JULY 2023

IAPM MAGAZINE

Over the last few months we have been slowly developing a structure here at IAPM Magazine where we have been teasing out a number of blog posts that have appeared on www.iapm.net over the last month. In addition, we provide you with input on what skills project managers should have and a few snippets of knowledge about technical terms that are important in project management. And that's what we'll be doing again this month. Do you like this structure or would you like more variety?

Project management terms

In June we introduced you to three technical terms:

→ Network Diagram

→ Project Management Processes

→ Structuring

You can find these and many more definitions in our glossary for both agile and traditional project management terms: iapm-cert.net/documents/glossary-en/index.html

Published articles

As social beings, we can barely survive on our own. It is therefore essential that we interact with others and convey messages to them. Communication, derived from the Latin word "communicare", is the exchange of information between a sender and one or more receivers, or between two or more people. Anyone can be both sender and receiver. We communicate to present things, to express ideas and to get reactions. Communication is used to exchange factual information as well as to maintain emotional equilibrium and is therefore an important social bonding agent. Find out why communication also plays a crucial role in project work: iapm.net/en/blog/communication-in-project-work/

In the context of communication, there are several well-known models, some of which we introduced to you last month: A well-known theorist in the field of communication is the Austrian-American communication scientist Paul Watzlawick. In his book "Pragmatics of Human Communication. A Study of Interactional Patterns, Pathologies, and Paradoxes", co-authored with Janet H. Beavin and Don D. Jackson, he presents five axioms that clarify the fundamentals of human communication. These five axioms (generally accepted ground rules that everyone assumes to be true) are used to illustrate that verbal communication is influenced by both the relationship between the dialogue partners and their emotions. Find out how the five axioms can help you master project work: iapm.net/en/blog/axioms-of-communication/

Published articles

You already know that we exchange messages with other people every day, verbally or non-verbally, consciously or unconsciously. But why is it that we sometimes talk past each other, leading to misunderstandings and conflicts?

The answer lies in the complexity of human communication, and this is where the communication square of the German psychologist Schulz von Thun comes in, a model that can also help us in project work to better understand and optimise our communication.

The communication square (also known as the "four ears model") is a model he developed in 1981 to illustrate communication. It shows the different levels and aspects of communication and how messages can work at different levels. By understanding and applying the communication square, project managers can become more aware of their communication and reduce misunderstandings. Do you want to improve your communication and reduce misunderstandings? Here is how it can work: iapm.net/en/blog/communication-square/

The third model we have presented in relation to communication is that of Theme-Centred Interaction (TCI). It was developed in the 1950s by the German psychoanalyst and psychologist Ruth C. Cohn. TCI provides very practical knowledge about communication and processes in a team that can be easily applied to project management.

If you want to learn how TCI can help you to communicate more effectively as a project manager, but also as a team member, you will find the information here: iapm.net/en/blog/theme-centered-interaction/

Published articles

Communication is not just about people talking to each other, it can also be about one person talking to many people and this person delivering the content. This is exactly the case with presentations, and presenting has become so much easier in the age of PowerPoint and the like. All you have to do is hope that there are no technical problems with the connection between your laptop and the projector at the venue and you can deliver a professional presentation with all the trimmings. The preparation is done on the computer and you need to take very little with you to the presentation other than your laptop and maybe a power cable. But do you know that presentations can be so overloaded with information and technical gimmicks that it's hard to concentrate on the content? A programme like PowerPoint quickly tempts you to use its hundreds of features. Smooth transitions, slowly building images, colourful glowing and flashing fonts. There are no limits to your imagination when it comes to grabbing your audience's attention. But does it really work? Find out why less can sometimes be more: iapm.net/en/blog/presenting-with-zen/

Speaking of many technical innovations and a multitude of options: In the past, meetings were traditionally held on site or by telephone. For some years now, however, video conferences have become an integral part of everyday life. And when it comes to choosing a videoconferencing provider, organisers are spoilt for choice. However, while there are overall differences between providers, the result is the same: the meeting is not taking place on site, but online - and opinions differ on how participants feel about online meetings. Some like to wear their comfortable pyjamas with a white shirt and jacket as their business outfit for days working from home. Others curse the video conference and prefer traditional meetings to online ones. The aim of this article is not to weigh up the pros and cons, but to give you some advice and ideas on how to make videoconferencing as effective as traditional meetings - because although, or perhaps because, videoconferencing is now part of everyday working life, it can't hurt to brush up on what you know about it: iapm.net/en/blog/successful-video-conferences/

Published articles

Whether you are making decisions and agreements in a physical or virtual team, there is one thing that should not be neglected when working on a project: thinking about the business model. The main objective of a business model is to develop a plan that can generate profit. This involves identifying key aspects such as products, target market and costs. Because a business model is made up of many factors, it is important to have a clear representation that makes everything understandable and accessible. This is where the Business Model Canvas comes in.

But why is the Business Model Canvas important for project management? That's because a company can only work in a focused manner if it knows where it's going. That also applies to project work. To learn more about what a Business Model Canvas can look like, click here: iapm.net/en/blog/business-model-canvas/

Once the company has chosen the right direction, projects can be rolled out accordingly. One way to find out what they want is to use the Kano model, which establishes the relationship between meeting certain customer requirements or attributes and the expected level of customer satisfaction. It is difficult to predict which feature will influence satisfaction in which direction. But even a possible product improvement may not necessarily lead to higher satisfaction, as customer needs may differ and one person may perceive something as an improvement that another would consider a drawback. To find out how to get the most out of the Kano model, click here: iapm.net/en/blog/kano-model/

If you're at the stage where you're trying to figure out which features will best satisfy your users, then you've already entered the world of project management, and you've probably heard of the Magic Triangle (or Iron Triangle). If not, let's refresh your knowledge. The name is somewhat misleading because the Magic Triangle has nothing to do with magic - it is a purely logical concept. It describes the interdependencies between the three most important objectives in a project: time, cost and quality. To find out what exactly is special about this triangle, click here: iapm.net/en/blog/magic-triangle/

Published articles

In addition to cost and the desired quality of the project, time plays an important role, as you have learned. And as a project manager, you need to know how best to use the time available for the project. For this reason, time planning is carried out and an attempt is made to present time-relevant facts to the project participants in a simple way through visualisation. Specifically, this means finding out how much time is needed for certain tasks or what time constraints need to be met. Dependencies between different tasks should also be recognized and taken into account. The Gantt chart is an extremely useful tool for getting the most out of time planning and visualisation, conveying more in one powerful image than a thousand words can express. Start learning how to visualise your next project: iapm.net/en/blog/gantt-chart/

One thing that is often neglected in project management is proper documentation. However, especially in traditional project management, documentation plays an important role. It enables the efficient collection, organisation, management and control of project documents, which are essential to ensure the quality of project deliverables. However, document management can become a real challenge if the right processes and systems are not in place. In this article you will learn what to look for in project documentation and the importance of the role of quality management: iapm.net/en/blog/documentation-in-project-management/

Imagine a world where routine tasks such as updating schedules or documenting are completed swiftly and without human intervention, where strategic decisions are guided by intelligent insights, and where team communication is seamless and effective. This is not a distant utopia, but a reality shaped by the transformative power of Artificial Intelligence (AI). As an experienced project manager with diverse industry experience, our guest author Clay L. Adderley has witnessed the revolutionary potential of AI first-hand. Read on to find out more: iapm.net/en/blog/artificial-intelligence-in-project-management/

IAPM Partner: Event

Event Announcement - Networking Event in Hamburg, Germany

We are delighted to invite you to an event in Hamburg that will spark your creativity and inspire innovative thinking: Agile Hacking - Where Creativity and Innovation Meet!

📅 Date: 10 July 2023
🕐 Time: 18:00
🌍 Location: Hamburg
🐷 Fee: Free of charge

This is not just a classroom event. You can get actively involved and make the event come alive through your participation.

This is what you can expect from the Agile Hacking Event:
- Inspiring insights into Agile Hacking
- Interactivity
- Networking opportunities

Don't miss this opportunity to gain new perspectives and network with your peers! Register now to secure your place.

Many thanks to Consensa Projektberatung GmbH & Co. KG for hosting the event and to Udo Schmidt and Uwe Stolle from IAPM Network Hamburg for organising it. Please note that this is a local event and the language will be German.

PM skills - Why is ... important?

Why is networking important for project managers?

A project is carried out by a team made up of people of equal rank from different disciplines. Since such a team cannot usually be led by "command and obedience", project managers need to be able to build a network and protect it from interference. Well-networked project managers also find it easier to exchange ideas with like-minded people and thus improve the project work.

Why is creativity important to project managers?

Creativity has little to do with the artistic aspect. Rather, it refers to the ability to create something new, useful or usable. It is about being creative or imaginative, as required, for example, in the planning and implementation of a project. A creative project manager can develop alternative approaches and new ideas to keep the project on track or take it to the next level. Creative solutions can also make better use of scarce resources to achieve project goals more effectively. A project manager with a creative mindset can also inspire the team to develop new ideas and integrate them into the project planning and implementation.

Why is empathy important for project managers?

A project is influenced by many people, their expectations, wishes and hopes. Project managers who can put themselves in these people's shoes, i.e. who are empathetic, improve their ability to build stable relationships and ensure positive social interaction, increase their ability to resolve conflicts and the likelihood of achieving a good project.

Why are organisational skills important for project managers?

Project managers need to be able to plan, coordinate and monitor complex projects efficiently. They must ensure that the right people, with the right materials and tools, are able to do their jobs and deliver the right outputs and results. This requires organisational skills, as they must be able to structure and organise work processes and teams.

A few final words

This issue marks the end of June - which means that half of 2023 has already passed. Time has flown. We still have some topics in the pipeline that we want to tackle in 2023, so stay tuned! If you have anything you would like to share with us, be it blog articles, an interesting topic you would like to know more about or an event recommendation, please let us know.

Linda Ottmann
linda.ottmann@iapm-cert.net

Janek Hinze
j.hinze@iapm-cert.net

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

Linda & Janek