Project – Roadmap®

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.

IPMA

Hard Facts within the Project work — influence on success of project work: Hard Facts: 44%; Soft Facts: 56%

Vgl.: Gemünden 1992 und Sellin/Sellin 1994

Soft Facts within the Project work — influence on success of project work: Hard Facts: 44%; Soft Facts: 56%

cf.: Gemünden 1992 und Sellin/Sellin 1994

GPM — http://www.gpm-ipma.de

Company- and Project organization

DIN | 3
PMK | 2.4 / 4.4
ICB | 22 / 5

Company organization structure :

- security
- standardisation
- routine
- exact system of known obj-ectives

- staff
- autonomous
- matrix

- structure
- tasks
- responsibility

(matrix of responsibilities)

GL, LV, LV, LV — consulative committee — who / how / what / when — appreciation — relationship — flow

competence-domains

CD 1, CD 2, CD 3, CD 4

leadership (and staff)

MD 1, MD 2, MD 4, MD 5

market-domains

customer B, customer A

process organization : business process

DIN | PMK | ICB | 34

Project n, Project 3, Project 2, Project 1

challenger, established processes and structures, Business Process Reengineering

Hierarchy develops due to knowledge and unknowing know how head start ?

strength conform deployment within the project

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 / interaction patterns / feedback / exchanges / information / assumption / cultural system characteristics

complicated — critical — complex — surprising — stable — dynamic

methods / rules — theory / principles
sedulity / behavior — ideas / values / heading

Sort etc.:
the observer agrees a differentiation of his environment. The frontier is that what defined the sort/element separates from his outside world. And first that frontier describe the system as somewhat different from the environment.

connection hypothesis
systemic environment analysis

cf.: Dietrich Dörner
Frederic Vester
Peter Gomez und Gilbert Probst

Complexity management

cf.: Manfred Sarloch © SPM-Consult

world 3 people / employee

world 2 • complexity management • *Cybernetic 2. order / dynamic / catalyst systemic evolution / self organization*

world 1 • traditionally project management • *Cybernetic 1. Order / „command" – control / hard reality" / plan – actual / „hard operating"*

world 4 value / Way of thinking, set of beliefs

Idea Project-start

systemic view / networking / revolving processes

project- / product process Configuration and realisation of project objectives / project object project realisation – *project dynamic*

behaviour / project culture

Project Marketing

DIN | PMK | ICB | 38

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

Project Management Canon of GPM

DIN | PMK | ICB | 32

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 Specialty 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 Personal Management

DIN = German Institute for Norms & Standards — GPM = German Association of Project Management — IPMA = International Project Management Association

IPMA Competence Baseline 2.0

DIN | PMK | ICB | 39

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

Information- and Reporting System

report | internal | external

Economic Value Added (EVA)

Performance Measurement Board

operating figures
key data

Cost trend analysis

cost schedule
start of project
time (t-reports)
actual / forecast
today
project start

Milestone Trend Analysis

€ (€-reports)
actual / forecast
today
result conscience

Controlling

„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)

Contract Management

Claim Management

addition: most cost, most cost, most cost,