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# IAPM MAGAZINE

How wonderful that you have found your way to the IAPM Magazine! In this issue, you will learn why it is important for project managers to be flexible, adept at problem-solving, and skilled in decision-making. You can quickly see which blog articles have been published on our blog in the last month, and with just one click, you can read the entire article.

Are you based in Northern Germany or planning a visit? If so, read on to discover why you should attend the Network Meeting in Hamburg in July. Enjoy your reading!





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## 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.

## Published articles

In addition to the project manager's role, various roles can be defined to support his activities in traditional project management. In large construction and engineering projects, and sometimes in industrial research and development, it is common practice to have a project support role in addition to the project manager role. For the project manager, this is both a relief and a help in creating transparency in the project. However, project support roles do not replace the project manager, nor can they relieve the project manager of responsibility for the success of the project. The tasks that these roles can take on to best support the project manager are explained in this article: [iapm.net/en/blog/project-support/](http://iapm.net/en/blog/project-support/)



Although the project support roles may not be directly responsible for the success of the project, they do provide support to the project manager by working closely with him, the project team and the technical departments to bring the project to a successful conclusion. In many organisations, this collaboration is supported by a higher level of project governance, known as project boards. How these differ and what role project boards play in project success is explained in our article: [iapm.net/en/blog/project-boards/](http://iapm.net/en/blog/project-boards/)



How individual roles and responsibilities are defined within a project, as well as the project boards, can be found in the project organisation chart. It is not only about structuring the work processes, but also about the effective cooperation of the project members and the distribution of tasks. There are different ways of organising projects, which can be differentiated based on their basic forms. The three basic organisational forms are the functional project organisation, the matrix organisation and the pure (autonomous) project organisation. Learn more about the basic forms of project organisation and how they influence project success: [iapm.net/en/blog/basic-forms-of-project-organisation/](http://iapm.net/en/blog/basic-forms-of-project-organisation/)

## Published articles

For particularly large and long-running projects, it is advisable to organise the project autonomously and run it as a project company. Some of the advantages of creating a project-based organisational structure are that it enables the hierarchical classification of team members, defines the scope of work and decision-making, and lays the foundation for successful teamwork. The project manager has the option of using different organisational forms, taking into account their specific advantages and disadvantages, and can shape the relationship between the project organisation and the base organisation in different ways. Our article explains the forms that can be applied: [iapm.net/en/blog/project-companies-at-a-glance/](https://iapm.net/en/blog/project-companies-at-a-glance/)



In the case of international projects, you should bear in mind that other forms of project organisation may be used in this context, or that project companies may have to comply with certain regulations. But these are by no means the only things to consider in international projects. Just as important as the obvious are the less obvious characteristics: Behaviour and compliance with (unwritten) rules.

It is important to get to know the customs and traditions of other cultures. After all, what is considered polite and appropriate in one culture may be considered rude or offensive in another. It is therefore necessary to develop and promote intercultural competence in order to avoid putting one's foot in one's mouth and to build good relationships: [iapm.net/en/blog/intercultural-competence/](https://iapm.net/en/blog/intercultural-competence/)

## Published articles

One thing that differs from culture to culture is the perception of time. But no matter what culture you belong to, time management should be important for everyone because it is essential for self-management. Effective time management not only protects your health, but also the company's finances.

Poorly organised employees tend to work inefficiently. They waste paid time and create costs for their employer for which they receive nothing in return. Read the article to find out how you can improve your time management: [iapm.net/en/blog/dealing-with-time/](http://iapm.net/en/blog/dealing-with-time/)



As you know, time is not the only finite resource in a project - money is not unlimited either, so it is important to prioritise when working on a project. One way of prioritising is the MoSCoW method, which helps to prioritise requirements in a meaningful way and to assess which ones should be worked on first. The method is divided into four requirements: Must, for essential requirements; Should, for non-critical requirements; Could, for irrelevant requirements; and Won't, for requirements that may be used later. Must, Should, Could and Won't make up the acronym MoSCoW. The article explains how to deal with the different categories: [iapm.net/en/blog/moscow-method/](http://iapm.net/en/blog/moscow-method/)



Prioritisation is not always unanimous; a team member may find a feature useful, but it is still categorised as 'Could' or 'Won't'. If things go badly, this team member can become a problem because he disagrees with the decision and is ready for conflict. The conflict-prone employee then falls into the "difficult employee" category, but in addition to the conflict-prone, there are also colleagues who are work-shy, resist change or are loners.

However, dealing with difficult employees is part of the job as a project manager, because it is essential that team members work together. Learn how to deal with difficult employees: [iapm.net/en/blog/leading-difficult-employees/](http://iapm.net/en/blog/leading-difficult-employees/)

## Published articles

Especially when you are working with difficult people and trying to handle them, but you are inexperienced in dealing with them, it can happen that you make mistakes. But mistakes are human and can happen throughout a project. It is important not to sweep them under the carpet, but to admit them and learn from them. However, most people do not find it easy to admit mistakes and deal with them constructively.



People like to avoid the unpleasant encounters and arguments that come with calling something a mistake. But in doing so, they miss the opportunity that lies in communicating mistakes. Namely, the opportunity for successful error management. This enables a targeted and structured control of all activities around the error in order to filter out its potential. Read our article to find out how to approach error management: [iapm.net/en/blog/proper-error-management/](https://iapm.net/en/blog/proper-error-management/)

Admitting mistakes and learning from them should play an important role in traditional project management, but it is even more important in agile project management, where mistakes can be dealt with quickly and corrected in short cycles. Don't have much experience of agile project management? Then take a look at one of the most popular frameworks: Scrum, which is particularly popular in software development. Unlike a method, Scrum as a framework provides a loose structure that leaves room for the use of tools. This is particularly useful when the project goal is not well defined and adjustments are needed along the way. However, it takes time to implement the framework within a company's structures, as the team and management have to get used to the new rules of the game. Over time, however, the people involved develop and become more adept at using the Scrum framework. But what makes Scrum different and why is it a framework and not a method? Find out in our article: [iapm.net/en/blog/scrum/](https://iapm.net/en/blog/scrum/)

## Published articles

So far so good - Scrum is a framework, not a method. But what is a method in agile project management? One example is Kanban. When a team is working on a new project, it is important to have an efficient way of organising tasks so that everyone knows who is working on what and when. Kanban is an optimal solution because it provides a clear overview of all tasks at a glance - it visualises the workflow. This article explains what Kanban is, what benefits it offers and how it can be successfully implemented in a company: [iapm.net/en/blog/kanban/](http://iapm.net/en/blog/kanban/)



However, implementing Kanban does not only mean that the workflow can be better visualised, it can also help with another challenge: Team involvement, which is critical to project success as it increases productivity, promotes collaboration and enables better communication.

To find out how Kanban can help project managers better involve their team, read our article: [iapm.net/en/blog/team-involvement-through-kanban/](http://iapm.net/en/blog/team-involvement-through-kanban/)

## Project management terms

As usual, this month we have five terms to introduce you to:

- ➔ [Continuous improvement process](#)
- ➔ [Probability of occurrence](#)
- ➔ [Reference project](#)
- ➔ [Total cost curve](#)
- ➔ [Communication](#)

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](http://iapm-cert.net/documents/glossary-en/index.html)



## **PM skills - Why is ... important?**

### **Why is flexibility important for project managers?**

It is important to recognize that projects are embedded in increasingly complex environments and that frameworks and sometimes even objectives change frequently as a result of new knowledge. Projects are subject to ambiguity. To respond to this ambiguity, a project manager can and should be flexible.

### **Why is problem solving important for a project manager?**

Projects present the project managers with challenges that they must manage as efficiently and effectively as possible. They must be able to accept challenges and quickly develop solutions in order to lead the project to success. A good understanding and healthy handling of their own feelings and those of the stakeholders, the ability to form their own opinions, resourcefulness, analytical thinking and the will to make decisions can help them to do this. By applying these skills, the project manager is able to steer the project and bring it to a successful conclusion.

### **Why is decision-making ability important for project managers?**

The processes in a project are not carried out for their own sake; everything that is done serves a goal that needs to be achieved. In order to achieve this goal, decisions often have to be made at forks in the road as to how to proceed. In these situations, the project manager's decision-making ability is of great importance. It is important that the project manager is able to make decisions quickly and effectively in order to successfully manage the project and achieve the project goals. However, this also means that, depending on the project situation and the competences assigned to them, they must decide whether to make the decision on the measures to be taken themselves, whether to involve the right partners in the decision or whether to delegate the decision altogether.



## A few final words

Thank you for reading the June issue of the IAPM Magazine! What do you think of the section: Why is ... important for project managers? Is there a particular skill you think project managers should have? Let us know what you think so that we can tailor our future posts accordingly.

Besides that, is there any other section you can think of that would be of interest to you? We are open to your ideas and suggestions!



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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*