



# Projektkrise?

## Modelle für ein besseres Verständnis



Jürgen Sturany, PMP - ESI International  
PMI Munich Chapter Meeting  
18. Oktober 2010

# Agenda



- Vorstellung
- Einführung – Definition
- Modelle
  - Gruppendynamik
  - Beziehung - das Fundament
  - Konflikt - Komplexitätsfalle
  - Konstruktive Kommunikation
  - Triple Constraint
  - Lassalle Institut Modell® – LIM®
  - Integraler Ansatz
- Ein praktisches Tool - die Erwartungsmatrix
- Mein Vorschlag
- Abschluss, Fragen & Antworten

# Jürgen Sturany, PMP®



Jahrgang 1954  
DI (FH) Maschinenbau  
Projektcoach & PM Trainer  
verschiedene Post Graduates

- PMP®
- PRINCE2 Foundation
- GEIST & Leadership®  
u.v.a.m.

*„Wer seinen Hafen  
kennt für den bläst  
immer der richtige  
Wind!“*





**1981 gegründet in den USA, seit 2005 Teil der Informa Holding**

**ESI zählt seit mehr als 25 Jahren zu den führenden Anbietern in den Bereichen Projektmanagement- und Business Analysis Training**

- Training – mehr als 65 unterschiedliche Trainings (offene Seminare, On-Site Training und e-Learning) in über 12 Sprachen
- 400 festangestellte Mitarbeiter + 600 Trainer und Berater weltweit
- Consulting – Methodenentwicklung, Coaching und Mentoring, Einführung von PMO, Performance Appraisals von Projektmanagern und Organisationen

**Bis heute wurden etwa 1 Mio. Projektmanager durch ESI ausgebildet**

- Jährlich mehr als 4.600 Trainings in 75 Städten in aller Welt
- Im Jahr 2009 nahmen weltweit über 100.000 Projektmanager an ESI Trainings teil
- ESI ist Charter Member und Registered Education Provider (R.E.P.) des PMI und arbeitet seit über 25 Jahren mit der George Washington University (GWU) zusammen



Alle drei Faktoren sind normale Bestandteile unseres Lebens!

Was ist **Begeisterung**?

*Erfüllung minus Erwartung* **> 1**

Was ist **Zuverlässigkeit**?

*Erfüllung minus Erwartung* **= 1**

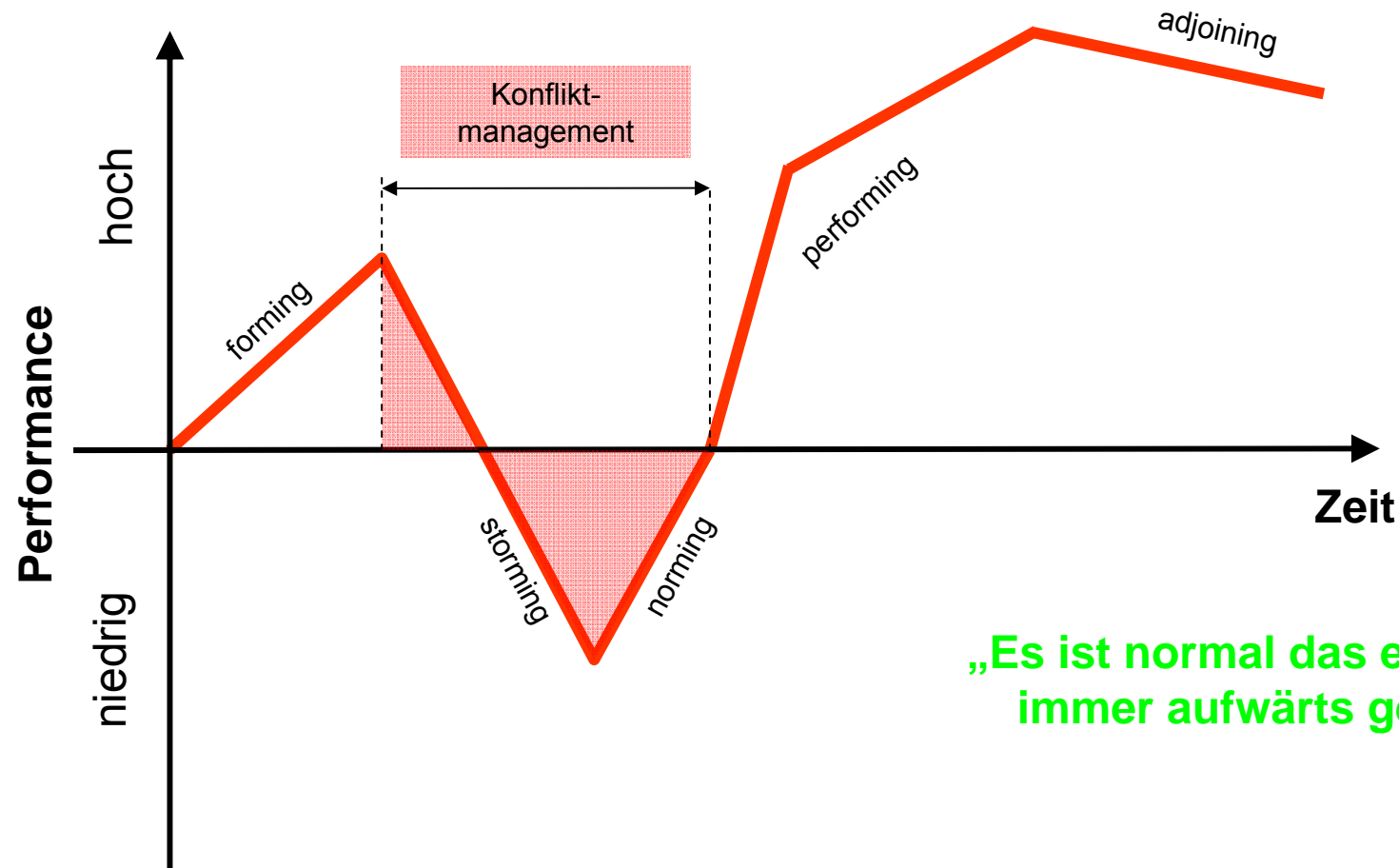
Was ist ein **Konflikt**?

*Erfüllung minus Erwartung* **< 1**



Bildquelle: ?

# Gruppendynamik - B. Tuckman

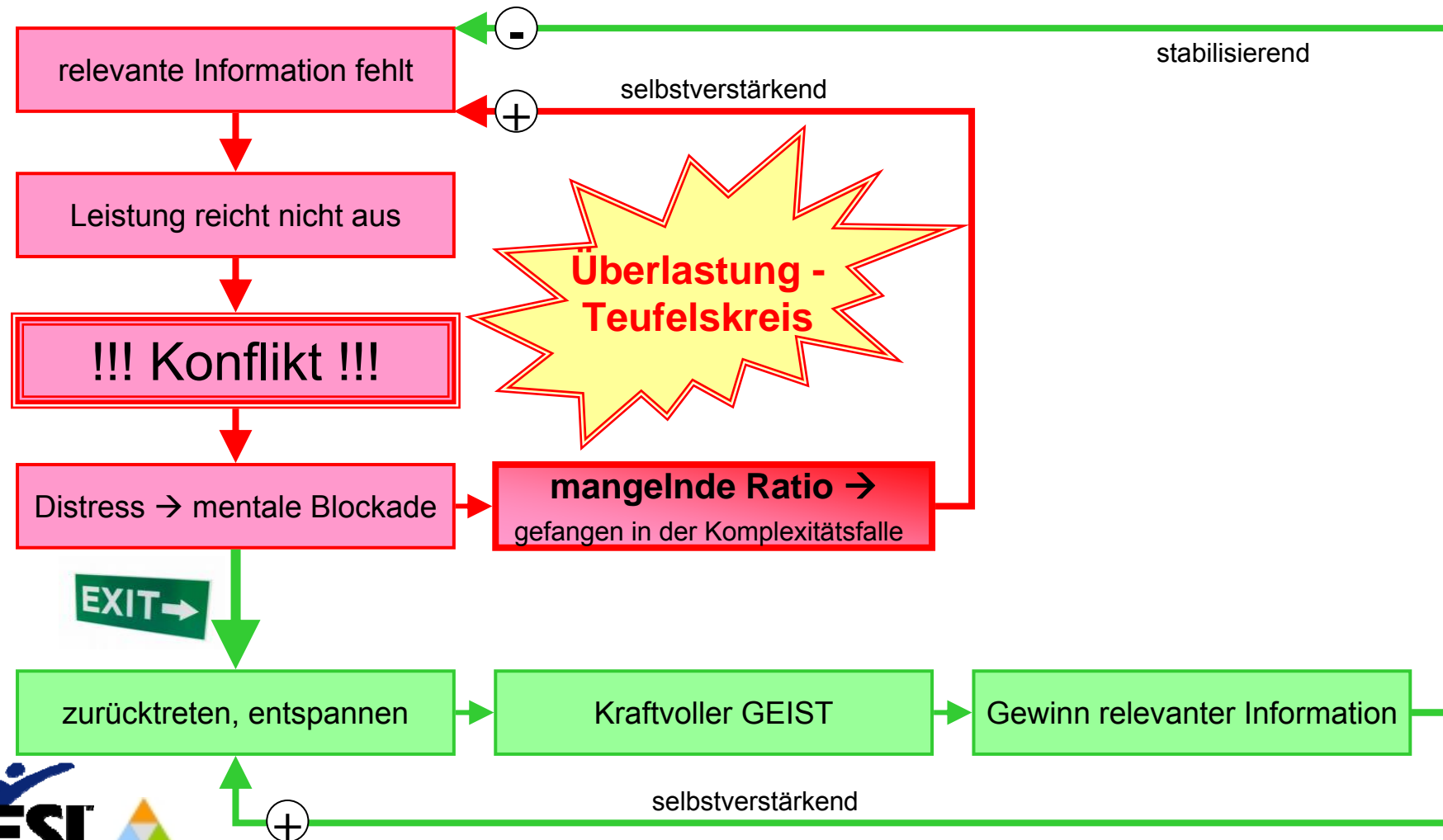


„Es ist normal das es nicht immer aufwärts geht!“

# Beziehung - das Fundament



# Konflikt - Komplexitätsfalle





„Die meisten Konflikte sind Versuche  
den **ursächlichen** Konflikten  
auszuweichen.“

Erich Fromm, 1956



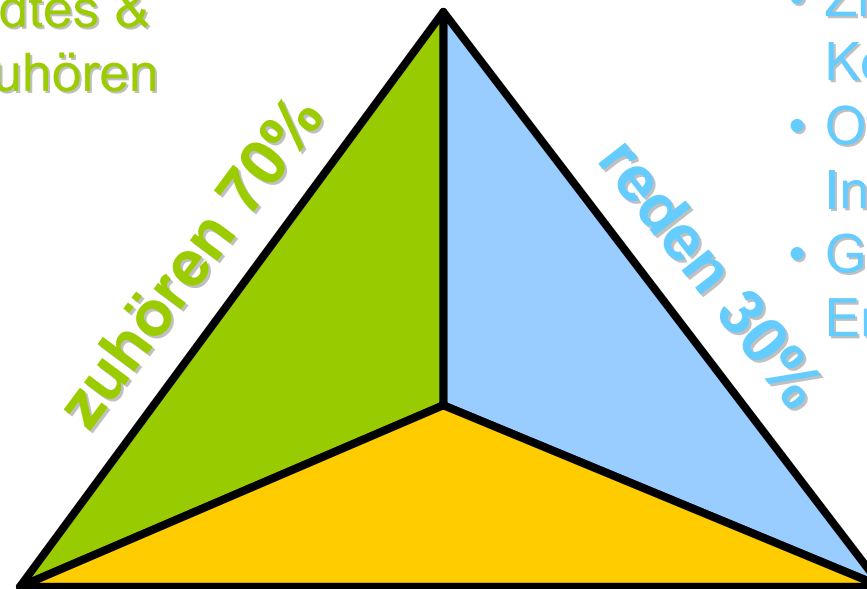
„Es kommt nicht darauf an Konflikte zu vermeiden, sondern eine **Konfliktkultur** zu entwickeln die von gegenseitiger Wertschätzung getragen ist.“

Friedrich Glasl, 1980

# Konstruktive Kommunikation



- Zugewandtes & aktives Zuhören



- Zielgerichtete Kommunikation
- Offene Fragen → Information
- Geschlossene Fragen → Entscheidungen

**Zweck:**

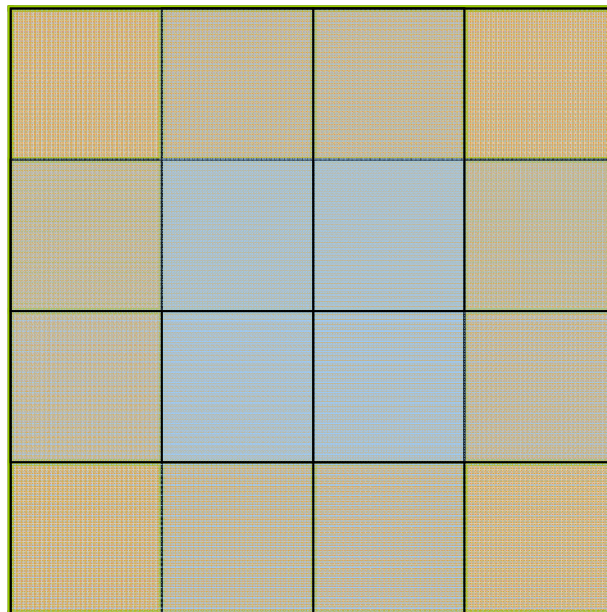
**gemeinsames Verständnis = 100%**

**Kommunikation ist was verstanden,  
nicht was gesagt wurde!**

# Kommunikationsübung



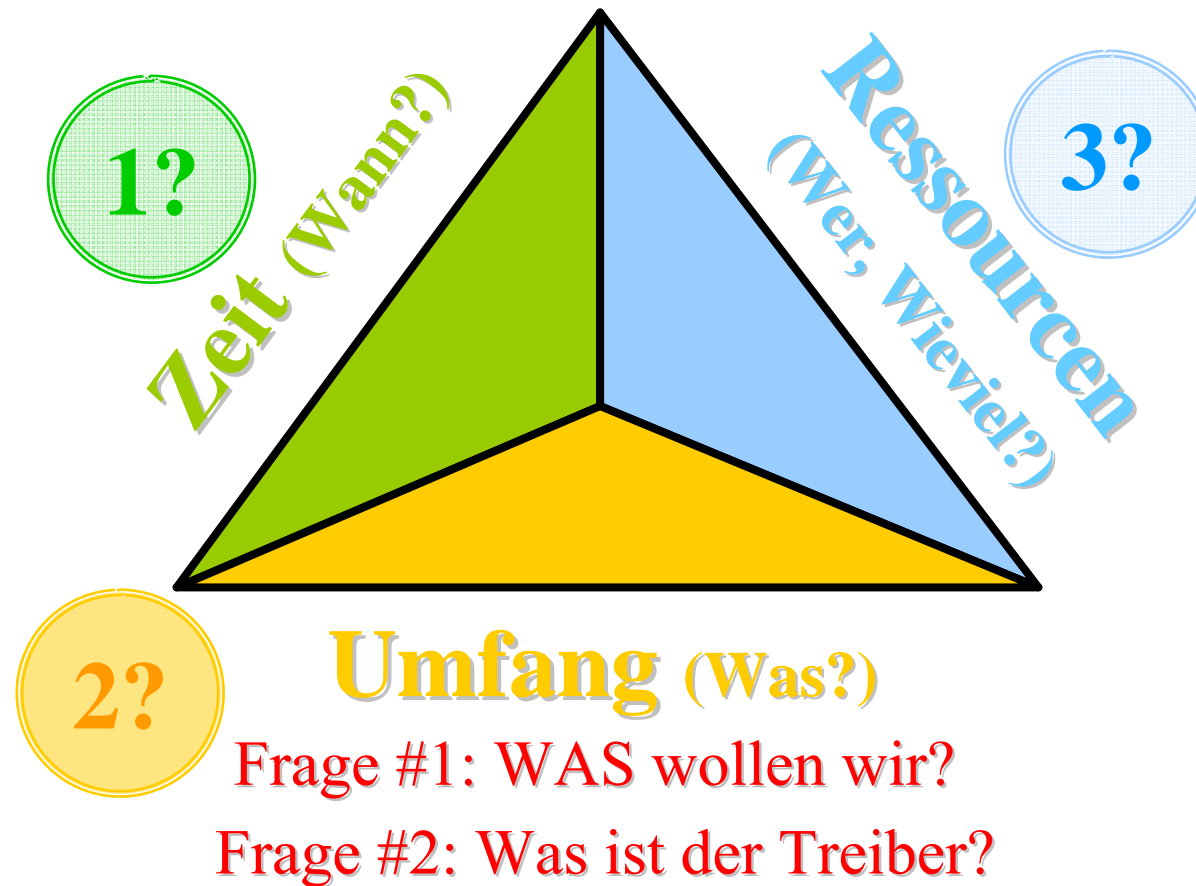
„Wie viele Quadrate sind das?“



4:	1
3:	4
2:	9
1:	16
$\Sigma$	30


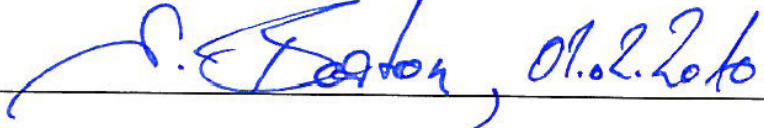
Ein Bereich von 1:30 oder 3000%  
für mögliche Missverständnisse !!!

# Triple Constraint



# Triple Constraint in der Project Charter (Auszug)

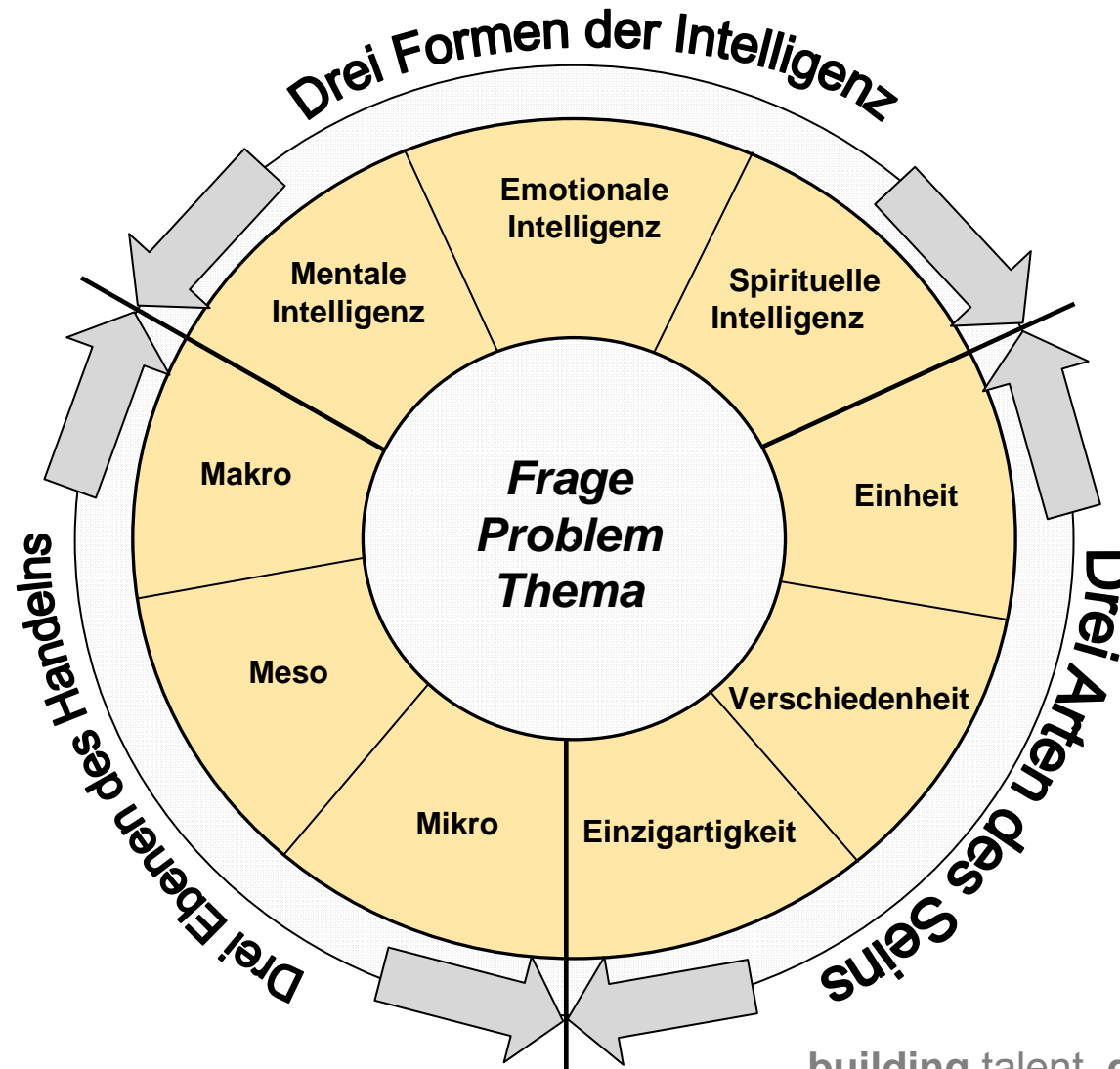


Priorization of the triple constraint: (What triggers this project 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> ?)		①	Scope	②	Resources	③	Time
Remarks:							
Date, Signatures							
Requested by the project manager: HH, 01.02.10 				Approved by the project sponsor:  , 01.02.2010			

End

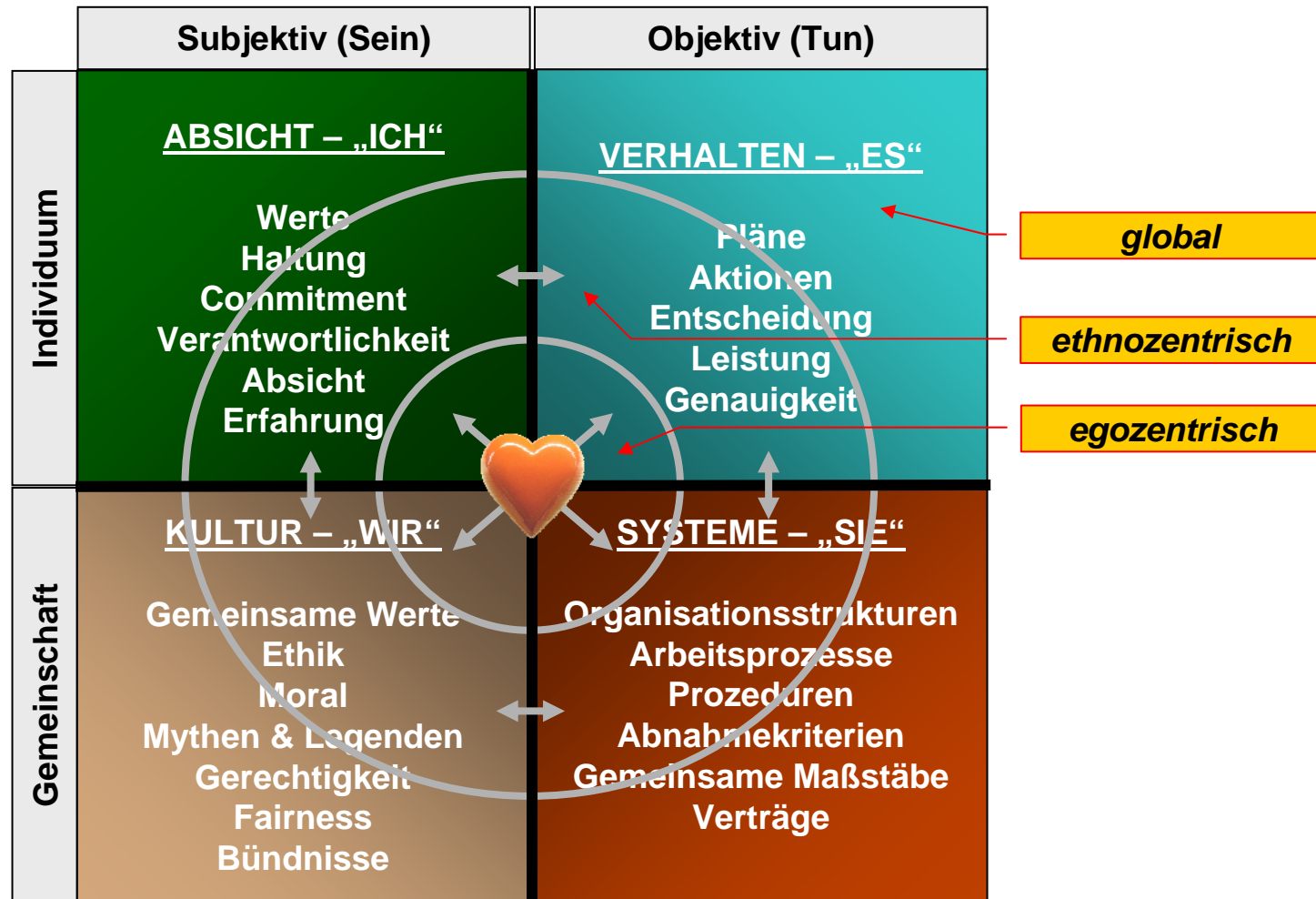


Für das Fehlende sorgen ...



Quelle:  
Mit freundlicher Genehmigung des  
Lassalle-Institut,  
Edlibach/Zug, Schweiz

# Integraler Ansatz - K. Wilber



Mit Genehmigung von  
JMJ Associates / London.  
Darstellung 1991 abgeleitet nach  
dem Modell von Ken Wilber.



# Modelle ...



... sind weder richtig noch falsch !

... sie sind entweder hilfreich oder nicht !

# Erwartungsmatrix ein erprobtes Tool ...



	<b>Team A</b> z.B. Management	<b>Team B</b> z.B. Engineering	<b>Team C</b> z.B. Controlling
<b>Team A</b> z.B. Management	Team A declares to stay for .....	Team A expects from Team B: WHAT & DUE	Team A expects from Team C: WHAT & DUE
<b>Team B</b> z.B. Engineering	Team B expects from Team A: WHAT & DUE	Team B declares to stay for .....	Team B expects from Team C: WHAT & DUE
<b>Team C</b> z.B. Controlling	Team C expects from Team A: WHAT & DUE	Team C expects from Team B: WHAT & DUE	Team C declares to stay for .....

# Erwartungsmatrix - ein Beispiel



## Project - Expectations Matrix

Status: August 26<sup>th</sup>, 2009

	Team 1 Safety	Team 2 Site Supervision	Team 3 Field Engineering	Team 4 Project Controls	Team 5 Contracts	Team 6 Management
<b>Team 1 Safety</b> expects from →	<ol style="list-style-type: none"> <li>We stay for common comprehension</li> <li>Respect everyone</li> <li>Enable and Support</li> <li>Bring flow models in safety (Visible Management Commitment (VMC))</li> <li>Encourage and recognize safety conform behavior on all work levels including the use of Rewards and Incentives.</li> </ol>	<ol style="list-style-type: none"> <li>We agree to improve communication in our day to day activities</li> <li>We agree personal commitment to provide safety and environment</li> <li>Taking ownership of safety</li> <li>Knowledge of the rules between all disciplines and TPC's</li> <li>proactive and motivation</li> </ol>	<ol style="list-style-type: none"> <li>Plan safety into work process</li> <li>Verifying that safety is incorporated in the engineering deliverables</li> <li>Communication (i.e. design changes with overall consequences on safety)</li> <li>Engagement</li> <li>Visible Management Commitment (VMC)</li> </ol>	<ol style="list-style-type: none"> <li>Communication: Identify and share issues with projects.</li> <li>Commitment to safety</li> <li>Sharing resources</li> <li>Engagement to safety</li> <li>Follow-up</li> </ol>	<ol style="list-style-type: none"> <li>Priority information: Agree workflow/ P99 review process</li> <li>Overview of site requirements/Waste management, Power work process and communication.</li> <li>Be engaged</li> <li>Communication</li> <li>Planning of activities short and long term</li> </ol>	<ol style="list-style-type: none"> <li>Visible Management Commitment (VMC)</li> <li>Support / resources</li> <li>Strongly commitment / motivation</li> <li>Leadership / best practices</li> <li>Responsible for the health and welfare</li> </ol>
<b>Team 2 Site Supervision</b> expects from →	<ol style="list-style-type: none"> <li>Professional and social attitude to TPC's</li> <li>Communicate with supervisors to resolve site safety issues</li> <li>Advise and resolve safety issues with TPC's. Take correct action of any unsafe situations or acts.</li> <li>To be visible and show presence on site throughout the working day. Provide incentives and work recognition on site.</li> <li>Communication to be continued with authorities (e.g. SOGWA - TDV)</li> </ol>	<ol style="list-style-type: none"> <li>Advocate acceptable safe working conditions and advise the supervisors on Safe Working practices and use of safety requirements.</li> <li>Ensure / Maintain Quality of field installations and related documentation.</li> <li>Maintain Processes and Schedule in Line with the Scope of Work.</li> <li>Full Internal Communication and Cooperation between all Disciplines, Site Engineering, Client and Authorities (i.e. TDV).</li> <li>Support all Contractor activities, provide assistance and guidance to ensure quality and timely completion of their contracts.</li> </ol>	<ol style="list-style-type: none"> <li>Key decisions from client / Field engineering to involve and inform Construction supervisors on construction activities (Task sheet)</li> <li>Effective action and speedy resolution on RFIs etc. and other questions / issues</li> <li>To update and maintain the model and inform activities (pending tasks)</li> <li>Handling of all drawings, documents and to meet presentation and</li> <li>Field engineering to support construction 100% on all matters</li> </ol>	<ol style="list-style-type: none"> <li>Project controls to advise construction supervisor on where we are standing / progress and where we need to go (Engage)</li> <li>Provide a 4-week look ahead schedule (with input from TPC's - combined)</li> <li>To update construction on any proposed schedule change</li> <li>To sign with construction on installation requirements (Site - 7)</li> <li>To verify progress on their own, with input and aid from supervisor, but to take the lead in it.</li> </ol>	<ol style="list-style-type: none"> <li>To be informed of contractual changes (i.e. Scope / changes of contractive. Contract access of work required for client / industrial etc.)</li> <li>Contract person who is responsible for each discipline to be named</li> <li>C.I.E.C. to be issued and checked to make sure of completion</li> <li>Contracts awarded early in the project(?) of the TPC's and remain used to have meetings to update health commitments</li> <li>Contracts must involve construction before any arrangements are made with TPC's concerning site activities.</li> </ol>	<ol style="list-style-type: none"> <li>Organization chart clarifying structure of management system and responsibilities</li> <li>Clearly defined project strategy</li> <li>Proper effective meeting structure</li> <li>Recognition for TPC's motivation within reached project goals / milestones</li> <li>Status of building permit and overview of resources and overall schedule</li> </ol>
<b>Team 3 Field Engineering</b> expects from →	<ol style="list-style-type: none"> <li>Safe construction site. Procedures(?) are being checked / improved. Daily checks on site</li> <li>Accurate communication/reporting by safety dept. (i.e. healthy checks for work on?)</li> <li>Toolbox meetings to be held for all departments (instruction board is not enough)</li> <li>Clear explanation and understanding in the proper language in safety meeting</li> <li>Checking and issuing Product documentation (i.e. permit, drawings, safety certificates). Safety data sheets OK, but experts might be required</li> </ol>	<ol style="list-style-type: none"> <li>All draft drawings to be checked for compliance (incl. 6 &amp; 8 size final drawings)</li> <li>Minimize the number of RFIs by being proactive (flow chart to be implemented + qualification)</li> <li>Work in accordance with latest RFC revisions</li> <li>Working prepared for the coming next 4 weeks (qualification contracts has to communicate the TPC's 4 weeks look-ahead with supervisors)</li> <li>To bring and to collect information and instructions</li> </ol>	<ol style="list-style-type: none"> <li>Answering questions from the construction team and any concerns in the field (reactive and proactive)</li> <li>Tracking of RFIs / TPC's etc. to be able to define trends</li> <li>Communicate initial changes and provide the right and accurate documents to all disciplines</li> <li>We provide solutions in engineering questions and ensure that they are signed with all disciplines.</li> <li>We are delivering in time.</li> </ol>	<ol style="list-style-type: none"> <li>Deliver a detailed schedule with needs and conditions (input). This will be done by distributing schedules to stakeholders</li> <li>Identify and communicate schedule e.g. by organizing monthly schedule meeting</li> <li>Support PM / PE to expedite the engineering deliverables on time</li> </ol>	<ol style="list-style-type: none"> <li>Timely issue of RFI, RFP, PDCM contracts (maximum within 2 working days)</li> <li>Contracts to expedite the contractors to start preventive maintenance activities if applicable</li> <li>Contracts to better about available equipment to their contractors (if feasible. This is not probably to be addressed to procurement / warehousing)</li> <li>Definition of working minutes to field engineering and to responsible engineers (Qualification / Field engineering to provide a distribution matrix)</li> </ol>	<ol style="list-style-type: none"> <li>Take care of a stable organization</li> <li>Roles &amp; Responsibilities for the complete construction team</li> <li>Facilitate sufficient / qualified resources and materials / tools to execute the work</li> <li>Clear chart</li> <li>Stop scope changes</li> </ol>
<b>Team 4 Project Controls</b> expects from →	<ol style="list-style-type: none"> <li>Get daily / weekly man-hours reports</li> <li>Get safety report (MERR)</li> <li>Keep safe workbooks - office at site</li> <li>Take lead in risk analysis for heavy lifting</li> <li>Organize first aid when needed</li> </ol>	<ol style="list-style-type: none"> <li>Provide input for progress reporting, schedule status and quality tracking</li> <li>Input for verification of schedule duration and sequencing</li> <li>Keep up on schedule variations</li> <li>Support development of mitigation plans</li> </ol>	<ol style="list-style-type: none"> <li>Review and verify quantities in change orders &amp; technical justification of the change (together with quantity surveyor - to be resolved)</li> <li>Support project controls in meeting efforts for unmet scope / resource contracts</li> <li>Ensure vendor info is available to support construction schedule (i.e. vendor plant) drawings, resources needed - support from procurement</li> </ol>	<ol style="list-style-type: none"> <li>Analyze current cost / progress and schedule status and provide Project Management with timely meaningful reports to take appropriate actions.</li> <li>Establish cost schedule, progress baseline and monitor committed expenditures and progress against the baseline. Identify trends and deviations and communicate to client and Project Management.</li> <li>Checking TPC invoices in accordance with contract conditions</li> <li>Provide tenders for contracts and TPC's and ensure proper coordination.</li> <li>Provide tender contract team members with required information in time</li> </ol>	<ol style="list-style-type: none"> <li>Contracts to implement change management process and flow (award) process including distribution of the appropriate documents to involved group and project controls - TPC's</li> <li>Contracts to provide on a frequent basis schedule, cost forecast input for each TPC / Contract</li> <li>Support project controls to get man-hours, quantities &amp; progress reporting established and updated for main TPC's</li> <li>Need contracts support to have TPC's start taking charges for their time quantities</li> <li>Clear scope definition per each contract</li> </ol>	<ol style="list-style-type: none"> <li>Alignment on reporting requirements. Area / Impact(?)</li> <li>Communication of project developments</li> <li>Management to involve the appropriate disciplines in the decision making process. Management to further discuss and communicate to all stakeholders</li> <li>Management to ensure adequate staffing of the project</li> <li>Authority signature list</li> </ol>
<b>Team 5 Contracts</b> expects from →	<ol style="list-style-type: none"> <li>Feedback loop on contractor safety performance</li> <li>Interpretation (?) of safety data (?) for project/field level / project level contractors</li> <li>Weekly notification of contractor construction status meeting</li> <li>Organization of site safety policy / rules</li> <li>Financial coordination with contracts team safety contractors</li> </ol>	<ol style="list-style-type: none"> <li>Feedback on contractor performance incl. quality &amp; schedule by participation in progress meetings</li> <li>Timely issue C&amp;I and put in through controlling</li> <li>Coordination of construction contracts</li> <li>Early warning for extra work / scope / cost through C&amp;I</li> </ol>	<ol style="list-style-type: none"> <li>Timely resolution to engineering issues to contractor &amp; contract team (dissatisfaction) C&amp;I (RFIs - 1-2 Tage)</li> <li>Challenge engineering change request - team responsibility(?)</li> <li>Manage engineering changes with client (interaction / operations)</li> <li>Be the liaison with home office to ensure contracts team gets RFI drawings &amp; 100% development needs list</li> <li>Provide technical input in Bid clarification</li> </ol>	<ol style="list-style-type: none"> <li>Updated time and cost construction schedule, monthly update meeting</li> <li>Actual approved project budget</li> <li>Progress reporting system / identify how contractors progress, so that in the basis for progress payment</li> <li>Final forecast contract value report; available for all TPC's</li> <li>Design vs. actual quantities report; construction bi-weekly report</li> </ol>	<ol style="list-style-type: none"> <li>Negotiation of cost and delivery for all contracts with project contractors including safety, time, cost and quality</li> <li>Commercial purposes and decision also</li> <li>Monitor / Coordinate Contractors through timely communication</li> <li>Managing Change - Minimize and mitigate claims</li> <li>Quantify and issue contracts. Communication of any development outside of the contractual scope to the appropriate disciplines.</li> </ol>	<ol style="list-style-type: none"> <li>Timely decision making</li> <li>Clear resolution between disciplines</li> <li>Provide project policy / strategy</li> <li>Provide sufficient resources</li> <li>Work environment that allows everyone to give the best</li> </ol>
<b>Team 6 Management</b> expects from →	<ol style="list-style-type: none"> <li>Driving safety culture / implementation visibility</li> <li>Advising &amp; coaching and consistent message</li> <li>Elevation of disputed safety items</li> <li>Recognizing Positive / Rewarding</li> <li>Managing - Incentives reporting &amp; safety statistics</li> </ol>	<ol style="list-style-type: none"> <li>Stability on site</li> <li>Full participation in safety</li> <li>Proactive construction planning</li> <li>Maintain open dialog with subcontractors</li> <li>Implementing ISO 9001 AME culture come with solutions, JSS problems</li> </ol>	<ol style="list-style-type: none"> <li>Take ownership of problems</li> <li>Timely responses to RFI's</li> <li>Representation (going M&amp;G(?)</li> <li>Effective closing of Incentive engineering development needs list</li> <li>Ownership of vendors VRCM, document control, vendor reps</li> </ol>	<ol style="list-style-type: none"> <li>Flow forecast schedule</li> <li>Timely responses to RFI's</li> <li>Project milestone list by area &amp; discipline (max 2) weeks look ahead schedule</li> <li>Accurate costflow forecast</li> <li>Implementation / integration of</li> <li>Implementing ISO 9001 AME follow by TPC's Start to TPC project team</li> </ol>	<ol style="list-style-type: none"> <li>Scope presentation</li> <li>Clear notification</li> <li>Documenting, recording &amp; follow up of contractual events</li> <li>Early review of contracts communication</li> <li>Weekly notification of construction progress incl. validation of issues</li> </ol>	<ol style="list-style-type: none"> <li>Passionate safety culture, create safe environment</li> <li>Clear notification</li> <li>Clear distribution of Objectives, Roles &amp; Responsibilities, including understanding of scope</li> <li>Deliverables like procedures, specifications, engineering and review &amp; recognition including visibility of results &amp; results</li> <li>Clarify / deliver the program</li> <li>Provide a healthy environment, clear role policy, clear communication and encourage sharing</li> <li>Minimize changes, engage in leadership through effective teams, correct team direction and decision making</li> </ol>

JSB



# Mein Vorschlag ...



Anstelle

- **Gleichgültigkeit & Egoismus**

Besser

- **Mitgefühl & Altruismus**

... abgesehen davon dass es gut täte,  
hat es sogar eine Wirtschaftlichkeit!

# Abschluss, Fragen & Antworten



**Herzlichen Dank ...**