

MARCH 2023

IAPM MAGAZINE

Welcome to the third issue of the IAPM Magazine in 2023. It's amazing how quickly time flies. We stopped the IAPM Essentials 8 weeks ago and since then have been publishing more blog articles on various topics, but also articles on the basics of project management. As a result, our blog section is very packed again this month. We appreciate every article that you read and that enriches you in some way. Have you ever had an 'aha' moment when reading one of our articles? For us, one of those moments came with the article on brainstorming: "Quantity over quality". It's not the quality of the ideas that's important at the beginning, it's the quantity. Makes perfect sense, doesn't it? Feel free to share your thoughts with us!



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Our book recommendations

In today's world of work, insecurities and anxiety about various things are part of everyday work. But employers can play a part in reducing or even overcoming employees' concerns. How can you encourage discussion, support minorities, promote team spirit, prioritise employee health and promote them professionally and show them what is enough to reduce the insecurities and concerns? To answer these questions, you should read the book ["Anxiety at Work" by Adrian Gostick and Chester Elton](#).



It is well known that emotional intelligence, or EQ, can be more important than IQ. But what role does emotional intelligence play for a project manager? Quite simply, project managers, like other leaders, work closely with people, such as stakeholders or their team members. In this collaboration and communication, emotional intelligence can be a great asset. To find out how you can become more emotionally intelligent, what the pillars of emotional intelligence are, and how you can benefit from it as a project manager, read the book ["Emotional Intelligence for Project Managers: The People Skills You Need to Achieve Outstanding Results" by Anthony Mersino](#).

IAPM Certifications

Looking for a change in your career? Then take your first steps into agile project management with our [Certified Junior Agile Project Manager \(IAPM\)](#). This certification level is all about Scrum, which means it certifies your comprehensive Scrum knowledge and gives you a competitive edge when it comes to staffing a Scrum Team - whether you are just starting out or have years of experience. You can easily prepare yourself through self-study, saving you time and money. Start right away: iapm-cert.net/weblearn/cjapm-en/

Published articles

The project environment is, on the one hand, the space in which the project and the project environment influence each other and, on the other hand, the space in which the project is formulated, evaluated and implemented. Every project is embedded in a project environment with different mechanisms of action. The environment influences the project directly or indirectly and/or is passively influenced by the effects of the project. The external influencing factors can be very complex and also difficult to understand. In our article you can read about the factors to consider and how to deal with threats and supporters: iapm.net/en/blog/environment-analysis/



Because a project is embedded in an environment, it is influenced by people, something new is created and it evolves as many heads and hands contribute. To keep track, analyses and sketches of ideas, plans and protocols, contracts and much more need to be documented. This leads to project documentation requirements that are driven by the people involved and the factors that influence the project. Find out what you need to know about project documentation: iapm.net/en/blog/project-documentation/



One of the most important documents in a project is the contract, so it is not surprising that contract and claim management play a major role in project management: In order to complete projects successfully and economically, laws and contracts must be strictly adhered to. If this is not the case, risks increase, for example due to additional demands from the client. In this context, both contract management and claim management are essential to the project.

Contract management deals with the design, analysis, conclusion and amendment of contracts, taking into account the links with change and claim management, as well as the monitoring of contract performance. Claim management is the part of project management that manages requirements, change requests or enhancements. Want to learn more about this topic? Find out here: iapm.net/en/blog/contract-management-and-claim-management/

Published articles

Of course, project managers do not need to be legal professionals, let alone lawyers, but a basic understanding of legal issues should be present. However, there are project management skills that are more important. Project managers need both hard and soft skills to successfully plan, manage and deliver projects. A successful project manager must have excellent communication, interpersonal and organisational skills. These skills help project managers communicate effectively with all stakeholders and team members, including senior management, subordinates and clients. You should be able to demonstrate these skills effectively on your CV. Find out how to do this in our article: iapm.net/en/blog/project-manager-cv/



Once your CV has convinced and you have been given your first project, there is one thing to remember: No matter how well you plan, never be so confident that you don't have a plan B. Project managers set ambitious goals, constantly develop plans and resolutely navigate the often choppy waters of their projects. But despite all the hard work and pre-planning, project managers should always have a plan B in case problems arise in the pursuit of project goals. After all, the job of a good project manager is to always know a viable alternative. Do you always have a plan B up your sleeve, and how often have you had to use it because plan A was rejected? In this article you will learn how to create a plan B that will get your project back on track: iapm.net/en/blog/plan-b-in-project-management/



As you can see, it is important to have an alternative plan up your sleeve. More fundamentally, project managers should be able to respond flexibly to change, because one of the developments in project management in recent years has been the increasing complexity of projects and the uncertainties associated with an ever-changing world. Project managers must therefore be able to deal with highly complex contexts and multi-faceted projects.

Energy savings, green technologies and increased demands for project efficiency make a competent project manager irreplaceable, especially as increased complexity and uncertainty naturally lead to more responsibilities and tasks. Find out how a project manager can deal with this in our blog article: iapm.net/en/blog/uncertainties-in-projects/

Published articles

In order to consider how to deal with one or the other uncertainty, it can be useful to share ideas with the team and work out solutions together. Brainstorming can help. Brainstorming is a group technique that helps to generate spontaneous answers to a given question. In brainstorming, the ideas generated are accepted without evaluation or censorship and can even be taken up and developed further.



There are different methods that can be used, depending on the question or the group of participants. In our article, we present four methods and explain the rules to follow when brainstorming. Although it is a creative technique, rules help to achieve the desired result: iapm.net/en/blog/brainstorming/

However, before embarking on such a group task, it can be useful to first understand how to communicate without misunderstandings. In our personal and professional lives, people communicate around the clock, both verbally and non-verbally. When communication between individuals or a group works well, cooperation also works well. However, when people do not communicate openly, or when non-verbal communication is used in a way that sends a negative message to the receiver, tensions can arise and have a negative impact on the project. Tension is not the only problem. Because people tend to look for faults in others rather than in themselves, misperceptions can arise. The Johari Window can help resolve this misperception and the resulting conflict by showing how others see us and how we appear to them: iapm.net/en/blog/johari-window/

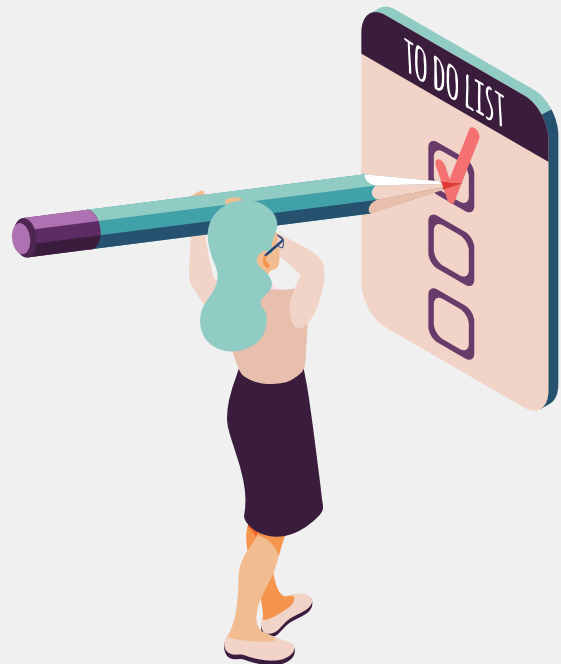
Both in brainstorming and in creating the Johari Window, you will have noticed that visualisation plays an important role. And this is no coincidence. Visualisation can help to focus team members on a topic, hold their attention or make a meeting memorable. If everyone in the meeting can see what's going on, they're more likely to stay on track and not get sidetracked. And because meetings are central to projects, project managers or others responsible for meetings should use the power of visualisation. Find out how to do this here: iapm.net/en/blog/power-of-visualisation/



Published articles

Another model that thrives on visualisation is the Eisenhower Matrix, a method for prioritising tasks on a to-do list according to urgency and importance, named after former US President Dwight D. Eisenhower, who in 1954 quoted a college president: "I have two kinds of problems, the urgent and the important. The urgent ones are not important, and the important ones are never urgent."

But this quote begs the question of what the difference is between urgent and important, and how to divide the matrix on that basis. Find out how you can prioritise your tasks based on this matrix: iapm.net/en/blog/eisenhower-matrix/



As you can see, setting priorities is an everyday task in project work, both in traditional and agile project management. Especially in agile project management, or more specifically in Scrum, prioritisation plays an important role because the Product Backlog has to be prioritised so that the Product Backlog Items can be implemented according to their importance.

When you think of agile project management, the software industry immediately comes to mind. Not surprisingly, prioritisation plays an important role there. To find out how to prioritise your software project correctly, read this article: iapm.net/en/blog/priorities-in-software-projects/

Project management terms

In January we defined three terms for you: [Sprint Backlog](#), [Contract](#) and [Benchmarking](#). Are you unsure of the meaning of the terms or are you interested in more definitions? In our glossary you will find agile and general project management terms defined.

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

A few final words

Well, so much for February. We have covered everything important and worth knowing in February and have reached the end of our IAPM Magazine. Which topic was of particular interest to you? Would you like to see another interview? Let us know and we will see what we can do! We look forward to receiving your feedback.



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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