business plan

customer „threats" with an order, have to be phased out project oriented

Study: study on company structure · study on research and development · Product-Development-process (PDP) PDP - Project

competent customer · project application

Project Management Implementation – project to implement project-management

- market pressure
- increasing complexity
- death line pressure
- increasing quality requirements
- ….

DIN · PMK 1.5 · ICB 2

Boot Legging

types of projects : administrative projects · investment projects · IT project · event project · product development project · research project

Start · demand to do projects · project start (DIN · PMK 4.6 · ICB 10)

Project-order – project start brief · contract · agreement · … (DIN · PMK · ICB 13) · job clarification

is the objective : S pecific · M akeable/feasible · A ttraktiv · R ealistic · T erminable

objective hierarchy : 1) objective …. 2) objective …. 2.1) objective …. 2.2) objective…. 3) objective ….

The slowest person, who is keeping an eye on his/here objective, is still faster than the person, that is straying around without objective. G. E. Lessing

Methods of problem solving, Creativity Techniques
DIN · PMK 3.10 · ICB · DIN · PMK 3.9 · ICB

Brainstorming · Brain writing · Meta plan technique · Search area enlargement · To reason by analogy · Fuzziness · …..

quality of ideas · project process · morphology

management · human · machine · measurement · material · method · contemporaries → problem

Project phases
DIN · PMK 1.8 · ICB 6

phase1 · phase 2 · phase 3 · phase 4 · phase 5 · go / no go · presentation · point of no return · finish · costs / effort · expenses · time

process phases plan e.g. product development process

action models: waterfall · chunking · agile · stage gate

planning of objectives:
- content
- proceeding
- …..

proceeding objectives / result objectives

technical solution → social solution (DIN 1 · PMK 1.6 · ICB 8)

individual objectives of project members · object function · place, time, organization chart

EDP Support in Project
DIN · PMK 4.9 · ICB 29

hardware · software · cross linking · agreements · rules · … Warning : EDP only have a impact of 5 % to project success.

Complexity management
c.f.: Manfred Synisch © SPM-Consult

world 3 – people / employee

world 4 – value · Way of thinking · set of beliefs

world 2 – complexity management · Cybernetic 2. order / dynamic / catalyst · systemic evolution / self organization

Idea Project-start · project- / product process – Configuration and realisation of project objectives / object · project realisation – project dynamic → Project results – Project closure

systemic view · networking · revolving processes

world 1 – traditionally project management · Cybernetic 1. Order / „command" – control / „hard reality" / plan – actual / „hard operating" · behaviour / project culture

„Soft Factors" describe world 2, 3 and 4 including: - intercultural - diversity - spirituality

„Hard Factors" describe world 1

Information- and Reporting System
DIN 15 · PMK 4.8 · ICB 21

report · internal · external · Economic Value Added (EVA) · 1 x 1 · 2 x 2 · 3 x 3 · 4 x 4 · 5 x 5 · recommended pages · Performance Measurement Board · operating figures key data

Decision-management :
DIN 2 · PMK 3.1 · ICB 12

- decision matrix
- escalation scenario
- ….

You can't make no decision.
- on every decision you decide against a possible alternative.
- for every decision you have to pay a „price" : the person who make a decision make themselves "guilty".

Vgl.: Dr. Reinhard K. Sprenger „The decision is yours"

• completeness • correctness • actuality

Work Breakdown Structure (WBS)
structured overview over all work packages that have to be finished to achieve the project objective

1 customer	2 project-management	3 planning	4 realisation
1.1 create contract evaluation	2.1 contract-management / 2.7 risk-management	3.1 architect: 3.1.1 basic-evaluation	3.2 stress analyst: 3.2.1 static blueprint planning	4.1 underground work
1.2 financing	2.2 claim-management / 2.8 information- and reporting system	3.1.2 pre-arrangement / 3.2.2 realisation static	4.2 carpenter
1.3 official authorization	2.3 configurations-management / 2.9 controlling	3.1.3 blueprint planning / 3.2.3 object controlling	4.3 roofer
1.4 construction company	2.4 modification management / 2.10 quality management	3.1.4 realisation planning	4.4 electrician
	2.5 cost planning / 2.11 documentation	3.1.5 preparation placing; 3.1.6 involvement in placing; 3.1.7 object controlling	

• phase oriented • object oriented • mixed

→ duration → relationship between WP → activities

work package (WP) - instructed by project leader - well-defined subtask - approvable result - responsibility and coordination by one person - defined interfaces towards other work packages

activity = single activity to proceed the work package · work package description

PM-Handbook
equipment for project work : - forms - check lists - …. · PM handbook · method bag

Calculation
DIN 9 · PMK · ICB

future · calculation of production costs at project start (initial calculation) · concurrent calculation over project time · of ones knowledge · to the best · estimate

Cost trend analysis
cost schedule start of project · € (€-reports) · actual · forecast · today · project start · result conscience

Milestone Trend Analysis
time schedule start of project · time (t-reports) · actual · forecast · today · project start · status meeting · status meeting

Controlling
DIN 16 · PMK 3.7 · ICB 20 – „to control" = adjust / navigate

Manager · Controlling · Controller

→ objective oriented and navigation decisions will be made on the base of controlling

→ business analyzing pilot → information provider for management

→ target / actual comparison → signal system of variations, should cause a correction by management (navigation) (correction ignition)

Production · Sales · Development · Marketing · Purchasing · Logistic · Manpower · Finance · Industrialisation

Resource Management
DIN 16 · PMK 3.3 / 4.11 · ICB 15

What kind of resources we have to consider? scaffold · Electrician · Roofer · portable concret mixer · Crane

resource calendar of (e.g. electrician) · sum line of resources – actual this project (man power) · 60% effective work time · 20 % administration · 20 % trouble shooting · demand of resources by planning this project · MD = calculated demand of Resources Man Day per project · sum line demand of resources this project · resources-actual ↔ demand of resources this project

→ priorisation between the projects → temporary purchase of resources

Logistic
DIN 17 · PMK · ICB – JIT / JIS · logistic competence

Flowchart / Network Plan
DIN · PMK 3.2 · ICB 14

→ find several scenarios to proceed with an high expectation of success → evaluation + decision

PERT · activity no. · code · duration · description : · earliest start · buffer in total · earliest finish · latest start · free buffer · latest finish · raimo.huebner@project.roadmap.com

Schedule
DIN 12 · PMK 3.2 · ICB 14

„ analyze the past" afterwards everything looks easy · Forecast we search for people beforehand · activities · milestone · A 1 · A 2 · GANT · today · end of project planned · end of project effective · time bar · future · output expectation

Configuration- and Modification Management
DIN 7 · PMK 4.4 · ICB 17 · DIN 8 · PMK 4.4 · ICB 17

Stakeholder surrounding · previous require-ments · previous specifi-cation · previous contract · Configuration of previous performance agreed by contract · previous performance agreed by contract · ? additional costs ? additional time ? additional resources ? quality / performance ? …. · modified surrounding · modified performance · additional performance · Configuration of the modified performance agreed by contract · modified contract · modified specifi-cation · changed require-ments · modified performance agreed by contract

Multi Task Project Management
project portfolio management · program-management · project-management · functional management lines of business

Product portfolio of all product programs are developed project oriented by a product development process. These product programs compete in world market.

Project program of a product family here: refrigerators · Projects of a project program here: refrigerators · c.f.: H.-G. Gemünden / H. Dammer

resource calendar of project portfolio · sum line of resources – actual project portfolio (man power) · 60% effective work time · 20 % administration · 20 % trouble shooting · demand of resources by the projects · MD = calculated demand of Resources Man Day per project · sum line demand of resources all projects · resources-actual ↔ demand of resources projects

→ priorisation between the projects → temporary purchase of resources

Meetings :
DIN · PMK · ICB 32 · DIN 13 · PMK 3.8 · ICB

- agenda + objectives (who; duration; inf./disk./decis.)
- organization / invitation
- documentation (minutes)
- moderation
- meeting frequency
- optional dates

Communication-requirement optimization: responsibility (make decisions by yourself) · competence (secure handling of this topic) · challenge (should be worked out) · fear

80% - ready · 60% - ready · 70% time

Contract Management / Claim Management
DIN 5 · PMK 4.3 · ICB 27 · DIN 6 · PMK · ICB

addition · modified costs · modified time · modified quality

target specifi-cation (DIN 69905 / 3.44, call for bids) · contract · contract specifi-cation (DIN 69905 / 3.53, after contract has been signed)

„depletive description of agreed specification by contract"

Purchasing
DIN · PMK · ICB 41 · § · BGB

Financing
DIN · PMK 3.5 · ICB 16 / 42 – budget · wherefrom ?

Project Evolution
DIN · PMK · ICB 37

Reaction on: - modifying environment - new state of knowledge - …

learning organization (DIN · PMK 2.5 · ICB 36)

Cost Planning
DIN 10 · PMK 3.4 · ICB 16

today · project budget · budget overrun · liquidity · absence of liquidity · 1. disagio · 2. disagio · 3. disagio · final invoice · Σ€ · t

outflow of funds – Σ planned – Σ actual · funds inflow (revenues) – Σ -actual

Risk Management
DIN 14 · PMK 4.7 · ICB 18

Risk 1 Risk 2 Risk 3 · e.g. delphi · €

time of occurrence: immediately · 1 month · ~3 month · occurrence probability · high · low risk · medium risk · high risk · consequences · consequences on · low · high

Safety, Health and Environment
DIN · PMK · ICB 40

Quality Management
DIN 18 · PMK 4.2 · ICB 28 – performance / quality

Performance Evaluation Progress Checkups
DIN · PMK 3.6 · ICB 19

degree of achievement of objectives · project objective · quality / performance · customer-satisfaction · stakeholder-satisfaction · people-satisfaction · costs · time · Δ€ · ΔQ · ΔT · performance · stage of maturity · today · time · actual · planned for today · planned project results

projectPROFIT-Methode® www.projectprofit.de

Project Close Out
DIN · PMK 4.10 · ICB 11

feedback · lessons learned · unloading of the project team

Excellence · quality awareness · measures · standardise · learn · A P C D

Plan= think, what to do. Do = do what you want to do. Act = improve / revise and improve continuously Check = check your performance, document the results such that the whole organization can learn.

Continuous Improvement Process (CIP) / Deming - Cycle · improvement · time

Project Excellence Model ™
DIN · PMK 1.7 · ICB 9

Project objectives 140 points	leadership 80 points / people 70 points / resources 70 points	processes 140 points	customer-results 180 points / people-results 80 points / results of other parties involved 60 points	Key performance and project results 180 points
project management Σ= 500 points			project results Σ= 500 points	

"A project is only successful when all participants have the feeling that it was successful."

DIN 69 904 Project-management Elements (DIN)
1 Definition of Objectives
2 Structuring
3 Organization
4 Human Resource Management
5 Contract Management
6 Claim Management
7 Configuration Management
8 Modification Management
9 Determination of Expenditure
10 Cost Management
11 Resource Management
12 Process Management and Scheduling
13 Multi Project Coordination
14 Risk Management
15 Information and Reporting System
16 Controlling
17 Logistics
18 Quality Management
19 Documentation

DIN · PMK 1.9 · ICB 30

radar diagram : benchmark · status of company / project

DIN = German Institute for Norms & Standards

Project Management Canon of GPM (PMK)
1. Basic Competences :
1.1 Management
1.2 Projects and Project Management
1.3 Project Context and Stakeholder
1.4 System Approach and Project Management
1.5 Project Management Implementation
1.6 Project Objectives
1.7 Project Success and Failure Criteria
1.8 Project Phases and Project Life Cycle
1.9 Norms and Guidelines

2. Social Competence
2.1 Social Perception
2.2 Communication
2.3 Motivation
2.4 Social Structures, Groups & Teams
2.5 Learning Organizations
2.6 Self-Management
2.7 Leadership
2.8 Conflict Management
2.9 Specially Communication situations

3. Methodical Competence
3.1 Project Structuring
3.2 Process and Time Management
3.3 Resources Management
3.4 Cost Management
3.5 Financial Resources Management
3.6 Performance Measurement and Proj. Progress
3.7 Integrated Project Controlling
3.8 Multi Task Project Management
3.9 Creativity Techniques
3.10 Problem Solving

4. Organizational – Competence
4.1 Employers and Project Organization
4.2 Quality Management
4.3 Contract Contents and Management
4.4 Configuration and Change Management
4.5 Documentation Management
4.6 Project Start
4.7 Risk Management
4.8 Project Information System
4.9 EDP Support in Project
4.10 Project Close Down and Evaluation
4.11 Personnel Management

GPM = German Association of Project Management

IPMA Competence Baseline 2.0 (ICB)
1. Projects and Project Management
2. Project Management Implement.
3. Management by Projects
4. System Approach and Integration
5. Project Context
6. Project Phases and Life Cycle
7. Project Development and Appraisal
8. Project Objectives and Strategies
9. Project Success and Failure Criteria
10. Project Start Up
11. Project Close Out
12. Project Structures
13. Content, Scope
14. Time Schedules
15. Resources
16. Project Cost and Finance
17. Configurations and Changes
18. Project Risks
19. Performance Measurement
20. Project Controlling
21. Information, Documentation, Reporting
22. Project Organization
23. Teamwork
24. Leadership
25. Communication
26. Conflicts and Crises
27. Procurement, Contracts
28. Project Quality

14 additional elements
29. Informatics in Projects
30. Standards and Regulations
31. Problem Solving
32. Negotiations, Meetings
33. Permanent Organization
34. Business Processes
35. Personnel Development
36. Organizational Learning
37. Management of Change
38. Marketing, Product Management
39. System Management
40. Safety, Health and Environment
41. Legal Aspects
42. Finance and Accounting

IPMA = International Project Management Association

free download: www.project-roadmap.com

Project – Roadmap *Professional*

IPMA international project management association – www.ipma.ch

influence on success of project work: Hard Facts; 44% – Soft Facts; 56% – cf.: Gemünden 1992 und Selin/Selin 1994

Soft Facts

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Overview of activities that a project team would have to implement in a way appropriate to each individual project in order to produce an excellent project.

Evolution as an explanatory model:
Where do we come from? Where are we going?

Around 15 billion years have past since our universe was created · Around 4.3 million years · Around 80 years · We're not done evolving yet → the process continues!

Humans in their current form as the result of evolution:
- By surviving, humans are able to pass on things that were successful.
- Members of the species who are the quickest to react to changes survive, not the strongest or the most intelligent.

cf.: Darwin / Lesch 2002 / Statistisches Bundesamt der BRD [Federal Statistical Office, Germany]

Autopoiesies : from Greece „autos" for self and „poiein" for create. The self creating and self renewing system. So a differentiation of living (autopoietic) and non living systems is possible. cf.: Maturana/Varela

Social systems exist only by communication (interactive connections between delusion-worlds) not by subjects, individuals or other active parties. cf.: Luhmann/Simon

Consciousness and subconsciousness
cf.: GEO 12 / 2004 - www.geo.de · Iceberg model of consciousness · Consciousness snowball on the iceberg · Consciousness · Subconsciousness · ball model: of consciousness

Findings in behavioral biology: What are the biological drives that influence our actions?
The primal motives of humans and animals can be found in their biological drives.

The term **flow** refers to an intoxicating state or holistic feeling that one has when "completely involved in an activity for its own sake", especially a strenuous activity. Linked with this state is a surge of motivation or pleasure that one feels after solving a problem or overcoming danger - feelings that are not driven by a craving for money, power or respect. cf.: Csikszentmihalyi 2004

What is a drive?
1. Impulse to act that arises spontaneously (hunger, sexual arousal, aggression)
2. Stimulus that triggers the drive (food stimuli, sexual stimuli)
3. Search for stimuli if they are not present (appetitive behaviour)
4. Compulsive act that becomes more intense as the level of stimulus or the intensity of the drive increases (devouring one's food, sexual acts, aggressiveness)
5. Final act that is experienced with pleasure (enjoying ones food, orgasm, victory)

Hunger – Drive for self-preservation and source of pleasure · Desire for security – Pleasure of "being in the flow" · Aggression – Pleasure of victory and recognition · Desire for companionship – Enhancing pleasure by experiencing it with others · Indulging in desire – The insatiable desire · Sexual drive – Drive for self-preservation and source of pleasure · cf.: von Cube 2002

Desire for security:
- Humans engage in risk-taking in order to gain security.
- Things that are unknown become known; things that are new become familiar; feelings of insecurity are transformed into feelings of security.
- Curiosity → a "craving" that is a sign of strong appetitive behavior "What's new?"
- The degree of security which is so longingly hoped for increases as the area examined by the individual grows; as more and more problems are solved; as the level of one's knowledge increases; and as more and more new things become familiar.
- Everyone has experienced at one time the pleasure of solving a problem or overcoming danger → "flow" A feeling ranging from a simple "light bulb" moment to dancing with joy.

Flow channel – Feeling of competence · "Expert" flow · Fear · Boredom · The challenge · Performance

Aggression
- Triumphing over one's rivals / attaining rank in a group (social group) / achieving respect.
- "Defending" or "conquering" a specific domain or high-ranking position (high level on the ladder of success)
- Rivals and the privileges and benefits associated with a specific rank are the stimuli that trigger the drive.
- The compulsive act is defined by the struggle and the final act of triumph that is experienced with pleasure. (left-hand lane on the highway)
- Increasing the frequency of experiences of triumph is easiest to achieve when victory can be had with little effort.
- A person who attains a higher rank than others is able to experience a lasting, "easy victory" and can savour this victory at any time.
- This person savours his or her victory by maintaining a large "territory", commanding a large number of subordinates and treating them in a condescending and degrading manner.

perception of our environment
The vital reduction of information in the brain

1 Physiological filters: Visual – sight · Auditory – hearing · Kinesthetic – touch · Olfactory – smell · Gustatory – taste

2 Sociocultural filter: Muslim – Christian · European – Asian · Bavarian – East Frisian · ….

3 Individual filter: Deletion · Distortion · Generalisation

4 Significance Experience Map

Information · Filters · Objective reality? · Values Norms Morals · Set of beliefs · warning : map is not the same thing as the area it describes! · Set of Beliefs : a person's subjective sense of the truth

- Explanatory model of the world
- Blueprint of an inner image of the person's environment created by the person for social orientation

The limitations of the human auditory system: **Can trees scream?** Scientists in the U.S.A. have discovered that trees actually "scream for water" when they dry up. Humans, however, are unable to hear them, since the sounds that are emitted have a frequency of between 50 and 500 kilohertz.

communication & language
Language forms – blah blah

Visual communication: ▸ Use of signals to communicate ▸ Sign language

Vocal communication: ▸ Speech speed ▸ Speech melody ▸ Speech rhythm ▸ Speech pauses …

Body language: ▸ Gestures ▸ Facial expressions ▸ Disposition

55% body · 38% voice · 7% content

Written language for communication

There's no such thing as "non-communication" cf.: Schulz von Thun 2003

Individual perception / interpretation of language
Tree

Words do not constitute the objective reality that they attempt to describe. They are purely subjective symbols based on conventions. They obtain meaning and change meaning through use.

Model of interpersonal communication
cf.: Schulz von Thun 2003

Sender · Recipient · Feedback · Message · Factual content (Fact (It is …)) · Request (Control (You should …)) · Self-revelation (Expression (I am …)) · Relationship (Contact (We are …)) · What am I informing you about? · What do I want to get you to do? · What do I reveal about myself? · How do we interact with one another, and what do I think of you?

The art of giving feedback – Feed - back
Objective of feedback:
- Provides information about observed behaviour (sense-specific perception of the observer)
- Enables adjustment of my self-image, external image and meta-image
- Provides motivation / support
- Enables learning and change

Giving feedback:
- The "sandwich" method: a) What was good b) What there could have been more of willingness to give feedback / attentiveness
- Feedback should be given as soon as possible and linked to the event / act of communication
- Feedback should be considerate and respectful towards the recipient
- Feedback should be subjective (pay attention to the language used: "others" → "me") and free of interpretation concerning the person you are communicating with.
- Feedback should provide useful information such as concrete recommendations or examples that can be applied in future situations.
- Feedback should be authentic and honest (have the courage to give feedback)
- Feedback should be sense specific (what I saw, heard etc.; how it made me feel; what sensations were aroused)

Receiving feedback:
- Listen attentively
- Accept what is helpful with thanks and consideration
- Ask questions if there is something you don't understand, and "return" the rest
- Do not try to provide justifications (Remember, it's all in the past now. This is the way the person you are communicating with experienced you.)

management and leadership
Management: Influencing people consciously and directly by way of communication in order to reach specific goals or targets.

Person · Management behavior · Management success · Situation · "You can't *not* manage." · Managers do things right ! · Leaders do the right things.

Management strategies – "management by" approaches:
1. Management by the group itself (self-organization of the group according to different strengths / the group manages itself in different situations by relying on individuals in the group who have specific knowledge or expertise / the team leader coordinates, and the group makes decisions)
2. Management by cooperation (cooperative management style)
3. Management by participation (participative management style)
4. Management by objectives (management by setting targets)
5. Management by ….

Authoritarian management style ↔ Cooperative management style · Options available to the leader · Options available to the group · Authoritarian · Advisory · Delegative · Patriarchal · Participative

Five aspects of management behavior:
1. **Strategy / purpose of the activity** – What is the intention of the leader? What is the goal that the leader wants to reach? What is the purpose of reaching the goal for the leader?
2. **Content** – What is the leader trying to communicate? What are people under the supervision of the leader supposed to assimilate?
3. **Process** – Where do I start? How can the starting point be characterized?
4. **Approach** – How does the leader communicate his or her message?
5. **Person** – The leader is always involved as an individual. He or she is a part of the intervention. The leader is always in the spotlight and observed by the people under his or her supervision.

cf.: Langmaack and Braune-Krickau

Dimensions of management interventions: Participation · Involvement · Delegation · Qualification - increases · Commitment - increases · Identification - increases · Task orientation · Employee orientation · Degree of satisfaction - increases · Lost working time - decreases · Employee turnover - decreases · cf.: v. Rosenstiel

How am I perceived ?
Ideal image · **Self-image** – How do I see / experience MYSELF? · **Meta-image** – How do I believe OTHERS see / experience me? (something that I know in part from presumably honest feedback that I have received) · **External image 1** – How does MY Communication partner see / experience me? (information based on presumably honest feedback) · External image 2 · External image n

Dimensions of your self-image: Identity · Body and appearance · Background, family and socialization · Aptitudes and talents · Abilities and skills · Education, training, work experience and career · Vitality and vital needs · Desires, interests, goals, dreams · Character and values · Lifestyle · Experiences · Possessions, money and property · Social relationships · Relaxation, recreation, free time, fun, sport, inspiration, leisure, pleasure · Meta-dimensions

"The Johari Window"
cf.: Joseph Luft and Harry Ingham 1955

	Known to others	Not known to others
Known to self	A Area of free activity (public)	C Area of evasion and concealment (private)
Not known to self	B Blind spot	D Area of unknown activity

elegance · unknown competence · known competence · known incompetence · unknown incompetence · know how / excellence

Memory models:
cf.: Frederic Vester 2002 – Ultra short-term memory → Short-term memory → Long-term memory

Developing trust
A way of reducing complexity in interpersonal interaction

- Formal affiliation with a group (B is a member of GPM) → Category-based trust
- Behaviour expectations are inferred from the person's role (B is a project manager) → Role-based trust
- Focus on information provided by others about person (B) who accepts the trust → Opinion-based trust

Impersonal trust: Assembled information · Inferred trustworthiness · Interpersonal trust: Experienced trustworthiness · Personal experience

(1) As interaction with the person increases, the pieces of assembled information are gradually (time) replaced by one's own experiences. This is determined by the intensity of social contact with the person.

The process of developing trust: Interpersonal trust (trust between people)

Person giving trust: *Personality* – Capacity for trust: should I trust this person now or wait till I know more about him/her? – *Inclination towards risk taking* – willing to take risks – avoids taking risks

Person accepting trust: *Personality* – Integrity – Consistency – Loyalty – Goodwill – Openness – *Competence* depends on the situation

Situation of trust: *Situational relationship of trust* social, procedural, behaviour-oriented norms · *Situational relationship of opportunities/risks*

The decision-making process involved in an act of trust: Person giving trust (me) – *Dispositive capacity for trust* – Principle capacity of the person giving trust to trust another person from the very onset. · Situation of trust (environment) – *Norm-based trust* – Social control (my values are probably the same as the other person's) – Processual control (mutual approach) – Behaviour control (communication channels) · Decision to maintain attitude of trust · independent of the situation Attitude of trust · *Dispositive inclination towards risk taking* – How willing I am to take risks based on my previous life experience · *Economically based trust* – Trust aimed at maximising individual gain (recognition, reward, status, rank …) · Decision to perform act of trust · dependent on the situation Act of trust · Decision to perform an act of trust

B checks the trustworthiness of A and decides to perform an act of trust (reaction) with respect to A · trust worthiness · Reaction · Action · Adjustment to · Process of developing trust on both sides

cf.: doctorate M. Müthel 2005 / Miriam.Muethel@whu.edu

Teams
A **team** is a small group of people who are engaged in direct social interaction for a specific period and who pursue a common goal that is specified from outside in the form of a "job". The members of the team are committed to reaching the specified targets and are responsible as a group for achieving this goal. They agree to a specific approach to be applied in accomplishing their tasks, and they are committed to following specific social rules and norms.

Phases of team development:
1. Forming · 2. Storming · 3. Norming · 4. Performing

Feeling of well-being Fulfillment (+) · Feeling of discontent Disappointment (-) · Interaction · Time

Test phase – Formation of the group: • Polite • Impersonal • Tense • Cautious ▸ Formation of the group consciousness

Close combat phase – Conflict: • Underlying conflicts • Confrontation between different individuals • Formation of cliques • Difficult progress ▸ Lines are drawn, power struggles

Organization phase – Agreement on common goals: • Development of new ways of interacting with others in the group • Feedback • Confrontation between different points of view ▸ Self-organisation

Fusion phase – Performance: • Full of ideas • Flexible • Open • Efficient • United, cooperative ▸ Maturity, mutual acceptance

Trust · Development of trust through time · Interpersonal trust · Impersonal trust · Economically oriented development of trust · Knowledge-based development of trust · Identification-based development of trust · cf.: Promotion M. Müthel 2005

Development of trust within the team – Vgl.: doctorate M. Müthel 2005 / Miriam.Muethel@whu.edu

Conflicts
What is a conflict? A conflict is a process that begins the moment when one party perceives that the other party is impeding or starting to impede the pursuit of its interests (individual goals).

What are the different conflict levels?
4 Within a person (struggle with contradictions)
4 Between two individuals
4 Between a person (for example, a moderator) and a group
4 Within a group
4 Between groups

What options do I have to resolve conflict?

Harvard concept	Perceptive positions
Problem resolution talks	Problem resolution group
Coaching, mediation	……

Conflict management styles – cf.: Blake, Mouton, Thomas

0 ↔ 100% lose-win → Give in; abandon own targets · 100% ↔ 100% win- win → *Consensus* Joint problem resolution → Optimum solution · 50% ↔ 50% lose-lose – *Compromise* (each party agrees to move away from its maximum demands) → Goal is only to find a workable solution · 0 ↔ 100% win-lose → Get your way by force · Avoidance; sweeping the problem under the rug · Harmony · Power · Orientation towards the interests of the OTHER PARTY · Orientation towards OWN interests

Stages of conflict escalation – cf.: Glasl 2004
1 = Hardening of positions; tension · 2 = Debate and dispute · 3 = Actions instead of words · 4 = Image and coalition · 5 = Loss of face · 6 = Threat strategy · 7 = Targeted blows · 8 = Splintering · 9 = Mutual annihilation

Acceptance and motivation factors within project teams
cf.: Kleindienst 2005

Assignment go-ahead (▸ Project conception ▸ Sense of project ▸ Project objective) · Resources (▸ Quantity of human resource deployment ▸ Quality of human resource allocation ▸ Project budget) · Project culture (▸ Project manager ▸ Atmosphere ▸ Participation and involvement ▸ Constructive competition ▸ Way of dealing with conflicts ▸ Communication and information) · Responsibilities, decisions (▸ Individual responsibility ▸ Decision regarding error tolerance ▸ Requesting decisions) · Personal gain (▸ Success (feeling of success) ▸ Remuneration ▸ Career opportunities ▸ Security ▸ Self-actualization ▸ Recognition and status) · Support (▸ Contacts for project management ▸ Work preparations)

All six factors have to be taken into consideration to ensure sustained acceptance and motivation within the project team.

Motivation
The 16 basic motives – cf.: Reiss 2000

The 16 basic motives described by Steven Reiss are desires and, thus, motives that shape our behaviour and personality. While these motives can be found in all people, they vary from person to person and do not necessarily have to conform to any particular hierarchical order. Most of these motives – though certainly not always all of them – are motivation factors that acquire their significance in the context of the work world.

- Power – Pursuit of success, achievement, leadership and influence (pleasure of victory)
- Order – Pursuit of stability, Transparency and good organization
- Relationships – Pursuit of friendship, joy and fun
- Romance – Pursuit of sexuality and an erotic life
- Independence – Pursuit of freedom, contentedness and self-sufficiency
- Saving – Pursuit of an accumulation of material goods and property
- Family – Pursuit of a family life and the aspiration to raise one's own children
- Nutrition – Pursuit of food and drink
- Curiosity – Pursuit of knowledge, skills and truth
- Honour – Pursuit of loyalty and moral integrity
- Status – Pursuit of wealth, titles and public attention
- Physical activity – Pursuit of physical fitness and exercise
- Recognition – Pursuit of social acceptance and belonging; fear of rejection
- Idealism – Pursuit of social justice and fairness
- Revenge – Pursuit of competition, conflict, aggressiveness and retaliation
- Peace – Pursuit of relaxation and emotional security; fear of problems

"individual objectives" resulting from whole live planning of my communication partners
individual objective

Self-management of my resources
▸ Money · ▸ Workplace furnishings and equipment ▸ …… · ✖ Material resource management - Financial resource management - Facility management - ….

Material resources · Immaterial resources · Balance

Body: ▸ Health ▸ Physical fitness ▸ Biological performance capacity of the body: - Daily performance - Lifetime performance

Purpose and goals in life: ▸ Meaning of life (evolution?) ▸ Goals in life - Short-term (1 year) - Medium-term (2 .. 5 years) - Long-term (over 5 years) ✖ Whole life planning

Spirit: ▸ Perception via five sense organs ▸ Cognitive performance ▸ Intelligence ▸ Experience ▸ Sense of humour ▸ …

Spirituality: ▸ Explanatory model of the world ▸ Chance explanation ▸ Freedom or determination ▸ Religiousness ▸ ….

The way others see me: ▸ Personality ▸ Disposition (body language) ▸ Charisma ▸ Self-confidence ▸ … ✖ Image management

management of own multiple Intelligences (intelligence): 1 mathematical · 2 space · 3 linguistic · 4 naturalistic · 5 musical · 6 kinästhetic · 7 existential · 8 interpersonel · 9 intrapersonel · 10 emotionale – cf.: www.Spiegel.de edition 52/2006

Time: ▸ Time experienced in terms of quantity ▸ Time experienced in terms of quality (experienced/perceived time time = can be consciously recalled) ✖ Time management - Activity and time analysis - Disruptions and interruptions - Analysis of own work behavior

Social networks: ▸ Informal networks (who can I ask when I need information?) relationships of trust ✖ Knowledge management in social network ▸ Social dependency relationships (who can help me if I need a specific service?) ✖ Relationship management in social network ▸ Emotional – empathetic dependency relationships (sympathy / antipathy / affection / love / ..) ✖ Emotional management in social network ▸ …

Self-management: comprises techniques that can be used by an individual for time and goal planning for management of all individual circumstances of one's life such as: - Family/contacts - Mind/culture - Body/health - Work life - …

Work/life balance between mind and body

cf.: Eisenhower desk principle

Importance (total project success)	Low urgency	High urgency
High	B Fix a date for the task and delegate if necessary	A Complete task immediately
Low	Check and Delegate if necessary (Trash)	C Delegate task

Urgency (time-related)

cf.: Pareto principle, 80-20 rule – 80% / 20% Effort · 20% / 80% Result · Careful! Check whether the Pareto principle is really applicable to your case!

The "bottleneck" model of human perception
Only one part in ten million is actually processed · Input: 10^9 bits/sec · an output of 10^7 bits/sec

Visual sight approx. 80 % · Auditory hearing approx. 13 % · Kinaesthetic touch (skin etc.) · Olfactory smell (nose) · Gustatory taste

Information reduction to approx. 10^2 bits/sec · Auditory language · Facial expressions and gestures · Physiology · General motor functions · Environment · Feedback

Information received via sense organs · Reduction to $1:10^7$ as a result of selection and pre-processing outside of the processes relating to consciousness · Information contained in motor output · c.f.: Frederic Vester 2002

Social Perception
The humanist approach:
a) A person is individual in his or her entirety.
b) Each person already possesses an inherent capability for growth and self-discovery.
c) The challenge is to discover and bring out the potential in the person.

Basic assumptions:
1. A person's behavior is shaped by his or her model of the world, and not by the way the world really is.
2. A map is not the same thing as the area it describes.
3. Body and spirit influence each other reciprocally.
4. The variety of possible types of behavior is important – freedom of choice.
5. People have every resource at their disposal to achieve a desired change.
6. People can't *not* communicate.
7. If something isn't working, then try something else.
8. There are two levels of communication: conscious – unconscious
9. There's no such thing as failure! There's only feedback.
10. The importance of communication is in the reaction that you receive.
11. All behavior has a positive intention. This doesn't mean, however, that the behaviour is good.
12. The current behavior of a person is the best option available to this person just now.

cf.: Grundannahmen in der Neurolinguistischen Prozessarbeit (NLP) [Basic Assumptions in Neuro-Linguistic Programming, or NLP]

Meta-model of language
"The message takes shape once it reaches the recipient."

Surface structure – What I am conveying with language. · Deep structure - What I am processing and thinking inside my head. · Distortion · Deletion · Generalization

Language can never do justice to the speed, diversity and sensitivity of our thought. It can only be an approximation. O'Connor

Generalization: *Modal operators of possibility:* (can't / mustn't) · *Modal operators of necessity:* (should / must) · *Universal quantification:* (inferring something about a great number of things from a single or small number of examples)

Distortion: *Presuppositions:* (assumptions) · *Complex equivalence:* (attempting to equate different facts) · *Cause and effect:* (asserting that there is a connection between an event and an emotional reaction) · *Mind reading:* (speculating / seeming to know without any direct indication)

Deletion: *Unspecified nouns and subjects:* (noun / subject is ambiguous) · *Unspecified verbs:* (verb is ambiguous) · *Nominalization:* (abstract nouns) · *Comparison / scale:* (comparison or scale is missing) · *Assessments:* (What was the basis upon which the assessment was made? / Who is making the assessment? obviously / presumably / evidently / seemingly / apparently …)

Knowledge management
Milgram-hypothesis – cf.: Stanley Milgram 1967

After moth of puzzling with Computer the scientists Duncan Watts and Steve Strogatz 1998 really got the result and connected, six billion points, should symbolize the world population, so that every point with an max of six steps could reached from each other point.

everybody on the earth is connected with each other within 6 contact persones.

Signs (+ syntax) → Data (+ meaning) → Information (+ networking (context, experiences, expectations)) → Knowledge (+ relation to application) → Know-how (+ want it) → Action (+ do it right) → Expertise · Beginner · Advanced · Competent · Professional · Expert · cf.: K. North

Cave drawings? · 1.17 · Okay, now what's 1.17 supposed to be? · Aha! 1.17 is a length specification in meters. · Hey, I get it - it's a car door that's 1.17 m wide. · A car door that's 1.17 m wide makes it easer to get into the vehicle. · On our new car, the door has to be 1.17 m wide so that people can get into the vehicle easily. · We did it! Getting in is now a total breeze.

Knowledge/know how is necessary to realise the own part of whole project · Knowledge, team member do not have to realise his part on the project to project success. · Knowledge/know how to entry in project team · educate · Knowledge mgt. · develop

Special communication situations
- **Presentations** within the project
- Organization and **moderation** of: -**Negotiations**
- …

Shell work · Tiler · Plumber · Project manager · External systems · Window · Flooring · Fitter

Meetings:
- Agenda + goals of TOP's (who; how long; information/ discussion/decision)
- Organization / invitation
- Documentation (minutes)
- Moderation
- Frequency of meetings
- Optional dates

5+2 = optimum group size max. 21 communication options

Kick off: Kick off · Meeting 1 · Meeting 2 · Meeting … · "Chinese whispers" method · Time · Front loading · Common understanding · Adjustment of "maps" · Interpersonal development of trust · Team formation · ← Head start · ← Higher quality of project work

Spiral Dynamics
Coral - Integral - Holistic Renewalist – is slowly coming up
Turquoise - Whole View – synergize & macro manage
Yellow - Flex Flow – integrate an align systems
Green - Human Bond – explore inner self, equalize others
Orange - Strive Drive – analyze and strategize to prosper
Blue - Truth Force – find purpose, bring order, insure future
Red - Power Gods – express impulsively, break free, be strong
Purple - Kin Spirits – seek harmony & safety in a mysterious world
Beige - Survival Sense – sharpen instincts & innate senses

Values & Levels of consciousness way of thinking, Management of own explanatory model of the world. Meme : the heart of values, take effect as a organizing force and will be visible as (self spreading ideas, tradition or cultural practice)

http://www.spiraldynamics.com

Maslow's Pyramid of Needs
cf.: Maslow 1934

Proposed definition of self-actualisation: Carefully considered (perceiving one's feelings, emotions and behaviour and controlling them to a certain extent / freedom in choosing how drives should be satisfied) and autonomous management of one's own drives. cf.: Felix von Cube 2000

- Self-actualisation – Asserting one's outlook on life; creativity
- Esteem and recognition – Success, status, power
- Social needs – Affection, belonging
- Security needs – Protection, order, continuity
- Basic physical needs – Air, food, sleep

Survey: What influences people's attitude towards work?
Results are closely linked to Herzberg's two-factor theory of job satisfaction

Motivation factors: intrinsic (meaning directly connected to the work) → trigger **satisfaction** when fulfilled – Success · Recognition · Content · Responsibility · Progress · Development

Hygiene factors: extrinsic (meaning connected to the work only indirectly) → trigger **dissatisfaction** if **not** fulfilled – Company policies / internal organisation · Supervision · Relationship to manager · Work conditions · Salary · Relationship to co-workers · Relationship to subordinates · Private sphere · Status · Security

Degree of dissatisfaction ← → Degree of satisfaction

"If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea." Antoine de Saint-Exupery

We cant motivate people! We only can stop to demotivate people. Reinhard K. Sprenger *(modification of the surrounding conditions for self motivation)*

Intercultural Competence
see separate Intercultural Project Roadmap

Media array
Face-to-face meeting (2 people) · Face-to-face meeting (group) · Video conference · Telephone · Telephone conference · Voice mail · Computer conference (chat, discussion forums) · Fax · E-mail · Post · Documentation

Over compilation: • Ambiguity • Too much secondary information · Area of effective communication and cooperation · **Oversimplification:** (extreme simplification) • Impersonal • No feedback · Ambiguity of parts cooperation task

The **degree of media variety** can be measured by the ability of the media array to give direct feedback, by the number of channels and number of information used, by the level of personalization, and by the amount of diversity within the sector. In comparison, there are communication media such as e-mail that exhibit a low degree of variety, but which have a high degree of economic efficiency, making them suitable for routine communication.

"Soft factors" – the true hard factors in project work!
While "soft factors", as they are known, are oftentimes difficult to define, this is the very reason why working with them can have such a large effect on the success of a project. Remember, it's the people – with all their strengths, weaknesses and natural limitations of evolutionary development – that make the projects. This overview is by no way complete and is sure to cause friction with many readers/ viewers. The models presented here to explain our complex environment are intended to help project teams to improve their communication and their understanding for the actions of their colleagues. If we succeed in using a common understanding of "soft factors" to increase the plannability and controllability of many situations that we often experience as coincidental due to our lack of knowledge, then we have taken a great step forward in project work.

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