Index

Acceptance process, 101–102	Agile project management, 23,
Action-oriented uncertainty, 67	74, 78, 139, 141, 142,
Action plan, 127, 249, 354, 464,	222, 317, 386, 523, 538,
467	556
Activity and event logbook, 696	competent and empowered
Activity and time control,	project team, 570–572
669-683	direction and coherence,
activity planning, 670	561-562
critical chain, 677-678	flow and speed, 563-570
cyclogram, 681	simplification and
Gantt chart, 678–681	improvement,
rolling work planning,	572-575
670-674	topicality, 560–561
scheduling, 675–677, 682–683	users on board, 562-563
Activity overlap, rules for, 687	value and quality, 557–560
Administrator, 212, 271, 657	Agile thinking, 139–142, 348,
Agile company development,	374
336, 342	Agreement logbook, 696
elements of, 374	Ambition, managing level of,
framework for, 374-375	78
portfolio management,	American GERT/GAN, 464
376-377	Anchorage in the user
projects, 375	organization, 152,
principles of, 375	170-174
resources, 377	APM BOK, 35, 422–424

Appreciative inquiry, 629, 631, 632	benefit management, 403–404
Architect, 149, 162–163	business modeling, 402
Authority, 90, 156, 189,	visioneering, 402
197—198, 206, 241,	Business development projects,
263-264, 591-592,	16, 100, 154
614, 646, 649	environment, 17
Basic models and situational approach, 32	project management, 17–18 project task, 16–17 resources, 17
Beginning of a project, 133–134	stakeholders, 17
Behavioral competency, 652,	Business modeling, 402
655—656	Buyer-supplier situation,
Benefit goals, 442–446, 452, 453	192–193
Benefit management, 403-404	Capacity calculations, 719-720
Bidding phase, 143, 722	Career ladder, 273
Black-box description of a	Cascade model of a production
system, 750	group project, 94
Blog, 693	Cash flow, 329
BOT projects (Build, Operate, Transfer), 147	Cause-and-effect diagram, 199, 741, 744
Bottom-up planning strategy, 355–356	Cause-effect analysis, 634 Challenges, project. <i>See</i> Project
Briefing meetings, 225	challenges
Budget, 57, 81, 270, 325–330,	Change logbook, 695–696
721, 725, 727	Change management, 44, 100,
Budget control, 325, 327–329,	104, 172, 174, 261,
722, 725–727	392
Buffer management, 678 Business and entrepreneurial	management of development initiatives, 399–401
perspective, of project, 26	and project management, 395–398
Business development and	renewal project and change,
value creation, 401	relationships between,
aligning partners' business	394
interests, 403	total change process, 395

Change process, 19, 38, 42, 43–44, 97, 99–101, 104–105, 120, 173, 174, 368, 396, 526 change analysis, 530–531	Communication, 19, 174, 208, 215–216, 261, 310, 398, 462, 571, 621 Communication place, 691, 693 Communication plan, 230,
change task, 531	624–626
considering the approach,	Communication system, for
526–530	project control, 301
course of action as, 122–124	documentation, 302
four tasks of, 100	issue management, 303
influence and engagement,	project control file, 301–302
532–534	project info-room, 302
Kotter's eight points in, 123	Company and organizational
project as part of, 42–45	development projects,
Characteristics of project, 204,	18
244, 415	environment, 19
models of project	project management, 19
management	project task, 18
functions, 422–426	resources, 19
portrait, 415–421	stakeholders, 19
Circular working mode,	Company competency, 230
12–15	in joint reflection, 640–641
Circular work pattern, 233–234	Company organization,
"Circular" planning process,	interaction with, 590
13, 14	double-sided authority
Closing the project, 136–137	relationship, 592–593
Coach, 369, 630–631, 634	permanent authority overlap,
Coalition model, 40, 41, 434	592
Collaborative behavior, 603	project organization as
Collective learning, 27, 33, 101,	separate department,
249-250, 408, 629,	593-594
630	temporary authority overlap,
Co-management, 154, 269, 274,	591-592
275, 276, 571	traditional organization with
Commitment to the project	unambiguous
work, 220	responsibility
Committed costs account, 328	structure, 591

Company project model, 32–33 Competencies, 49, 250, 570,	Complex project, controlling, 297–299
627-629, 652, 655	Computer-based simulations,
development, 652	236
of project management, 36–37, 653	Concept-based phase model, 118, 125
requirements, 267–273 Competency center, 378–379	Concept development, 129, 186, 275, 309, 453, 511, 512,
Competency development, 37,	514-516, 522-524,
49, 227, 250, 257, 344,	555, 562, 565, 751, 758
379, 392, 406, 652, 653	Concept documentation, 453,
as step-wise process,	454, 456
410-411	Concept thinking, 235-236
Competency-gap analysis, 571	Concretization process, 94, 120
Competency organization, 196,	Condition-oriented uncertainty,
227-229, 250-251, 408	67
Competency Profile Form, 658	Conditions for project
Completed project, evaluation	management, 267
of, 301	Configuration management
Completion of project task, 134	(CM), 306, 775–777
Completion plan, 702	change control, 776–777
Complex competency, 249	design review, 776
Complexity, dimensions of, 45,	identification of
53, 69, 70, 233	configuration, 775
Complexity, handling, 233	reference basis, 776
circular work pattern,	Conflicts, dealing with,
233-234	609-616
concept thinking, 235–236	reactions to conflict situation,
creation of shared pictures in	613
workshops, 237	Construction cost, percentage
elevator model, 234-235	of, 735
interplay between holism	Consultants, 129, 167–168
and details, 234	Contracting, 733–737
use of models for dialog, 237	contract administration,
visualization and experience,	736–737
236-237	types of contracts, 735-736
Complexity syndrome, 84	types of delivery, 733–735

Contract management, 330–332	utility values and benefits, 756–758
Contract manager, 255	Control functions and
Contract orientation, 137	processes, of project
Control, of project work, 669	planning, 285
activity and time control,	Control meetings, 597—598, 599
669–683	Control of results, 303
analysis of problems and	product and quality,
needs, 737–750	304–310
configuration Management	utility value, 304
(CM), 775–777	Control task stems from
contracting, 733–737	uncertainty, 285–287
cost control, 721–730	Cooperation in the project
failure modes and effects	organization, 201, 595
analysis (FMEA),	authority of the project
772–775	group, 206–207
	communication plan,
imposed effects, 769–772	624–626
issue management, 694–695 logical framework, 750–755	
materials control, 731–733	cooperation with interested
	parties/stakeholders, 223
network planning, 683–689	
performance measurement	communication plan, 230
(PM), 704–709	cooperation with norm-
product/system	setting parties, 229
specification, 758–759	cooperation with resource
progress measurement,	organization, 227–229
697–704	cooperation with users,
project info-room, 689–694	224-227
project logbooks, 695–697	management attention,
quality assurance, 759–765	223-224
Quality Function	neighbors and spectators,
Deployment (QFD),	229
766–769	co-play, 203–205
resource control, 715–721	dealing with conflicts, 609
status report and	disagreements, 610–616
management report,	decision process, 616,
709-714	619-623

decision model, 617 four basic ideas, 617–618	project work, 230 decision process and
garbage-can model, 618–619	limited rationality, 230–233
five elements of cooperation,	fields of tension, 238-239
207—209	handling project
good teamwork, 602	complexity, 233-237
during, 606–608	steering committee's work
ending, 609	patterns, 222–223
start, 604	Cooperation on the project, 168
learning, 245–251, 626	anchorage in the user
across projects, 636–641	organization, 152,
collective learning, 629	170-174
during the project, 630–636	change management, 174
individual learning, 629	management contribution,
organization's project	152, 169–170
competencies,	professional contribution,
627-629	151, 169
meetings, 595	stakeholders and influence,
control meetings, 597–598,	152, 174–179
599	Cooperation place, 691
launch meetings, 596	Coordination, 92, 127, 168, 184,
meeting minutes, 598-602	208
work meetings, 595–596,	Coordination and control
597	schedule, 313, 314,
norms for cooperation, 206	534
project organization	activities, 539–541
maturity, 239	activity responsibility, 541
group values, 244	approach, 537
stages in group	documenting plan, 547-548
development, 242–244	milestone planning, 543-547
project team, cooperation in,	milestones, 537-539
207	schedule, 541-543
meetings, 216-218	work paths, 535–537
project room, 215-216	Coordination group, 168,
work intensity, 218–222	192-193
work patterns, 209–215	Co-play, 203–205

Core team, 270	entrepreneurial/business
steering meeting, 672	perspective, 113
Correspondence logbook, 696	organizational perspective,
Cost control, 327–329, 721–730	113
activities, 728	political perspective, 114
budget, 725	technical perspective, 112
budget control, 725-727	holistic project planning,
cost estimation, 721-722	124-125
project accounts, 727	hospital catering system,
successive calculation,	92-93
723-725	industry-based phase model,
Cost drivers, 307, 770	117-118
Cost estimation, 721–722	iterative approach, 118
Cost plus contribution margin,	deliveries for each stage,
735	118
Course of action, 11, 38, 40, 80,	development with solution
87, 94–96, 98,	experiments, 118-119
107–110, 113, 114, 115,	explorative processes, 119
117, 119, 120, 121, 124,	maneuverability, 137–139
142, 275	new business, developing,
Agile and Lean project	94-95
management,	planning events during the
139-142	project, 125–127
aspects of preparing a master	pregnant women, healthy
plan for, 128	food for, 90-91
as a change process, 122–124	product-determined phase
choice of, 110	model, 117
closing the project, 136–137	production groups,
complexity, 109	introduction of, 93–94
concept-based phase model,	project processes, 96
118	dealing with environment,
course as decisions, 114–117	106
detailed planning, 127–129	management processes,
dilemma, planning, 131–133	106–107
formal start of the project,	related to application and
136	operation of project
four-perspective model, 112	result, 105–106

related to the project task,	Culture in the project group,
97-105	evaluating, 607
project task, structuring, 108–109	Cyclogram, 681, 682
relationship to other	Daily morning meeting, 673
rhythms, 142–143	Deadline trend, 700, 701
standard phase model,	Decision group, 19, 157-160
119–122	Decision makers, 73, 230, 232,
technical equipment,	240-241, 623
delivery of, 91–92	Decision minutes, 599
theater performance,	Decision part of the project
creating, 95–96	organization, 151,
typical life cycle for internal	155-160
renewal initiative,	Decision process, 616, 619–623
129-131	activities in, 621
Course-of-action models, 504	decision model, 617
classic models, 505-507	four basic ideas, 617–618
concept-based approach,	garbage-can model, 618–619
507-512	and limited rationality,
closing phase, 518	230-233
concept development	Decisions during the project,
phase, 512–516	116, 289, 482
implementation phase,	Decision tree, 464, 466, 738,
516-517	741
operations and use phase,	Definitions of a project, 5
517-518	Delimitation strategy, 117
iterative development,	Delivery, types of, 733–735
522-525	Delivery of work
parallel streams model,	main delivery, 331
518-520	systems delivery, 331
step-wise development and	technical/professional
implementation,	delivery, 331
520-521	Delivery projects, 135, 136, 142,
timebox approach, 521–522	156, 157, 159, 170, 171,
version stages, 522	173, 181, 297, 344, 393,
Critical chain, 316, 677–678	513, 520, 525
Critical line, 316, 548, 688	Design for value, 770–771

Design-to-cost (DTC) method, 308, 309, 771–772	Elevator model, 234–235 "Embrace change", principle of,
Desirable properties, 78	74
Detailed planning, 121, 126,	End-users, 20, 63, 225
469, 548	Energy creators, 221
of course of action,	Energy killers, 221
127—129	Engagement interview, 588
Development conversations,	Entrepreneur, 657
638-639	Entrepreneurial/business
Development of project	perspective, of project,
management, 383	113
1970s – planning, 383–384	Entrepreneurial picture, 416,
1980s – organization, 384	417, 420
1990s – management, 385	Environment, project. See
2000s – professionalism,	Project environment
385-386	Event logbook, 696
2010s — multi-perspective	Expectation account, 328
leadership, 387	Experience-based methods, 715,
challenges for projects, 387	716
Development task, 212, 391,	Experience competency, 653
747	Explicit knowledge, 248–249
Deviation report, 711–712	Explorative change strategy,
Disagreements, 239, 609–610,	124
611–614	Explorative processes, 119
characterizing, 610	Externalizing, 248
dealing with, 611–616	T. II
reasons for emotional	Failure modes and effects
tension, 611	analysis (FMEA),
Diversity, 429	772–775
Documentation, 302, 454	Field of tensions, 10, 206, 208,
Documentation place, 690	238–239, 243, 278
Double-sided authority	Financial control, 323–325
relationship, 592–593	cost control, 327–329
Dreyfus & Dreyfus' model, 37,	financing the project,
410, 411	329–330
Dulewitz and Higgs Company	project costs and budget,
Model, 663	325–327

First to do, 80-81	analysis of interested parties,
First to see, 80	433-441
First to think, 79–80	analysis of uncertainty and
Five-by-five model, 6, 7, 96–97,	risk, 456–467
175, 237, 284, 469	project challenges,
of control functions, 489	427-432
detailed planning, 469	project values and goals,
overall planning, 469	442-453
project environment, 10	solution concept,
project management, 11	453-456
circular working mode,	Forming the project, 75–77
12-15	Forward-oriented follow-up,
leading and managing the	293-297
project, 11	Forward reporting, 292
learning, 12	Free slack, 688
master plan and course of	Functions, description of,
action, 11–12	743-748
organization and	Function tree, 746, 747
collaboration, 12	Future of project management,
points of attention, 12	381
project task, 8	business development and
content and extent of, 8	value creation,
goals and products, 8	401 - 404
implied change, 8-9	change management,
need and benefit, 8	392-401
time frame, 9	changing organizational
resources, 11	forms
as a scorecard, 713	business processes,
stakeholders, 9–10	increased focus on,
5C Model, 47, 207–209	391-392
"Fixed deadline-fixed price"	project-working mode, 388,
contract, 138-139	390-391
Fixed price, 139, 331, 733	silo companies or network
Formal start of the project,	companies, 389-390
136	learning and knowledge
Forming and defining the	sharing, 404–408
project, 427	Future situation, 30–32

Gantt chart, 547, 678–681, Holism and details, interplay 684-685, 689, 699-700 between, 234 Gap analysis, 743, 745 Holistic project planning, Garbage-can model, 618-619 124 - 125Hospital catering system, Generalist project manager, 269 - 27092 - 93Humanistic change strategy, Globalization, 216, 691 Goal/point of departure, best 124 practice as, 34-35 Illustration methods, 685 Goals, 8, 30, 49, 442–453, Implementation goals, 448 713-714, 739, 754 Imposed effects, 306, 769-772 benefit, 444-445, 452 design for value, 770-771 clear goal, 443 design to cost (DTC), common goals, 208, 443 771 - 772description of, 448-449 life cycle cost (LCC), implementation, 448 769 - 770picture, 442-443 value analysis, 772 process, 448 Inappropriate group culture, product, 446-447 strategy goals versus project Independent project goals, 367 organization, 149 utility, 401 Independent slack, 688 Goals/means tree, 739 Individual learning, 249-250, Good teamwork, 602 during, 606–608 and developing ending, 609 competencies, 630 start, 604 Industry-based phase model, Good work plan, characteristics 117 - 118of, 674–675 Influence diagram, example of, Grant-funded projects, 329 Groupthink, 204 Influence tree, 738–739 Group values, 244 Initiation part of a project, 134 Instability, 71, 429 Healthy food for pregnant women, 90-91 Integrated project work, 212, Hierarchical influence diagram, example of, 739 Integrated teamwork, 307

Integrator, 657 Intensive work patterns, 219 Interested parties, analysis of,	Joint competencies, 640 Joint decision-making, 347, 620
433–441 analysis of change, 438–439	Joint venture and network, 193
analysis of tensions and coinciding interests,	Key performance indicators (KPIs), 397, 404
439-440	Knowledge database, 639
coalition model, 434	Knowledge sharing, 408, 637,
identification of the parties,	639
435-436	in competitive environment,
position analysis, 436–438	407-408
sociogram, 440–441	joint perception, 639
Interface management, 21, 23,	Kotter's eight points in a
462	change process, 123
Internal company development	
projects, 153, 271,	Large projects, 415
338-339, 340	Launch meetings, 596
Internalizing, 249	"Lead by trust", 274
Internal renewal initiative,	Leadership, 253
typical life cycle for,	competency requirements,
129-131	267-273
IPMA (International Project Management	mastering paradoxes, 277–278
Association), 35, 409,	personal leadership,
422, 424–425	264–267
Iron triangle, 57	project manager's place in
Issue management, 303,	the organization, 278
694-695	project manager's task, 257
Iterative approach, 118	basis for project
deliveries for each stage,	management
118	authority, 263–264
development with solution	leadership versus
experiments, 118–119	administration,
example of, 524	262—263
explorative processes, 119	many disciplines and
principle of, 523	coherence, 260–261

project management and change management,	reflective and experimenting project
261	manager, 405
top management, 273-277	means, 250
Leading and managing the	organization's project
project, 11	competencies,
Lean project management, 293	627-629
Lean thinking, 139–142	recognition and, 79-81
Learning, 12, 245–251, 626	Learning diary, 633-634
across projects, 636-641	Learning groups, 638
central elements, 247	Life cycle cost (LCC), 308, 721,
individual and collective	769-770
learning, 249-250	Life-cycle economy, 324
reflection and	Line of balance technique,
experimenting,	701-702
247-248	Logbooks, 667, 695–697
tacit and explicit	activity and event, 696
knowledge, 248–249	agreement, 696
collective learning, 629	change, 695–696
competencies, 246–247	correspondence, 696
competency organization,	event, 696
250-251	negotiation, 696
during the project, 630–636	problem, 695–696
environment, 637	technical, 697
individual learning, 629	Logical framework, 750–755
and knowledge sharing, 404	
competency organization,	Management and control
408	competency, 653–655
knowledge-based systems	Management attention, 41,
and organizational	223–224, 397
learning, 406–407	Management contribution to
knowledge sharing in	the project
competitive	organization, 152,
environment,	169–170
407-408	Management part of the project
planning as social process,	organization, 151,
405-406	153-155, 512

Management processes, 97, 106–107	Milestone meeting, 670, 673–674
Management report, 709-714	Milestone plan, 315, 543, 596, 700
Management tasks, 48, 154, 266 Management triad, 401	
Managerial grid, 660, 662	Milestone report and deviation report, 711–712
Managers of change, 171–172	Mission, 59, 79, 82–83
Maneuverability, 48, 125,	Mission determining the
137–139, 287–289	project, 82–83
unexpected events and	Muddling through, 231
improvisation, 290	Multi-disciplinary cooperation,
Man-hour consumption, 445,	214–215
720–721	Multiplicity, 70
Master plan and course of	Multi-project management, 335
action, 11–12	Agile company
Materials control, 322–323,	development, 371
731–733	Agile projects, 375
Matrix organization, 278	framework for, 374-375
in new product development	portfolio management,
department, 593	376–377
in technical manufacturing	resources, 377
company, 592	myriad of development
Maximum price, 735	projects, 337–342
Mechanistic organization, 187	program and program
Meeting minutes, 598–602	management, 359–363
Meetings, 216–218, 595	information system,
control meetings, 597-598,	370-371
599	organizing, 367–370
daily team meeting, 568	program, preparation for,
launch meetings, 596	363
meeting minutes, 598-602	strategy goals versus
work meetings, 595-596, 597	project goals, 367
Mentor, 631	strategy to projects,
Method competencies, 652–653	364-367
Methodical risk analysis,	project office, 378
457—458	competency center,
Micro-managing, 194	378–379

planning and control office, 378	schedule, calculating, 687–689
projects organization in	Network projects, 194
portfolio, 342-344	New business, developing,
development portfolio,	94-95
forming, 349-350	Nice-to-have properties, 78,
interrelationships among	447, 521
development projects,	Norm-setting parties,
344-345	cooperation with, 229
orchestration forms,	
356-357	Opaqueness, 70, 428
planning and control of	Openness strategy, 116–117
portfolio, 357-359	Operating organization,
portfolio of development	adjoining with, 81
initiatives, prioritizing,	Operational organization,
345	change capability in,
strategy and development	103-104
projects, connection	Opinion makers, 173-174
between, 354	Opportunistic budget, 326
Mutual interplay in the project	Opportunity orientation, 137
organization, 189-190	Optimistic budget, 325
Mutual problem solving, 614	Orchestration forms, 356–357
Myers-Briggs type indicators,	Organic organization, 187
83, 659	Organigram, 581
	Organization, project
Necessary properties, 78, 521	arranging, 577–583
Need orientation, 137	basic pattern of, 579
Negotiation logbook, 696	as separate department,
Neighbors and spectators, 229	593-594
Network companies, 389-390	Organizational forms,
Network planning, 547,	changing, 388
683-689	business processes, increased
analysis of, 689	focus on, 391-392
illustration methods, 685	project-working mode,
process diagram,	390-391
construction of,	silo companies/network
685-687	companies, 389-390

Organizational learning, 196, 594	stakeholders and influence, 152, 174–179
central elements in, 247	designing, 179
individual and collective	development and
learning, 249-250	adjustment of the
reflection and	project organization,
experimenting,	186–191
247-248	planning, 180–183
tacit and explicit	trust and control, 183–186
knowledge, 248–249	dismantling, 190–191
knowledge-based systems	supplementary
and, 406–407	organizational forms,
Organizational perspective, of	191
project, 26–27, 113	competency organization,
Organizational picture, 416,	196
418, 420	organizing parallel projects,
Organization of operations, 63	195–196
Organization theory, 36, 39	project organization with
Organization's project	several partners,
competencies,	192-195
627-629	Ovalogram, 741
Organizing a project, 12, 145	example of, 742
basic pattern, 151	symbols and drawing rules
decision part, 151, 155-160	for, 743
management part, 151,	Overall planning, 469, 470, 471
153-155	Overall project head, 156, 158,
working part, 151, 160–168	160
cooperation on the project,	
168	Paradoxes, mastering, 277–278
anchorage in the user	Parallel projects, organizing,
organization, 152,	195–196
170-174	Participants, project, 163–168,
change management, 174	174
management contribution,	appointment of, 166-167
152, 169–170	Partnering agreements, 331
professional contribution,	Partners' business interests,
151, 169	aligning, 403

PASS, 464	organizing, manning, and
Payment account, 328	cooperation, 483–484
Performance measurement	planning points in project
(PM), 704–709	process, 470
Performance measurement	planning process, 471-474
system (PMS), 708	points of special attention,
Permanent authority overlap,	486 - 487
592	project and product
Personal leadership, 264–267	environment, 478
competency, 264	project background and
Personal meeting minutes, 602	mission, 474
Persons, 63	resources, work effort, and
Perspectives of project, 25,	economy, 485–486
33-34	See also Project planning
business and entrepreneurial	Planning workshop, 470,
perspective, 26	553-556
organizational perspective,	Point-of-no-return, 114, 138
26-27	Points of attention, 12
political perspective, 27	Political activities to gain
technical perspective, 26	influence, 615
PERT planning method, 677,	Political change strategy, 123
682	Political environment, projects
Planning and control office,	in, 23, 39–41
378	environment, 24
Planning dilemma, 131–133	project management, 24-25
Planning events during the	project task, 24
project, 125–127	resources, 24
Planning model, 469, 472-473	stakeholders, 24
anchoring of project and	Political perspective, of project,
plan, 488–489	27, 114
approach and plan, 482	Political picture, 416, 418, 420
control and management,	Porter's five forces model, 237
488	Portfolio, organizing projects
forming the project, 481	in, 342
interested parties around	connection between strategy
project and product,	and development
476	projects, 354

bottom-up planning,	four pictures of the project,
355-356	416
top-down planning,	frame for, 419
354-355	organizational picture, 416,
development portfolio,	418, 420
forming, 349-350	political picture, 416, 418, 420
idea land, 353	technical picture, 416, 417,
principles for, 350-352	420
staging and organizing,	Position analysis, 437–438
352-353	Position properties, 78
four approaches to	PPSOP model, 61–64, 62, 99,
prioritizing portfolio	455
of development	Practice, broad basis for, 35–36
initiatives, 345	Predictable events, 67
company situation,	Pregnant women, healthy food
348-349	for, 90–91
development activities in	Preoccupation with daily
competition, 346–347	operations, 83–84
dynamic coherence	Price per delivered unit, 733
management, 347–348	Price per resource unit, 735
explicit rules for selecting	PRINCE2, 422, 426
activities, 346	Problem interview, 631, 632
forming development	Problem logbook, 695–696
activities in coherent	Problem matrix, 742–743, 745
clusters, 347	Problems and needs, analysis
interrelationships among	of, 737–750
development projects,	cause-and-effect diagram,
344-345	741
management of development	decision tree, 741
initiatives, 356–357	description of functions,
planning and control of	743-748
portfolio, 357-359	gap analysis, 743
Portrait of the project, 28,	goals/means tree, 739
415-421	influence tree, 738–739
entrepreneurial picture, 416,	ovalogram, 741
417, 420	problem matrix, 742–743
examples of, 419	relationship diagrams, 741

system concept, 748–750 tree diagrams, 738 Problem-solving meetings, 217 Problem-solving processes, 231 Process diagram, construction of, 685–687	need and solution, 304–305 quality management, 309–312 scope and configuration, 305–306 Product breakdown structure,
Processes, 96	314
dealing with environment,	Product-determined phase
106	model, 117
management processes, 106–107	Product development projects, 156, 169
related to application and	phase model for, 507
operation of the	Product goals, 446-447
project result, 105–106	Production groups,
related to the project task, 97	introduction of, 93-94
acceptance process,	Products, 61
101-102	Product/system process, 98–99
change capability in the	Product/system specification,
operational	758-759
organization, 103–104 change process, 99–101	Profession, project management as, 408
necessary competencies, 102	competency development as
product/system process, 98–99	step-wise process, 410–411
resistance to change, 102,	profession needs, 411–412
103	shift of paradigm, 412–414
suitable stages, 104–105	Professional contribution to the
understanding, process of,	project organization,
101	151, 169
Process goals, 448	Program and program
Procurement guidelines,	management, 359–363
731–732	information sheets for, 380
Producer, 656	information system, 370–371
Product and quality, control of,	organizing, 367–370
304	preparation for program, 363
imposed effects and value	strategy goals versus project
thinking, 306–309	goals, 367

strategy to projects, 364	project control file,
rhythm of realization,	301–302
366–367	project info-room, 302
strategic readiness, 364–366	complex project, controlling,
Program scorecard, 371	297—299
Progress curve, 701	contract management,
Progress measurement,	330-332
697-704	control functions and
Gantt chart, status in,	processes, 285
699-700	control of results, 303
line of balance, 701-702	product and quality,
milestone plan, monitoring	304-310
in, 700	utility value, 304
percentage done, 698	control task stems from
progress curve, 701	uncertainty, 285–287
trend curve, 700	culture, 290–292
valued step, 698	financial control, 323-325
work done, 698	cost control, 327-329
work effort and estimated	financing the project,
remaining effort, 698	329-330
Project accounts, 727	project costs and budget,
Project administrators, 264	325-327
Project challenges, 427–432	five-by-five project control
analysis and prioritization of,	model, 284
431	forward-oriented follow-up,
as a basis for planning, 428	293-297
description of project	general control model, 294
complexity, 430	good activity control, 291
points of special attention,	Lean management, 293
432	maneuverability, 287-289
project conditions, 431	unexpected events and
Project committee. See Decision	improvisation, 290
group	materials control, 322-323
Project control, 281, 332-333	project management reports,
communication system, 301	297
documentation, 302	project testimonial, 300-301
issue management, 303	resource control, 319

consumption of supplies, 322	challenges for leading the team, 648
facilities and work	checklist for project leader
conditions, 322	selection, 647
monitoring resource	delegation of tasks, 649
consumption, 321	general role descriptions,
resource planning, 319–321	643-644
time and work control,	leading in a political milieu,
312-314	650
monitoring progress,	management areas, 644-646
316-317	measuring the project
scheduling, 315–316	manager's
speed, 317-319	performance, 650-651
work planning, 314	project manager's contract,
Project coordination tasks, 261	648-649
Project coordinators, 264	requirements, 646
Project environment, 6, 9, 10	Project leader's competency,
business development	652-664
projects, 17	behavioral competency,
company and organizational	655-656
development projects,	experience competency, 653
19	general behavioral models,
projects in a political	656-662
environment, 24	management and control
technical oriented	competency, 653-655
development projects,	match between project
22	manager's competency
technical oriented repetitive	and style and the type
projects, 20	of project, 662–664
Project group	Project leader's plan, 665–668
as a force field, 166	Project management 2.0
special characteristics of, 204	systems, 693, 694
umbrella role for, 159–160	Project management body of
Project info-room, 302,	knowledge (PMBOK),
689-694	409, 422, 653, 655
Project leader role, 643–651	"Project management by
behavior, 646–648	manual", 264

Project Management Institute (PMI), 35, 409, 422	basic pattern of, 151–168, 579
Project management reports, 297	designing, 179–191 maturation, 239–244
Project manager, 153–155, 160, 162, 163, 166	as separate department, 593–594
authority of, 263–264 career, 273	stakeholders and influence in, 174–179
competence profile, 657 contract, 648–649, 651	Project participants, 163–168, 174, 245, 339, 408
focus areas, 259 personal performance,	Project people's competencies, 638–639
650-651	Project planning, 490, 492-494
required technical and professional	dilemma of, 132 holistic, 124–125
competencies of, 272 requirements for, 269	model of, 126 project control file, 494–495
role of, 255–256 task, 257	project owner's project charter, 491–492
basis for project	See also Planning model
management authority, 263–264	Project portrait. <i>See</i> Portrait of the project
leadership versus	Project processes. See Processes
administration, 262–263	Project responsible manager, 223–224
many disciplines and coherence, 260–261	Project room, 215–216 Project scorecard, 712–714
project management and change management,	Project status report, 710–711 Project structure. <i>See</i>
261 Project objectives, 79	Structuring the project Project task, 8, 56, 65, 97
Project office, 378	acceptance process,
competency center, 378–379 planning and control office, 378	101–102 additional analyses, 74–75 business development
Project organization, 3 arranging, 577–583	projects, 16–17 change process, 99–101

company and organizational development projects, 18 complexity, 69 pro-active action against challenges, 72–74 content and extent of, 8, 56 four-perspective model, 65–66 goals and products, 8, 56–57 implied change, 8–9, 57 necessary competencies, 102 need and benefit, 9, 56 operational organization, change capability in, 103–104 product objectives, 61 PPSOP model, 61–64, 62	Project team, manning, 583–588 Project team structure, 580 Project teamwork, 203, 302 Project values and goals, 442–453 benefit goals, 444–445 description of goals, 448–449 goal picture, 442–443 implementation goals, 448 measuring results, 451–452 process goals, 448 product goals, 446–447 value analysis, 449–451 Project-working mode, 3, 4, 5, 134, 390, 391 task orientation of, 29–30 "Pull forces", 181 Pull principle, 123, 561
product/system process, 98–99	"Push forces", 181 Push principle, 123
projects in a political	i usit principie, 125
environment, 24 resistance to change, 102, 103 structuring, 108–109 success criteria, 64–65 suitable stages, 104–105 technical oriented development projects, 22 technical oriented repetitive projects, 20	Quality assurance, 240–241, 310, 311–312, 759–765 actions, 763–764 activity plan, 759–763 review, 764–765 test, 765 Quality Function Deployment (QFD), 766–769 Quality management, 309–312, 762
time frame, 9, 57 uncertainty, 66	Question-and-answer dialog, 13–14, 28
chances and risks, 68–69 understanding, process of, 101 value creation, 57–60	Realistic budget, 325 Recognition and learning, 79–81

Reference groups, 226-227	technical oriented
Relationship diagrams, 741	development projects,
Renewal project, typical life	22
cycle for, 130	technical oriented repetitive
Renewal project and change,	projects, 20–21
relationships between,	Responsibility charts, 581–583,
394	584
Reports, 297	Retelling minutes, 599
Requirement specification, 20,	Rethinking project
559	management, 45–46,
Resistance to change, 102,	387
103	Rethinking Project
Resource control, 319, 715–721	Management
capacity calculations,	movement, 58, 387
719-720	Review, 764–765
consumption of supplies, 322	Risk breakdown structure
estimating resource effort,	(RBS), 461
715–718	Risk stones, 467, 566
facilities and work	Rolling work planning,
conditions, 322	670-674
monitoring resource	RPD method (research
consumption, 321	planning diagram),
planning resource load,	464, 465–466
718–719	
resource planning, 319–321	Schedule, calculating, 687–689
time sheet, 720–721	Scheduling, 315–316, 675–677,
Resource organization,	682–683
cooperation with,	Scorecard, 712–714
227—229	S-curve, 701
Resources, 11	Secretaries, 264
business development	Self-created complexity, 84–85
projects, 17	"Self-organized" project group,
company and organizational	164
development projects,	Self-sustaining learning
19	processes, 85–86
projects in a political	Shared pictures, creation of
environment, 24	in workshops, 237

Shorthand minutes, 600 technical oriented repetitive projects, 20 Short-term planning, 670 Silo companies, 389-390 Stakeholders and influence, 152, 174-179 Situational approach, basic models and, 32 Standard phase model, 119 - 122Situational leadership, 257, 662 SMART model, 449 Start of the project, 136 Start-up workshops, 216 Socializing, 248 Status report, 297, 709-714 Sociogram, 440-441 "Soft" planning of a project, 13 Steering committee. See Solution concept, 453-456 Decision group Steering committee meetings, Special characteristics, of 241 project management, Steering committee's work 256 Spectrum of different projects, 25 patterns, 222-223 Sponsor, 170-171 Steering meeting, 672 Stakeholder expectations, Strategy, projects and, 81–82 64 - 65Structuring the project, 495 combining structures, Stakeholder involvement, 176 compromise strategy, 177 500 - 503dominance strategy, 176–177 organizational affiliation, harmony strategy, 177 structuring, 498-500 practical issues, 179 physical/geographical in the project organization, structure, 498 177 - 178in result functions, 496–497 Stakeholders, 9-10 in systems, 497–498 analysis of, 433-441 Structuring the project task, 161 business development Subcontracting, 212–214 projects, 17 Successive calculation, 723–725 company and organizational example of, 724 development projects, formulas in, 723 Successive time planning, 683 projects in a political Sunk costs, 328 Supplementary organizational environment, 24 technical oriented forms, 191 development projects, competency organization, 22 196

organizing parallel projects,	Technical oriented repetitive
195–196	projects, 19
project organization with	environment, 20
several partners,	project management, 21
192-195	project task, 20
Supplementary organizational	resources, 20–21
units, 153	stakeholders, 20
Supplier and customer aspects,	Technical perspective, of
balance between,	project, 26, 27, 112
158-159	Technical picture, 416, 417, 420
Suppliers and consultants,	Technical—rational change
167–168	strategy, 123
Support functions, 155	Technical skill, 272
SWOT analysis, 463	Temporary authority overlap,
System concept, 748-750	591-592
Systems, 62–63	Tensions, 70, 429, 439
System thinking, 748–750	Test, 765
	Theater performance, creating,
Tacit knowledge, 248–249	95–96
Task orientation of project-	The British Association for
working mode, 29–30	Project Management,
Teacher, 631	422
Team, empowering, 274–275	"The project portrait", 428
Teambuilding, 604, 605	Time and work control,
Teamwork issues, 605	312–314
Technical equipment, delivery	monitoring progress,
of, 91–92	316–317
Technical logbook, 697	scheduling, 315–316
Technical opinion makers, 173	speed, 317–319
Technical oriented	work planning, 314
development projects,	Timebox, 319, 521–522
21	Time calculation in process
environment, 22	diagram, 688
project management, 23	Time control, 669–683
project task, 22	Time-out evaluation, 633
resources, 22	Time schedule, characteristics of, 674–675
stakeholders, 22	01, 0/4-0/3

Time sheet, 720–721	sorting uncertainties, 460
Time-to-market, 44	SWOT analysis, 463
Timing, 266	what-if plan, 463-464
Top-down planning strategy,	Understanding, process of,
354-355	101
Top management, 198–199,	Unforeseeable events, 67
273-277	User representatives, 165
Total slack, 688	Users, cooperation with,
Transformation matrix, 364	224-227
Tree diagrams, 738	Users on board, 562-563
Trend curve, 700	Utility goals, 79, 401
Types of project, 16, 137, 387	Utility values, 59-60
	and benefits, 756-758
Uncertainty, consequences of, 68	control of, 304
Uncertainty and complexity,	
reactions to, 83–86	Value-adding, 340
complexity syndrome, 84	Value analysis, 449–451, 772
preoccupation with daily	Value creation, 57–61
operations, 83–84	business development and,
self-created complexity,	401 - 404
84-85	in political environment, 37
self-sustaining learning	emphasis on creating value
processes, 85–86	and utility, 38
Uncertainty and risk, analysis	implementation, including,
of, 456–467	38
action plan, 464, 467	task as a unified whole,
causes of uncertainty,	38-39
461-463	time limitation, 39
dealing with the	portfolio management's
uncertainties, 459-461	attention toward, 358
decision tree, 464, 466	Value of work done, 701
finding the uncertainties, 459	Virtual project organization,
methodical risk analysis,	216
457-458	Vision, 79
RPD method (research	Visioneering, 402
planning diagram),	Visualization and experience,
464, 465–466	236-237

Week plan, 667
What—if plan, 463—464
Wikis, 693
Work breakdown structure
(WBS), 109, 314
Work done, 698, 701
Work effort and estimated
remaining effort, 698
Work groups, interfaces
between, 211
Working and business
processes, 61—62

Working groups, 161, 405
Working part of the project
organization, 151,
160–168
Work intensity, 218–222
Work meetings, 573, 595–596,
597
Work patterns, 209–215,
222–223
Work planning, 314, 667, 670,
671
Works council, 227