

JANUARY 2023

IAPM MAGAZINE

Happy New Year 2023!

We hope you all had a great holiday season and a good start into the new year. We wish you a year full of joy, courage, health and success - both professionally and privately.

We are thrilled to start this year with the IAPM Magazine and to share with you what happened in December last year, and then start the New Year all over again. There were three big themes in December that we want to announce to you right here: We published our Whodunit Advent Calendar, the Crossword Puzzle Day took place and our web-learning platform Certified (Senior) Agile Project Manager (IAPM) was completed. Interested in what else is in store for you? Then read on!



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IAPM Family

We are delighted to welcome a new Network Official to our ranks: Nick Roßlau. Nick is an experienced IT project and programme manager with global experience in complex projects and a focus on SAP software, digitalisation and lean management since 2005. Due to his constant interest in expanding his own competencies, he acquired a variety of certificates in the field of software and project management - including [Certified Senior Project Manager \(IAPM\)](#) and [Certified Senior Agile Project Manager \(IAPM\)](#). His profile is complemented by operational management experience in various consulting firms.

His diverse experience, as well as an extensive and binding network, serve him for the successful implementation of customer projects in all business areas and sizes. At SAP SE, he is currently responsible as external programme manager and RTE for all projects related to the Digital Commerce Platform, the SAP Store for direct and indirect software sales. As IAPM's Senior Official for the Metropolitan Areas of Hanover and East-Westphalia he is responsible for IAPM events in these areas and the person to contact at the IAPM on organisational issues in these regions.

Would you also like to become an IAPM Network Official and represent us in your community and network with project managers worldwide? Find out how to become one and how you can benefit from it: iapm.net/en/the-iapm/become-network-official/



Web-learning platform

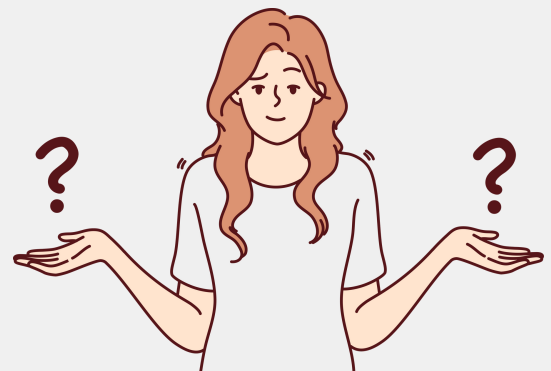
After several weeks of successive publication of our web-learning platform for [Certified Agile Project Manager \(IAPM\)](#) / [Certified Senior Agile Project Manager \(IAPM\)](#), the last chapter was published in December. However, we have not only added the chapter "Conflict Management" - we have revised the entire platform, corrected minor and major spelling and presentation errors and standardised the images. Have a look at the new images and start preparing for the agile certifications of the IAPM right away: iapm-cert.net/weblearn/capm-en/index.html



Are you just getting into agile project management and want to focus on the Scrum framework for now? Then our [Certified Junior Agile Project Manager \(IAPM\)](#) certification is just the right thing for you. You can also prepare for the exam in self-study here: iapm-cert.net/weblearn/cjapm-en/

Advent calendar

In 2022, we wanted to offer you a kind of advent calendar to sweeten the time leading up to Christmas and to the turn of the year. We decided to publish a detective story one day after the other. For all those who missed our whodunit: [Read it in its entirety](#) and let us know what you think about it!



IAPM Essentials

In December, four IAPM Essentials were published: From IAPM Essentials #135 to #138. The topics we found most interesting were conflict resolution according to Columbo, how to successfully work hybrid and what is behind the sailboat retrospective. You missed the IAPM Essentials? Then you can catch up right here:

➞ iapm.net/en/blog/iapm-essentials-135

➞ iapm.net/en/blog/iapm-essentials-136

➞ iapm.net/en/blog/iapm-essentials-137

➞ iapm.net/en/blog/iapm-essentials-138



Project management terms

In December, we introduced you to another project management term: line project organisation.

➞ [Line organisation](https://iapm-cert.net/documents/glossary-en/index.html)



Look up project management terms in our glossary, both traditional and agile:
iapm-cert.net/documents/glossary-en/index.html

Crossword Puzzle Day

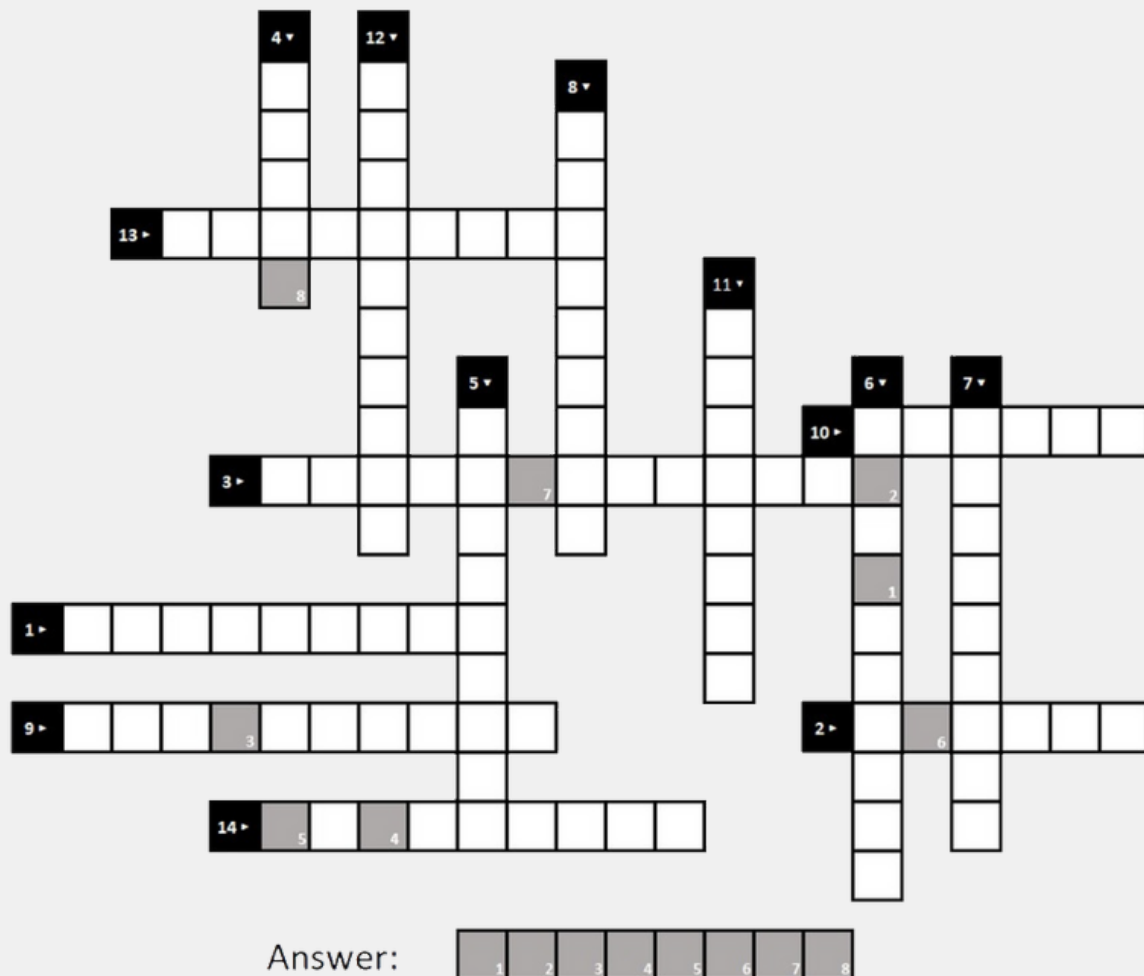
21 December was crossword puzzle day, and we have something prepared for you!
Have fun solving it.

Vertical

4. Deming cycle: Plan - Do - ... - Act
5. A significant event (e.g. completion of a sub-task, interim acceptance) during a project
6. 4th phase of Tuckman's team development
7. What does "R" stand for in the abbreviation SMART?
8. Opposite of intrinsic motivation: ... motivation
11. Positive stress
12. The team members who, together with the Scrum Master and the Product Owner, form the Scrum Team

Horizontal

1. A project is characterised by limited ...
2. Project organisation type: ... organisation
3. Communication approach where all project participants are seen as partners and are actively involved in the project: ... approach
9. Handover of tasks to the project team members so that they can carry them out
10. Inventor of the 80/20 principle
13. Goal of each Sprint which is a tested, usable or saleable partial result
14. The allocation of funds for specific purposes (e.g. projects, sub-tasks, work packages).



You can find the solution here: iapm-cert.net/documents/other/IAPM_Crossword_Puzzle_Solution.pdf

Published articles

If you have ever worked on a project, you have probably come across the term stakeholder. Although stakeholders play an important role in project work, or in a company in general, the question often arises as to what exactly characterises them and how one should deal with them. Before we explore these questions, let's first take a look at the name: The term stakeholder in relation to a project, means a person who has a vested interest in a project (outcome) because he holds a "stake" in it.

But what exactly is his "stake"? How do stakeholders differ from shareholders and what should good stakeholder management look like? You will learn all of it in the following article: iapm.net/en/blog/stakeholder/



It goes without saying that you should communicate with stakeholders on a regular basis and also hold meetings with them. In fact, meetings are an almost daily occurrence in the everyday life of a project manager, and everyone involved in projects. You probably also know it: you are constantly sitting in meetings in which either something is discussed, something is decided, something is presented, or something is worked out.

Some meetings are purposeful, others are lengthy and poorly organised. But you've resigned yourself to spending a lot of your time sitting down with all kinds of people and groups in person or digitally. Sometimes half an hour, sometimes a whole day. That's why it's worth taking up the topic once more and looking at how you can bring a bit of fresh air into this grey daily meeting routine. Read our blog article to find out how to make your future meetings more engaging: iapm.net/en/blog/bringing-a-breath-of-fresh-air-to-meetings/

Published articles

To put it another way, a meeting should be efficient so that it does not waste the participants' time. Or should it be effective instead? Many people find it difficult to distinguish between these two words. And to be honest: effectiveness and efficiency are two words that sound very similar. But even though people are tempted to equate these two words in everyday life, they should not be used as synonyms.

Especially in project management, it can make a huge difference which word you use. But what exactly is the difference between effectiveness and efficiency and what is the significance of these two terms for project management? Find out in our blog post: iapm.net/en/blog/efficiency-effectiveness-difference/



Something that helps to make your day more efficient is writing to-do lists. A good to-do list contains all the tasks that need to be done and it is suitable for everyone involved in the project. It can be customised and provides a clear overview of the entire project so that no step is forgotten, the unfinished items are not floating around in the back of your mind, and you don't have to constantly think about what still needs to be done.

This also makes for better time management, as everyone can clearly see what still needs to be done. Learn more about to-do lists in our blog post: iapm.net/en/blog/to-do-lists/

Published articles

Speaking of to-do lists: Usually project managers' to-do lists are bulging and the time they can spent working is limited. So, project managers cannot afford to use their time poorly. But what can project managers do to manage their time better? In our article you will learn how to increase your productivity without extending your working day: iapm.net/en/blog/better-time-management/



Another helpful factor in not extending the working day and keeping the workload within reasonable limits is an adequate number of project staff. The problem from the employers' point of view: In times of skills shortages and the war for talent, employers have to fight for the few available workers.

Of course, this does not apply to all professions, but experienced project managers are in high demand. And this is exactly where personnel marketing comes into play. Find out how personnel marketing can be beneficial in this context: iapm.net/en/blog/personnel-marketing-in-project-management/

IAPM news

Medium.com is a platform on which articles on a wide variety of topics can be published and, of course, you will also find many interesting articles on the topic of project management on this website. We are sure that you have already read one or the other article there. The IAPM has also an account on Medium and publishes articles there. Follow us to make sure you don't miss anything: medium.com/@ProjectManagers



A few final words

We hope you enjoyed the first issue of 2023 and that you took the time to solve the crossword puzzle - which was at least as much fun to create as the IAPM Magazine. We would also like to take this opportunity to address all authors out there: You may have noticed that there are many blog posts in this issue - soon yours could be among them if you write a blog article for the IAPM blog. Don't hesitate to [contact us](#) so that we can include you and your post in our publication schedule as soon as possible. We are already looking forward to learning from your expertise!



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Thank you for reading and we hope you
enjoyed it as much as we and the whole IAPM
team enjoyed creating it!

Linda & Janek